

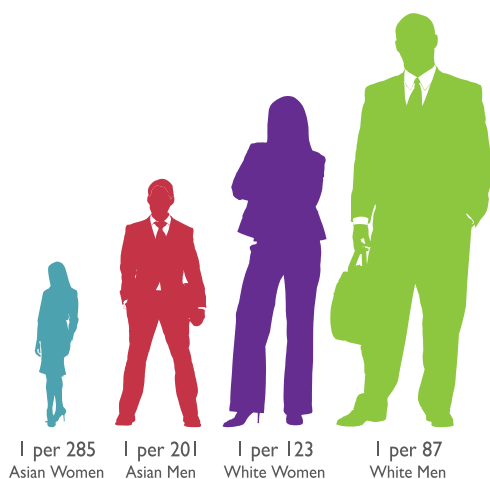
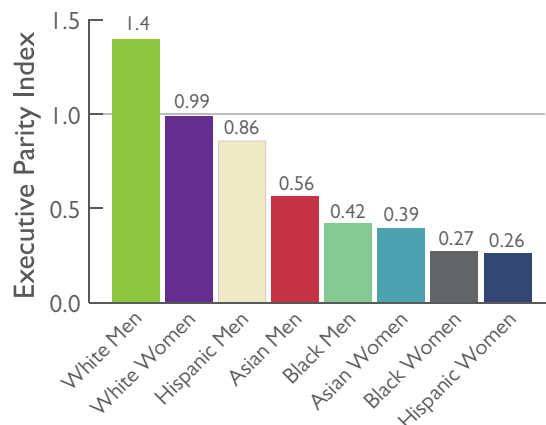
## HIDDEN IN PLAIN SIGHT: Asian American Leaders in Silicon Valley

A new report published by the Ascend Foundation, May 2015

During the past year, diversity and inclusion have become a more pressing public issue for Silicon Valley. Overlooked in the popular diversity discussion, however, has been the issue of an Asian glass ceiling at the highest management levels and the limited number of Asian American men and women in the executive pipeline.

Our analysis of the available data filed with the U.S. Equal Employment Opportunity Commission (EEOC) by **five major Silicon Valley-based companies (Google, Hewlett-Packard, Intel, LinkedIn, and Yahoo)** has uncovered new insights about the nature of the glass ceiling in Silicon Valley. We introduce a new **Executive Parity Index™ (EPI™)** concept to compare the racial and gender representation at executive levels to each cohort's representation in the non-managerial professional workforce of the five companies in the U.S.

The EPI analysis finds that both **white men and white women are at or above parity** — the representation of white men and white women in executive levels are at least equal to their representation in the professional workforce. The analysis also finds that **all minority men and minority women are significantly below parity**, including the large workforce of Asian men and women in Silicon Valley. The EPI analysis shows that, although both race and gender are factors in creating a glass ceiling, **the negative impact of race is 3.7x more significant than the impact of gender** collectively for the Asian workforce at Google, Hewlett-Packard, Intel, LinkedIn, and Yahoo.



For Asian women, this translates into a “double whammy” race-plus-gender problem: only 1 of every 285 Asian women is an executive, less than half the ratio for the entire workforce of 1 executive per 118 professionals.

Our analysis of the pipeline raises new questions about the Asian leadership problem, but corporate solutions must be based upon an understanding that too many Asian Americans enter the Silicon Valley workforce with gaps in expectations, awareness and role models. We describe these gaps and make recommendations based upon our corporate knowledge, personal experience mentoring high-potential Asian American professionals, discussions with dozens of Asian American executives, and recent social science research.

FOR FULL REPORT, PLEASE [CLICK HERE](#)

This report is sponsored by the **Ascend Foundation**, a 501(c)(3) organization with a mission to educate, advocate, and enable Pan-Asian business leaders to reach their full potential. Established in 2005, **Ascend** is the largest, non-profit Pan-Asian membership organization for business professionals in North America ([www.ascendleadership.org](http://www.ascendleadership.org)). The report was written by Buck Gee, a former Cisco vice president/general manager; Denise Peck, a former Cisco vice president/marketing; and Janet Wong, a former KPMG partner. The co-authors are all currently Executive Advisors to Ascend.



