Career Planning for Women

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CAREER PLANNING FOR WOMEN

BY

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M.S., Cornell University, 1972

THESIS
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To Marilyn Payne who knew what to do, when no one else did
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CHAPTER I
INTRODUCTION

Women have always worked. They have worked on farms and as servants in homes of the upper-class. After the start of the Industrial Revolution, they joined men in the factories and sweatshops of the cities. Unlike men, they remained on the periphery of the working world, concentrated in low status, poor paying jobs. The very few who did reach top management usually attained their positions through wartime diversion of manpower, by way of a family-owned business, or death of a husband.

With only slight fluctuations from year to year, the number of women working outside the home or family farm remained between twenty and twenty-five percent of all women. World War II precipitated the movement of large numbers of women into the work force, and this social change was the beginning of the present social revolution. In 1972, 43.8 percent of women, 16 years of age and older were working outside the home.

Their positions, however, were no higher on the scale of organizational status in 1972, than they were in 1900, although the number of working women had almost
doubled. Women's position in the work force has simply been a reflection of women's position in society in general. Throughout recorded history, except for brief periods and in isolated locations, women have occupied a subordinate position to men, and women's activities have been considered of relative unimportance when compared to the activities of men.\(^6\)

Two major factors which have contributed substantially to the historical subordination of women are the cultural conditioning of women to exhibit behavior and characteristics appropriate to an inferior group;\(^7\) and the belief by many males (and females too) that women are not exhibiting learned characteristics, but are in fact, biologically and intellectually inferior.\(^8\)

The idea that women are taught to submerge their potential is simply disregarded.\(^9\) Women, for example, have been taught to defer final authority and decision-making to any male, regardless of his intelligence or ability. In addition, the general male attitude toward women as a group has changed, but only slightly (and in some cases not at all) as the following quote by Dr. Grayson Kirk, former President of Columbia University demonstrates:

*It would be preposterously naive to suggest that a B.A. can be as attractive to girls as a marriage license.*\(^10\)
Changing the perception of women in everyday life, and lifting the restriction on the limited functions imposed on women by society is a slow and difficult process.

An Englishwoman, Mary Wollstonecraft, a pioneer in the fight for women's rights and author of the book, A Vindication of the Rights of Women published in 1792, wrote:

Women are told from their infancy, and taught by the example of their Mothers, that a little knowledge of human weakness, justly termed cunning, softness of temper, outward obedience, and a scrupulous attention to a puerile kind of propriety, will obtain for them the protection of man; and should they be beautiful, everything else is needless, for at least twenty years of their lives...

Simone de Beauvoir, more widely known as an existential philosopher, but also the author of the now classic book on women's social condition, The Second Sex, wrote in the nineteen forties:

... The necessity for woman is to charm a masculine heart; intrepid and adventurous though they may be, it is recompense to which all heroines aspire; and most often no quality is asked of them other than their beauty. It is understandable that the care of her physical appearance should become for the young girl a real obsession; be they princesses or shepherdesses, they must always be pretty in order to obtain love and happiness; homeliness is cruelly associated with wickedness...

And, Betty Friedan, the Mother of modern feminism and author of the book, The Feminine Mystique, wrote in the early nineteen sixties:
The failure to realize the full possibilities of their existence has not been studied as a pathology in women. For it is considered normal feminine adjustment, in America and in most countries of the world.\(^5\)

The advertisement, "You've come a long way baby" for a cigarette brand targeted at women, has become a popularized phrase, and is used to indicate the fact that social progress for women has been made. Women can now vote, hold elected office, buy property, work outside the home (even though married), enter professional graduate programs, and remain single, if desired.\(^4\)

Unfortunately, progress referred to in the ad slogan, had to be prompted by court action, and legislation throughout all levels of government. The task, to achieve complete equality, is still far from finished. Cultural myths, supported and given credence by years of unchallenged repetition, help keep women out of the executive suite.

In addition, those professions considered suitable for women to follow (regardless of the amount of training required) have always occupied a lower status in the working world.\(^5\) As well, female occupations have less power to be exerted in general management of the organization; individuals occupying those positions are granted less decision-making authority; and within
the organizational structure, traditionally female-dominated fields are often subject to another organizational level that is male-controlled. That is; nurses must answer to doctors, university librarians to school administrators, and social workers to higher government officials, who are almost all male. Thus, although some professional access is available to women in the working world, these professions are as much on the periphery of the internal power structure as positions open to women on much lower levels.

Two possible avenues are open for women to begin changing the status quo. The first direction would be to upgrade traditionally female occupations; the second, for women to enter exclusively male fields. The women's movement has especially helped the first goal, upgrading traditionally female professions by forcing a change in the attitude toward women in general. But already overcrowded, the limited number of positions open in female occupations can not absorb the large number of women now entering the work force.

The second possibility, entrance into male fields, is also underway, but many problems still exist. For example, some males already members of the professions are adamantly opposed to women joining them.

