

Expectations and Achievement

Empowering Women from Within

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“It is not who we are,
but what we do that
gives meaning to our
life on earth.”

Jehan Sadat, former first lady of Egypt
and women's rights activist

Foreword

Accenture understands that our success depends on capitalizing upon the talent and potential of **all** of our people.

Even as women continue to rise in the ranks of organizations around the globe—as attitudes have shifted tremendously about women's equal abilities and rights to equal treatment and compensation—we cannot afford complacency when it comes to promoting the value and contributions of women in all avenues of life.

As a company whose core promise to our clients is high performance delivered, Accenture understands that our success depends on capitalizing upon the talent and potential of all of our people. We recognize that culture, talent and leadership are not the exclusive domain of either men or women. We embrace the inherent potential in all our employees and push them all to excel. We know their capabilities and have great expectations for their success.

We also understand, however, that external support is only part of the equation of individual success. Equally important are the internal attitudes we

have about our own capabilities. There is great power in our personal expectations—we achieve what we believe is possible to achieve. Our own beliefs about ourselves can have a tremendously empowering effect, and we must all strive to put our individual talents and capabilities to work.

In this report, *Expectations and Achievement: Empowering Women from Within*, Accenture examines how the personal expectations of both men and women have influenced their achievement. We analyze how expectations about career advancement, progression and fulfillment change over time and what causes these changes. And we look at how both men and women define leadership and the factors they believe have had the greatest impact on their personal success.

In our own lives, we understand the power of expectations deeply. As individuals, we have enjoyed personal success because we believed it within our grasp. In our

roles fostering diversity, we are the public face of Accenture's deep commitment to giving its employees every chance to prove themselves. We passionately advocate viewing individuals in light of the richness they can bring to an endeavor, rather than for what's in their genetic code. For business, for society, for the good of humanity, we must encourage the innate promise in all of us and believe there is no limit to what any one of us can achieve.



Pierre Nanterme
Chief Leadership
Officer

Armelle Carminati-Rabasse
Managing Director, Human
Capital and Diversity

Methodology

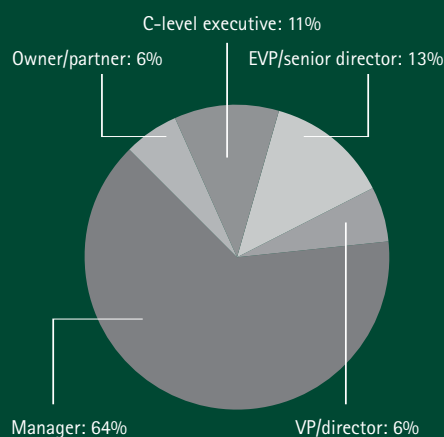
For *Expectations and Achievement: Empowering Women from Within*, Accenture conducted interviews with 2,246 executives (62 percent women and 38 percent men), using an online survey panel partner. We conducted research in 13 countries, with approximately 400 interviews in the United States; approximately 200 interviews each in Canada, France, Germany, Italy, Japan and the United Kingdom; and approximately 100 interviews each in Austria, China, the Netherlands, Norway, Sweden and Switzerland. Results were weighted so that each country had equal impact on the global findings regardless of the number of respondents in any country.

We surveyed male and female executives in senior management and management positions in medium to large companies. Their roles include C-level executives, owners/partners, executive vice presidents, vice presidents and managers (see Figure 1). By interviewing executives at the highest levels of their organizations, we hoped to capture the vanguard of trends—to see how gender issues continue to affect, if at all, individuals who are clearly among the most driven and successful in their organizations. Our goal was to examine how career and life expectations adapt and evolve throughout careers for both women and men, what influences these

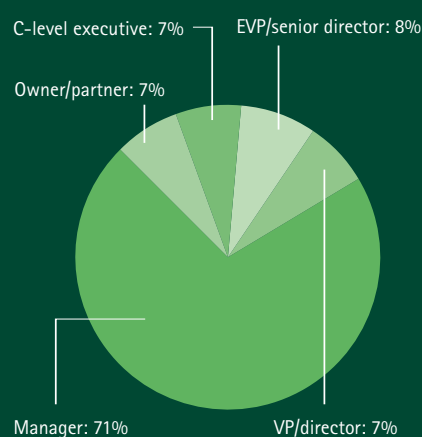
changes, and what factors enhance or hinder progress. We sought to determine whether there were differences in the expectations and the experiences of our respondents based on gender.

Figure 1. Respondent profile

Level of male respondents



Level of female respondents



Executive summary



Our findings in this report are divided into three main areas: career achievement, work/life balance and leadership.

With regard to career achievement, while we found that in many cases geography had a far greater influence on attitudes and experiences than gender did, we also found that in key areas, being a man or woman had a real effect on how respondents felt they were able to advance. Notably, women continue to view their gender as the top factor hindering their achievement and have more modest expectations about the very highest levels they expect to achieve.

In terms of work/life balance, both men and women are struggling to balance their personal and professional lives; however, in most instances the burden of caring for children while

continuing to make a mark in the corporate world continues to fall more heavily on women.

Finally, stereotypes about whether individual leadership characteristics are more “male” or “female” do exist among men and women, but with notable variances across countries. In general, men and women agree about what it takes to be an effective leader and count both “male” and “female” characteristics among the top factors.

The sections that follow explore each of the areas in greater detail, with global and individual country examples to highlight particularly notable differences. After the conclusion of our global findings, we provide summaries of the results in each of the countries we surveyed.

Women continue to view their gender as the top factor hindering their achievement.

Career achievement



“Optimism is the faith that leads to achievement.
Nothing can be done without hope and confidence.”

Helen Keller, deaf-blind American author, activist and lecturer

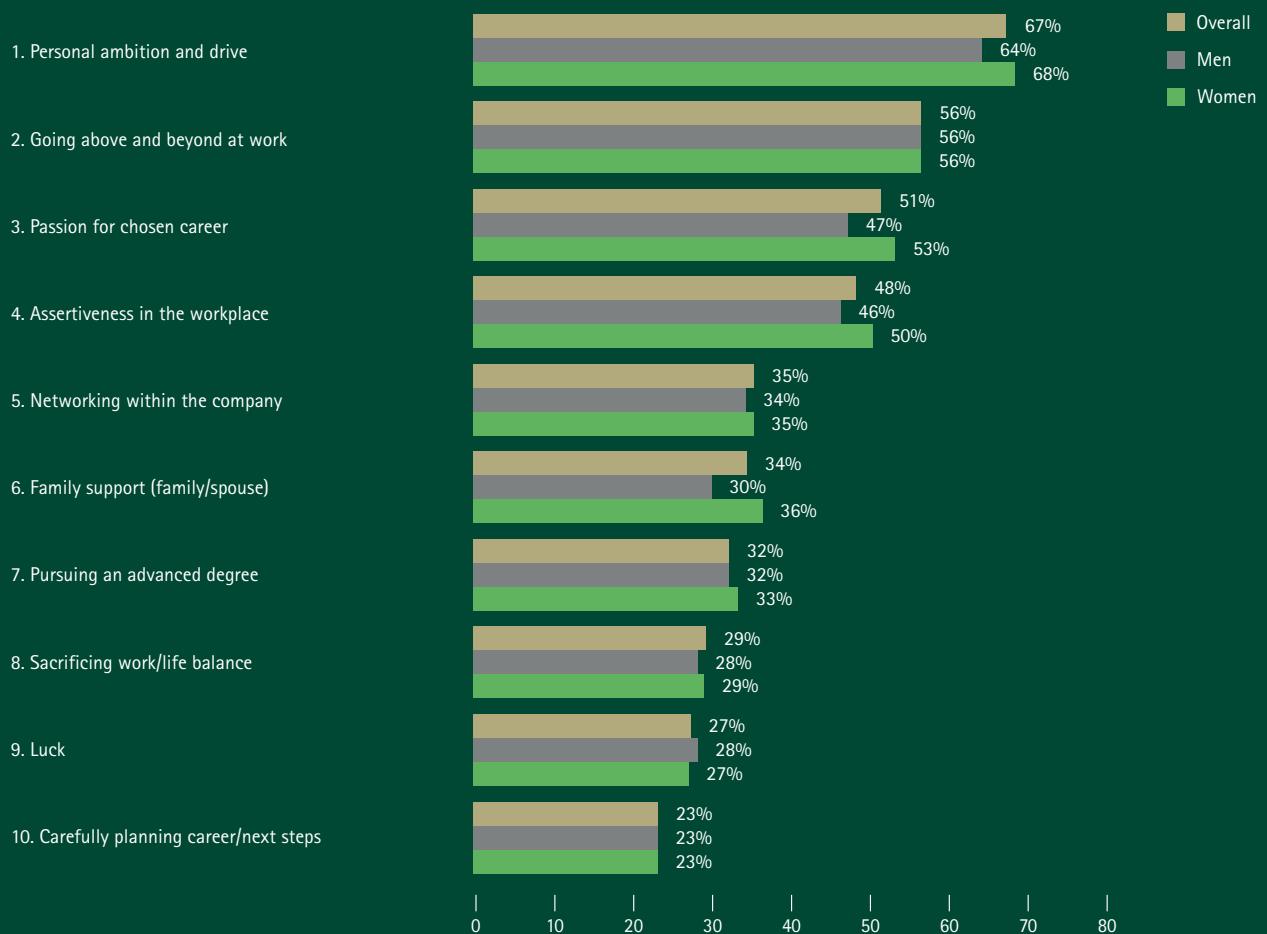
When asked about the keys to their success, respondents across the board cited “my own ambition and drive,” “going above and beyond at work” and “passion for my chosen career” more than any other factors.