## HIDDEN IN PLAIN SIGHT: Asian American Leaders in Silicon Valley

Buck Gee - *Executive Advisor, Ascend, former VP, Cisco Systems*  
Denise Peck - *Executive Advisor, Ascend, former VP, Cisco Systems*  
Janet Wong - *Executive Advisor, Ascend, former Partner, KPMG*

The Ascend Foundation ("Ascend") is a nonprofit organization providing objective analysis that addresses the challenges facing the corporate community. This report does not necessarily reflect the opinions of its research clients and sponsors.

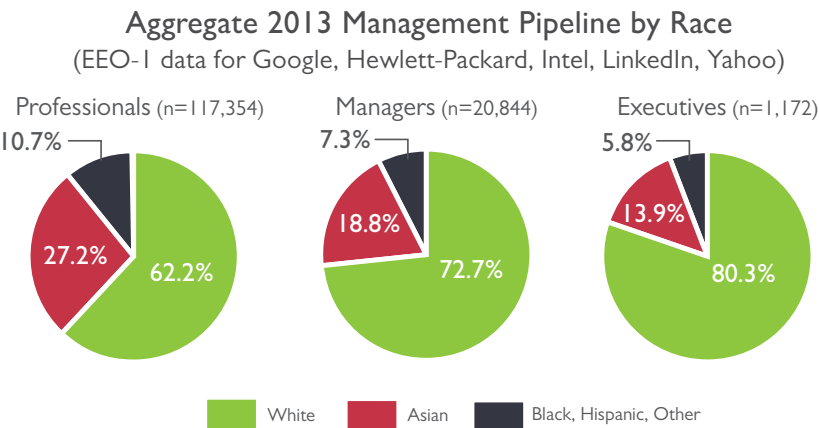
Ascend disclaims all responsibility and all liability any loss, injury, damage, costs, expenses or compensation of any kind arising directly or indirectly out of or in connection with any act or omission of Ascend in relation to this report including, without limitation, the completeness or accuracy of the information contained in this report.

© Copyright May 2015 The Ascend Foundation. All rights reserved. No part of this report may be reproduced in any form by any electronic or mechanical means (including photocopying, recording, or information storage and retrieval) without permission in writing from the Ascend Foundation.

EXECUTIVE SUMMARY

During the past year, Silicon Valley technology companies have focused even more on workforce diversity, and several companies have shown an increased transparency by disclosing previously confidential 2013 EEOC data. The EEOC data released by five large Silicon Valley companies (Google, Hewlett-Packard, Intel, LinkedIn, and Yahoo) allow us, for the first time, to analyze the number of employees in the pipeline of management classifications by gender and race.

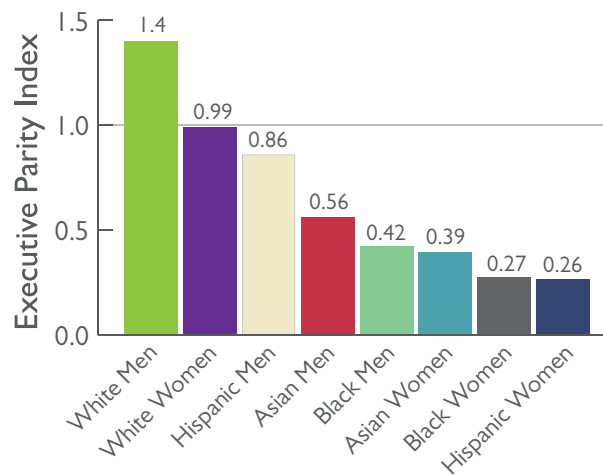
The popular news headlines that whites and Asians dominate Silicon Valley employment often overlook the fact that the EEOC data, while showing that Asian men and women are well represented in the non-managerial professional workforce, also show them to be severely under-represented at the executive levels. Using the EEOC definition, “Asian” includes any citizen or noncitizen having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent. As illustrated in the following figure, Asians were found to be 27.2% of the professional workforce, but only 13.9% of executives in the professional workforce at Google, Hewlett-Packard, Intel, LinkedIn, and Yahoo.



Using the new data (sample size = 139,370 professionals, managers, and executives), we measured the gaps between different cohorts of race and gender. We also evaluated the executive pipeline with an “Executive Parity Index™” (EPI™), comparing the representation of each group at the executive level to the group’s representation at the non-managerial (or individual contributor) professional level. An index above 1.0 indicates that cohort is above parity at the executive level.

As illustrated in the following EPI figure, white men are above parity. White women are nearly at parity, while Asian men and women are below parity. Although we include the figures for black and Hispanic men and women, we do not use them for comparative purposes because EPI figures for those cohorts are highly sensitive to small changes.