The reason(s) for keeping women out may be as
simple as the desire to eliminate competition, or as complex as the general perception of women, as inferior in society as a whole. Some specific reasons for restricting the entrance and advancement of women in business and the professions include: the perceived lack of motivation, drive, and educational training on the part of women; the fact that some men won't work for a woman; the belief that women do not think in a businesslike manner; women will leave; and the coup d'état of them all, women do not have the innate capacity needed to succeed in anything other than menial tasks.\(^{19}\)

In the past some of these specific reasons may have had numerous examples to substantiate the belief, but with only a little investigation, one could quickly deduce that the cause, not the resulting behavior, needed attention, analysis, and change.

Even highly educated and ambitious women, for example, were not placed in challenging, upwardly mobile positions, as men with comparable background would have been.\(^{20}\) The pay differential as another example, was substantial, and despite laws passed, remains considerable.\(^{21}\)

Queried in 1961 by the National Office Managers Association, those individuals answering the question admitted that they paid men more than they paid women
In a study conducted by the Women's Bureau of the Federal Government the same results were found. Statistics indicated from the government study that a sizeable difference between wages paid men and women for jobs with identical titles, existed.\(^23\)

Executive positions are no different. In a study conducted by the National Science Foundation, the gap even widens rather than narrows in higher positions.\(^24\)

The effort to help women gain pay equality in the marketplace began in 1963, when the Fair Labor Standards Act of 1938 was amended by the Equal Pay Act. Extensive hearings had verified the fact that wage discrimination on the basis of sex was a widespread practice.\(^25\)

Employing the power of this act, over a ten-year period, $43 million dollars has been paid to 104,000 employees. In 1972 the Equal Pay Act was extended to include executive, administrative, professional, and outside sales employees.\(^26\)

The Office of Federal Contract Compliance also was amended to include women in 1967. This government office monitors all federal contractors and subcontractors (about 9 out of 10 large American companies) to make sure the company has an affirmative action program. If the company does not, the contract can be given to
another one that does.27

The road to the executive suite, despite some progress, is still blocked by the barbed wire of intransigent beliefs and paleolithic practices. In July 1973 the Chairperson of the Equal Employment Opportunity Commission admitted that none of the five largest U.S. Corporations were in compliance with antidiscrimination laws!28

In order to remake the business landscape, more than Federal pressure is needed. Successful achievements accomplished by women executives, young executive men (who understand the purpose of the women's movement), and the continued effort by women in general, striving for equality in all areas of life must be part of the basic ingredients to achieve the goal of equal opportunity. Much more time will be needed, however, before even modest progress is fully realized.

In the meantime, women, who are or wish to be on the management horizon, must assume the major responsibility for their own executive development, and the executive development of other women.
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5. Ibid.


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21 Ibid., p. 62.

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23 Ibid., pp. 62-63.
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CHAPTER II

REVIEW OF LITERATURE

Until the twentieth century, the need for a career and planning a career was simply nonexistent. Most individuals were born, lived, and died in an agricultural environment with little choice or opportunity for a life different from their parents. The situation was especially true for women.1

As the Industrial Revolution gained momentum, and created jobs away from farming, an increasing number of men migrated to the cities; women soon followed. Both worked in factories, sweatshops and as servants. Women eventually received some protection with passage of work reform laws in the late nineteenth and early twentieth centuries, as did men from the rise in power of the labor unions. Unlike men, however, women as a group remained on the periphery of the working world, holding about the same kind of jobs, until the women's movement of the sixties challenged the division of labor.2 Now women can have a career, and should plan for one.

The conditions of an agricultural society limited career choice for everyone, and especially for women, who occupied as a group, a low status in the community.
The fact is not difficult to understand, why most women of the past spent little time or effort planning for a career. Unfortunately, remnants of the situation are still present today.

Much of the blatant sexual discrimination against women entering male-dominated fields (such as engineering, business, or law) is disappearing because of legislative action, and attitude change. The cultural conditioning of women not to pursue these fields, or risk being labeled a social deviant, is a much more difficult task to undo.³

Abundant folklore still exists describing in sarcastic, detailed humor the emasculated female who has sacrificed all normal social relationships, and her femininity, to rise in the male world.⁴ Seriously thinking about a career and planning for it was a solitary and frustrating exercise.

Despite the continued resistance to change, lifestyles and society are changing, and in some areas, quite rapidly. Women must now lead roles, for example, different than even those followed by their older sisters.⁵ Today's woman not only can plan for a career, she must.

Movement of women into high positions of responsibility and power, however, will not be a simple
step progression. In addition to the problem of re-conditioning women to function in a totally different world, the old rules for career planning followed by cadres of men from the college dorm to the executive dining room are no longer valid. The old rules used to achieve career advancement can not be strictly followed by either men or women in today's work environment without alterations and adaptation. 6

The Career Plan

Acknowledging these difficult obstacles, women still must plan. The purpose of a career plan is more than a set of inflexible steps toward unchangeable goals to be reached in a given number of years. When prepared properly, the plan should be an important aid in helping weigh the changing alternatives that become available, that were not originally anticipated. The plan may also motivate an individual to change direction or position, if personal progress has stopped or slowed down. 7

Preparing a career plan is not difficult. The plan can be in the form of a short graph, or a chronological list and involves a number of distinct steps. No matter how well prepared, there is no doubt that the plan, as originally conceived, will be altered at some time to encompass unforeseen changes. 8
Matching Work and the Individual: Two Factors

Before the career plan can be outlined, two important factors must be studied, and at least tentative decisions made concerning them.

