



PRIMER MICHAELS

RE: **Culture, Gender and Engineering: New Insights for Improving Female Retention**

Results from the Society of Women Engineers' National Gender Culture Study 2014 – 2015

Date: February 1, 2016

This is an executive summary of SWE's National Gender Culture Study. Four key findings derived from the data and related research are on pages one through four. Potential action steps are on page five. Appendices for those who want to review examples of the data start on page six.

Background

In February 2014, SWE's Corporate Partnership Council explored company culture as a root cause of female attrition, a particular concern within the leadership pipeline. That August, SWE launched a national research project, the Gender Culture Study, the first of its kind in the U.S. SWE's purpose for the study is to inform female retention and advancement strategies based on insights gleaned from the culture study.

A culture study is the exploration of corporate values (beliefs and behaviors) that shows the extent to which daily practices align with stated company values and the extent to which personal, current and desired values match up. Positive and negative culture descriptors are customized. The ratio of positive to negative culture descriptors denotes the health of the culture. Leaders gain data driven ideas for initiatives to improve retention and engagement along with a baseline for progress monitoring (Appendix A for key terms). Capital letters are used to denote the specific word choices of study respondents, i.e. Accountability and Excellence.



The SWE Steering Committee, leader representatives from the four participating companies Martha Tateosian (3M), Natalie Burton and Margaret Arney (Booz Allen Hamilton), Barbara Brockett (Honeywell Aerospace), Jason Cerrota (United Technologies Corp), SWE leader (Jennifer Scott) and culture study consultant (Beth Michaels), customized and implemented the study.

Data was collected from an anonymous, web-based survey. Randomly selected respondents picked ten values from customized word lists in response to three prompts:

- 1) PERSONAL VALUES: Please select ten of the following values/behaviors that most reflect who you are, not who you desire to become.
- 2) CURRENT CULTURE VALUES: Please select ten of the values/behaviors that from your own experience, best describe how your department currently operates.
- 3) DESIRED CULTURE VALUES: Please select ten of the values/behaviors that you believe are essential for your department to reach its highest potential.

We gathered data from 3200 male and female engineers. Participant input was analyzed across 11 subgroups, listed below. The age group 31 – 50 was targeted given female attrition is more likely to occur five to eight years after hiring (Appendices B and C).

Subgroups	Female	Male
Leaders overall	✓	✓
Leaders ages 31 - 50	✓	✓
Excluding Leaders Overall	✓	✓

Excluding Leaders ages 31 - 50		
Age Groups	<31, 31 – 50, 51+	N/A

Four Key Findings: The Drivers of Female Attrition in Engineering

Male and female engineers report more similarities than differences across their personal, current culture and desired culture values (Appendix D). However, women report more negative descriptors and less confidence in company direction. Female Leaders and Female Leaders ages 31 – 50, critical subgroups in light of the goal to reduce female attrition, show particular volatility (Appendices H and I). New insights are found in the four key findings that reveal the root causes of female attrition.

Given the genders report fairly similar company experiences and personal priorities, why do women leave in greater numbers?

1. **Values gaps exposed by the data are a critical source of female dissatisfaction, particularly in the leadership pipeline, age group 31 – 50.** While neither gender is happy, with negative descriptors making up more than 20% of the total (Appendix G), women report greater misalignment across personal, current and desired values. These disparities indicate a lack of confidence in company direction (Appendix H), a retention and engagement requirement. The issue lies in the personal & desired values missing from the current culture, including values companies claim as core. The missing and negative values are as follows:
 - a) Female Leaders report the following personal and desired values missing from their current culture: Accountability, Balance, Continuous Improvement, Coaching / Mentoring, Efficiency, Empowerment, Long Term Perspective, Shared Vision and Quality / Excellence. **Accountability, Balance and Continuous Improvement, including Coaching and Mentoring are their top priorities** (Appendix H).
 - b) Female Leaders choose the following negative or limiting values (derailers of engagement & productivity) as descriptors of their current culture: exaggerated focus on **Cost Reduction, Bureaucracy, Hierarchy, Resource Constraints / Long Hours, and Short Term Focus** (Appendix I).