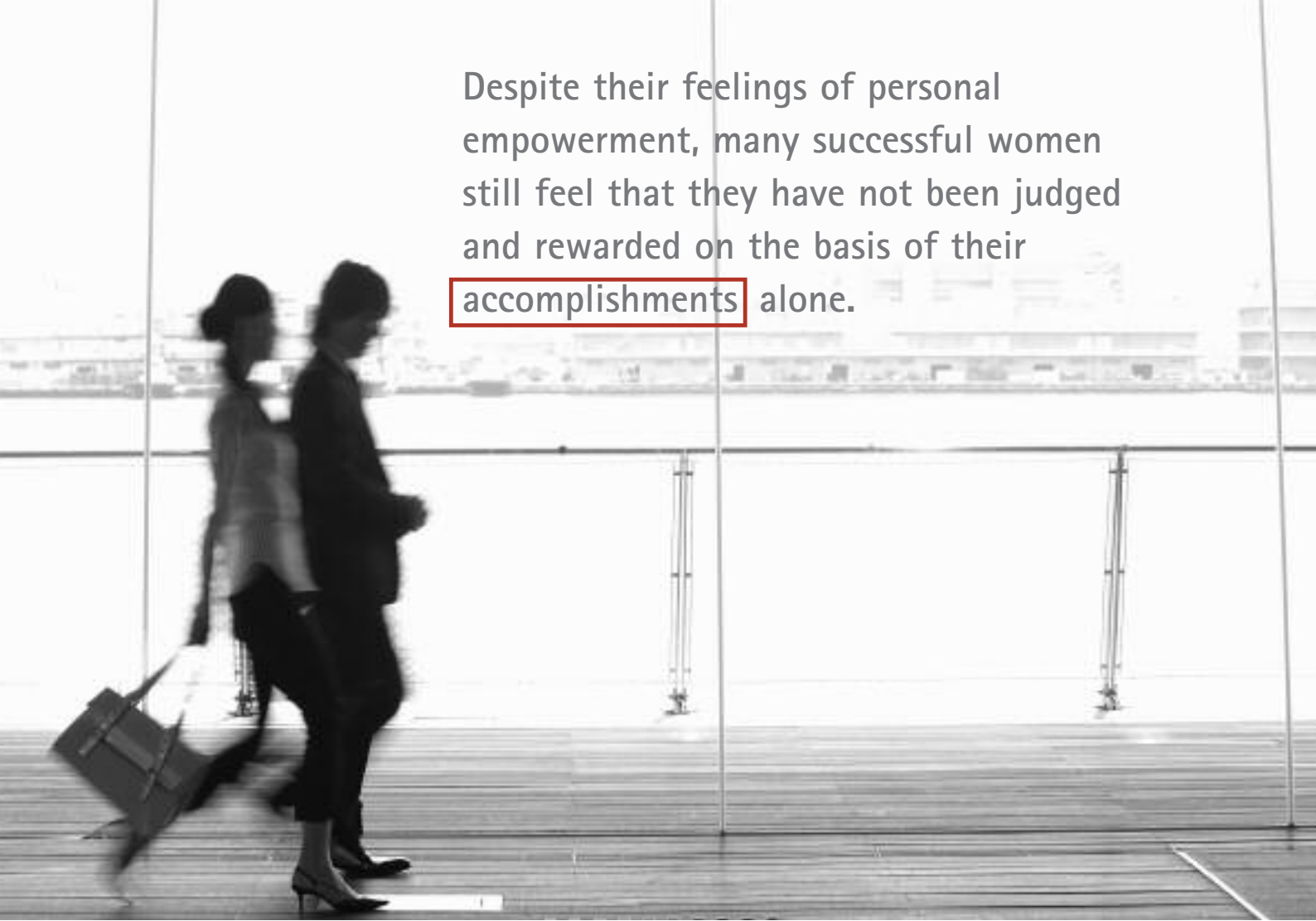
Our survey targeted executives in management-level positions. Not surprisingly, these respondents are successful because of their individual characteristics; man or woman, they are internally driven and directly attribute what they have achieved to having worked to achieve it. They have very similar attitudes about what has brought them to their current level. In fact, among the top factors, the only significant gender differences were that women were more likely than men to attribute passion for their chosen career and the support of their family/spouse as important contributors to their success. Figure 2 illustrates the top success factors.

Their personal drive and hard work clearly have served them well. When it comes to how quickly they have advanced in their careers, our male and female respondents had similar experiences. A plurality of our respondents (41 percent) said that they had advanced at the pace they



Figure 2. Top 10 factors behind personal advancement





Despite their feelings of personal empowerment, many successful women still feel that they have not been judged and rewarded on the basis of their **accomplishments** alone.

expected and one-third said they had advanced faster than expected, with only one in five saying they advanced slower than expected. In this area, we found some notable geographic differences. Women in the Netherlands and Norway were approximately twice as likely as their counterparts in Italy, China, France and the United States to say their careers progressed faster than expected. Women in Italy, Canada and the United Kingdom were the most likely to say their careers had progressed more slowly than expected.

The gender differences became apparent when respondents were asked to judge how fast they had advanced in relation to their male and female colleagues (see Figure 3). Here, the majority of both men and women said they progressed faster than their female colleagues. When asked about their advancement in relation to that of their male colleagues, however, a different picture emerged. Just over half (51 percent)

of male respondents said that they advanced faster than their male colleagues, compared with only 37 percent of female respondents. Additionally, while only one in 10 of the men in our survey said they had advanced more slowly than other men, nearly one in three women said their advancement had been slower than that of their male colleagues. In this regard, women in France and Sweden were most likely, and women in Germany and Austria least likely, to say that their pace of advancement had been slower than that of their male colleagues. In addition, while the percentage of women who believe they will reach the C-suite has increased since early in their careers, men continue to be significantly more likely than women to believe they will reach this level.

When looking at the flip side of what led them to be successful—what factors have slowed their progress—a very different picture emerges for men and

women. As shown in Figure 4, women were significantly more likely to identify internal factors (who they are) as barriers to faster advancement, while men were significantly more likely to point to external factors (what happens to them beyond their control). For example, men were more likely than women to cite an economic downturn and bad luck as barriers to faster advancement.

On the other hand, women were nearly seven times as likely as men to rate their gender as the reason they have not advanced more quickly. In fact, while gender was the number one obstacle to advancement cited by women, it ranked second-to-last among men; only religious background scored lower. What this finding suggests is that despite their feelings of personal empowerment, many successful women still feel that they have not been judged and rewarded on the basis of their accomplishments alone.

Figure 3. Respondents' pace of advancement compared to male and female colleagues