The first factor involves the type of work best suited to an individual. Two effective methods exist as starting points to begin the search: isolation of personality type, and isolation of particular interests.

Cataloging of individual interests is the simplest approach because interests are fairly easy to define. Recollection of past enjoyable experiences; enjoyment of an activity; and the desire to participate again in that activity can be used as touchstones to determine interests and their strengths. Matching jobs that reflect the interests will help narrow career choices.

The second approach, isolating a personality type, is more difficult. Short of participating in time (and money) consuming comprehensive assessment inventories, several shorter methods can be employed to determine general personality types. Researchers in psychology and personnel administration are working on development of general personality descriptions especially applicable to workers.
One such researcher, Michael Maccoby, a professor at Harvard University, has studied the personality characteristics of professional managers. From his data he has isolated four types of individuals: the craftsman, company man, gamesman, and the jungle fighter. The names give a good indication of the type of individual fitting the category.

Placing an individual in one of these four categories (or some other hypothetical type) will help to focus on work and an occupation most suited to that personality.

A note to keep in mind, however, when applying this approach to women concerns the pool of subjects from which the data was collected. Most of the research has been done on male subjects, and whether the final conclusions can be directly imposed on women must remain for future researchers to verify. The general approach, however, is still a useful one.

The second factor, which must be studied before a career plan can be made, involves the need to differentiate among three concepts; a professional worker, a career professional, and manager. The professional worker category consists of those individuals who become lawyers or accountants, and who remain working primarily in law or accounting. A career professional includes a much wider range of disciplines such as
It describes those who remain in a chosen field and attain a high degree of expertise. Career professionals work for small or large organizations in business or government, but have limited managerial responsibilities or none at all.

Peter Drucker suggests:

The most rapidly growing group in any organization especially in today's business enterprise, are people who are management, in the sense of being responsible for contribution to and results of the enterprise. However, they are clearly not managers in that they are not, as a rule, the bosses and responsible for the work of other people... individual professional contributors of all kinds who work by themselves.¹²

The manager position is the most often discussed, and may be presented as the only true executive.¹³ Many texts and articles have been written for men describing career success solely in terms of attaining management positions in the traditional sense. The few books available for ambitious women follow the same pattern.¹⁴,¹⁵,¹⁶ This material, however, covers only part of the story. Before any realistic goals can be set, and steps taken toward acquiring necessary skills, there needs to be an understanding of the three concepts, and a decision as to which type is best for a particular individual.

Within the organizational structure, all three are professionals, executives, and management (as referred
to in popular jargon), but each requires the development of different skills and different work goals.

The pace of modern business and technological development necessitates even the most gifted to eventually concentrate in one of the three.

Choosing a major as a college sophomore may seem to be the only important decision required when planning a career, but choosing a major actually is only one of two important decisions that should be made. The first would be the actual choice of a particular field, and the second would be to determine whether the individual should aim toward a professional specialty or toward management. Choice of a college major should not be considered final and irrevocable. Many individuals are changing the direction of their careers and lifestyles at many different ages. Once choices are made, however, on these two factors, outlining a career plan will become a mechanical process.

Reconditioning

These decisions must be made regardless of sex or background, but women must take one additional step. They must be reconditioned to plan for a career, and to cope with a professional lifestyle. The conditioning of men begins in childhood and by college age the process
is well underway.

Edith Lynch, author of The Executive Suite: Feminine Style, one of the first books to deal exclusively with the situation experienced by professional women, states that one of the:

biggest handicaps for whatever reason, is the woman herself. Too many have been reluctant to prepare for management jobs. Too many will not assume the responsibilities and too many will not spend the long hours necessary to the executive job. They have been unsure of their talents and reluctant to use them.¹⁹

The cause of women's behavior in the management market place is far more specific than Lynch's phrase, 'whatever reason' (in the above quote), and rather simple: social conditioning.

Men have been conditioned from early childhood to strive for the highest level of their potential. Plenty of role models exist. Most corporate executives, all U.S. Presidents, all military generals (until very recently) and most superstars of the athletic world have been men. The young boy could have chosen from numerous role models. For a young girl of the past to have aimed for such occupational positions would eventually have been diagnosed as pathological.²⁰

In addition, some leading male professionals whose education and achievements would give strong support to their conclusions and pronouncements, still maintain
that a woman's place is not in the outside world.

Joseph Rheingold, a psychiatrist at Harvard Medical School, and a good example of this philosophy stated that:

anatomy decrees the life of a woman...When women grow up without dread of their biological functions and without subversion by feminist doctrine, and therefore enter upon Motherhood with a sense of fulfillment and altruistic sentiment, we shall attain the goal of a good life and a secure world in which to live.21

According to this statement, Professor Rheingold has concluded that if women remain mothers and nothing else, the world will be a great place to live. Such an attitude toward women is nothing new, and can profoundly effect the already shaky self-image women possess of themselves.