What is the most important value to act on to reduce female attrition?

2. **Accountability is the #1 personal and desired value** for Female Leaders. However, Female Leaders 31 – 50 don’t include Accountability in their current culture and the groups that do rank it ninth out of ten. By indicating Accountability as their top priority and with the gaps defined in 1a, Female Leaders are expressing frustration that senior leaders aren’t reducing the obstacles standing in the way of their commitment to Goal Focus and Excellence (Appendix F).

Fairness is essential for a healthy workplace. Accountability in part indicates the degree to which senior leaders clarify goals and reduce obstacles, giving people a fair chance for success. The missing values coupled with negative descriptors create an environment perceived as unfair and counter to the personal and professional drive for Excellence.¹

¹ “Which Company is Right for You”, Adam Grant, New York Times, 12 /20/15

Why is Accountability a bigger issue for women than for men?

3. **Women are not as tolerant as men of persistent values gaps, unaddressed problems perceived as unfair practices or breaks in the implicit employment agreement.**² This is the mutual expectation that the employer sets a shared vision with related goals, constructing & adjusting adequate supports so people can achieve those goals; the employee commits to the company's core values, working within the structures & processes to achieve quality outcomes.

When significant gaps persist, Female Leaders feel that their work and their careers are being undermined. Female commitment to Accountability and related frustration about values gaps are fortified by at least three other factors:

- a. **Female leadership's unique capacity for contextual consideration and process orientation:** This is one of the unique attributes of female leadership, contributing to the fact that companies with a larger ratio of female leaders enjoy greater investment evaluation.³ They look beyond the immediate to assess potential solutions given what they can and cannot control. Men tend to compartmentalize, putting their heads down to push through the broader context. Women tend to work with their heads up, taking in the broader context including the obstacles that need attention.
- b. **The double bind judgments affecting only women:** Persistent gender stereotyping impacts women's ability to influence others and to be evaluated fairly. An example reaffirmed repeatedly over the past twenty years is judgement women face: if they're likeable, they're not considered leadership material; if they're competent, they are judged to be inadequate women.⁴ With the unfair double bind, women count on agreements to establish boundaries and expectations. When those agreements are broken, when their efforts feel constantly thwarted, and with their capacity to influence compromised, they will seek better conditions.
- c. **The 24/7 workplace affecting women more than men:** Research shows that women continue to do more at home. Generation Y (Millennials) report the gap between their expectations for shared responsibilities at home versus their reality.⁵ Given the 24/7 workplace & imbalance at home, women come to work already stretched. Therefore, they have less tolerance for inefficiencies and unnecessary controls (i.e. Bureaucracy / Hierarchy).

One example of gender impact on Balance is **in the setting reasonable boundaries**. Men take the forgiveness versus permission approach. They are also more likely to ask colleagues for coverage.⁶ Since unconscious bias in performance evaluation continues to be a significant factor, particularly in STEM and other male-dominated sectors, options like these don't feel as viable to women.⁷

² "Women Matter: Gender Diversity: A Corporate Performance Driver", McKinsey, 2007

³ "Gender Diversity & Corporate Performance", Credit Suisse 2014

⁴ "Women Rising: The Unseen Barriers", Harvard Business Review September 2014

⁵ "Why Gender Equity Stalled", New York Times, 2/16/13 & "24/7 Work Culture's Toll on Families and Gender Equity", NYT, 5/28/15

⁶ "Male/Female Balance Expectations of Harvard Grads", HBR, December 2014

⁷ "Abrasive Trap: Study of Tech Performance Reviews", Fortune, 8/26/2014

What stops women from fighting for their career choice?

- 4. Shared understandings about gender impact have gone missing:** As a minority population, Female Leaders navigate an environment fraught with pitfalls related to their gender. However, our data shows that Diversity has completely disappeared as a factor in company culture.