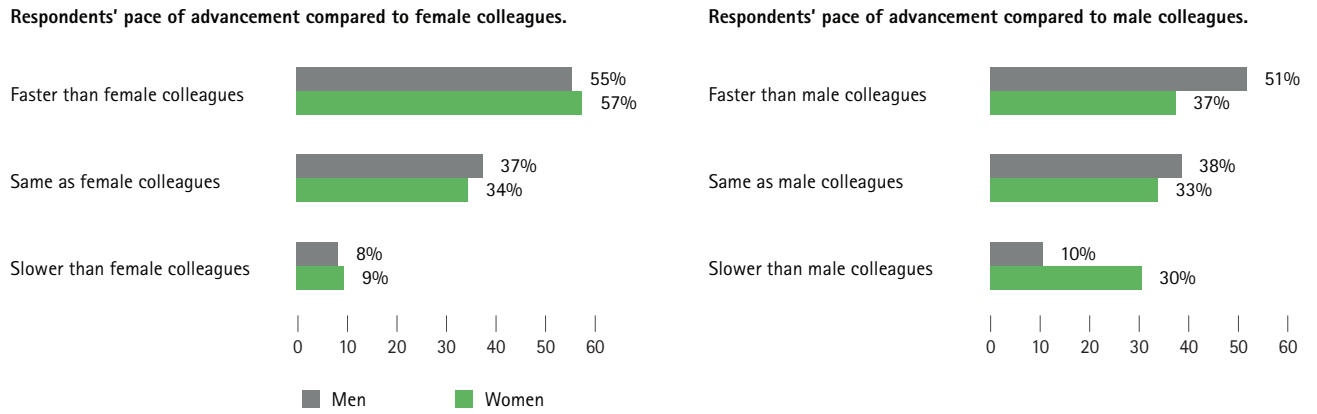
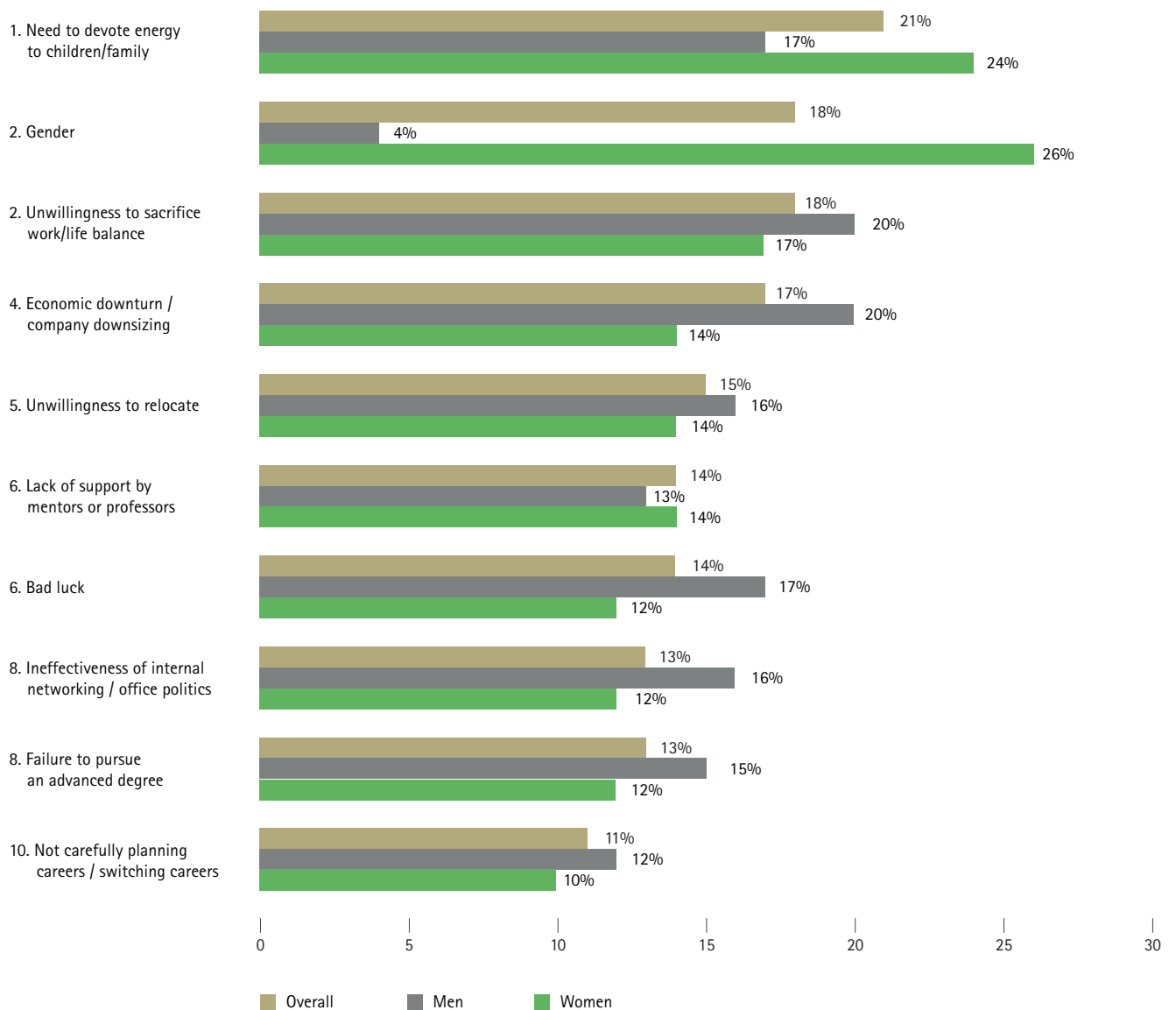


Figure 4. Top perceived barriers to advancement



Work/life balance

“I arise in the morning torn between the desire to improve the world and a desire to enjoy the world. This makes it hard to plan the day.”

E.B. White, American author and literary stylist

Work figures greatly into the personal identities of our respondents.

Globally, just over half the respondents said they identify closely with their chosen careers, with some notable differences among countries. For example, more than three-quarters of the women in China said they identify closely with their chosen careers, compared with just over one-third of women in Japan. And while less than one-third of respondents of both genders (30 percent of men and 29 percent of women) said they “live to work,” there is a notable difference between men and women regarding the number of those who initially expected to pursue challenging careers involving personal sacrifice and the number who today are actually pursuing such careers.

Specifically, while only one in five women (21 percent) initially envisioned a challenging career involving personal sacrifice, one-third (33 percent) find themselves in such a career today, while the number of men who initially envisioned a challenging career involv-

ing personal sacrifice is only slightly lower than the number who find themselves in such a career today (see Figure 5). In other words, while approximately the same percentage of both men and women today are in a challenging career involving personal sacrifice, when starting out fewer women than men anticipated such a career.

Interestingly, at the outset of their careers, men and women followed some traditional stereotypes with regard to the types of careers they initially envisioned. Men were more likely than women to envision a challenging career, while women were more likely than men to envision a career with enough flexibility for family. However, far fewer of our respondents have shifted to a more-flexible career than had expected to at the outset of their careers. While 22 percent of men and 20 percent of women initially expected their careers to take this path, only 16 percent of men and



Figure 5. Comparison of respondents' work/life/family arrangements originally envisioned versus currently pursued

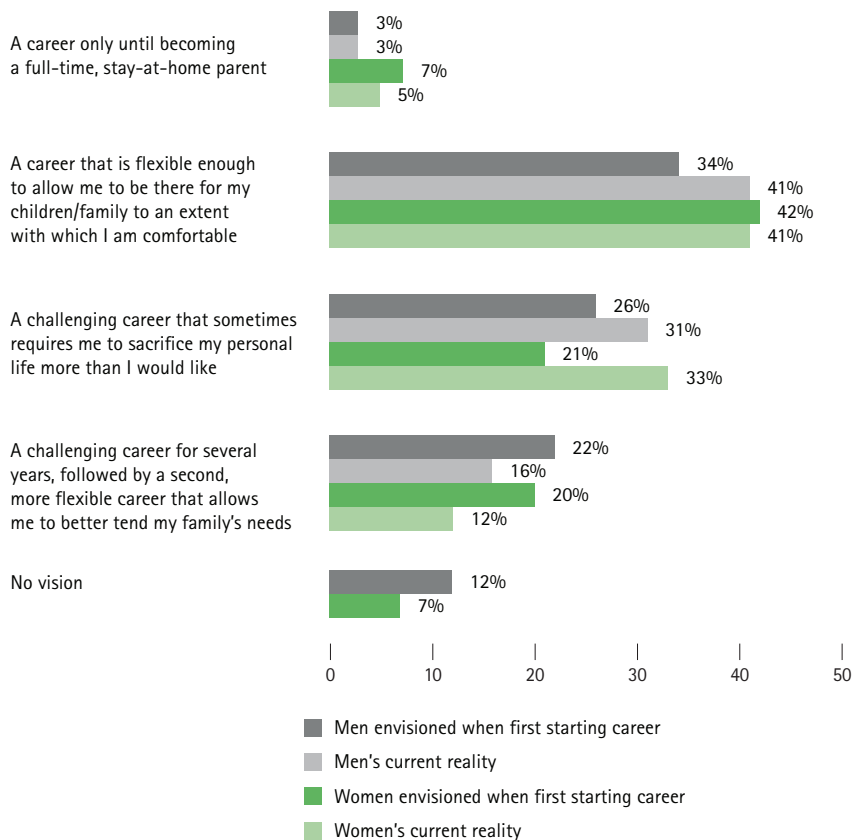
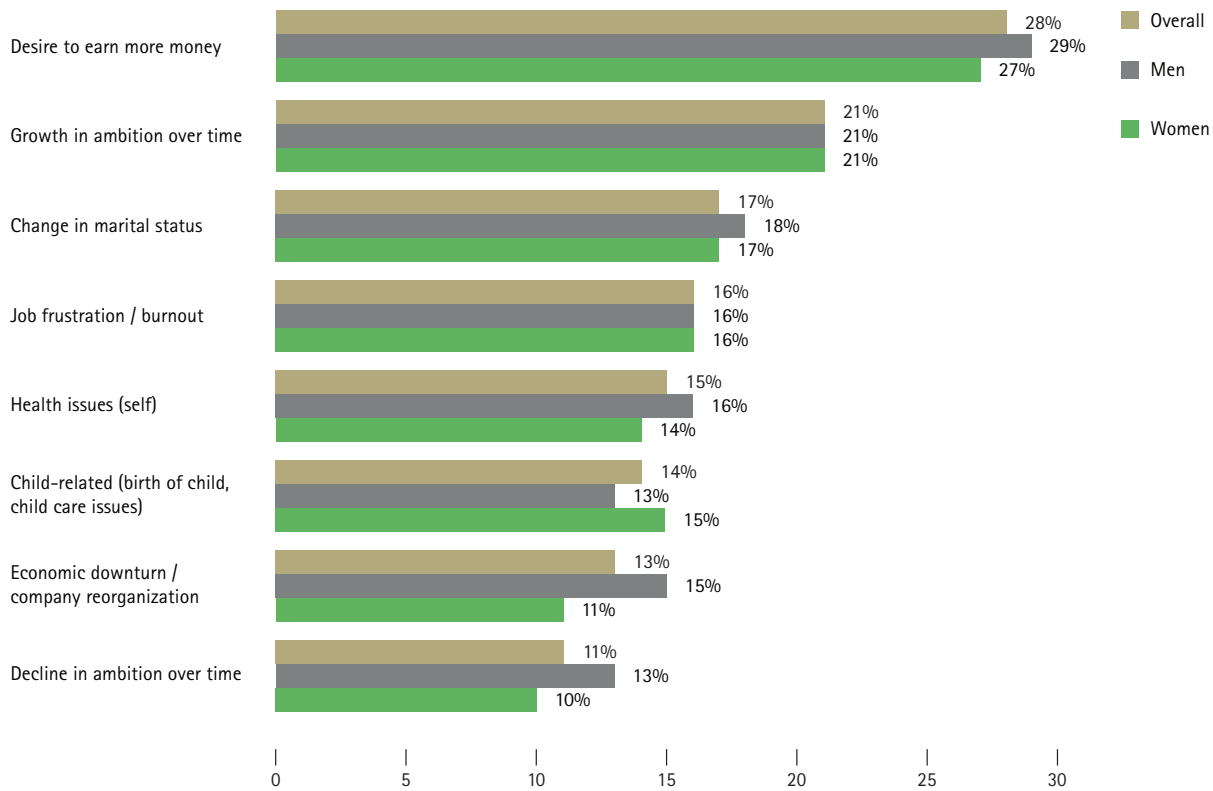