**Executive Parity Index by Cohort**  
(EEO-I data for Google, Hewlett-Packard, Intel, LinkedIn, Yahoo)



Key findings from our analysis comparing the Asian and white workforce data are as follows:

- Although there are nearly as many Asian professionals as white professionals in most of these five companies, white men and women are ~154% more likely to be an executive compared to their Asian counterparts.
- Asian women are the least represented as executives, relative to their percentage in the workforce. There are 9,254 Asian women professionals in our sample (13.5%), but only 36 Asian women executives (3.1%).
- In the aggregate, the data reflect that white women are 16.8% of professionals, well below their numbers in the U.S. population (40%), but also suggest that they are having success at reaching executive levels in Silicon Valley-based companies. White women have an EPI nearly at parity at executive levels, relative to their representation as individual contributors.
- The “Asian effect” is 3.7X greater than the “gender effect” as a glass ceiling factor. The Asian effect was measured at ~154% for both men and women. The gender effect was measured at ~42% for both whites and Asians.

Based on our cumulative experience as corporate executives, mentors, and leadership program facilitators to aspiring Asian professionals, we have observed cultural norms that have contributed to making Asians, by many measures, the most successful racial group in the United States. At the same time, those norms can create problems for many in reaching higher management levels.

We identify three major Asian leadership gaps: a gap in awareness and expectations, a gap in role models, and a gap in behavior. Although awareness and behavioral gaps are not unique to the Asian community, social science research and our personal observations find that traditional upbringing and cultural norms can hinder many in bridging those gaps. Social science research suggests that an Asian effect is rooted in a cultural mismatch between Asian and western leadership norms which feed the western implicit stereotype that Asians have poor leadership skills.

We have observed that the gap between the whites and Asians in the pipeline can be addressed with proper leadership training, visible Asian role models, and affirmative internal outreach to find high-potential Asian managers. During the past five years, we have reached over 1,000 Asian managers in the United States and Canada through our work in Ascend’s “Executive Insight Series” and “Executive Insight for Women,” as well as in Stanford’s “Advanced Leadership Program for Asian American Executives.” Participants often remarked how approaching the gap from a deep understanding of the role of cultural values helps them to better appreciate their own motivations and their needs to expand their skills portfolio.

We recommend that companies calculate Executive Parity Indices for the various demographic cohorts as we have done for the five companies. Companies should also consider, in their analysis, differences by function and region using in-depth internal data. If the analyses show large parity gaps among cohorts, the company should try to understand the dynamics that contribute to these gaps.

We also strongly recommend that companies with a large Asian professional workforce should incorporate components to address Asian leadership gaps into their standard management training process. In addition, for companies that have invested in initiatives to develop more women into leadership roles, we would recommend an evaluation of their outreach to Asian women. As the EEOC data point out, there are nearly as many Asian as white women in the professional workforce in many Silicon Valley-based companies, so such initiatives should consider the overlooked Asian women as the best near-term opportunity to leverage more women into management.

Finally, we ask that companies examine their investments in diversity programs to confirm that they are well aligned with their specific diversity problems. As former corporate executives, we are well aware of the complexity of workforce diversity. We believe that the EPI analysis can provide a simplifying metric and provide a good process to start asking questions to understand their issues in the employee population and leadership pipeline. Where is the fallout from the pipeline? Are there relevant differences in the workplace by region or functional areas? Are biases unwittingly and systematically built into talent assessment processes? What are the best practices?

When we began our review of the EEOC data, we expected the data to simply reinforce our own assessment of the Asian leadership gap, supporting earlier work using public information on corporate officers and board members. Indeed, as we anticipated, we found that Asian men and women are over-represented in the Silicon Valley workforce and under-represented as executives.

But we were surprised when the data led us to unexpected insights and important questions about the intersection of race and gender in the high-tech workplace. We are hopeful that those findings and insights will spur a broader conversation about management diversity, improve internal processes to find high-potential employees for leadership development, and finally close the Asian leadership gap.