The wife of the Connecticut Governor Hopkins (1639-1656) became mentally ill. Her insanity was said to have been caused by too much reading and writing.

If she had attended her household affairs, and such things as belong to women, and not gone out of her way and calling to meddle in such things as are proper for men, whose minds are stronger, etc. she had kept her wits, and might have improved them usefully and honorably in the place God had set her.22

Receiving such depressing information repeated by learned individuals any woman desiring to work outside the home would need great personal courage, not only to challenge the hostile unknown (as men also must do), but
at the same time additional courage to disregard these beliefs.

Requiring an individual trained for a role that demands the characteristics of dependence, passivity, deference and curtailment of aggression, to suddenly exhibit the opposite traits of independence, aggression, competitiveness, and confidence will precipitate confusion and anxiety, not the desired new behavioral traits. \(^\text{23}\) This situation is now happening to women.

Behavior modification has been used as one effective method for helping women to change. Behavior modification refers to the approach used by some psychologists to change behavior without attempting to determine the subconscious causes, as would be done in psychoanalysis. Behavior change therapies are not concerned with personal insight or self-understanding, but are simply concerned with changing responses in a person's normal behavior patterns. \(^\text{24}\)

The most publicized type of behavior modification called assertiveness training, is being used extensively to help women. Introduced by behavior therapist Andrew Salter, the therapy produces remarkable results. The client is helped to react assertively in situations where habitually she may have responded by withdrawing. \(^\text{25}\)
Five Important Skills

Once a woman has mastered (or understands) the type of behavior necessary to function as an executive, she must then develop (or continue to improve) five specific skills crucially important for all professionals, whether in specific specialties or management positions. The skills are time management; organizational skills; decision-making; leadership; and problem-solving ability.

Subjectively evaluating the five skills, time management can be considered one of the most important. If time is used poorly, and organizational skills are also inadequate, proficiency in the other three skills will be lost in the effort to cope with the lack of time.

R. Alec Mackenzie, a management consultant, believes that most people, regardless of educational level or type of work, never have learned to manage their time. He makes the observation that everyone has the same amount of time, the difference in productivity depends upon its utilization.

Mackenzie has isolated fifteen ways professionals waste time and they are:

1. Telephone interruptions
2. Visitors dropping in without appointments
3. Meetings, both scheduled and unscheduled
4. Crisis situations for which no plans were possible
5. Lack of objectives, priorities, and deadlines
6. Cluttered desk and personal disorganization
7. Involvement in routine detail that should be delegated
8. Attempting too much at once and underestimating the time it takes to do it
9. Failure to set up clear lines of responsibility and authority
10. Inadequate, inaccurate, or delayed information from others
11. Indecision and procrastination
12. Lack of clear communication and instruction
13. Inability to say no
14. Lack of standards and progress reports that enable a company manager to keep track of developments
15. Fatigue

Trying to pursue both the traditional role of wife and/or mother (which requires a woman to assume full-time management of the home) while at the same time maintaining the activities needed to develop a full-time career may eventually result in curtailment of one or the other.

Most time management and organizational studies have been done for the business setting or the home. Research is needed for those who must manage both.

The third skill, leadership, has been the subject of
much interest. Strong leaders are sought continually because it is considered one of the most important assets in effecting progress in any type of organization.

The American Management Association considers leadership development important enough to offer three courses to help improve it.29

One definition of leadership is the ability to motivate people.30 Drucker believes that the success of business in the American culture has pushed business leaders (reluctant or not) into the forefront of social responsibility, and thus the need for good business leaders is of even more importance.31 Yet, for women, to exhibit leadership, even with the increased need, has not been easily accepted. The problem is entwined with the perception of women as followers, not leaders.32

Keith Davis, Professor, Arizona State University, lists the following personal traits necessary for good leadership:

1. Intelligence
2. Social Maturity
3. Inner Motivation
4. Achievement Drive
5. Human Relations Ability

None of these traits is a function of sex.

The fourth skill, decision-making, and the fifth
skill, problem-solving, are closely related. Much written material exists discussing both skills, and many detailed formulas have been created to explain the psychological processes. Use of a decision tree is one such approach that has widespread popularity.34

Some approaches require the use of complex formulas to make decisions, but the results are not as successful as might be hoped. The decisions are made before they need to be, without sufficient data, and without anticipating the consequences of the decisions.35

Dan Voich and Daniel Wren suggest six steps to follow in making a good decision. They include:

1. Define the problem
2. Analyze the problem
3. Collect relevant data and information
4. Develop alternative solutions
5. Consider the effects of each solution
6. Select one alternative36

Higginson and Quick, management consultants, suggest consideration of the following questions as guideposts in problem-solving:

What alternative to the present situation would I prefer?

What are we doing now, that may be keeping us from reaching that alternative or goal?

Who will be responsible for our efforts to reach
the goal?

What kind of a timetable are you using? 37

Charles D. Orth, President of Career Development International, Inc. has made an interesting observation.

If men are present during a crisis, they expect the women involved to become emotional and fall apart, and women often do obliges—especially in business, traditionally a man's domain. But, somehow, if men are absent women usually cope quite well. 38

Assertiveness training, and a change of attitude by both men and women are needed to reorient Orth's observation, but to change the status quo, the major thrust must come from women.