Neither Diversity nor Inclusion were selected by either gender as a personal, current or desired value. Given attrition is higher for women, gender differences are clearly at work. But gender has gone underground as a diversity issue, known in the research as Second Generation Bias, the subtle almost imperceptible bias inherent in structures and processes that inadvertently benefit men.

Particularly for those in Generations X, Y and Z, many don't recognize that gender is an issue, belying the facts. Some don't just deny gender is a factor; they don't want gender discussed lest they be pigeon-holed.⁸

Female Attrition = Values Gaps (Generations X, Y, Z) or... FA = ▲ (XYZ)

With gender impact absent from corporate consciousness and resisted as a workplace reality, men and women have no foundational understandings from which to recognize consequences and to build solutions to gender-based disparities. Unless or until gender returns to the diversity discussion, the engineering culture will continue to inadvertently undermine hiring, engagement and advancement outcomes, potentially affecting gender progress being made in the educational pipeline.

If senior leaders take on initiatives to improve the culture (ratio of positive to negative descriptors), they could boost engagement, productivity and resiliency for both genders, increasing the odds of achieving strategic goals.

Meanwhile, women's intolerance for chronic values gaps can be traced to inherent gender differences. Even when they deny bias exists, women respond to Accountability gaps differently than men. Women leave, not because their values are different but because they won't compromise them. They are already doing more at home than they bargained for. So when their best professional efforts are constantly thwarted, when they don't get sufficient development opportunities, when they can't get heard and they can't get evaluated fairly, they will assess their best solution and move forward. If that means finding a different career, then so be it.

Women's message to senior leaders:

Be accountable for our agreement:

*Decide what you want – Mean what you say – Take down the barriers –
and let me do my job.*

⁸ "Women Rising: The Unseen Barriers, HBR, September 2014

Potential Strategies for Action: (shorthand: detail will be provided at the February CPC meeting)

Goal: Claim female retention and advancement as a top tier strategic priority, with a firm commitment to Long Term Perspective (3.a. below); one cause of ongoing gender disparity in leadership is the absence of a gender related strategic agenda.⁹

Reduce the entropy rate (number of negative culture descriptors), improving the culture for all, by boosting Accountability, Balance and Continuous Improvement:

1. Improve Accountability and commitment to Quality/Excellence

- a. Define Accountability, set goals and measures with actionable, monitored objectives.
- b. Link gender with Accountability: Reclaim gender as part of the diversity agenda; include Gender Intelligence as a leadership development priority, starting at the top.
- c. Connect the dots between Cost Reduction, Resource Constraints and Short Term Focus with Quality / Excellence: Identify communication channels for problem solving here.
- d. Examine communication channels to boost Information Sharing and Empowered decision making.

2. Improve Balance and commitment to Efficiency & Empowerment

- a. Maximize ownership & choices available to those closest to the work at every level using the 80/20 rule to reduce Bureaucracy/Hierarchy to boost Empowerment.
- b. Re-evaluate systems/processes for spending & control to boost Empowerment.
- c. Support the explicit setting of reasonable boundaries for work/life management.

3. Prioritize Continuous Improvement and commitment to learning/growth through Coaching, Mentoring and Leadership Development

- a. Set a strategic agenda, execution plan and stick with it, using Open Communication and Information Sharing to broadcast the Shared Vision and progress updates.
- b. Provide the best Coaching / Mentoring and Leadership Development programs possible. Align coaching and monitoring of study-related initiatives with the most promising practices for change management.

At the February meeting, SWE's Gender Culture Study will be debriefed in three parts:

1. A brief presentation with Q & A
2. A panel discussion with CPC leaders from the four participating companies with Q & A
3. A workshop organized around the potential action steps: members will select table topics of interest, supported by potential discussion questions.

The culture study debriefing will be followed by a correlated presentation and workshop on unconscious bias.

