Profile of women managers in Montana's corporate sector

Twila Bishop Burdick

The University of Montana

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A PROFILE OF WOMEN MANAGERS IN MONTANA'S CORPORATE SECTOR

By

Twila Bishop Burdick

B.S., Montana State University, 1972

Presented in partial fulfillment for the requirements for the degree of

Master of Business Administration

UNIVERSITY OF MONTANA

1981

Approved by:

Chair, Board of Examiners

Dean, Graduate School

Date 6-8-81
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I gratefully acknowledge the cooperation of the seventeen women managers who participated in this research. Their interest and enthusiasm made this study a delightful experience. I wish each of them continued success.
CHAPTER I

GENERAL INTRODUCTION

Women who are managers in the corporate sector of the economy are in the minority. Data from 1975 indicates that women accounted for only 17 percent of the occupational category called managers and administrators in the corporate sector.\(^1\) Included in this sector are mostly large, private companies in the following industries: mining, construction, durable and nondurable goods manufacturing, transportation, communication, other public utilities, wholesale and retail trade, finance, and insurance. The corporate sector is the largest of all sectors with 64 percent of all workers employed in it.\(^2\)

Certainly women who are corporate managers are unique as distinguished by their careers in a male-dominated occupation. This research concentrated on the characteristics and experiences of women who are corporate managers in a specific geographic area, the State of Montana.

Data regarding the percentage of women who are corporate managers in Montana is dated, with the most recent source of statistics the 1970 Census, which is now eleven years old. According to it, women in 1970 held 12 percent of the managerial and administrative positions in the


\(^2\) Ibid., p. 20.
corporate sector in Montana.\textsuperscript{3} Nationally in 1970, 13 percent of the managers and administrators in the corporate sector were women.\textsuperscript{4}

\textbf{Purpose}

The purpose of this research was to determine whether women who are corporate managers in Montana have certain similarities, and can thus be described according to selected biographical data and background characteristics, including career information.

The study was directed toward answering the following questions: who are the women managers in terms of biographical data; do these women have common background characteristics; and what are their managerial positions and their managerial experiences. These questions were answered by a detailed examination of specific data, generating a composite profile of women in management in Montana's corporate sector.

Such information may be significant to those who are interested in women managers outside the large metropolitan areas. This may include women in Montana who aspire to managerial positions and would like to know about the characteristics of successful women managers and how they reached their positions. It may also interest women managers who are curious about their colleagues, and companies with women on their management teams.

\begin{table}
\centering
\begin{tabular}{|c|c|}
\hline
Title & Description \\
\hline
\hline
\hline
\end{tabular}
\caption{Sources of Data}
\end{table}
Scope and Limitations

This study focused on women who are managers in the corporate sector and excluded all other sectors, such as the personal services sector and professional services sector where women are found in greater proportion. The study included women who were working in businesses that neither they nor their families owned, and where they had no kinship ties to any executive working in the company.

The group of women managers does not constitute a statistical sampling of women managers in this sector or the economy as a whole, and therefore no statistical inferences have been made. Rather, it is a case study presenting composite information about women who hold managerial positions in Montana's corporate sector. Although some information from relevant literature has been introduced for comparative purposes, this study does not feature any comparative groups of men or women.

This study included only selected characteristics in order to provide a comprehensive profile of women managers without attempting to be exhaustive.

Organization of the Report

An examination of the relevant literature is provided in Chapter II. The research findings on the biographical and background characteristics of women in management and women's managerial positions and experiences are summarized.

The data collection procedures used in this study as well as methods of data analysis are detailed in Chapter III. The selection of

\[\text{\textsuperscript{5}Ibid., p. 16.}\]
The first research question, who are the women managers in terms of biographical data, is dealt with in Chapter IV. Subtitles include age, marital status, number of children and their ages, and educational level.

The second research question, do these women have common background characteristics, is presented in Chapter V. Included in this chapter are birth order and siblings, parents' educational levels and occupations, childhood locality, and sports participation.

The third research question, what are their managerial positions and their managerial experiences, is the subject of Chapter VI. Specific topics are jobs, industries, work history, future aspirations, males as peers and subordinates, mentors, networks, advice to young women and comments.

The research findings are summarized in Chapter VII. Also presented there are the conclusions of the study.
CHAPTER II

LITERATURE REVIEW

Biographical and Background Characteristics

The most widely known source of information about the characteristics of women managers is Hennig and Jardim's *The Managerial Woman*. It reported research findings from twenty-five of this country's top corporate women managers, and revealed striking similarities.

They found that all twenty-five of their subjects were born between 1910 and 1915 and were raised on the East Coast. All of them were firstborns and none had a brother in their families of no more than three children. Their mothers were generally homemakers, only one of the mothers worked outside her home, and all the mothers had educational levels which were at least equal or superior to the father's. Twenty-two of the fathers were in management positions in business and the other three held college administrative positions.¹

All these women began their careers after completing college degrees, with twenty-three of them starting as secretaries, and after a few made changes in the first couple years, all stayed with their same employers throughout their careers.²


²Ibid., pp. 149-150.
About half the women eventually married during their late thirties, marrying widowers or divorced men, all of whom had children and were at least ten years older than their new wives. None of those who married had children of her own.\textsuperscript{3}

It is important to note that the date of the original research with the twenty-five successful managers was 1970, before the important legal developments concerning equal opportunity in 1971 and 1973.\textsuperscript{4} Although additional information on comparative groups was gathered beginning in 1973 and extended for nearly three years, the impact of these legal changes was not seen in the original research findings. Current research may reveal striking differences in the managerial characteristics and experiences.

Lemkau's "Personality and Background Characteristics of Women in Male-Dominated Occupations: A Review" is a collection of research findings concerning women in male-dominated fields, including corporate management. She concluded that such women "tend to have well-educated fathers who are employed in professional or managerial positions. Their mothers tend to be at least as well-educated as their fathers and employed outside the home."\textsuperscript{5} She also indicated that these same women "tend to be more frequently first born . . . (and that) having no siblings or only female siblings may be conducive to occupational attainment and success."\textsuperscript{6}

\textsuperscript{3}Ibid., p. 173.
\textsuperscript{6}Ibid., p. 229.
Studies dealing with women and their achievements are contained in a book called Women and Achievement: Social and Motivational Analyses. One of the studies examined the background characteristics of college women with aspirations in male-dominated professions. From her research, the author concluded that a more educated working mother, especially one in a male-dominated occupation provided an important role model for the subjects.\(^7\)

The socialization process for girls and boys is the subject of an article called "How Women Compete: A Guide for Managers." According to the authors, competition is a key element in management and from that assumption they examined how attitudes about competition are learned. For boys, the socialization process described in the article almost always includes competitive sports activities in Little League or other athletic events. In contrast, until recently young girls were excluded from these activities and were instead urged to join clubs that emphasize citizenship and service, non-competitive activities.\(^8\)

Managerial Positions and Experiences

In addition to the literature which presents detailed information about women in management and their distinguishing characteristics, there is also a great deal that has been written concerning the experiences of women in management.