**Communication**

The ability of an executive to communicate is an absolute necessity. Effective communication is more than a skill. It is a necessity for career survival. For professionals four major avenues of communication need to be studied: reading and writing: speaking and listening. Unless a professional is involved in some aspect of advertising, television, or magazine layout, artistic visual communication is not as important.

In an article entitled "Executives Can't Communicate", in *Dun's Review*, a magazine for business, the author specifically discusses executive speaking ability. 39

The general concepts expressed in the article can also
be applied to reading, writing, and listening.

The problem of executive communication may be one more example of the deteriorating communication skills observed by teachers in students at all levels of education. Eric Sevareid in a news commentary stated that this was "the age of communications". Yet, the situation is ironic that in a time when more ways of communicating are available than at any other time in recorded history, and more education to learn to communicate, that the ability of even educated individuals to communicate, should be declining so rapidly.

The magnitude of the problem can be visualized when the idea is accepted, that even clear, well-written phrases may be misunderstood. The confusion extends not only to long and sometimes scientifically complex reports, but internal memos, short internal reports, employee instructional information, and external letters to clients and customers.

One executive from a large multinational corporation was so unsure of his own writing ability that he hired a public relations firm to compose a one and one-half page letter to an American ambassador that would be sent with his signature. Confused communication will have a high probability of being misunderstood, and in the business world, a misunderstanding can precipitate a
costly mistake. The problem is so acute that some firms are sending their executives back to school to improve their writing. The most frequently mentioned complaints involve conclusions buried or missing in a report; excessive wordiness; poor grammar and sentence structure; atrocious spelling, and in the end, just plain confusion.

Learning to write clearly, and in a style appropriate for the fast-paced working world is not a simple task. William Scheer, a business consultant, has compiled a list of suggestions for improving written communication.

1. Keep sentences short so reader can grasp the meaning: (rambling sentences lose a train of thought)

2. Vary sentence length

3. Use simple words—everyday words, familiar words, understandable words

4. Use descriptive words or sentences that help the reader visualize what is being said

5. Avoid unnecessary words

6. Use action verbs; avoid passiveness. The passive voice is dull, weak, uninspiring. Active verbs do something

7. Get people into your sentences

8. Use a conversational style; be natural. Let common sense be your guide

9. Know your subject; sound convincing, or don't write it

10. Sharpen your writing skills
Improved writing will have a direct effect on reading comprehension and speed. Reading may be perceived as the antithesis of writing, that is, a passive activity. A great deal of emphasis has been placed on sending information. Receiving information is equally as important, and thus attentive reading is not a passive undertaking.

The New York City Reading Laboratory recommends five steps to improve reading skills:

1. Preread first
2. Read in phrases, not word by word
3. Concentrate
4. Master skipping and skimming
5. Build vocabulary

Depending upon position some individuals may be able to escape from putting their thoughts on paper, but few can escape from verbal communication. The major controversies involving business in the last decade have propelled executives into the limelight of the national media, and unfortunately many of them were unprepared. In addition, meetings, presentations, interviews, television appearances, and speaking engagements are some of the variety of interactions that require clear communication through speaking.

Several consulting firms specialize in teaching
professionals to speak in public. Instruction includes speech preparation, use of audio-visual aids, control of question and answer periods, and attractive positions on stage.  

The following techniques are suggested for achieving good results:

1. Have a clear understanding before accepting the engagement
2. Analyze the audience-age, sex, interests
3. Organize material
4. Spice the speech with specific examples
5. Work to establish eye contact with the audience
6. Use gestures only if they feel natural
7. Save a forceful point to wind up the speech

As reading is considered a passive aspect of communication, listening often is placed in a similar category; the antithesis of speaking. Ralph Nichols, Professor of Communication at the University of Minnesota, believes that listening is one of the most neglected methods of learning.

He states that:

White collar workers on the average, devote at least 40 percent of their work day to listening. Apparently 40 percent of their salary is paid to them for listening. Yet tests of listening comprehension have shown that, without training, these employees listen at only 25 percent efficiency.

Nichols suggests ten steps to improve listening and
comprehension. They include:

1. Find area of interest
2. Judge content, not delivery
3. Hold fire, don't get excited to the point of blocking out information
4. Listen for ideas
5. Be flexible
6. Work at listening
7. Resist distractions
8. Exercise your mind
9. Keep your mind open
10. Capitalize on thought speed (which is faster than verbal speaking)

Listening also may include nonverbal communication. Gestures, facial expression, and the tone of voice, and mode of dress can convey a great deal of information to an attentive listener.

Executive Image

Because of the continued shortage of executive time, and the potential large amount of time that can be spent on creating an attractive and fashionable image, a deliberate decision should be made concerning the personal effort allocated to appearance.

Creating an attractive physical appearance is the final major skill of vital importance to a successful
For most executive women, the decision regarding time allocation for appearance is consciously made, but often indirectly. The decision to allow only limited time might be solely a function of the lack of free time, and the decision to give much time to appearance may indicate an interest in fashion. The empirical study of a direct relationship between appearance and achievement of career goals has seldom been undertaken, but consideration of such a relationship has become extremely important. Results could help determine the minimum time necessary to create an attractive appearance and achieve career goals.