To my outstanding partners in this adventure for the betterment of female engineers everywhere: Thank you Jen for your patient and consistent stewardship of this rich, pioneering initiative. Thank you Barbara, Jason, Martha, Natalie and Margaret for your fortitude and diligence which were constantly challenged by the whitewater that is corporate life today. I appreciate you all.

Beth Michaels

⁹ "Gender Equality: Taking Stock of Where We Are", McKinsey Quarterly, September 2015

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Appendix A: Terminology

- **Culture Study:** data for baseline measurement and monitoring that reveals the extent to which values are aligned in the company’s culture: espoused values realized in the current culture, personal values reflected in company culture, the ratio of positive to negative culture descriptors in a healthy range, and the extent to which the current and desired values align.
- **Espoused Values:** the core values explicitly stated and defined by the company and ideally integrated into hiring, onboarding and performance management / evaluation.
- **Gender Intelligence:** the study of gender based decision making, problem solving and communication preferences and their implications as they pertain to relational management and performance evaluation
- **Limiting Values:** Negative descriptors (values) of the current culture that interfere with engagement and productivity, like Cost Reduction, Bureaucracy and Short Term Focus. The higher the percentage of limiting values chosen to describe the current culture, the less available energy people have for engagement and productivity, which is called the entropy rate. **Entropy Rate:** a gauge for organizational health / engagement using the number of negative or limiting values. Although the benchmark for excellence is <10%, an entropy rate under 15% is good enough.
- **Second Generation Bias:** subtle, almost undetectable gender discrimination, fostered by organizational structures and processes that inadvertently benefit men while putting women at a disadvantage; bias in performance feedback is an example. Second Generation Bias results from:
 - The dearth of female role models
 - Gendered career paths and gendered work
 - Lack of access to informal networks and influential sponsors
 - Double bind of competence vs. style
- **Values Stretch:** the visceral tension created when organizational practices or experiences conflict with personal values. Women are less tolerant of chronic values stretch than are men, a central reason for the rate of female attrition in male-dominated sectors.

Appendix B: Participation Numbers

Subgroups	# Participants
Females excluding Leaders	1290
Females excluding Leaders 31 - 50	530
Female Leaders	275
Female Leaders 31 - 50	210
Females <31	443
Females 31 – 50	740
Females 51+	325
Female Total	1565 (49% of those who identified gender)
Male Leaders	324
Male Leaders 31 - 50	183
Males excluding Leaders	1309
Males excluding Leaders 31 - 50	428
Male Total	1633 (51% of those who identified gender)
Total	3241 (43 did not specify gender / 1 ½ %)

Appendix C: Survey Word Lists (customized by the CPC (8/14) and the Steering Committee)

Personal Values

accountability	diversity	inclusiveness
achievement	ease with uncertainty	independence
adaptability	efficiency	initiative
ambition	empathy	innovation
authenticity	enthusiasm	integrity
balance (home/work)	entrepreneurial	interdependence
being liked	environmental awareness	job security
being the best	ethics	listening
caring	excellence	logic
caution	fairness	making a difference
clarity	family	mission focus
coaching/ mentoring	financial stability	open communication
commitment	forgiveness	openness
community involvement	friendship	passion/commitment
compassion	future generations	patience
conflict resolution	generosity	performance
continuous learning	global awareness	perseverance
control	health	personal fulfillment
cooperation	helpful	personal growth
courage	honesty	personal image
creativity	humility	positive attitude
dialogue	humor/fun	power

pride
professional growth
quality
resourceful
respect
responsibility
reward

risk-averse
risk-taking
safety
self-advocacy
self-discipline
social responsibility
success
transparency

trust
vision
wealth
well-being (physical/emo/mental/spiritual)
wisdom

Current / Desired Values (L = Limiting Value; these were not indicated as such on the survey list)

accountability
achievement
adaptability
authenticity
balance (home/work)
bias L
blame L
bureaucracy L
caution L
coaching/ mentoring
community involvement
compassion
competence
conflict resolution
confusion L
continuous dialogue
continuous improvement
continuous learning
control L
cooperation
cost reduction L
customer collaboration
customer satisfaction
decisive
disloyal L
diversity
due process
ease with uncertainty
efficiency
empathy
empire building L
employee fulfillment
employee health