For example, Gary Powell warned that women are not progressing to the highest managerial ranks as they should be, even though they appear


to be an increasing managerial presence. According to him, part of the problem has been that women have been relegated to job areas that have been generally regarded as best suited for women because they require higher social sensitivity and interpersonal skills. These have usually been staff positions in areas such as personnel, public relations, consumer affairs, and corporate social responsibility. From his point of view, this may have been a tactic used by some companies to accommodate the demand for more women with a minimal disruption of the existing balance of power.9

Nontraditional relationships between men and women have been created by the presence of women in management, and learning how to deal with them has caused some problems. Hively and Howell in Management Review suggested a process they called "working through" as a means to help men and women in a management team work successfully. They characterized many male-female managerial interactions as win-lose games where one member had to win and the other had to lose. In contrast, the process they referred to involved open communication resulting in team members helping each other in a collaborative relationship. They claimed this free exchange of ideas and expectations increased the possibility of success for both male and female management team members.10 Hennig and Jardim in The Managerial Woman, stated that competence and task achievement should be the basis for establishing relationships with men at work.11


11Hennig and Jardim, The Managerial Woman, p. 204.
Men with managerial aspirations and capabilities have often had mentors, senior members of the organization who provide leadership and encouragement. The kind of advice a mentor has furnished a protégé has ranged from appropriate dress to workings of the internal power structure. An article called "Mentors" in Across the Board, urged women to find mentors of their own. Although mentors can be persons of either sex, a female mentor was described in the article also as a valuable role model.\footnote{Ruth Halcomb, "Mentors and the Successful Woman," Across the Board 17 (February 1980): 18.}

Outside their own organizations, men have relied on their all-male business groups for support and important contacts. Women have generally been prohibited from entering these groups, and they have responded with their own organizations, that have been referred to as "old girl networks." Like the male groups, these are strictly business-oriented, and the real networking occurs in informal conversations.\footnote{"An 'Old Girl' Network is Born," Business Week, November 20, 1978, p. 156.} Billings, Montana women involved in an informal group called Non Rotary were featured in a magazine article. It is of special significance in its focus on women and their involvement in business outside large metropolitan areas.\footnote{"Back to Billings: Five Years of Quiet Progress," Business Week, November 3, 1980, pp. 127-130.}

Some women in management have indicated that their lack of appropriate preparation for managerial positions has limited their promotability. They may have become too involved in specialities that are not easily adaptable to top management.\footnote{"Why So Few Women Have Made It To The Top," Business Week, June 5, 1978, p. 100.} According to recent inquiries, the best combination
for women with managerial aspirations was that of an undergraduate degree in engineering, mathematics, or science, and a master's degree in business administration. Women with these qualifications report that their "technical expertise helped negate antiwoman bias."\(^16\)

Although there are other pieces of literature on women in management, these are the highlights of the relevant literature concerning their characteristics and their experiences.

CHAPTER III

DATA COLLECTION AND ANALYSIS PROCEDURES

Participants

A list of twenty-three suggested participants was compiled through referrals from Dr. Maureen Ullrich and Dr. B. J. Bowlen of the University of Montana, from personnel offices, from social and business contacts, from information in publications, and from women managers.

The participants had to meet the following criteria: they were employed in a managerial position in Montana's corporate sector, and they had no kinship ties with the owners or other executives of the business where they were employed.

Informational letters were sent to the twenty-three suggested participants that described the proposed study, asked their consideration, and established their qualifications. (See Appendix) Three of these women were subsequently eliminated because they did not meet the criteria. One was not employed as a manager, and two had at least part ownership of their businesses. Three others who did not respond to the letter or to attempted telephone followup efforts were also excluded. The remaining seventeen women indicated a willingness to participate and were the subjects of this study of women managers.

It is important to note that these were the highest ranking women in their companies in Montana. In most cases, they were the only woman at their level but in some cases more than one woman from the same company
was included. In those situations the women represented the highest levels of women managers in their companies in Montana.

**Methods of Data Collection**

The data collection procedures consisted of a personal interview in conjunction with a mailed questionnaire. With both methods, it was assumed that the personal accounts of the participants was the best source of information.

The mailed, one-page questionnaire was used for personal and financial data that may have been awkward or embarrassing to obtain during the personal interview (see Appendix). The questionnaire was unsigned but numbered for follow-up and was returned in an enclosed stamped, self-addressed envelope. In the few cases where questions were inadvertently overlooked on the questionnaire, follow-up was done during the personal interviews.

The personal interviews were scheduled by telephone at the convenience of the participants. In order to ensure comparability of data, the interview followed a directed format (see Appendix). Rather than tape the hour-long interviews, extensive notes were taken.

Both the mailed questionnaire and the interview format were pre-tested with the assistance of three women managers who work outside the corporate sector, and could not be included in this study.

**Methods of Data Analysis**

The first step in the data analysis was editing the questionnaires and interview information. In certain cases, the data that had been obtained did not lend itself to comparisons. These areas included size of company in terms of revenue and/or assets, and a measure of budget
responsibility of the women managers. Because of this difficulty, those areas and others with similar problems were eliminated from the study.

Information from the mailed questionnaires was classified and then summarized. The classification, and in some cases, cross-classification was done manually.

Interview information was not generally quantifiable and classification was more difficult. Throughout the analysis process, the emphasis was on establishing commonalities. Of course, any unusual or unique situations were also noted in order to most accurately report the interview information.
CHAPTER IV

BIOGRAPHICAL DATA

Who are these women managers in terms of biographical data? The answer to this question was found by a detailed examination of the following topics: age, marital status, number and ages of children, and educational level.

**Age**

Table 1 indicates the ages of the women managers in this study according to categories.