Figure 6. Top reasons why respondents' current work/life/family arrangements differ from initial expectations



12 percent of women are now pursuing this more-flexible arrangement. When asked why their current work situation is different from the one they first envisioned, the greatest number of both men and women cited the "desire to earn more money," with "grew more ambitious over time" cited the second most often. Child-related factors (birth of child, child care, etc.) were further down the list, cited only about half as often as the desire to earn more money (see Figure 6).

Overwhelmingly, the expectations of these high-powered achievers about how their work and home lives would be balanced were shaped by their own interests, ambitions and goals. Two-thirds of respondents overall (with no significant difference between men and women) cited these self-driven factors as most influential on their expectations. Perhaps not surprisingly, women were more likely than men to cite their mothers as an influential factor on their expectations about work/life balance (34 percent versus 24 percent), whereas men were more

likely than women to cite their fathers as an influential factor (35 percent versus 30 percent).

We measured the importance of nine factors related to work and home life—"being stimulated by my work"; "being there when my family/children need me"; "having a happy home life/relationship/marriage"; "my individual salary/income"; "work/life balance"; "my household income"; "having time to pursue my interests/hobbies"; "having strong friendships"; and "my level of seniority/title"—and also measured respondents' satisfaction with these factors. For all work and life factors except level of seniority/title, respondents' satisfaction with their actual situations was lower than the importance they gave to each factor. The only exceptions were in China, Italy and Japan, where respondents' satisfaction with their seniority/title was, like for all other factors, lower than the importance respondents gave to it.

Even as some have sacrificed flexibility in their careers over time, the importance of work/life balance to all individuals has grown. While both men and women identified being stimulated by their work as the most important factor in their careers when first starting out, they said that having a happy home life/relationship/marriage is the most important factor today. And while being stimulated by their work is still very important, the importance of work/life balance has grown notably over time—by about 10 percentage points for both men and women from the outset of their careers to today.

We also found that the gap between the importance that respondents placed on work/life balance and their satisfaction with their actual work/life balance is larger for women than for men—24 percentage points for women versus 19 percentage points for men—and tied with their individual salary/income as the largest gap for women. In addition, the gap between the importance women place on their individual salary/income and their sat-



isfaction with their actual income is higher for women than for men.

On an individual country basis, some interesting differences emerged. For example, Japanese women are below the global average in satisfaction for every work and home life factor. On the other hand, women in Norway and the United States are more satisfied than their peers globally with the majority of work and home life factors measured.

If achieving a work/life balance today is possible, it's certainly not easy. While both men and women said that work/life balance is important to them, more than half (54 percent) of those we interviewed—men and women alike—said they find balancing their personal and professional lives challenging. Italy was a notable exception in this regard, with only one-third of the women finding this balancing act a challenge.

At the same time, men are also significantly more likely than women to work more than 40 hours per week (77 percent versus 63 percent)—with men nearly 50 percent more likely than women to say they work more than 50 hours per week. Perhaps not surprisingly, women were almost twice as likely as men to say that having children resulted in their working fewer hours (23 percent versus 12 percent). However, although men were just as likely as women to say they find balancing their work and personal lives a challenge, they were more likely than women to say they are able to leave work behind when they head home for the day (51 percent versus 47 percent).

While both men and women overall acknowledge difficulty in achieving a work/life balance, it appears that the burden of balancing work responsibilities with their home lives continues to fall more heavily on women than on men, and that in the struggle to be there both for the family and for the office, women feel under greater pressure.

The burden of balancing work and home life continues to fall more heavily on women than on men.

Leadership

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams, 6th U.S. president

All of the men and women in our survey have achieved leadership positions in their organizations. But what does it take to make a good leader?

We wondered whether men and women would view this topic differently, yet we found a very high level of agreement among respondents about the most important leadership characteristics.

Overall, the five characteristics chosen most often by respondents as necessary for an effective leader were: “is calm during a crisis”; “is decisive”; “is aware of his/her weaknesses”; “gives credit to others”; and “is concerned about the welfare of employees” (see Figure 7). In general, women tended to rate most characteristics as more important than men did, with the most noticeable differences being “is ethical,” “is supportive of women in the workplace” and “works harder than others.” Neither men nor women felt that making profitability the top priority was particularly related to being an effective leader, as the fewest number of men and women (51 and 50 percent, respectively) identified this as an important leadership characteristic.