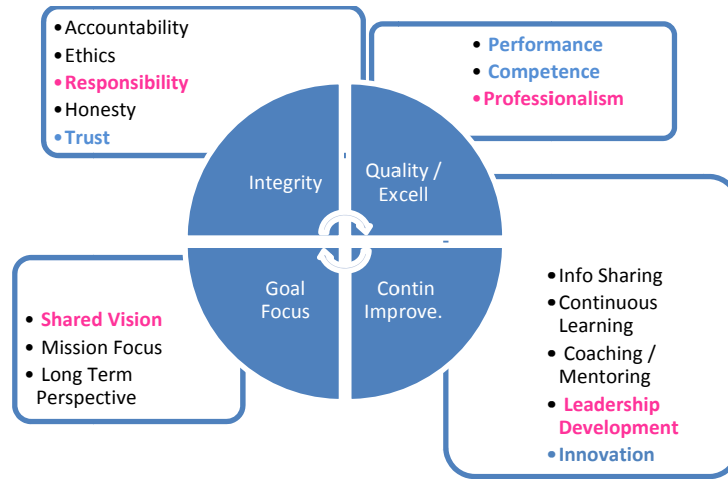
employee recognition
empowerment
engagement
enthusiasm
entrepreneurial
environmental awareness
ethics
exploitation L
fairness
financial stability
forgiveness
goal focus
hierarchy
honesty
hostility L
human rights
humor/ fun
inclusiveness
information hoarding L
information sharing
innovation
integrity
interdependence
internal competition L
job insecurity L
leadership development
listening
long-term perspective
loyalty
making a difference
manipulation L
mastery
mission focus

nonresponsive L
open communication
organizational growth
partnerships
passion/commitment
personal growth
politics/power L
positive attitude
productivity
professional growth
professionalism
profit
quality/ excellence
resource constrained/long hours L
respect
responsibility
risk-taking
shared values
shared vision
short-term focus L
silo mentality L
social responsibility
strategic
strategic alliances
supportive/approachability/accessibility
teamwork
transparency
trust
undermining L
well-being (physical/ emotional/ mental/ spiritual)
win-win relationships
wisdom



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Appendix D: Similar Values Reported by Both Genders (Personal Values, Current Culture & Desired Cultures) (Both Genders / Females / Males)



In our target subgroup, Leaders ages 31 – 50, both genders rank Customer Satisfaction, Teamwork, Mission Focus and Professionalism/Competence as the top four descriptors of their current culture. Other shared positives include Ethics and Organizational Growth.

While ranked differently by gender, the desired culture of Leaders 31 - 50 includes Accountability, Balance, Coaching / Mentoring, Empowerment, Information Sharing, Leadership Development, Open Communication, Quality/Excellence and Teamwork. Men call for Continuous Improvement, Innovation and Trust, signaling a request for personal empowerment via risk tolerance; Women call for Long Term Perspective, Shared Vision and Balance, signaling more empowerment via systemic goal focus and adaptability.

Appendix E: Personal Values Matches in the Current Culture

Benchmark: Three to four Personal Values match the Current Culture: **No subset reaches the standard**

Subgroups w/ Values Matches	Accountability	Adaptability	Balance	Ethics
Females 31 – 50	✓			✓
Female Leaders 31 – 50	(a top personal value)	✓		
Females excl Leaders 31 - 50	✓		✓	
Female Leaders	✓			
Females exclude Leaders	✓		✓	
Females < 31	(not a top personal value)		✓	
Females > 51+	✓			✓
Male Leaders	✓			✓
Male Leaders 31 – 50	✓			
Males excl Leaders Overall & 31 - 50	✓			