Research has been done on the effect of physical appearance in general, and the results indicate that the effect of one's appearance on another person of either sex not only seems to be inescapable, but much more powerful and diffuse than originally believed. An axiom of general communication theory states that, "you cannot, not communicate". All activity or inactivity, words or silence, have message value, and influence other people.

When looking at a young or an old person, one important variable considered will be their attractiveness. To define the word beauty is difficult, but the concept
seems to be universally understood. In relation to human physical attractiveness, whether male or female, present research indicates that beauty may be the single most important criterion used in judging interest in another human being, despite continued assertions that internal qualities are (and should be) more important.

In one experiment results showed that physical attractiveness may be the most important factor in determining popularity among college-age adults. The researchers concluded that the popularity of beauty may be the result of unconscious association between certain positive personality traits and an attractive appearance.

In addition, our fast-paced life requires important judgments to be made quickly about personality characteristics of an individual based on information obtained in a few moments time. Much of the information may be nonverbal.

For example, one particular characteristic, body height, may be of great significance to the aspiring professional woman. There is a preference for tall men. A survey conducted at the University of Pittsburg discovered that shorter men were not offered equal job opportunities and salaries. Between 6-foot-2-inch and 6-foot-4-inch graduates received average stating salaries 12.4% higher than men under 6 feet. Research needs to
be undertaken to determine if this preference is a variable subconsciously affecting the recruitment of women.

Clothes, fashion, and physical appearance are all important means of sending and receiving information. In one experiment, a psychologist L. Bickman found no relationship between the return of a dime left in a phone booth and the sex, race, age, or status of the subject. Only the mode of dress (i.e. apparent social status judged by clothing attire) of the person who said they lost the dime, made a significant difference. Seventy-seven percent of those who found the dime returned it to the well-dressed confederate, but only 38 percent returned it to the poorly dressed confederate. 60

Bickman suggests that clothes cue our social status and wealth, and lead others to assume certain facts about our personal attributes and values.

For the male executive, dressing the part can be a simple task. A clean, well-tailored suit, short hair style, and a polished pair of wing-tip shoes will pass the required image test. For the female executive, the situation is quite different: a simple clothing formula does not exist. In addition to the lack of a traditional business suit for women, a plethora of style choices are available. Constant clothing decisions must be made.
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CHAPTER III

RESULTS

Although planning a career must be a flexible exercise, and will encompass a wide variety of choices and directions, there are certain fundamental factors that need to be satisfied. These factors considered as a group may be approached as a formula, the ingredients of which are necessary to achieve career goals.

As the review of literature indicates, women have not been encouraged to undertake career planning, or to obtain skills needed to perform effectively in professional positions. The reason, as indicated, is simple. Society has not conditioned women to follow careers similar to those followed by executive men.

Components for a successful career are similar regardless of the type of career or background of the individual. Of course, acquiring proficiency in a skill or adapting to certain career requirements may be easier for one individual than for another. Cultural reconditioning of women will be of little importance to men, for example, but will be of great significance to women, who must learn to be assertive and independent.

Developed from available literature, a formula
encompassing the skills needed to undertake a career includes ten major areas. They are:

1. **Career Plan**—A career plan should be designed and written in a visual form.

2. **Choice of a Career Function**—At some point in the development of a career, a choice must be made in regard to the function an individual is best suited to perform; professional, career specialist, or manager.

3. **Social Reconditioning**—For many women, establishing a career will require a direct confrontation with the need to change roles played from childhood.

4. **Time Management**—This skill must be continuously improved.

5. **Organizational Skills**—Organizational skills must be developed and also continuously improved.

6. **Decision-making**—Effective decision-making can be studied and achieved.

7. **Leadership**—Leadership, a trait traditionally considered an exclusively male characteristic must be studied in relation to women executives.

8. **Problem-Solving**—Problem-solving is also a skill that can be improved with experience and practice.

9. **Communication**—Communication skills can be approached collectively, but all channels of communication are important and must be continuously improved.

10. **Executive Style**—Appearance, projected image, and executive dress are much more important elements of a successful executive career than previously realized.
CHAPTER IV

DISCUSSION

The fact is interesting to note that the concept of sex discrimination was introduced as an addition to what would become the Civil Rights Act of 1964 with the hope by its opponents that it would stop the legislation completely. The unwitting ally of women, Howard Smith, Chairman of the Rules Committee of the U.S. House of Representatives, who proposed the idea, believed that even the most liberal legislators, who were in favor of granting rights to minority men, would balk at the absurd idea of giving the same rights to women. The bill passed, and sex discrimination received little further notice.

Eventually sex discrimination suits would be filed, employing the power of this act. The most spectacular one filed (and won) involved American Telephone and Telegraph Company, which agreed to pay a settlement of 35 million for its past discriminatory practices against women.

The movement of a large number of women out of the home and into the outside work force may eventually be considered the social phenomenon of the twentieth
over 40 percent of all women today work outside the home. At this time the trend toward a return to traditional roles, as occurred after World War II, isn't happening. Thus, the need for expanded information and research to help women achieve successful careers is increasing rather than diminishing.