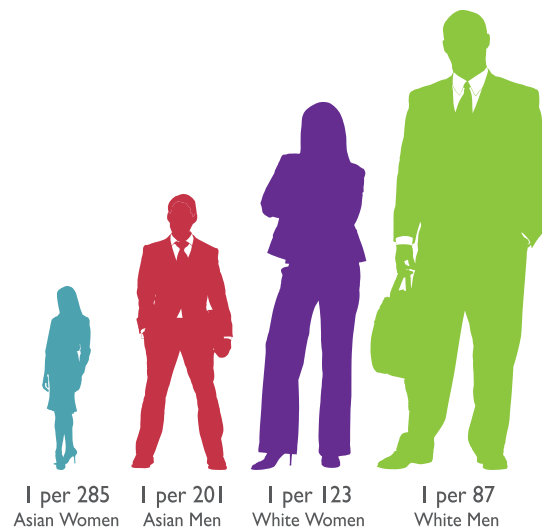
### INTRODUCTION

During the past year, diversity and inclusion have become a more pressing issue for many Silicon Valley companies. Urged by organizations such as the Rainbow Push Coalition, which attracted widespread attention with local visits by Reverend Jesse L. Jackson Sr., many Silicon Valley companies have offered to make their efforts more transparent and accountable. These efforts have resulted in increased attention to the dearth of under-represented minority, black, and Hispanic talent in Silicon Valley and have highlighted the need for more effective diversity programs to increase the numbers of women, blacks, and Hispanics in the high-tech workforce. Commentary from the national press, including Fortune magazine and The New York Times focus on those groups while categorizing white and Asian men as being over-represented.<sup>1, 2</sup>

Overlooked in the popular diversity discussion, however, has been the issue of an Asian glass ceiling at the highest management levels and the limited number of Asian men and women in the executive pipeline. Fortunately, as they adopt greater transparency, some Silicon Valley companies have released previously confidential data filed with the U.S. Equal Employment Opportunity Commission (EEOC) reporting management levels by race and gender, thus providing internal details of the executive representation for Asian men and Asian women.

Our analysis of the EEOC data for five major Silicon Valley-based companies has uncovered new insights about the glass ceiling in Silicon Valley. While both race and gender are factors in the Asian glass ceiling, our analysis shows that the impact of race is 3.7X the impact of gender. For Asian women, this translates into a double whammy race-plus-gender problem. There is only 1 Asian woman executive per every 285 Asian women in these companies, half the average ratio of 1 executive per 118 professional men and women of all races. For Asian men, the executive ratio also falls below average: 1 per 201 Asian men. White women were much more represented, with 1 executive per 123 white women. As expected, white men, with 1 executive per 87, had the highest executive representation.

**Figure 1. Ratio of Executives for Asian/White Men and Women**  
(EEO-1 data for Google, Hewlett-Packard, Intel, LinkedIn, Yahoo)



Although previous reports had already confirmed that there are few Asians in senior leadership roles<sup>3</sup>, that research had no access to lower level employment data. Now, using the new EEOC reports with details at lower management levels, we can create a snapshot of an executive pipeline by race and gender to analyze and compare the workforce demographics in major Silicon Valley-based companies.

Our analysis of the pipeline raises new questions about the Asian leadership gaps, but a numerical analysis cannot provide an understanding of root causes. We submit that these leadership gaps can be narrowed, and suggest that a number of societal and cultural factors are relevant in explaining the gaps and developing solutions. We base these suggestions upon our personal experience mentoring high-potential Asian professionals, and upon recent social science research on Asian Americans. We also continue dialogues with dozens of other Asian executives in different business segments and industries across the country, and hear a number of recurrent themes.

As former Silicon Valley executives with experience in companies including HP, Cisco, and KPMG, we share an insider's view of the management and workplace culture. Collectively, we have 90+ years of experience and worked as executives in marketing, accounting, product development, and operations. We have been intimately involved with internal processes for talent evaluation and understand the required leadership skills needed to be successful as an executive in Silicon Valley. Moreover, we have served as sponsors of Asian employee resource groups and on corporate Diversity and Inclusion Councils.

Ascend, a Pan-Asian organization of business professionals, has sponsored much of our recent work on the Asian leadership issue. We have created and facilitated Ascend leadership workshops for Asian managers and helped launch an executive education program for Asian American executives at the Stanford Graduate School of Business. In addition, two of us recently created an Ascend leadership workshop designed for Asian women professionals specifically to respond to concerns from women raised in other programs.

For simplicity in this report, we will generally use the term "Asian" to refer to Asians and Asian Americans, both foreign-born and U.S.-born. As defined in the EEOC reports, "Asian" includes any person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam. At the end of the report, we have attached Exhibits with the more detailed data tables and charts, as well as literature or source references.

### DETAILED EEO-I DIVERSITY DATA

All private employers with 100 or more employees are subject to Title VII of the Civil Rights Act of 1964, and are required to file a confidential EEO-I report with the U.S. Equal Employment Opportunity Commission on an annual basis. Although disclosure is not required, a number of prominent Silicon Valley companies have recently released their EEO-I reports to the public.