Appendix F: Espoused Company Values Affirmed in the Current Culture

Female Leaders overall and those ages 31 - 50 indicate the least alignment between espoused company values and their day to day experience. The shared espoused values across the four participating companies are Customer Satisfaction, Diversity / Inclusion (tested as separate values), Integrity and Quality / Excellence (tested as one value). **Two of the four are affirmed in the current culture.**

Subgroups	Customer Satisfaction	Integrity*	Quality / Excellence	Diversity or Inclusion
Male Leaders	✓	✓	✓	✗
Males excl Leaders	✓	✓	✗	✗
Female Leaders	✓	✓	✗	✗
Females excl Leaders	✓	✓	✓	✗
Females <31	✓	✓	✓	✗
Females 31 - 50	✓	✓	✗	✗
Females 51+	✓	✓	✓	✗

*Integrity as a word choice does not get much traction. If we accept word choices like Accountability, Ethics, Honesty and Responsibility, then Integrity as the concept aligns. Ethics is more commonly chosen.

Appendix G: Entropy Rates: Benchmark: <10% and no limiting values in the top ten Current Culture Values

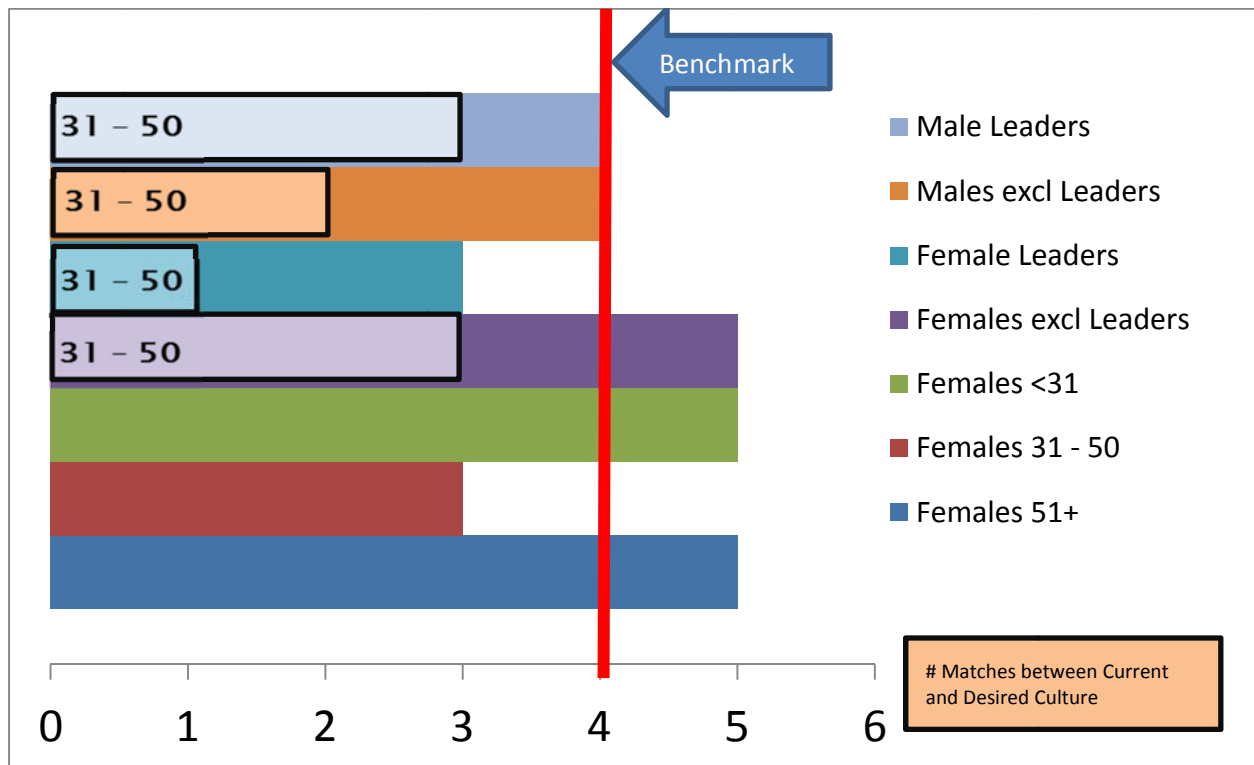
Female Overall Rate: 23% with Cost Reduction & Resource Constrained / Long Hours in the top ten
 Male Overall Rate: 20% with Cost Reduction in the top ten