Because of the radically changing work environment, making obsolete more traditional career paths, career counseling should be an important resource for everyone, but especially for women. An added burden exists for women, even young women now aspiring to professional careers. They have been conditioned to think of themselves as an adjunct to a husband's career, not executives in their own right. Such an attitude is not compatible with the effort needed to achieve serious success.

Career Planning

Adequate career planning is the most neglected aspect of an entire career. In an article specifically written for college women concerning their lack of job-hunting skills, the author listed six specific contributing factors. Five of the six reasons given for missing good jobs, related to the absence of career planning.

The list includes: lack of planning for a job, taking the wrong college courses, not enough interest in business, not career-minded, and not signing up for
college interviews.\footnote{4}

Undisputably these factors are valid observations, and some can be easily quantified, but to prove their absolute validity is not important. The fact simply remains that a sufficient number of women do behave in this manner, and do because they are trained to see themselves only as wives and mothers. They finally accept themselves only in these roles, but not for the reason often suggested that they lack the qualities for succeeding in a career.

The attitude still remains, for example, in the minds of many male recruiters that women are not as serious about a career in the same way men are. Deborah Farrington, now a banking executive with Merrill Lynch, and a Harvard M.B.A., stated in an interview that her impressions going through recruiting sessions at Harvard were not good.

Some firms harped on the women's movement aspect to the point where I got the feeling they were making an exception for us. I felt I was competing against other women rather than against all the candidates.\footnote{5}

Long-range planning activities for any purpose today may be approached sceptically, and with good reason. There is a high probability that goals originally set will not be attained. The purpose of a long-range career plan, however, is also to help focus attention on
other aspects of a career, not simply the final goal. One such aspect, that can be highlighted by having a career plan, is the decision, eventually required, on the choice of function an individual is best suited to perform: professional, career specialist, or manager.

Because of the lack of published information on this particular aspect of career development, a well-designed career plan could be extremely helpful. Much more research is needed to match the individual with the career function.

Social Conditioning

The third component of a career formula, adequate conditioning and role-playing to perform in an executive position is now one of the most important for women. As child-rearing practices change, and young girls of today are ready to embark on professional careers, behavior modification to correct inadequate behavior should no longer be needed. Young girls now observing role models, and identifying with future life-styles need to be encouraged to expand their horizons far beyond those allowed their mothers.

Women now conditioned to perform the traditional role of wife and mother, however, must confront the inappropriate behavior and learn to become assertive, make
decisions, and assume leadership positions.7

One simple reason women need to work is economic necessity. For those who remain single, a paycheck will be a necessity; for those who marry, two paychecks may mean economic survival, or the only way to maintain a desired standard of living.

Executive Skills

In regard to specific professional skills, certain ones are required regardless of background or gender. Time management, organizational skills, decision-making, leadership, and problem-solving are usually covered in detail in traditional management texts. Some authors may have unique or innovative approaches9, but most of the descriptions follow similar patterns. These comments and conclusions can be used by women with little modification, but there are exceptions.

Time Management and Organizational Skills

Strober of Stanford states emphatically that only women who have very high energy levels can properly execute both duties at home and duties at the office. Few management texts deal with this problem or offer methods to manage simultaneously home and office.10

Some women seem to be superwomen; raising a family, helping an executive husband, climbing her own executive
ladder, and perhaps writing a book or engaging in some other extracurricular activity.\footnote{11} Till now the resolution needed to juggle home and office has been left to the individual. Some women, despite tremendous motivation, may never be able to accomplish that amount of work. The effort would require a tremendous amount of physical energy, not possessed by all. Proper management of time and organization of activities will help to alleviate some of the pressure. Research is needed to propose solutions to this problem especially for families where both the husband and wife have careers, with or without children.

**Leadership**

Of all required executive skills, leadership is the one most closely related to societal role-playing and behavioral conditioning. A leader has been automatically associated with being male. In addition some of the important attributes considered necessary to become a leader, such as assertiveness, have traditionally been considered appropriate for, or traits found only in men.\footnote{12}

Queen Elizabeth I (1558-1603), one of the first to be queen of England, was a superb leader. Demonstrating great decision-making and problem-solving abilities, she took control of 4 million inhabitants during politically
tumultuous times, poor trade, and great military weakness. The experience must have seemed to men at all levels of power, an incredibly dangerous experiment.

Although the Spanish Armada was defeated soundly, the beginning of the British Empire was founded, and stability was restored to a country torn by strife, Elizabeth was considered an extraordinary exception (for some, even a male in disguise), rather than a demonstrated example of the potential to be found in women, if they are given the opportunity.

**Problem-Solving and Decision-Making**

Problem-solving and decision-making abilities, two important components of any career formula are androgynous traits as demonstrated by the behavior of Queen Elizabeth I. Yet, even with skills needed (and possessed) equally by both sexes, great issue has been taken with the techniques allegedly used by most women. 'You think like a man' type of woman exempted. Even if there are some differences that precipitate a predictable choice by sex in making a decision or solving a problem (a result of the conditioning of women and men), the methods used more frequently by men aren't always right or automatically better than those used most frequently by women.