The EEO-I report provides a racial and gender breakdown of all employees throughout the United States. As illustrated in the Yahoo EEO-I report shown in Exhibit A, the employee workforce is further broken down by job categories:

- Executives and Officials and Managers
- First/Mid-Officials and Managers
- Professionals
- Technicians
- Sales Workers
- Administrative Support
- Craft Workers
- Operatives
- Laborers and Helpers
- Service Workers

Thus, for the first time, we are able to gain data-based insights into the executive pipeline of a company at the race and gender level by analyzing the U.S. workforce data in the three highest job categories:

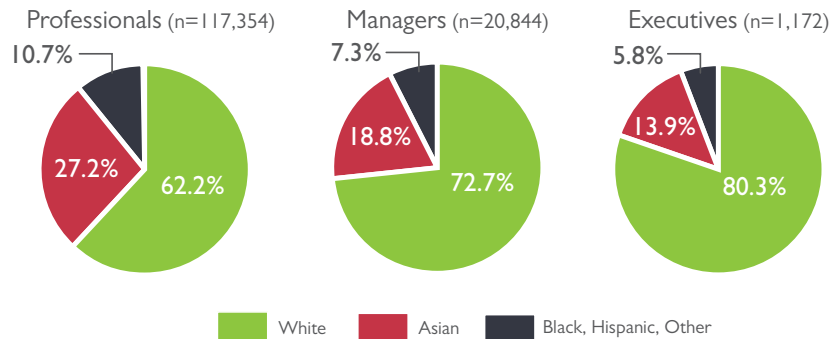
(1) "Executives and Officials and Managers", (2) "First/Mid-Officials and Managers", and (3) "Professionals". For the remainder of this report, we shall use the terms "Executives", "Managers", and "Professionals" to refer to these categories defined by the EEOC.<sup>4</sup>

At the time of our analysis, we were able to locate 2013 EEO-I data from five companies: Google, Hewlett-Packard, Intel, LinkedIn, and Yahoo. In these five companies, we found 139,370 Professionals, Managers, and Executives, accounting for 81% of their total U.S. workforce, as would be expected in high-tech companies with mostly white-collar jobs in technology, marketing and sales.



The charts in Figure 2 summarize the racial breakdown of the Professional, Management, and Executive workforce using the aggregate data from these five companies.<sup>5</sup> Figure 2 shows that white workers are the largest contingent, comprising 62.2% of the Professional workforce and 80.3% of all Executives. Asians are 27.2% of all Professionals and 13.9% of Executives. The charts show that the other minorities are significantly under-represented at each level in these five high-tech companies.

**Figure 2. Aggregate 2013 Management Pipeline by Race**  
(EEO-I data for Google, Hewlett-Packard, Intel, LinkedIn, Yahoo)



This data supports the popular news stories that whites and Asians dominate high tech employment in Silicon Valley, and that Asians in these companies are over-represented relative to their numbers in the local labor pool.<sup>2</sup> For context, Asians represented 34.1% of the 2013 U.S. estimate for Santa Clara County, the corporate headquarter location of these five companies (Exhibit E). According to the 2013 estimate, Asians are the largest racial group in the county, with the white population slightly less at 33.9%.

However, a more detailed comparison of the EEO-I white and Asian data by gender yields additional insights not commonly cited in the popular press. Figures 3-1, 3-2 and 3-3 show the management pipeline for white and Asian men and women in these five companies, revealing a growing gap in each stage of the executive pipeline between white and Asians for both men and women.

As we turn to focus on the diversity issues for Asians, it is important first to note that Figure 2 shows that the other minorities, principally blacks and Hispanics, are under-represented as Professionals (10.7%), as compared to the representation of blacks and Hispanics receiving engineering college degrees (12%).<sup>6</sup> In addition, the data show that their representation declines in the higher management levels.

Figure 3-1 shows that for white men, their percentage representation at the Executive level is above their percentage representation at the Professional level. For white women, their Executive percentage representation is nearly the same as their Professional level. The charts show a different story for Asian men and women. In the aggregate for these five companies, while Asian men constitute 19.3% and Asian women 7.9% of Professionals, their representation percentage are significantly lower at Executive levels: 10.8% for Asian men and 3.1% for Asian women. Figure 3-1 also confirms that the percentage of white women Professionals (16.8%) still lag their numbers in the U.S. population and reaffirms the recognized need for more white women in technical fields.