Figure 7. The most important characteristics of an effective leader

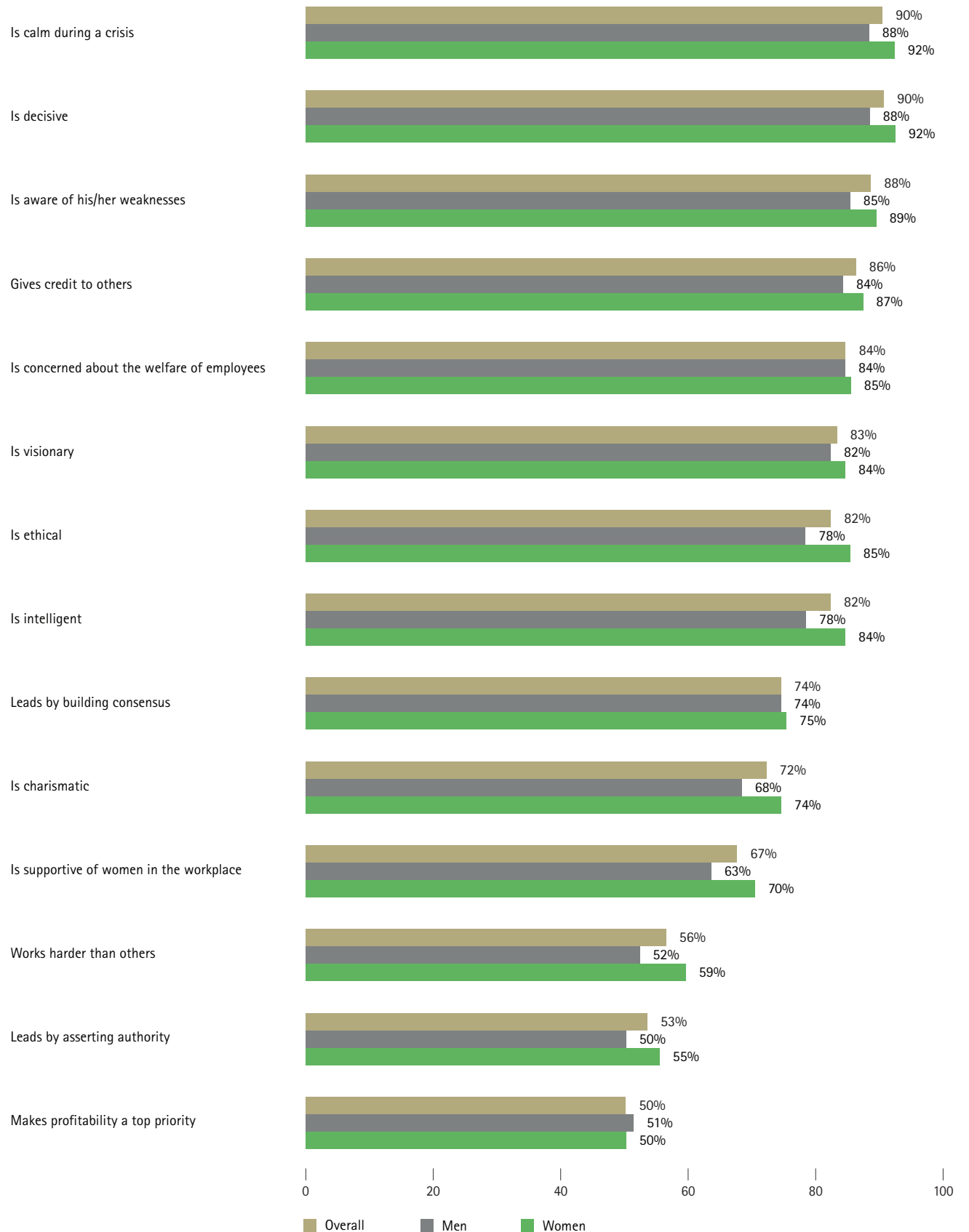


Figure 8. "Female" versus "male" leadership characteristics

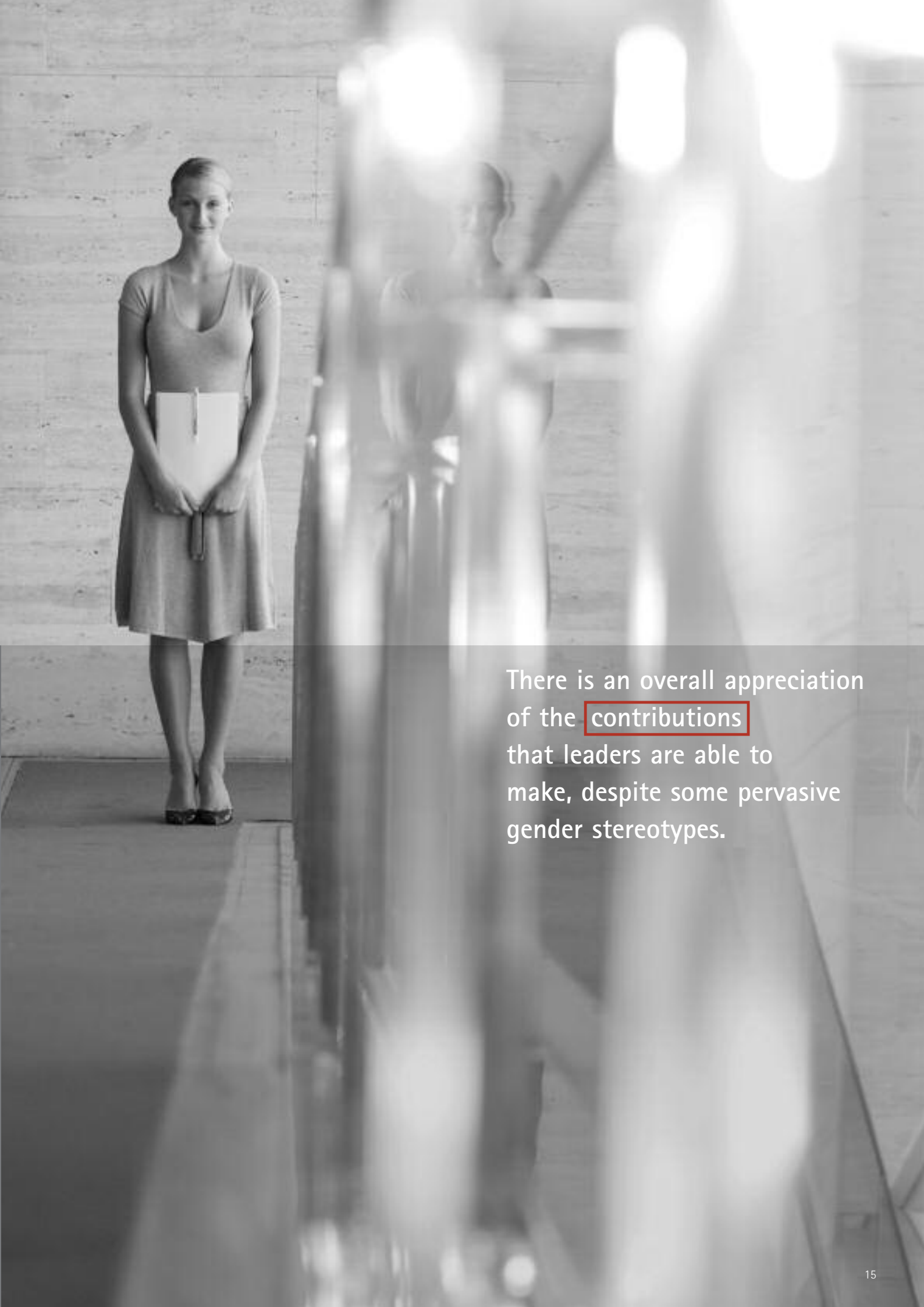
	Gender-neutral characteristic	Male characteristic	Female characteristic
Is calm during a crisis		■	
Is decisive		■	
Is aware of his/her weaknesses			■
Gives credit to others			■
Is concerned about the welfare of employees			■
Is visionary		■	
Is ethical			■
Is intelligent	■		
Leads by building consensus			■
Is charismatic		■	
Is supportive of women in the workplace			■
Works harder than others			■
Leads by asserting authority		■	
Makes profitability a top priority		■	

We found that about half of all respondents did not associate individual leadership traits as more masculine or feminine. However, among those who did, gender associations with most leadership characteristics followed gender stereotypes (see Figure 8).

Both genders were more likely to associate women with some of the "softer" leadership skills, such as being aware of one's own weaknesses, giving credit to others and being concerned about the welfare of employees, while associating men with such characteristics as decisiveness and leading by asserting authority. Being visionary was more likely to be considered a male trait, while being ethical was more likely to be considered a female trait. Interestingly, intelligence was the only trait considered to be "gender-neutral" overall.

We did find some notable exceptions to these biases in certain countries, however. For example, in China, nearly half of the important characteristics of leaders were considered gender-neutral. Other differences among countries emerged as well. For instance, being ethical was considered the most important leadership characteristic by respondents in both Canada and the United States, although it wasn't even among the top five leadership characteristics cited by respondents globally.

While gender associations with particular leadership characteristics clearly exist, both "male" and "female" characteristics figured into the five most important leadership attributes cited by both male and female respondents. What this finding points to is at least an overall appreciation of the contributions that leaders are able to make, despite some pervasive gender stereotypes.



There is an overall appreciation of the **contributions** that leaders are able to make, despite some pervasive gender stereotypes.



Conclusion

“In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility.”

Eleanor Roosevelt, American diplomat and author

What lies ahead for the women of the world?

From the perspective of business, we see women already achieving success on a par with their male counterparts. However, for all their success, we see that even these highly accomplished women still face subtle but pervasive inequities—lower expectations of how far they will advance when they begin their careers; slower pace of advancement than their male counterparts; greater pressure to be there for their families, their children and their colleagues; and higher dissatisfaction with both the work/life balance they have achieved and the personal income they receive—results that show that the playing field for men and women is still not level.

One implication of these findings is that fully half of the population is being inhibited at the most fundamental level—the level of their own beliefs about what is possible for them as individuals—from fully achieving all of which they are capable.

Each person, woman or man, holds the potential for tremendous achievement. Now it remains for every one of us, woman and man, to renew our commitment to ensuring that each individual's potential is realized.

Country profiles

Austria, Canada, China, France, Germany, Italy, Japan, the Netherlands, Norway, Sweden, Switzerland, the United Kingdom, and the United States

Austria

Career achievement

Just under half (46 percent) of Austrian men and women said that the pace of their career progression has been as expected. While more than half of both men and women said their careers have developed faster than those of their female colleagues, women were less likely than men to say their careers had developed faster than those of their male colleagues (44 percent for women versus 57 percent for men).

As we saw in many other countries, the career-hindering factor identified most often by women in Austria is gender, which ranked last as a career-hindering factor for men. While a plurality (24 percent) of all Austrian respondents saw the need to devote energy to children/family as a top hindering factor, men were more likely than women to cite their

unwillingness to sacrifice work/life balance as a career-hindering factor.

Work/life balance

More than half of all Austrian executives identify themselves closely with their careers, and approximately one-third claim that they live to work. However, the majority of male and female executives in Austria said they work more than 40 hours a week, with a significant proportion working more than 50 hours per week. Not surprisingly, balancing personal and professional matters is a challenge for six in 10 of all Austrian executives. However, significantly more men than women said that technology helps them manage their workload (82 percent versus 61 percent, respectively).

