Outcomes and Perspectives of MBA Graduates

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Participant Profile

- 900 total respondents (grads from 2005 to 2017)
- 69% female, 31% male
- 46% non-Hispanic white; 21% Black, African American, Latin or Hispanic American
- Work experience
  - 5.43 Years Pre-MBA (Men: 5.3 years; Women: 5.5 years)
  - 5.64 Years Post-MBA (Men: 6.6; Women: 5.1)

89.5% of respondents live in the U.S.
11.5% live in 35 other countries
Part 2: Gender Inequality
Have Men and Women Achieved Equality in the Workplace?

- When asked if men and women have achieved equality in the workplace, 76% of respondents say no, but women and men think differently:
Personal Experience with Gender Inequality

- Nearly six in 10 MBAs (59%) said they have “personally experienced” or “heard of” gender inequality at “one or more past organizations”. This narrows to 4 in 10 (46%) who have “personally experienced” or “heard of” gender inequality within their “current organization”.

- One third of MBA respondents (33%) said they “personally experienced” gender inequality at a past employer versus less than a quarter (18%) in their current role, and 38% had “heard of” gender inequality in a past job compared with 28% in their present position.
Types of Gender Inequality in the Workplace

- Unequal opportunities for promotions and career advancement
- Hostile work environment
- Unequal career opportunities (global experiences, special assignments, …)
- Sexual harassment (verbal and/or physical)
- Gender preference in recruiting and hiring practices
- Lack of or inadequate parental leave policies
- Unequal access to capital or other financial resources
- Unequal access to training and educational opportunities

Personal Experience

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unequal opportunities for promotions and career advancement</td>
<td>21</td>
<td>221</td>
</tr>
<tr>
<td>Hostile work environment</td>
<td>26</td>
<td>189</td>
</tr>
<tr>
<td>Unequal career opportunities (global experiences, special assignments, …)</td>
<td>16</td>
<td>157</td>
</tr>
<tr>
<td>Sexual harassment (verbal and/or physical)</td>
<td>15</td>
<td>151</td>
</tr>
<tr>
<td>Gender preference in recruiting and hiring practices</td>
<td>29</td>
<td>134</td>
</tr>
<tr>
<td>Lack of or inadequate parental leave policies</td>
<td>22</td>
<td>116</td>
</tr>
<tr>
<td>Unequal access to capital or other financial resources</td>
<td>8</td>
<td>77</td>
</tr>
<tr>
<td>Unequal access to training and educational opportunities</td>
<td>12</td>
<td>64</td>
</tr>
</tbody>
</table>
Types of Gender Inequality in the Workplace

- Hostile work environment
- Unequal access to training and educational opportunities
- Unequal opportunities for promotions and career advancement
- Unequal career opportunities (global experiences, special assignments, etc.)
- Lack of or inadequate parental leave policies
- Unequal access to capital or other financial resources
- Gender preference in recruiting and hiring practices
- Sexual harassment (verbal and/or physical)

Data representation:

<table>
<thead>
<tr>
<th>Type</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hostile work environment</td>
<td>73</td>
<td>262</td>
</tr>
<tr>
<td>Unequal access to training</td>
<td>69</td>
<td>238</td>
</tr>
<tr>
<td>Unequal opportunities</td>
<td>64</td>
<td>226</td>
</tr>
<tr>
<td>Unequal career opportunities</td>
<td>54</td>
<td>208</td>
</tr>
<tr>
<td>Lack of or inadequate parental leave</td>
<td>48</td>
<td>211</td>
</tr>
<tr>
<td>Unequal access to capital</td>
<td>55</td>
<td>194</td>
</tr>
<tr>
<td>Gender preference in recruiting and</td>
<td>26</td>
<td>142</td>
</tr>
<tr>
<td>hiring practices</td>
<td>25</td>
<td>125</td>
</tr>
</tbody>
</table>

LET’S POWER UP!
38% (47% men; 33% women) of respondents believe that their organizations are working to address gender inequality.

Organizational Actions to Address Gender Inequality

What actions are they taking?

- Formed a group or task force to address the issues: 147
- Established safe reporting mechanisms: 122
- Made changes to employment policies: 117
- Instituted new training on gender equality: 106
- Incorporated measures of gender equality into performance expectations: 79
Personal Actions to Address Gender Inequality

30% of respondents say that they individually have taken action to address gender inequality (30% women, 31% men). What have they done?