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>35 and under</td>
<td>5</td>
</tr>
<tr>
<td>36 - 45</td>
<td>8</td>
</tr>
<tr>
<td>46 - 55</td>
<td>4</td>
</tr>
</tbody>
</table>

The women managers ranged in age from 27 to 53, with an average age of 39 years.

**Marital Status**

Shown in Table 2 is the marital status of the women managers. The average age for the single women in this study was 43 years, the same as the average age of the women who were divorced or separated. In comparison, the average age of the married women was 36 years.
TABLE 2
Marital Status of the Women Managers

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>2</td>
</tr>
<tr>
<td>Married</td>
<td>8</td>
</tr>
<tr>
<td>Divorced</td>
<td>6</td>
</tr>
<tr>
<td>Separated</td>
<td>1</td>
</tr>
<tr>
<td>Widowed</td>
<td>0</td>
</tr>
</tbody>
</table>

In addition to marital status, the women in this study were asked to indicate their age at first marriage, if they had ever married. This information is shown in Table 3. The average age at first marriage for these women was 20 years. Generally, the youngest women in the study married at a later age.

TABLE 3
Age at First Marriage of the Women Managers Who Had Ever Married

<table>
<thead>
<tr>
<th>Age</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>2</td>
</tr>
<tr>
<td>19</td>
<td>4</td>
</tr>
<tr>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td>21</td>
<td>2</td>
</tr>
<tr>
<td>22</td>
<td>1</td>
</tr>
<tr>
<td>23</td>
<td>1</td>
</tr>
<tr>
<td>24</td>
<td>1</td>
</tr>
<tr>
<td>25</td>
<td>1</td>
</tr>
</tbody>
</table>

Children

As indicated previously, fifteen of the women in this study had married. From that group, eleven had children as shown in Table 4.

It is interesting to note that of the four women who had married but had no children, none was beyond childbearing years. Their average age was 30 years. No attempt was made to determine whether a decision
on children had been reached or delayed. However, one of the women mentioned that she and her husband were struggling with such a decision.

### TABLE 4

**Number of Children of Women Managers Who Had Ever Married**

<table>
<thead>
<tr>
<th>Number of Children</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Women who had children were asked the ages of their children and these ranged from newborn (this child was born only two days after his mother was interviewed at work) to 29 years. The number of children in different age categories are shown in Table 5. Only five of the women had children under eighteen years of age who were presumably living at home, and of these women, two had children in the under 6 age group.

### TABLE 5

**Ages of the Children of Women Managers**

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Number of Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 6</td>
<td>2</td>
</tr>
<tr>
<td>6 - 12</td>
<td>4</td>
</tr>
<tr>
<td>13 - 18</td>
<td>6</td>
</tr>
<tr>
<td>Over 18</td>
<td>14</td>
</tr>
</tbody>
</table>

**Educational Level**

The women participants were asked to indicate the highest educational level they had completed, and Table 6 indicates the results. Nine of the women had completed at least one bachelor level degree, and one woman had two such degrees. Four had done some graduate work, including
two who had master's degrees and one who had completed two years of law school. The average educational level of these women was 14.8 years. In general, educational levels were highest among the youngest women. The average educational level among the women in the 35 and under age group was 17.4 years.

TABLE 6
Educational Level of Women Managers

<table>
<thead>
<tr>
<th>Educational Level</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>16</td>
<td>5</td>
</tr>
<tr>
<td>17</td>
<td>1</td>
</tr>
<tr>
<td>18</td>
<td>3</td>
</tr>
</tbody>
</table>

The major areas of study for women who had degrees included chemistry, home economics, journalism, history, political science, and French, with only three women who had business or related degrees, such as accounting. The master's degrees were in educational counseling and social work. Two of the women who had accounting degrees were Certified Public Accountants.

Some of the women started their college careers or returned to them after spending up to ten years in the work force. In one case, a woman decided to pursue her interest in business seriously by completing her degree. Another saw a degree as a way to leave a business where she felt she had no future. But she kept working there part-time while going to school, and after completing her degree she stayed with that company and moved into managerial ranks. A third woman saw college as a way to change career goals that had been altered by her personal decision to marry and remain in Montana. Ironically, her studies resulted
in a second degree in accounting, a field her father had always advised her to enter. In another case, a woman felt a graduate degree was necessary after supporting her spouse's graduate study.

According to two of the women who did not have degrees, their lack of a degree may be an important factor in limiting their careers. This would be particularly true, they said, if they were to look for positions outside the companies where they were employed.

Several of the women, some with degrees and some without, mentioned the value of learning experiences they have had outside a degree program. Some of these were tailored specifically for one industry, such as banking, and others were designed especially for women in management, including programs both in-state and out-of-state.
CHAPTER V

BACKGROUND CHARACTERISTICS

Do these women have common selected background characteristics? The women participants were asked about four general background areas in an effort to determine any commonality of experience. The selected characteristics that were examined are birth order and siblings, parents' educational levels and occupations, childhood locality, and sports participation.

Birth Order and Siblings

The order of birth of the women managers in this study is shown in Table 7. One woman noted that although she was second-born, her older brother died as an infant, and she assumed a first-born position in her family. If this woman is included as a first-born, the percentage of first-borns in this study was 47 percent, and without her the percentage was 41 percent. The percentage of first-borns in the general population ranges from year to year from a peak of 43 percent in 1942 to a low of 27 percent in the '60s.¹

<table>
<thead>
<tr>
<th>Birth Order</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

Information was also obtained from this group of women about their family size (see Table 8) and the sex of their siblings. Only three of the women indicated that they did not have any brothers.

**TABLE 8**

<table>
<thead>
<tr>
<th>Family Size</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>8</td>
<td>1</td>
</tr>
</tbody>
</table>

**Parents' Educational Levels and Occupations**

The seventeen women managers identified for this study were asked about their parents' highest level of education. The results are shown in Table 9.

**TABLE 9**

<table>
<thead>
<tr>
<th>Educational Level (Years)</th>
<th>Number of Mothers</th>
<th>Number of Fathers</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>10</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>11</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>12</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>13</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>14</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>15</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>16</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>17</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>18</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>19</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>
The average highest educational level completed by the mothers of the women managers was 12.8 years. For the fathers of the women, the average educational level was 12.4 years. In twelve out of the seventeen cases, the mother's educational level was the same as or superior to the father's educational level.