Austrian women are more likely than men to be pursuing a challenging career that requires more personal sacrifice than they originally had anticipated. And unlike what we found in most of the other countries, the amounts by which the importance of

various work and home life factors exceeded satisfaction with these factors were far greater for men than for women.

Leadership attributes

Austrian men and women largely agree on the skills required for effective leadership. The only item that showed any significant gender difference was "gives credit to others," which 100 percent of male executives identified as a required skill for effective leadership, compared with 89 percent of women. Traditional stereotypes prevailed when assigning gender to these characteristics. Both men and women were more likely to associate male leaders as being decisive (the top-ranked leadership trait) and to associate female leaders with giving credit to others (the second-ranked leadership trait). However, "is ethical," overall considered a more female trait by respondents globally, was seen as gender-neutral by respondents in Austria.



Canada

Career achievement

Canadian women were nearly twice as likely to say they progressed faster than their female colleagues than to say they progressed faster than their male colleagues. In contrast, Canadian men rated the speed of their progress against men and women about equally. While both men and women cited personal drive as the top reason behind their success, women said their advancement has been hindered most by their gender (25 percent of female executives) and the need to devote time to family/children (22 percent). In contrast, Canadian men blamed unwillingness to relocate (28 percent), ineffective networking within the company and economic downturn (26 percent each) as the primary factors for slower advancement.

Work/life balance

While both male and female executives in Canada place increased importance

today on having a work/life balance, almost two-thirds have trouble leaving their work at the office. Men were much more likely than women to say they live to work (36 percent versus 21 percent), and this is supported by the amount of time they said they work. Fully 80 percent of men said they work more than 40 hours each week, compared with 67 percent of women, and men were also significantly more likely than women to say they work more than 50 hours per week (27 percent versus 17 percent).

Far fewer Canadians have traded in their high-powered careers for more flexibility than had expected they would when starting their careers, and the frenetic pace might be taking its toll. About 20 percent of Canadian executives claimed they had changed their work/life arrangements due to frustration or burnout. For others, ratings of the importance of various aspects of their work and home lives far exceeded their satisfaction with

those factors. For women, the greatest gap is in work/life balance; for men, it is in personal income.

Leadership attributes

Canadian men and women generally agree about the skills required to be an effective leader. What sets executives in Canada apart from those in other countries is the relative importance assigned to different characteristics. For instance, three of the top five leadership characteristics selected by Canadian executives—"is ethical," "is visionary" and "is intelligent"—were not among the top five identified by executives globally.

China

Career achievement

Ambition in China is high for both men and women alike. Most executives said that when first starting their careers, they saw themselves reaching a senior-management position, and

their expectations haven't changed over time. However, as in many other countries, women in China are more likely than men to see themselves reaching the VP/Director level, while men are more likely than women to see themselves reaching the very top level (C-suite or owner).

While nearly eight in 10 women and nine in 10 men said their careers have developed faster than those of their female colleagues, less than half the women—versus more than two-thirds of men—said their careers have developed faster than those of their male colleagues. Once again, women were more likely to cite gender as the greatest inhibitor to advancement (selected by 39 percent of women), while men were more likely to cite the need to devote energy to family as the greatest inhibitor to advancement.

Work/life balance

The majority of both men and women in China (81 percent and 72 percent, respectively) said they live to work, with a substantial number of each (29 percent of men and 30 percent of women) saying they work more than 50 hours per week. Unlike their counterparts in other countries, women in China put in more of these long work weeks than both their male colleagues in China and women in any other country we surveyed. Not surprisingly, just over half of all respondents in China (56 percent) said they find it challenging to balance personal and professional matters.

The desire to earn more money is the top reason current work/life situations don't match Chinese executives' original expectations. Health issues and burnout were also cited often, and in fact, for many Chinese executives their personal lives appear to be suffering greatly from the hours they work. We found big gaps between the importance executives placed on different aspects of their home and work lives and their satisfaction with their actual situations, with importance exceeding

satisfaction by as much as 50 percentage points in some areas.

Leadership attributes

More so than in other countries, in China all the characteristics we tested were deemed important for effective leadership, with only an 11-percentage-point spread separating the most and least important characteristics. We also found general consensus between men and women regarding the skills they believe are required of effective leaders. Interestingly, however, when it came to assigning gender, the results in China were much less stereotypical than in other countries. Just under half the characteristics were considered gender-neutral in China, although unlike men in other countries, men in China were more likely to view intelligence as a male characteristic rather than a gender-neutral one.

France

Career achievement

While approximately four in 10 French executives (both men and women) said their careers have developed faster than those of their female colleagues, women were significantly less likely than men (24 percent versus 36 percent) to say their careers have developed faster than those of their male colleagues. Women's expectations about future advancement are more modest as well. Today, significantly more women than men see themselves remaining at the manager level, while the number of men who see themselves reaching the executive vice president/vice president level has increased significantly. Overall, fewer men and women currently see themselves rising to the more-senior management positions compared with executives in other countries.

As we saw in other countries, women in France were most likely to cite gender as the greatest inhibitor to their advancement, while men were most likely to cite an unwillingness to sacrifice work/life balance.

Work/life balance

When it comes to forming expectations around work/life balance, French women are nearly three times as likely as men to be influenced by their mothers (34 percent versus 12 percent) and almost twice as likely as men to be influenced by friends (30 percent versus 17 percent).

Half of the French executives said they identify themselves closely with their careers, yet less than one in three said they live to work. The number of executives who have a challenging career that involves personal sacrifice is almost double the number who envisioned such a career when first starting out. It is the women, however, who have the greatest difficulty in leaving work at work, with two-thirds of women citing this as an issue, compared with only half the men. It's therefore not surprising that women are less satisfied with where their energy is devoted (work versus life outside work), even though it is the men who claim to work the longest hours.

Work and home life priorities for executives in France have not shifted dramatically since the outset of their careers. However, the importance that women place on seniority/title and on time to pursue interests/hobbies has increased significantly—by 15 and 19 percentage points, respectively—since they started their careers. In general, satisfaction with many work and life aspects is fairly low in France, with less than two-thirds of respondents satisfied on most items. For women, items on which satisfaction was lowest relative to their importance were work/life balance, individual salary, household income and being there for family.

Leadership attributes

We saw general consensus between men and women in France regarding the skills required to be an effective leader. In terms of gender associations, both men and women who identified traits as more male or female identified a majority of them as female. The



Handwritten notes and diagrams on a sheet of paper, including a circular diagram with arrows.

Handwritten notes on a sheet of paper.

Handwritten notes on a sheet of paper.

only traits perceived as more male were "is decisive," "is charismatic," "leads by asserting authority" and "makes profitability the top priority."

Germany

Career achievement

Nearly half of both German women and men said their careers have developed at the pace they had expected. As we saw in other countries, female executives in Germany were less likely than men to perceive the pace of their career progression as faster than that of their male colleagues. As women progress in their careers, they become more likely to see themselves reaching the C-suite or senior-management levels. Nearly one in four women (23 percent) now see themselves reaching the C-suite, compared with just one in seven (15 percent) who at the beginning of their careers envisioned rising to the top. However, there is still a gap in expectations between the genders, with more than one in three men (36 percent) now expecting to reach the C-suite.

As seen elsewhere, gender is the barrier to advancement that German women mentioned more than any other (27 percent). And even though 45 percent of women see family support as contributing to their career success, 25 percent said that devoting energy to children/family hinders their career advancement. German men, on the other hand, were more likely to blame bad luck than anything else for hindering their careers, followed by the need to devote energy to family/children—which nearly twice as many women as men cited as a career hindrance.

Work/life balance

While less than one in four German executives said they live to work, women were more likely to say they are able to leave work at work (59 percent of women versus 48 percent of men). German men

said they work more hours per week on average than women said they do, even though the men perceive themselves as putting only slightly more energy toward their work lives than women do. Just 16 percent of German men said they work 40 hours or less per week, compared with 47 percent of women. Nevertheless, men are more likely than women to be satisfied or very satisfied with their work/life energy balance (61 percent versus 44 percent, respectively).

Not surprisingly, German women are significantly more likely than men to reduce their hours at work once they have children (34 percent versus 9 percent). Interestingly, however, "being there when my family/children need me" is the most important work and home life factor for men today, and significantly more men than women are currently in a second more-flexible career that allows them to tend to family needs (25 percent of men versus 10 percent of women).

The gaps in Germany between the importance executives place on different aspects of their home and work lives and their satisfaction with their actual situations are not as large as they are in many other countries. The largest gap overall—21 percent—is in women's satisfaction with their individual salary.

Leadership attributes

There is general agreement between men and women in Germany regarding the skills required to be an effective leader. The top leadership traits selected by both men and women were "is calm during a crisis" and "is decisive," followed by "gives credit to others." A majority of men and women view each leadership trait as gender-neutral. In instances where executives identified a trait as either masculine or feminine, they tended to follow traditional stereotypes, associating women with some of the traditionally "softer" leadership skills while associating men with such characteristics as "is decisive" and "leads by

asserting authority." Interestingly, executives in Germany consider "is calm during a crisis" to be more of a female leadership trait, whereas respondents globally consider it more of a male trait.