- Actively participate or lead a gender-focused affinity group
- Speak up/advocate/openly share information
- Deliberately focus on gender equality during recruitment, hiring, and promotion decisions
- Work to change organizational structure or policies
- Work with HR on gender inequality issues
- Coaching or mentoring women and men on gender inequality topics
- Speak to senior leadership about issues of inequality
- Speak to supervisor about issues of inequality
- Filed official claims or sued the company/individual

Note: Responses are in order from most common actions to least common actions
Gender Differences When Addressing Inequality

When looking at women and men separately, the top ways in which they address inequality are quite different:

- **Women**
  - Actively lead or participate in a women’s affinity group (22%)
  - Speak up/advocate/openly share information (19%)

- **Men**
  - Deliberately focus on gender equality during recruitment, hiring, and promotion decisions (30%)
  - Work to change organizational structure or policies (20%)
The Role of Business School in Preparing Students to Address Gender Inequality

A majority of recent MBA graduates (62% of MBA graduating classes in 2016-2017) believe that business school helps prepare them to address gender inequality in the workplace versus less than half of earlier business school graduates (40% of graduates from 2005-2015).
# How Does the MBA Prepare Students to Address Inequality in the Workplace?

<table>
<thead>
<tr>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Awareness</strong></td>
<td><strong>Open Discussion</strong></td>
</tr>
<tr>
<td>• I developed awareness of gender inequality</td>
<td>• I participated in open discussion on issues of inequality with my faculty and peers</td>
</tr>
<tr>
<td><strong>Exposure</strong></td>
<td><strong>Critical Thinking</strong></td>
</tr>
<tr>
<td>• I was exposed to gender and other types of diversity</td>
<td>• I developed critical thinking skills on this topic which helped me better understand the issues</td>
</tr>
<tr>
<td><strong>Confidence</strong></td>
<td><strong>Case Studies</strong></td>
</tr>
<tr>
<td>• My MBA program gave me the confidence to speak up and advocate</td>
<td>• I analyzed case studies on gender-related issues in the workplace</td>
</tr>
<tr>
<td><strong>Toolkits</strong></td>
<td><strong>Affinity Groups</strong></td>
</tr>
<tr>
<td>• I acquired new skills, toolkits, or frameworks, to address gender inequality issues</td>
<td>• I participated in affinity groups and workshops related to gender issues</td>
</tr>
<tr>
<td><strong>Courses</strong></td>
<td></td>
</tr>
<tr>
<td>• I learned from courses in HR, leadership, ethics, diversity, and other subjects</td>
<td></td>
</tr>
</tbody>
</table>

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Different Preparation for Different Genders

How Did Your MBA Program Prepare You to Address Gender Inequality?

- Developed awareness: 18% Men, 12% Women
- Exposure to inequality and diversity: 5% Men, 7% Women
- Open discussion: 19% Men, 12% Women
- Frameworks and toolkits: 13% Men, 14% Women
- Individual courses: 19% Men, 7% Women
- Case studies: 14% Men, 14% Women
- Critical thinking: 7% Men, 1% Women
- Gained confidence: 34% Men, 13% Women
- Affinity groups and workshops: 3% Men, 13% Women

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LEads to Filling the Gaps in Insights 
FAcilitates Transformation 
Cultivates Innovation 
Empowers Growth
Different Preparation for Different Genders

**Men**

*Awareness*
- Critical thinking
- Confidence
- Readings
- Differences
- Rationale
- Research
- Skills
- Projects
- Understanding
- Transparency
- Perspective
- Affinity group

*Courses*
- Conversation
- Thoughtful
- Cultures
- Guide
- Challenge
- Culture
- Advocacy

*Open discussion*
- Training
- Common language
- Negotiation

*Case studies*
- Exposure
- Diversity
- Framework

**Women**

*Confidence*
- Network
- Change management
- Comfortable
- Self worth
- Understanding
- Case studies
- Skills
- Toolkit
- Courses
- Advocacy
- Mentoring
- Ethics

*Speak up*
- Knowledge
- Awareness
- Workshops
- Focus
- Advocate
- Empowerment
- Open discussion
- Exposure
- Frameworks
- Affinity group

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All data provided throughout this presentation must have the approval of Dr. Michelle Wieser and the Forté Foundation before publishing.

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