The occupations of the parents of the women managers is shown in Table 10 according to categories.

TABLE 10
Occupations of the Parents of Women Managers

<table>
<thead>
<tr>
<th>Occupational Category</th>
<th>Number of Mothers</th>
<th>Number of Fathers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural Production</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Clerical Workers</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Craft Workers &amp; Operatives</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Homemakers</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Managers &amp; Administrators</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Professionals &amp; Technicians</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Sales Workers</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Service Workers</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

Ten of the mothers of the women managers were homemakers, and seven were employed outside their homes. A total of six fathers were employed in occupational categories called managers and administrators and professional and technicians.

Childhood Locality

Since this is a geographically limited study, the women were asked where they had spent the majority of their childhood. Ten of them were raised in Montana, and one of the women who lived in various places during her childhood spent some time in Montana. (See Table 11)

The midwestern states represented were Iowa, Kansas, South Dakota, Michigan, and Illinois.
TABLE 11

Childhood Locality of Women Managers

<table>
<thead>
<tr>
<th>Locality</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montana</td>
<td>10</td>
</tr>
<tr>
<td>Midwestern State(s)</td>
<td>4</td>
</tr>
<tr>
<td>Various places</td>
<td>3</td>
</tr>
</tbody>
</table>

Sports Participation

The women in this study were asked about their involvement in competitive sports, including what sports and when they were involved. (See Table 12)

The sports they were active in during the school years included softball, tennis, horsemanship, basketball, track, and swimming. Their present activities were softball, tennis, racquetball, and running. Two of the women have competed in tennis tournaments and one in racquetball tourneys.

TABLE 12

Sports Participation of the Women Managers

<table>
<thead>
<tr>
<th>Participation Category</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>7</td>
</tr>
<tr>
<td>Only in School Years</td>
<td>4</td>
</tr>
<tr>
<td>Past and Present</td>
<td>6</td>
</tr>
</tbody>
</table>

This group of women managers included one woman who has had extensive athletic competition in a variety of sports in addition to the ones already mentioned, such as field hockey, speed skating, badminton, and has run in marathons.
CHAPTER VI
CAREER INFORMATION

What are their managerial positions and experiences? This section examined the following topics: jobs, industries, work history, future aspirations, men as peers and subordinates, mentors, networks, advice to young women, and comments.

Jobs

The seventeen women managers in this study held managerial positions at the top, middle, and entry levels of management in their companies. However, most were middle management, with none who were presidents or chief executives of their companies, and one who was described as junior level management. The jobs held by these women were varied as well as their job titles, which may be unique to specific industries. While some of the women held line positions, most were classified as staff positions.

Generally, the women managers had responsibility for one or more departments in their company. However, four of the women had general responsibilities for revenue producing units of their company, and one had district managerial functions. Four of the women were working in the personnel or human resources area. Two of the women were involved with community relations for their companies, new departments which both women originated for their companies. Other areas represented by the women in this study included operations and/or accounting, financial reporting, marketing and actuarial, centralized staff, and real estate mortgages.
It should also be noted here that two of the women had previously worked in the personnel area, but had moved out of that area into higher positions in their companies.

The women managers had held their present managerial positions for a length of time ranging between one year, and four and one-half years, with an average of just over two and one-third years. This is not, however, an indication of years of managerial experience as some had been managers for much longer. But they all had had new titles and duties within the last four and one-half years that they had categorized as new positions.

Annual salaries for the women managers were varied as shown in Table 13. They ranged from $20,400 to $50,000 with the average annual salary at $29,958.

**TABLE 13**

<table>
<thead>
<tr>
<th>Salary Categories</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,000 - $24,999</td>
<td>5</td>
</tr>
<tr>
<td>$25,000 - $29,999</td>
<td>6</td>
</tr>
<tr>
<td>$30,000 - $34,999</td>
<td>2</td>
</tr>
<tr>
<td>$35,000 - $39,999</td>
<td>1</td>
</tr>
<tr>
<td>$40,000 - $44,999</td>
<td>2</td>
</tr>
<tr>
<td>$45,000 - $49,999</td>
<td>0</td>
</tr>
<tr>
<td>$50,000 - $54,999</td>
<td>1</td>
</tr>
</tbody>
</table>

**Industries**

The industries within the corporate sector where these women were employed is shown in Table 14. They have been categorized as either female- or male-intensive based on the percentage of women employed. The female-intensive industries tend to have large numbers of low-paying, low-status jobs that are generally filled by women. Included in this category are banking and financial, insurance, retailing, communications,
and some kinds of manufacturing, especially nondurable goods.¹ Only one
industry represented by the women in this study is male-intensive.

**TABLE 14**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>3</td>
</tr>
<tr>
<td>Financial and Banking</td>
<td>5</td>
</tr>
<tr>
<td>Insurance</td>
<td>3</td>
</tr>
<tr>
<td>Nondurable Manufacturing</td>
<td>1</td>
</tr>
<tr>
<td>Retail</td>
<td>2*</td>
</tr>
<tr>
<td>Utilities</td>
<td>3</td>
</tr>
</tbody>
</table>

*A clear separation of one company in this sector from another sector was not possible. It is a combination of retail and personal services.

Nationally, figures indicate that women have made more progress in entering the managerial ranks of female-intensive industries, where in 1975 they held 23 percent of those jobs while women accounted for only 6 percent of the managers in male-intensive industries.²

Because the corporate sector includes mostly large businesses, the companies in this study ranged in size from national or regional corporations to smaller statewide companies. Generally these companies are located in the larger cities of the state, as is shown in Table 15.

**TABLE 15**

<table>
<thead>
<tr>
<th>City</th>
<th>Number of Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billings</td>
<td>4</td>
</tr>
<tr>
<td>Butte</td>
<td>3</td>
</tr>
<tr>
<td>Great Falls</td>
<td>6</td>
</tr>
<tr>
<td>Helena</td>
<td>2</td>
</tr>
<tr>
<td>Missoula</td>
<td>2</td>
</tr>
</tbody>
</table>

¹Shaeffer and Lynton, *Corporate Experiences in Improving Women's Job Opportunities*, p. 9.

²Ibid., p. 9.
Work History

In order to see how these women became managers, the women in the study were asked to detail their work history, beginning with their career goals.