Male Subgroups	Entropy Rates	Limiting Values in the Top Ten Current Culture Values
Male Leaders 31 – 50	22%	15 limiting values distributed across cultural elements of engagement, direction/ communication and support
Male Leaders (overall) & Males excl Leaders 31 – 50	21%	Short Term Focus plus Cost Reduction, Bureaucracy, Resource Constrained / Long Hours
Males excl Leaders (overall)	20%	Cost Reduction

Female Subgroups	Entropy Rates	Limiting Values in the Top Ten Current Culture Values
Females 31 – 50	24%	Cost Reduction
Female Leaders / Female Leaders 31 – 50	23%	Resource Constrained / Long hours Plus Hierarchy
51+	23%	Cost Reduction, Resource Constrained / Long Hours
<31	22%	

Appendix H: Current vs. Desired Culture Mismatches: Significant Erosion of Confidence in Leadership in the 31 – 50 age group for Both Genders

Number of Value Matches between the Current & Desired Culture: Benchmark: 4 to 5 Matches: **5 out of 11 subgroups meet the standard.**



For Female Leaders ages 31 – 50, Teamwork is the only match between their current and desired culture. *Italics: Personal Values reflected in their Desired Values.* In rank order, their data:

Current Culture (L= limiting value)	Desired Culture Values
<p style="text-align: center;">Teamwork</p> <p style="text-align: center;">Customer Satisfaction</p> <p style="text-align: center;">Mission Focus</p> <p style="text-align: center;">Professionalism</p> <p style="text-align: center;">Ethics</p> <p style="text-align: center;">Cost Reduction (L)</p> <p style="text-align: center;">Organizational Growth</p> <p style="text-align: center;">Hierarchy (L)</p> <p style="text-align: center;">Resource Constrained / Long Hours (L)</p> <p style="text-align: center;">Adaptability</p>	<p style="text-align: center;"><i>Accountability</i></p> <p style="text-align: center;">Leadership Development</p> <p style="text-align: center;">Teamwork</p> <p style="text-align: center;"><i>Coaching /Mentoring</i></p> <p style="text-align: center;"><i>Quality /Excellence</i></p> <p style="text-align: center;">Information Sharing</p> <p style="text-align: center;"><i>Balance (home/work)</i></p> <p style="text-align: center;">Long-term Perspective</p> <p style="text-align: center;">Empowerment</p> <p style="text-align: center;">Open Communication</p>

Appendix I: Female Leaders ages 31 – 50 (210 participants): Limiting Values (# of votes) in rank order; 23% of Total Current Culture Values *(Italics: in top ten descriptors)*

<i>Cost Reduction</i> (51)	Internal Competition (27)	Bias (11)
<i>Hierarchy</i> (44)	Silo Mentality (25)	Blame (11)
<i>Resource Constrained/Long Hours</i> (44)	Information Hoarding (24)	Manipulation (9)
Short Term Focus (40)	Job Insecurity (19)	Undermining (9)
Bureaucracy (39)	Empire Building (18)	Disloyal (4)
Politics / Power (30)	Control (15)	Hostility (4)
Confusion (27)	Caution (14)	Exploitation (2)
	Nonresponsive (14)	

Appendix J: Female Age Range Snapshots (# of participants)