Some of the decisions made concerning the way in
which to handle blatant discrimination against executive women, for example, were certainly not ones acceptable to the women executives involved, nor to some executive men. Most women executives can relate an experience of social humiliation or ostracism. Madeline McWhinney, President of the First Women's Bank of New York, attending a meeting at an exclusive men's club had to ascend in a freight elevator. The doorman refused to admit her through the main entrance. The decision on the part of the doorman may have pleased him, but few could argue that it pleased Ms. McWhinney.  

**Communication**

Communication skills, another component necessary for a successful career, must continue to be developed throughout a lifetime. Major business communication channels include: speaking, listening, reading, and writing.

There is ample evidence that the general level of accomplishment in the ability to communicate has been deteriorating. For this analysis, the causes are of significance, only in relation to the fact that executives and professionals have also been effected. The improvement of communication skills must be a goal for all professionals. Any type of organization will lose
time, money, and much productive effort, if misunderstandings, due to poor communication, continuously interrupt the flow of work.

Much recent progress toward achieving this goal has been made, although at great financial expense to business firms. 18

Physical Appearance

The final major component of a career formula, professional appearance, has received more attention from popular magazines than professional journals. Economics is one reason.

The beauty industry is inescapable. Clothes and cosmetics remain billion dollar businesses, despite the tremendous cultural changes occurring in society. 19 In every city in the industrialized world, reams of fashion magazines can be purchased from drug stores and newsstands. They extol the importance of being attractive, describe the products with which to make oneself beautiful, and detail the instructions for using the new products purchased.

The primary assumption made that underlies the entire beauty industry and guarantees its success, is a very simple one: the possession of physical beauty and attractiveness are valuable commodities to have.
Some psychologists are now studying the popular beliefs regarding physical appearance. The empirical study of physical attractiveness and beauty, however, is an area of human behavior, relatively new to the investigative realm of social science.

Present evidence does point to the existence of a powerful behavioral influence on others. Research studies conducted on subjects even as young as nursery school children have shown that the concept of attractiveness and unattractiveness is established at this very early age. When questioned specifically, unattractive children were described by their classmates as more aggressive and antisocial. Fat bodies were also distinctly singled out as disliked.\(^\text{20}\)

The effects of physical attractiveness are also being studied in particular situations. In one study, a research team Mills and Aronson, found an attractive young woman could influence the attitudes of male students more than an unattractive one. In the actual experiment, both the attractive and unattractive young women were the same person! She simply dressed and groomed differently. Other studies have confirmed the effect will be equally as strong for a male speaker with a male audience.\(^\text{21}\)

While much more research needs to be done, present
evidence does indicate that attractiveness regardless of sex, has a profound effect on human interaction. Thus, despite time restraints, professional women should spend adequate time on appearance and image.

There are many topics that need research to help professional women function in their new role. The corporate ramifications of executives marrying executives is one example. In identical positions, but in competing firms, executives have married. Diane H. Frank, senior vice-president and personnel director for a Los Angeles bank is also the wife of Dennis R. Frank, president of a competing bank. The corporate business problems were discussed but no previous research or precedents were available to help make a decision. Few precedents in present management practice exist to deal with such previously unexpected situations.

Continuing research is needed to find solutions for the ever increasing number of dilemmas and new situations now facing the management and professional world as women move in and up.
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CHAPTER V

SUMMARY AND CONCLUSIONS

Civil Rights activation for social change during the early sixties sparked the beginning of the push for women's rights in all phases of American society.¹ The feminists of the sixties little imagined that their efforts would result in a large number of women around the world challenging the very foundation of modern patriarchal society.² The fundamental transformation of women's position is occurring throughout all levels. The realm of paid work has been one area undergoing vast revolutionary alterations.

A survey by the American Council on Education showed that one of every six female college freshmen, 16.9 percent of the total, voiced the intention of becoming a business executive, doctor, lawyer, or engineer. Ten years earlier, only 5.9 percent had voiced a similar desire.³

Regardless of the number who intend to storm the bastions of male-dominated fields, few so far have made it. Practicing women physicians number 7 percent, women engineers are 2 percent, and in business, middle and upper management comprise only about 6 percent women.

Affirmative action programs, Federal and state
legislation, successful lawsuits, and the consciousness raising of women to strive for, and achieve their highest potential, will increase the number of women knocking at the executive door. Whether they will succeed will depend on the policy of the organization, and the attitude of management. Success will also depend on the proper education and training (formal as well as informal) necessary to become a professional or executive.

As professional men keep close watch on the progress of their careers, regardless of the sophisticated outlines available from company career planning programs, women also must take charge of their own careers. Doing so means taking full advantage of company career planning information, but the final decisions on goals and life direction must be the work of the individual.

For those undaunted pioneer women of the past who did consciously plan for a career, the goal had to be pursued with full knowledge that upon marriage life would be radically altered to accommodate a husband's future, not her own. The alternative was to remain single, and perhaps tolerate being labeled a social deviant. Little, if any encouragement was offered. That situation must no longer exist.
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