Interestingly, none of the women had determined that she wanted to be in corporate management when she entered the work force. As one woman explained, it was not until recently that young women would consider business management as an opportunity for them, since these were traditionally male occupations.

Even so, some of the women had definite ideas for their future. For example, one wanted to get a job in order to avoid staying at home and raising lots of kids, as her parents were urging her to do. Instead she married, had children, but kept on working and has had a high level executive position. Another woman resolved to have her name appear on a directory in a large building, and she has seen that happen in the last year. But one woman who wanted to be an attorney altered her plans when she decided to marry.

In contrast, other women had decided to make their homes and families their main activity in lieu of any other career goals. When these women entered the work force, it was because their family situations had changed or because they found that being at home was not to their liking. In fact, some women who planned to stay at home returned to work in as little as six months because of the boredom of being at home.

After the goal-setting stage, the seventeen career paths were marked by unique experiences and situations, but the commonalities can be summarized in two career path models that were developed as part of this study.
The first is called the Interrupted Career Model, and the distinguishing characteristic was a long career delay or interruption. For each of the five women in this model, there was a long period of from eight to fifteen years during which they were homemakers, busy with home and children. The women in this model ranged in age from 37 to 53, and their average age was 45 years. As successful women managers, they had been in the work force for a time ranging between six to fifteen years. When they entered the work force, they all took low-level entry jobs, three in clerical positions, performed exceptionally well, and were eventually promoted into managerial ranks. Only two of the women had college degrees and both received their degrees before their long career interruptions. The average annual salary for the women in this model was $23,380.

One woman who had an interrupted career noted that when her children were small, almost 30 years ago, women were not working unless it was an economic necessity. She remarked that if she had it to do all over again she would not have interrupted her career, but rather would have combined career and family.

The second model is called the Uninterrupted Career Model and was distinguished by continuous commitment to career through employment and/or education. Any career interruption among the twelve women in this model was short in comparison to those in the first model, although six of these women had children. Four of the seven women in this group who had completed college did so after having been in the work force for up to ten years. These educational experiences were followed by a return to work, or in some cases, a continuation of work as some had worked while attending school. Entry level jobs for these women depended upon
educational level, with three of the five women who had no degrees beginning in clerical jobs, and those with degrees generally starting at professional or technical levels after completion of their studies. The women in this model had been in the work force for a period of time that ranged from 5 to 31 years. The average age of the women in this group was 37 with a range of 27 to 49 years. In contrast to the first model, the women in this model had an annual salary of $32,000.

Although these models summarize the career paths of the seventeen women managers, there are some details of their work history that are worthy of mention.

Four of the women had managerial aspirations long before their present positions, and were rejected. As may be expected, two of these rejections were made openly on the basis of gender before the days of Equal Opportunity. In one case, the woman applicant watched a man flounder in the position she wanted for six months before she was given a chance to try. But the other woman went to another company before she made it into a managerial position. In the other two situations, the women felt gender was the cause for their rejection, although in one case, receipt of the application was never acknowledged. However, there was some sense of vindication for this woman when the same job was offered to her two years later and she refused it since she had taken a different management job.

On the other hand, not all of the women were anxious for management positions. One of the women managers refused management offers before finally accepting this new challenge.

As previously noted, some of the women had changed companies in order to get career promotions. However, five of the women had remained
with their original employers for their entire careers, working their way up through the ranks. This ranged from 7 to 31 years with an average of 18 years.

For some of the women, luck or being in the right place at the right time was the explanation offered for their present positions. In two cases, women joined companies shortly before reorganizations, and for two others, it was a case of joining a young, growing company and growing with that company.

Three of the women were involved with small businesses before their current positions. Two of the women managed small businesses that either they or their families owned, including a farm implement dealership, and another managed, together with her husband, a small business for an investor.

Several of the women had moved into managerial ranks after having entered the work force as low entry level clerical workers. Needless to say, the ultimate transition to management brought some changes in relationships. One woman noted that when she was promoted, she and her former boss discussed the changes thus making the transition possible.

Traditionally, women have moved with their spouses when the latter is transferred to new job locations, and so it is not surprising that six of these women had done just that. In fact, one woman lost her high level vice presidential job when she moved with her spouse. In her new location she began working at a clerical level, and after seven years was an assistant vice president in the new location. Part of the problem, according to this woman, was convincing potential employers that she wanted to work since her husband held a prominent position in the community. Incidentally, her husband had since refused transfers based at least partly, she
said, on his respect for the value of her job.

It is not as common for women to move their husbands and families as a result of transfers they take for career advancement, but one of these women did that. In a cooperative spirit, two other women indicated that they as couples decided to live in Montana, and both spouses had applied for jobs. In both cases, the women had found jobs first, and their spouses followed.

For some of the women, the climb up the corporate ladder had been long. Their careers plateaued at levels that were regarded as the top positions for women. It was only during the mid-70's after legal developments concerning Equal Opportunity that these women were able to move further up the corporate ranks.

Future Aspirations

Each of these women had been successful in reaching management positions, and each was asked what her future career goals included. Their responses fell into the following categories: higher management positions, undecided, out of corporate management, and no goals.

Although none of these women were company presidents or chief executives, six of the women indicated that their goal was to move up in their organization, perhaps all the way to the top position. Women in this group were willing to accept transfers or change companies in order to achieve this goal.

The six women in the undecided group had adopted a wait and see attitude. They explained their attitude by indicating that transfers would have to be carefully considered, that changes were taking place in the company and their own job duties. Two of the women in this group expressed their lack of desire for the chief executive position.
There were four women who did not want to go further in corporate management but wanted to leave this field. All of them, however, had definite alternative plans which included returning to a social service agency, or a job on a college campus, or starting her own business, or entering politics.

Only one of the women, the oldest in the study, indicated that she did not have future career goals.

Men as Peers and Subordinates

The women managers in this study were described as "firsts" and in some cases "onlys." For instance, they had become the first woman department head or unit manager or vice president and many were still the only woman in that position in their companies. One woman commented that in her previous managerial position, she had acquired some female peers after being the first woman at that level. Since her promotion, however, she had found herself as the only woman at that level again.

Being "firsts" and "onlys" creates some special situations. It means that a woman's peers are men and generally that many of her subordinates are also male. Such a nontraditional situation may cause problems on an individual basis, or within the management group.