Culture Study Components	Females Under 31 (443)	Females 31 – 50 (740)	Females 51+ (325)
Current & Desired Matches Benchmark: 4 to 5 matches	5: Strong alignment: Accountability, Balance, Coaching / Mentoring, Efficiency, Teamwork, Quality / Excellence	3: Fair alignment (Female Leaders 31 – 50 with 1 match: Poor Alignment, see Appen H)	5: Strong alignment: Accountability, Balance, Coaching / Mentoring, Cust Sat, Info Sharing, Teamwork, Quality / Excellence
Entropy (# of limiting values used in the CC description) Benchmark: <10%; Zero limiting values in the top ten Current Culture	22% Top 2: Bureaucracy , Cost Reduction Next two: Resource Constrained (21%); Politics / power (18%)	24% Top 2: Cost Reduction, Resource Constrained Next four: Bureaucracy (20%); Short-term focus (19%); Hierarchy (17%); Politics / power (16%) Female Leaders 31 - 50 add Hierarchy to the top ten	23% Top 2: Cost Reduction, Resource Constrained Next: Short-term focus (18%)
Desired Values	Efficiency Employee Recognition	Employee Recognition Leadership Development	Employee Recognition Empowerment

Note: Employee Recognition is not a ranked value for Female Leaders or for men.

Appendix K: Top 20 Values: Female / Male Rankings: Given the core issue is female retention; rankings are formatted from the perspective of the female order. Only the top ten values are used for data analysis. Pink denotes a higher ranked priority (≥ 5) for females; Blue denotes a higher ranked priority (≥5) for males.

Personal Values

Ranking	Female Personal Values	Male Personal Values
1	Balance	6
2	Family	4
3	Honesty	1
4	Accountability	2
5	Integrity	3
6	Continuous Learning	11
7	Responsibility	8
8	Positive Attitude	15
9	Efficiency	20
10	Humor/Fun	5
11	Adaptability	9

12	Helpful	N/A
13	Respect	16
14	Independence	N/A
15	Ethics	12
16	Passion/Commitment	N/A
17	Resourceful	N/A
18	Well-Being	N/A
19	Coaching / Mentoring	7
20	Excellence	17

Males selected Performance (#10), Trust (#13), Logic (#14), Fairness (#18) and Creativity (#19)

Current Culture Values (L = Limiting Value)

Ranking	Female Current Culture Values	Male Current Culture Values
1	Teamwork	1
2	Customer Satisfaction	2
3	Goal Focus	5
4	Resource Constrained / Long Hours (L)	15
5	Cost Reduction (L)	4
6	Accountability	3
7	Ethics	6
8	Productivity	11
9	Professionalism	8
10	Quality / Excellence	9
11	Info Sharing	19
12	Balance	20
13	Bureaucracy (L)	18
14	Competence	7
15	Mission focus	10
16	Coaching / Mentoring	21
17	Continuous Improvement	12
18	Short-Term Focus (L)	16
19	Open Communication	11
20	Adaptability	N/A

Males selected Cooperation (#13)

Desired Culture Values

Ranking	Female Desired Culture Values	Male Desired Culture Values
1	Teamwork	2
2	Accountability	1
3	Coaching / Mentoring	3
4	Balance	14
5	Info Sharing	10
6	Open Communication	7
7	Quality/Excellence	6
8	Continuous Improvement	4
9	Employee Recognition	16
10	Leadership Development	15
11	Customer Satisfaction*	5
12	Long Term Perspective	13
13	Adaptability	8
14	Empowerment	12
15	Continuous Learning	19
16	Efficiency	17
17	Innovation	11
18	Competence	16
19	Supportive / Approachable / Accessible	N/A
20	Professional Growth	N/A

Males selected Ethics (#18) and Integrity (#20)

*Customer Satisfaction does not make the top ten for women due to the number of limiting values selected in the current culture. For the desired culture, people select values that are solutions to the limiting values. Since women select more limiting values than men, in all likelihood, Customer Satisfaction is a given.

The desired culture selections do not signify what people think the corporate espoused values should be. The desired culture values represent the types of solutions and standards people want in the context of their current workplace experiences.