Italy

Career achievement

Italian women, like those in other countries, said that their progress has been slower than that of their male colleagues. Half of the women said their careers have advanced faster than those of other women, but only one-third said their careers have advanced more quickly than those of men. Factors seen as career-enhancing by both men and women in Italy include "my own ambition and drive" and "going above and beyond at work"—consistent with the global results.

One striking difference, however, is that one in four women in Italy actually view gender as contributing to career advancement. While women in most of the other countries we surveyed see gender as a top barrier to advancement, women in Italy see the need to devote energy to children and family as the greatest barrier; in fact, gender ranked 10th on the list for women, with only one in 10 citing this as a barrier to advancement.

Work/life balance

Italians were among the least likely of respondents in all countries to say they lived to work. However, significantly more men and women said they are sacrificing their personal lives today to pursue challenging careers than had envisioned doing so when starting out. For both men and women, this appears to be driven by the desire to earn more money as well as by increasing ambition.

Italian men were more than twice as likely as women to say they work more than 50 hours a week (27 percent versus 11 percent). Overall, 52 percent of

Italian executives said they devote more of their energy toward work than to life outside of work. However, satisfaction with work/life balance in Italy was among the highest of any country we surveyed. This might stem from a combination of attitude and smart use of technology, as less than half the respondents said they find it challenging to balance personal and professional matters (48 percent of men and 35 percent of women), and three quarters said that technology has helped them manage their workload. Only about one in seven Italians said that technology prevented them from escaping work.

One notable area of dissatisfaction for both men and women in Italy is personal/household income, with only half the respondents (49 percent) satisfied with their income.

Leadership attributes

While we found general agreement between men and women in Italy on the characteristics required to be an effective leader, the relative priorities differ. For example, "is decisive" was the most-often-cited factor for women and the fourth-most-often-cited factor for men, whereas "is aware of his/her weaknesses" was the most-often-cited factor for men and the third-most-often-cited factor for women. Also worth noting is that more executives in Italy than in most of the other countries identified intelligence and charisma as important leadership characteristics. Just as interesting, Italians consider intelligence and decisiveness—two of the five factors they cited most often as important leadership traits—as gender-neutral.

Japan

Career achievement

Men and women in Japan describe their pace of advancement similarly. However, as we saw in the responses from other countries, Japanese women were significantly more likely to say

they progressed faster than female colleagues than they were to say they progressed faster than male colleagues (59 percent versus 37 percent).

Both men and women in Japan said that the top factor driving career advancement is "going above and beyond at work." "Personal ambition and drive"—the top factor globally—ranked third in importance among Japanese respondents overall. Just over one-third of both men and women also see luck as a major factor. Nearly one-third of Japanese women consider gender the top hindrance to their career advancement, compared with less than 5 percent of Japanese men. Nearly one-quarter of men consider bad luck a hindrance, although less than 10 percent of women do.

Work/life balance

Although about only one in seven Japanese executives said they live to work, nearly half of both men and women said they devote more energy to work than to their lives outside of work, and nearly half of both men and women said they work at least 50 hours per week. Less than half of Japanese men and women also said they find balancing personal and professional matters a challenge (43 percent and 47 percent, respectively).

Nearly nine in 10 Japanese respondents said their current work situation is not what they had envisioned when first starting out, and they cited the desire to earn more money as a key reason for this. When asked about the importance they place on work and home life factors and their satisfaction with their actual situations, both genders reported large gaps, with satisfaction much lower than importance on income, being stimulated by work, work/life balance and having a happy home life.

Leadership attributes

Although Japanese men and women agree on the characteristics of an effective leader, women were significantly more likely to cite "is

intelligent" and "works harder than others" as important characteristics. When asked whether each characteristic was distinctly male or distinctly female, both genders were more likely to view the two top leadership characteristics—"is calm during a crisis" and "is decisive"—as male, while viewing "is concerned about the welfare of employees" and "is supportive of women in the workplace" as female.

The Netherlands

Career achievement

Women in the Netherlands were significantly more likely than men to say their careers have progressed faster than expected, faster than those of their female colleagues and, most notably, faster than those of their male colleagues. Seven in 10 Dutch executives said they consider personal ambition to be a key factor in career advancement, and ambition for both genders has increased over time; while half the respondents said they used to envision their careers culminating at the manager level, only three in 10 men and four in 10 women said they now believe this will happen.

Work/life balance

Both men and women in the Netherlands are twice as likely to look internally—to their interests, ambitions and goals—than to any external factors when shaping their expectations regarding work/life/family arrangements. While women are far more likely than men to identify themselves closely with their careers (50 percent versus 31 percent), only one in 10 respondents overall said they live to work. Still, six in 10 executives of both genders said they find it a challenge to balance their personal and professional lives.

Men and women in the Netherlands have similar satisfaction levels on some key work and home life factors. One notable difference between the genders is in having a happy home



life, with men showing greater satisfaction than women in this area (82 percent versus 67 percent). Women are also less satisfied than men with regard to their salary/ household income and with how stimulated they are by work.

Leadership attributes

We saw general consensus between the genders in the Netherlands about the skills required to be an effective leader, with the top six characteristics cited by Dutch executives the same as those cited by respondents globally.

While the majority of executives in the Netherlands did not assign a gender to most leadership characteristics, gender stereotypes prevailed when respondents did assign a gender. For instance, "is aware of his/her weaknesses," "leads by building consensus" and "is ethical" were more likely to be seen as female characteristics by both genders, while "is visionary," "is calm during a crisis" and "makes profit the top priority" were more likely to be seen as male by both genders. Interestingly, men view intelligence and charisma as more male characteristics, while women do not. Likewise, women see giving credit to others and working harder than others as more female, while men do not.

Norway

Career achievement

Like their counterparts in other countries, Norwegian women feel they've progressed more quickly in relation to their female colleagues than in relation to their male colleagues. Three-fourths of the women said their careers have advanced faster than those of their female colleagues, while only half of the women said they've progressed faster than their male colleagues. Interestingly, Norwegian men were more likely to say they've progressed faster than their male colleagues than to say they've progressed faster than their female colleagues.

Most Norwegian men and women attribute their successes to their own ambition and effort. As women have progressed through their careers, their aspirations have grown. For example, only 4 percent of women initially envisioned reaching the partner, C-suite or executive vice president level someday, while now 20 percent see themselves reaching these levels. Unlike in most of the other countries, where women perceive gender to be the top hindrance to career advancement, in Norway women most often cited the need to devote energy to family as a hindrance to advancement, followed by failure to pursue an advanced degree, gender and unwillingness to sacrifice work/life balance.

Work/life balance

Two-thirds of Norwegian men and slightly fewer women identify closely with their careers, and more men than women said they live to work. Men were also much more likely than women to mention sacrificing their work/life balance as a contributor to career advancement. In addition, men were also more likely than women to say they work longer hours and to be less satisfied than women with their work/life balance.

Overall, about half of each gender said it is difficult to balance personal and professional matters. Women were more likely than men to say that technology helps them manage their workload (57 percent versus 39 percent), but more women than men also said that technology prevents them from escaping from work (35 percent versus 22 percent, respectively).

As Norwegian women advance in their careers, their priorities change much more than those of men. For women, the importance of salary/household income and job title, as well as having a happy home life, being available for family and work/life balance, all increased over time. Men's and women's priorities were similar—both said having a happy home life and being stimulated by work are most important—but more women than

men said that each of these things—especially work/life balance, being there for family, household income and seniority / job title—is important. Men were less satisfied with their current situations regarding each of these factors than were women.

Leadership attributes

Norwegian men and women agree about the most important characteristics of an effective leader: giving credit to others, being decisive, being concerned about employee welfare, remaining calm in a crisis and being aware of one's own weaknesses. The largest gap between genders is on intelligence, which nine out of 10 women rated as important, versus seven out of 10 men. Although the Norwegian executives did not characterize intelligence as either a male or female characteristic, they did identify other characteristics as being either more male or female. For instance, men and women both identified "is decisive" and "is visionary" as more male, while identifying "gives credit to others," "is concerned about the welfare of employees" and "is aware of his/her weaknesses" as more female. Women identified "works harder than others" as more female, while men identified it as more male.

Sweden

Career achievement

Men were more likely than women in Sweden to say their career advanced more quickly than they had expected (53 percent versus 39 percent), but when comparing their progress to that of their male and female colleagues, gender discrepancies became apparent. While men were only somewhat more likely than women to say their progress has been faster than that of female colleagues (58 percent versus 49 percent), they were more than twice as likely as women to say their pace of advancement has been faster than that of male colleagues (60 percent versus 25 percent). Unlike in most countries surveyed, women in Sweden were more likely to say they pro-

gressed slower than male colleagues (42 percent) than faster than male colleagues (25 percent).