When asked about any problem these women had in working with men as subordinates or equals, most of the women indicated that they did not have significant problems, but felt that they were unique in not having had difficulties. However, dealing with subordinates regardless of gender is never easy, according to two women, and one indicated that her company was planning new training programs for all managers in dealing with subordinates. Interestingly, two other women specified their problems with subordinates were not with men but with women.
According to two other women, under 35, age may cause more problems in working with subordinates than gender. Not only is the age of the women important, but two others mentioned that the age of the men is an important variable. They noted that younger men may be easier to deal with.

Within the managerial group, women may find other problems that develop. The women in this study were asked if they have been excluded from informal meetings that male managers may hold, as an example, over drinks or on the golf course. For six of the women managers, this situation had not been a problem. Although three others acknowledged that this happened at least occasionally, they decided that it wasn't significant and chose to overlook it.

Among the remaining women there were suggestions about how they have dealt with the problem. For instance, one liked to take advantage of any opportunities within the business day, such as arriving early for meetings and visiting with other early arrivals, or arranging coffee or luncheon meetings. In a similar manner, another woman commented she would not let herself be excluded. She accomplished this by making arrangements when her position suggested that it was appropriate, or asked to be included. In her view, men may not necessarily try to exclude women, but they may be uncomfortable in approaching women about such situations. She suggested that women need to alleviate that discomfort by taking the lead when necessary. According to another woman, an informal network within a company was useful in penetrating such informal management barriers. Still another said she tells women to consider themselves as team members rather than the only female.

When women find themselves included in informal management
situations, one woman cautioned women not to expect special treatment because of their gender. On the other hand, one woman indicated that she was not afraid to take advantage of her status as the only woman in such situations.

As may be expected, one woman indicated her biggest difficulty with men, usually in higher ranks, had been in convincing them she was not sexually available. This point was reiterated by another who mentioned the importance of establishing a "strictly business" relationship, especially when meeting men for the first time on out-of-town business.

The most often heard advice from these women about coping with situations where women deal with men was to be competent and earn the respect of peers and subordinates, carefully establishing qualifications. Careful timing was mentioned along with patience and humor. Women were cautioned not to have any preconceived notions or to carry any chip on their shoulders.

Another point made by two of the women was to control their emotions, with a certain detachment about comments and criticisms in business situations. When women regard these as personal insults, they have more difficulties in their relationships with men.

Working in the corporate management atmosphere with men required a knowledge of corporate politics, according to two of the women in this study. Both recommended the book Games Mother Never Taught You: Corporate Gamesmanship for Women by Betty Lehan Harragan for women managers.

Mentors

Had the women in this study had a mentor relationship to help them attain their managerial position? Nine of the women questioned responded that they had not had a mentor relationship during their careers but
rather had reached their present position through their own efforts. In some cases, these women described themselves as self-reliant individuals.

On the other hand, eight of the women felt they had had a mentor relationship, and some mentioned more than one. Since most of the women were "firsts" and "onlys," most of their mentors had been male. The women who had mentor relationships credited their mentors with encouraging and challenging them, as well as lending support for their efforts.

As a further investigation of mentor relationships, the next question reversed the situation, and asked if these high-ranking women had provided mentor relationships. Most of the women felt they had provided or begun to provide such a relationship. Included in this group were women who felt that they had been role models for other women in their company. Three women said they had more accurately provided general employee development rather than a mentor relationship, and some specified that this included both aspiring young men and women.

Being a role model for women both inside and outside the company was described as an awesome responsibility by four women. One described the history of two women in her company who had been given substantial responsibility and recognition. She said that when they left for various reasons, they made success for other women in the company more difficult.

In addition to this role model responsibility inside a company, another woman mentioned the pressures she felt outside the confines of work for a successful woman to be active and involved in many civic and charitable activities. The pressures of being successful could be credited to what two women referred to as leading the way for other women in general in addition to their own career goals.
The women in this study were asked if they met either formally or informally with other women in management, and the responses were regional in nature. Billings was the only area where these women said they met for mutual support with other women managers. Two groups in Billings were mentioned.

An informal group referred to as Non Rotary met every Monday for lunch. Although there were no membership lists, usually ten to twenty women were in attendance. They described this group as a place to discuss issues, job openings, and serve as a support system.

Also mentioned was a formal organization called Montana Association for Female Executives, Inc., which also met in Billings. Their purpose was described as threefold as follows:

1) to effect positive public awareness of the significant and diverse accomplishments of female executives and to provide them with a forum for the exchange of ideas, experiences and goals;

2) to seek to foster associations among preeminent women to enable them, both individually and collectively, to exert their influence;

3) and to promote, recognize and advance women into executive leadership positions in the private and public sectors.¹

This organization was described as relatively new, having been formed about two years ago with a membership of 35 Billings women. Regular memberships are limited to "women of significant and diverse accomplishments who reside and work in the State of Montana."²

¹Montana Association for Female Executive, Inc., Purpose and Eligibility, February, 1981.

²Ibid.
In addition to these two groups of business women's networks that were specifically mentioned by the women in this study, there were also some other women's groups included that were not as narrow in scope. These were American Association of University Women, Business and Professional Women, Pilot Club, Soroptomists, Women's Political Caucus, and Zonta. In most cases, the women referred to these as their social outlets rather than business groups.

Eight of the women indicated that they did not presently belong to any women's group because of a lack of time or interest, or the failure to find a group that met their needs.

An alternative approach for some women was networking on a one-to-one basis. This usually developed among the women where there were no formal organizations. As an example, one woman said she had found her best contacts to be with women she met in an industry education program, even though they were relatively widespread.

Three women mentioned the problem of not being allowed to join male business groups. They claimed that the valuable business connections made at those meetings were necessary to their jobs. One woman suggested that if these networks of men are valuable for executive success, her company should be leading the way in breaking down the barriers for women. Another woman had contemplated legal action in this area.

Advice to Young Women with Managerial Aspirations

These successful women managers were asked what advice they had for young women with managerial aspirations. Twelve of them stressed the importance of a college degree, four of those elaborated further by suggesting study in technical fields, and some noted that accounting and data processing were growth fields. Five of the women felt that a degree was
not absolutely necessary for advancement, and one of them stressed her feeling that typing and shorthand are important skills for young women to learn.

After young women are educated, the managers suggested that they choose their company carefully, perhaps by asking the company's philosophy regarding advancement. Another question that was suggested was to ask the history of women in the company. Others suggested finding a company with a management training program, but it was noted that most Montana companies were not hiring entry level management trainees. Some of the women advised leaving the state for better opportunities.