Swedish men and women tended to agree on the most important factors that have contributed to their career advancement, with "personal ambition and drive" cited most often, followed by "being assertive in the workplace" and "going above and beyond" at work. And while men and women mentioned many similar hindrances to career advancement, especially the need to devote energy to children/family, gender was cited as a hindrance by 25 percent of women (making it the number two hindrance for women), compared with only 3 percent of men.

Swedish women were as likely as men to say they see themselves reaching the highest level of their organizations. Nearly one in five of both men and women now see themselves reaching the C-suite—nearly double the percentage of those who saw themselves reaching this level when first starting out.

Work/life balance

Slightly more than half of Swedish respondents of both genders now find themselves pursuing careers flexible enough to allow them to be available to their families. Women were slightly more likely than men to say they devote more energy to work (46 percent versus 40 percent), and Sweden is one of only a few countries in which more men than women said they focus their energy primarily on life outside of work (25 percent versus 15 percent). Not surprisingly, men were slightly more likely than women to say they are satisfied with where they spend their energy, and women were more likely than men to say it is challenging to balance professional and personal matters (49 percent versus 38 percent).

Swedish women place the greatest importance on being there for family when needed, with nine out of 10

citing this as important, followed by having a happy home life, being stimulated by work and work/life balance. Swedish men said being stimulated by work is most important, while family issues are a bit less important. For men, the factor for which importance exceeds satisfaction by the widest margin is being stimulated by work, whereas for women, it is individual salary.

Leadership attributes

We found a high level of agreement between Swedish men and women about the characteristics of effective leaders, although women were more likely than men to place emphasis on remaining calm in a crisis (99 percent versus 83 percent). Other key ingredients that Swedish respondents cited for effective leadership include: being decisive, giving credit to others, being visionary, being ethical, being aware of one's own weaknesses and leading by consensus.

While the majority of men and women didn't identify most leadership characteristics as either more male or female, among those who did, both men and women tended to identify being decisive and visionary as more male while identifying being ethical, giving credit to others and being aware of one's own weaknesses as more female. Interestingly, Swedish women were more likely to identify remaining calm in a crisis as a more female characteristic, while men identified it as more male. Unlike in many countries where intelligence is not linked with gender, in Sweden both men and women tended to identify intelligence as more female.

Switzerland

Career achievement

Women in Switzerland, as in the majority of countries we surveyed, were more likely to say they progressed faster in their careers than their female colleagues (selected by 47 percent of women) than likely to

say they progressed faster than their male colleagues (35 percent). Also similar to other countries, the majority of men in Switzerland said their careers have progressed faster than those of their female colleagues (selected by 62 percent of men) as well as those of their male colleagues (55 percent).

Ambition for both men and women in Switzerland has grown over time. Only one-quarter of both men and women said that when first starting out in their careers they saw themselves reaching a C-level or partnership position, whereas one-third of both men and women said they now see themselves reaching that level one day, with women more likely to see themselves as an owner or partner and men more likely to see themselves in a C-suite position. Women in Switzerland, like those in other countries, cited gender as the greatest inhibitor to their advancement, while men cited external factors such as an economic downturn and bad luck as the top factors inhibiting their advancement.

Work/life balance

While less than one-third of Swiss respondents said they live to work, two-thirds still find it challenging to balance personal and professional matters, with more men than women citing this as a challenge (74 percent of men versus 58 percent of women). Likewise, women were 16 times more likely than men to say they work less than 40 hours a week (33 percent versus 2 percent). Nevertheless, women were less satisfied than men were with where their energy is devoted (work / life outside of work).

Work/life balance is more important to both Swiss men and women today than it was when they were first starting their careers. However, while two-thirds of Swiss men said they are satisfied with their work/life balance, just over half of Swiss women said they are satisfied. The gap between the importance women place on work/life balance and their satisfaction with

their actual work/life balance is greater than the gap for any other factor.

Leadership attributes

Almost all men and women in Switzerland cited "is calm during a crisis," "is aware of his/her weaknesses," "is decisive" and "gives credit to others" as essential characteristics of effective leadership. The biggest gender gaps in perceived importance of leadership traits were for "makes profitability the top priority" and "is concerned about the welfare of employees." The percentage of men who said that each of these traits was an important leadership characteristic was 10 points higher than the percentage of women who said these are important leadership characteristics.

When it came to assigning gender to the characteristics of an effective leader, executives in Switzerland, like those globally, tended to follow the traditional stereotypes. Both Swiss men and women identified "is supportive of women in the workplace," "gives credit to others" and "leads by building consensus" as more female, while identifying "is decisive," "is visionary" and "leads by asserting authority" as more male.

United Kingdom

Career achievement

How British men and women described the pace of their advancement against that of their male and female colleagues was in line with the global trends, with some notable differences between the genders in career expectations. While only one-quarter of British men and women envisioned reaching the C-suite when they first began their careers, 39 percent of men now see themselves reaching this level, compared with only one-quarter of women. Women are significantly more likely than men to see themselves ultimately reaching the vice president or director level.

While British women most often cited a need to devote energy to children/family as a career-hindering factor, British men most often cited bad luck. In fact, British men were far more likely to consider luck a significant factor in advancement (cited by 43 percent of British men) than were British women (24 percent) and than were male respondents globally (28 percent).

Work/life balance

Although British men said they typically work longer hours than women said they do, both men and women in the United Kingdom reported spending less time at work than did their counterparts in other countries. About half of British men, and nearly six in 10 British women, said they work 40 hours or less per week. British women were also about half as likely as women globally to say they work more than 50 hours per week (9 percent versus 19 percent).

The differences in career expectations between British men and women were greater when they were first starting their careers than they are today. For instance, when they first started out, significantly more women than men expected to either have a career only until they became a full-time parent or to have a career that was flexible enough for them to be there for family. Consistent with our global findings, however, fewer British women today are pursuing these types of careers, with more pursuing challenging careers that require some personal sacrifice.

Leadership attributes

British men and women generally agree on the most important characteristics of an effective leader, with the top qualities being: remaining calm in a crisis, being decisive, being aware of one's own weaknesses, being concerned about the welfare of employees, giving credit to others, being visionary and being ethical. Among those who associate these traits with one gender or the other, both men and women tend to think of

being decisive, visionary, charismatic and leading by asserting authority as male. By contrast, men and women tend to think of giving credit to others, being concerned about employees, being ethical, being supportive of women in the workplace and leading by consensus as more female. Women tend to think of working harder than others, remaining calm in a crisis and being aware of one's weaknesses as more female, but men do not.

United States

Career achievement

More than one in four U.S. women said that the pace of their career development was faster than they had expected, compared with less than one in five men. Six in 10 women said they advanced faster than their female colleagues, but only four in 10 women said they advanced faster than their male colleagues.

Also, U.S. women's career expectations seem to get more ambitious as women advance. While two-thirds (66 percent) of women envisioned reaching the senior management level when they started their careers, more than three-quarters (79 percent) said they now see themselves reaching that level. However, men were significantly more likely than women to see themselves in the C-suite, implying that women believe that barriers to advancement still exist at the highest level.

Work/life balance

Expectations around work/life arrangements for men and women in the United States follow the global trend, with 60 percent saying their own "interests/ambitions/goals" influenced them, although men were significantly more likely than women to say they were influenced by their fathers.

Men and women in the United States have similar priorities when it comes to many aspects of their work and home lives. Men gave top priority to being there for family when needed,

work/life balance, having a happy home life and being stimulated by work. Women said their top priority is having a happy home life, followed by being there when needed by family, household income, work/life balance and being stimulated by work.

More than half (58 percent) of U.S. executives find it challenging to balance their personal and professional lives, and just under half (49 percent) said they are able to leave work at work. However, when asked about their satisfaction with several factors related to work and home life, U.S. women were, on average, more satisfied than women globally in terms of individual income, household income, having a happy home life and being there for family.

Traditional gender roles are still apparent in the United States. American women were more likely than men to say they work fewer


hours as a result of having children (22 percent versus 13 percent), and women with children were twice as likely as men with children to cite the need to devote more time to children/family as a career-hindering factor. In addition, 30 percent of women said they left the workforce for longer than a year (for reasons other than designated maternity leave), compared with only 10 percent of men.

Leadership attributes

American men and women generally agree on the traits required to be an effective leader, especially the top five: being ethical, giving credit to others, being decisive, being aware of one's weaknesses and remaining calm in a crisis. However, women were significantly more likely to say that being visionary and being supportive of women in the workplace are essential characteristics of an effective leader. The emphasis on being ethical as a key

characteristic was somewhat unusual; in most countries surveyed this was not among the top characteristics.

U.S. male and female executives of both genders who associated gender with certain leadership characteristics, like those globally, tended to follow traditional gender stereotypes. Both U.S. men and women characterized "is aware of his/her weaknesses," "is supportive of women in the workplace," "leads by building consensus" and "is concerned about the welfare of employees" as more female traits while characterizing "is charismatic," "leads by asserting authority" and "makes profitability the top priority" as more male.



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Expectations and Achievement

Empowering women from within

March 2007

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