Some of the women said their advice for young women was to take any entry level job and then perform well, taking advantage of any learning opportunities that were made available. These women felt it was best to work up through the ranks into managerial positions.

In contrast, one woman suggested that women who had high qualifications and took low-status jobs were giving the company a message about their self-esteem. If they were happy with such jobs, the company saw little point in changing that status.

Volunteer experiences were mentioned by one woman who felt that they were valuable learning experiences, and also were easy ways to make high associations. She indicated that women needed to meet people who could help their careers and learn to take advantage of those opportunities.

Two women noted that young women need to assess the impact of any family commitments. Both commented that career and family may cause extra strains.
Comments

There is a saying found on posters and the like that claims, "Women have to do twice as much as men to be thought of as half as good." Seven of the women in this study commented on the appropriateness of this saying to their situation, even though they were not directly questioned about it during the interviews. Each of the seven introduced it into the discussion independently.

In contrast, one other woman remarked that she thought that women are praised for their accomplishments more readily than men's similar achievements simply because men are so surprised that women can do anything comparable to a man.

Other comments from these women indicated that living in Montana is important to them, as are their nonwork relationships. One woman may have expressed a typical attitude when she said that if her career was the most important part of her life, she would not be living where she is, but would have gone out of state where she said opportunities were much greater for her.

Also indicated by the comments of these women was a lack of knowledge about other women managers, but a desire to know more about their colleagues. Many indicated their willingness to participate because of this desire to become more familiar with what women in management in Montana are like and are doing.
CHAPTER VII

SUMMARY AND CONCLUSIONS

Summary of Findings

The data collected from these women managers were summarized for presentation as a profile of women in management in Montana's corporate sector.

Biographical Data

Women in this study were an average of 39 years old and they ranged from 27 to 53 years of age. Fifteen of them had married, and seven were divorced or separated. The average age of the married women was 36 years as compared to an average age of 43 years for the single, and divorced or separated women. Their average age at first marriage was 20 years with a range of 18 to 25 years of age. Generally, the youngest women in the study married latest.

Eleven of the women had two or three children each and their children's ages ranged from newborn to 29 years. Most of the children were in the over 18 years age group and presumably not living at home. Five of the women had children under 18 years of age, and of those, two had children in the under 6 years category. The women who had never married and had no children were an average of 30 years of age.

The women managers had an average educational level of 14.8 years and the youngest women had the highest educational levels. Women in the under 35 age group had an average educational level of 17.4 years. Nine
of the women had completed at least one bachelor level degree and one had two such degrees. Four had done some graduate work including two who had master's degrees and one who had completed two years of law school. Only three of the women had business or business-related degrees, all of which were at the bachelor's level. Two of the women with accounting degrees were Certified Public Accountants.

Background Characteristics

The percentage of women in this study who were first-born was 47 percent including a woman who assumed a first-born position since her older brother had died in infancy. Most were raised in families of three, four, or five children, and only three did not have brothers.

The mothers of these women managers had an average educational level of 12.8 years as compared to the average educational level of the fathers at 12.4 years. In twelve of the seventeen cases the mother's educational level was the same as or superior to the father's educational level.

Ten of the mothers of the women managers were homemakers. Of the seven who were employed outside their homes, five were included in the professional and technical or managerial and administrative job categories. Six of the fathers were employed in those same categories, and five other fathers engaged in agricultural production.

Ten of the women were raised in Montana, four in the midwest, and three in various other localities.

Competitive sports were current and past interests for six of the women. Four others participated in such activities during their school years, and seven of the women indicated no involvement in competitive sports activities.
Career Information

Most of the women were middle managers in staff positions and generally had responsibility for one or more departments in their companies. Six of them were employed in personnel or community relations areas. Four had general responsibility for revenue producing units and one had district managerial duties.

They had held their present jobs for an average of two and one-third years with a range of one year to four and one-half years. Their salaries ranged from $20,400 to $50,000 with the average annual salary at $29,958.

The industries where these women were employed included communications, finance and banking, insurance, non-durable goods manufacturing, retail, and utilities. Only the utility industry of this group was male-intensive, and the others were female-intensive based on the number of women employed, usually in low-pay, low-status jobs. Four of the women worked in Billings, three in Butte, six in Great Falls, two in Helena, and two in Missoula.

None of the seventeen women had set corporate management as their career goal. Their various career paths were summarized with the use of two models that were developed as part of this study, the Interrupted Career Path and the Uninterrupted Career Path.

In the Interrupted Career Model, five women had delayed their careers for eight to fifteen years during which time they were all homemakers. After entering the work force and being employed for six to fifteen years, their average annual earnings were $23,380. Their average age was 45.
The twelve women in the Uninterrupted Career Model were distinguished by a continuous commitment to career and/or education. Their average age was 37 years and they had from 5 to 31 years of work experience. Their average annual salary was $32,000.

As far as future aspirations, six of the women were anxious to move up the corporate ladder into higher positions. Six others were undecided about higher positions because of such things as transfers. Four women had decided that they would prefer to leave corporate management for a variety of other jobs in other sectors. Only one woman did not have any future career goals.

Most of the women indicated that they had not had great difficulty in working with men as peers and subordinates. Their advice was to be competent and suggested women take the lead when necessary.

As far as mentor relationships, eight of the women had had this kind of support, and most of their mentors were male. In comparison, most of the women were providing mentor relationships at work, or were serving as role models for female employees in general.

Women were networking for business purposes in only one community, Billings, according to these women managers. They met there in an informal group called Non Rotary and a formal organization called Montana Association for Female Executives. Some other women met in women's organizations that were described as being generally social in nature, and eight were not involved in any women's groups. Some of the women mentioned their best contacts were on a one-to-one basis with women in various locations.

When asked about advice to young women with managerial aspirations, twelve of the women specified the need for a college education, and some further specified that the training be technical in nature. They also
suggested that women find companies with training programs, if possible, or with a good approach toward promoting employees with abilities.

Seven of the women felt that in their situation, "Women have to do twice as much as men to be thought of as half as good."

Several of these women managers in Montana expressed that where they lived and their nonwork relationships were important, and that these factors may limit their careers, but that is by choice.

Conclusions

From the information gathered from this group of seventeen women managers, no single factor emerged as consistently characteristic of these successful women. The data suggested a composite profile, but there was a great deal of diversity in age, marital status, number and ages of children, educational level, and background characteristics. Likewise, the career paths of these women indicated a wide range of managerial experiences and positions.

Perhaps the most important factor in distinguishing the managerial experience that emerged was the continuous commitment to career through employment and/or education. Although five of the women managers interrupted or delayed their careers for eight to fifteen years as shown in the Interrupted Career Model, their annual earnings were significantly lower than the women who had not interrupted their careers in the Uninterrupted Career Model. Thus, the implication is that women who wish to attain higher incomes should not allow their careers to be interrupted.

Another distinguishing characteristic of the managerial experience was age. All those in the 35 and under age group were included in the Uninterrupted Career Model. They had the highest educational levels
and because of that began their careers with professional or technical jobs rather than clerical positions. All began working near or after the time when legal action affected Equal Opportunity for women. Perhaps because of those changes and their competence, they quickly advanced to management in high-pay positions. Women in the 35 and under age group had average annual earnings of $34,880.

This study also revealed that the women managers did not know much about other women in corporate management in Montana. Their willingness to cooperate indicated their desire to learn more about themselves and their colleagues.
APPENDIX

This Appendix contains materials that were used in the data collection process. The Letter of Information was mailed to twenty-three suggested participants beginning on January 15, 1981. Those who were willing to participate were asked to return the Information Sheet by February 1, 1981.

The seventeen participants were mailed copies of the Questionnaire and the Letter of Explanation beginning February 4, 1981. Interviews with the participants using the Interview Format began on February 6, 1981, and were completed March 5, 1981.
LETTER OF INFORMATION

In order to complete degree requirements for the Master of Business Administration program at the University of Montana, I am writing a thesis on women in management in Montana. I will focus on women in the corporate sector who are working in businesses that neither they nor their families own. The first step in my research is to identify 10 to 15 women who meet these criteria and are willing to participate.

From this group, I will gather selected personal data and background characteristics through a short written questionnaire. Additional information concerning career paths will be obtained through personal interviews that will be about an hour in length and can be scheduled during the next month.

All data gathered in this research will be held in strictest confidence and will be used only for this research project. The data will be used to develop a composite profile of this group of women in management in Montana's corporate sector, and individual information will not be identifiable.

If you can participate, please complete the attached information sheet and return it in the enclosed stamped, self-addressed envelope. There is a space on the sheet to indicate if you wish a short summary of the results of this research.

I look forward to hearing from you. Thank you for your consideration.

Sincerely,

Twila Burdick
Graduate Student

P. S. Mrs. Burdick is a serious student of the opportunities for women in private sector business management. Her study will yield important information on progress in this area and methodology for future studies throughout the nation. I hope you will be willing to help her.

Sincerely,

Dr. B. J. Bowen
Program Administrator
INFORMATION SHEET

I would like to participate in your research on women in management in Montana.

Name__________________________________________

Mailing Address____________________________________

________________________________________________

Phone____________________

Is this your business or home phone?________

Job Title________________________________________

Company________________________________________

Do you have any kinship ties with the ownership of the firm or any major executive working in it?__________________

Is there any time in the next month when you will not be available for a personal interview (out of town, etc.)?__________________

If so, when?__________________

As a participant, would you like a short summary of the findings of this research?______

Please return by February 1, 1981.

Thank You!
February 4, 1981

LETTER OF EXPLANATION

Thank you for your positive response to my research on women in management in Montana's corporate sector.

Enclosed is the Questionnaire portion of the project which deals with selected Personal Information and Background Characteristics. Please complete this form as soon as possible and return in the stamped, self-addressed envelope. The number on the questionnaire will be used for follow-up purposes only.

In addition to this Questionnaire, I am scheduling personal interviews that will provide career path information. These are designed to be about an hour in length and will be arranged at your convenience.

Thank you again for your interest. I look forward to meeting with you.

Sincerely,

[signature]

Twila Burdick
2709 Clover Drive
Great Falls, Montana 59404
A Profile of Women in Management in Montana's Corporate Sector

Questionnaire

Personal Information

1) Age __________

2) Annual Salary __________

3) Marital Status (circle one): Single Married Widowed Divorced
   Age at first marriage, if applicable __________

4) Do you have any children? ______ Yes If so, how many? ______
   And, how old are they? ______

5) Highest Level of education completed (circle one):
   9 10 11 12 13 14 15 16 17 18 19 other (specify)

6) List all degrees, if any, and year awarded: (include major area of study)

7) List any licenses, certificates, or professional designations you hold:

8) Are you now, or have you ever been actively involved in competitive
   sports? ______ Yes If so, what and when? (for example, basketball, high
   school)

Background Characteristics

9) Order of your birth (circle one):
   1 2 3 4 5 6 other (specify)
   In a family of _____ boys and _____ girls

10) Mother's Occupation: ____________________________

11) Mother's highest level of education completed (circle one):
    9 10 11 12 13 14 15 16 17 18 19 other (specify)

12) Father's Occupation: ____________________________

13) Father's highest level of education completed:
    9 10 11 12 13 14 15 16 17 18 19 other (specify)

14) Did you spend most of your childhood in Montana? ______ Yes If not, where? ______

Please complete and return in the stamped self-addressed envelope.

Thank You!
INTERVIEW FORMAT

Present Job
Title: ___________________________  Department: ___________________________  Length of time: ___________________________
To whom do you report: (level of management)
Responsible for budget of $_________ and _________ employees
General job duties:

Company type: ___________________________  Volume $_________ and _________ employees

Total years with this company: ___________________________
Entry level with this company: ___________________________

Previous Experience
How did you get into the position you now hold?
   Did you have definite goals when you entered the work force?
      If so, how did you set out to accomplish them? If not, how did it happen?

Describe your work history, beginning with first job--include any factors that influenced career decisions, such as marriage, family, transfers, separations, etc.

Do you have any future career goals? Are there obstacles to these? (transfers, etc.)

Unique Experiences as a Woman in Management
As a high ranking woman, have you had problems working with men as equals and/or subordinates?

Do you feel excluded from informal management meetings men may hold over drinks or on the golf course?

What is the best way for women to be successful in these situations?

Related Aspects
Have you had or provided a mentor relationship?

Do you meet formally or informally with other women in management?

What advice would you give a young woman with aspirations in this field?

Any additional comments?
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