Figures 3-2 and 3-3 are single gender comparisons of white and Asian cohorts to highlight the gap in representation between the two populations at each higher-management level. Figure 3-2 shows the gap between white and Asian men. Figure 3-3 shows the gap between white and Asian women.

Figure 3-1. 2013 Management Pipeline by Race: White and Asian  
(EEO-I data for Google, Hewlett-Packard, Intel, LinkedIn, Yahoo)

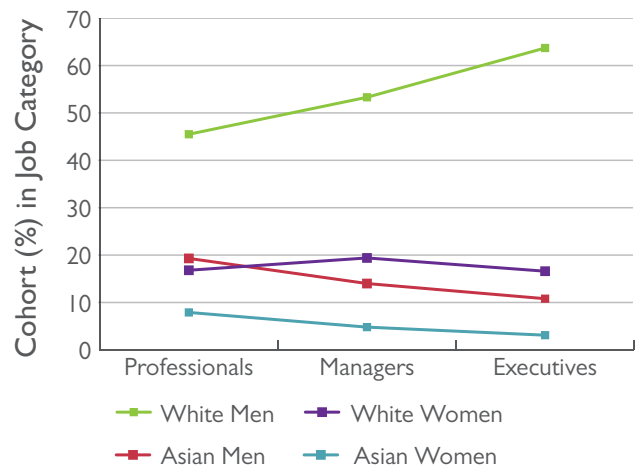


Figure 3-2. 2013 Management Pipeline by Race:  
White and Asian Men  
(EEO-I data for Google, Hewlett-Packard,  
Intel, LinkedIn, Yahoo)

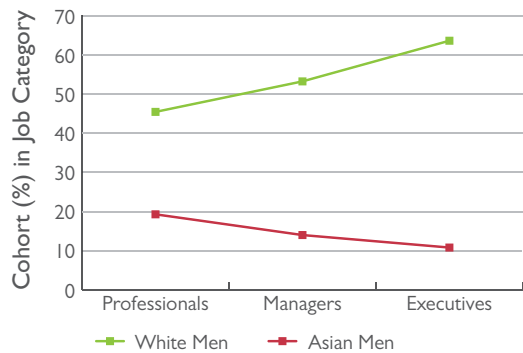
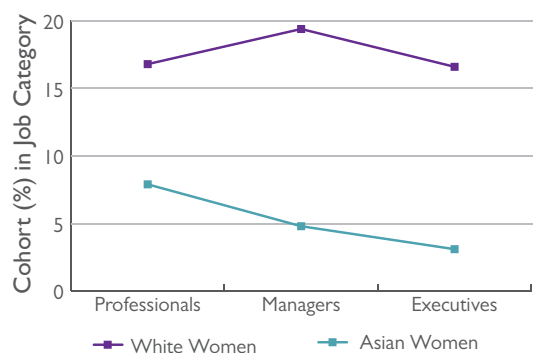


Figure 3-3. 2013 Management Pipeline by Race:  
White and Asian Women  
(EEO-I data for Google, Hewlett-Packard,  
Intel, LinkedIn, Yahoo)



It is interesting to note that Figure 3-3 shows that white women Professionals in Silicon Valley are successfully reaching higher levels as Managers and Executives. As the data show, the percentage of white women as Managers (19.4%) is actually higher than Professionals (16.8%). The number of white women Executives (16.6%) nearly equals their Professional representation, reflecting the progress of corporate diversity programs to increase the number of women in management. In these figures, only the data for Asian men and Asian women reflect a significant declining representation in the management levels.

The leadership pipeline charts for the white and Asian cohorts in each company are included as Exhibit B for women and Exhibit C for men. The charts for each company illustrate a consistent pipeline gap between whites and Asians, regardless of gender.

Although Figures 3-2 and 3-3 only include Asians as a focus for our report, we also find that all minority men and women have declining representation through the pipeline. The complete data analysis is included as numerical tables in Exhibit D.

## EXECUTIVE PARITY INDEX

Asians are 13.9% of Executives in our data set. Is that so bad? After all, Asians are 5.6% of the U.S. population.

In a hypothetical world where racial, cultural, or gender factors do not matter in the workplace, what would we expect for Asian representation at the Executive level in these Silicon Valley–based companies? With Asians representing 27.2% of Professionals, few people would agree that 5.6% of Executives is sufficient just because it matches the proportion of the U.S. population. Most people would find it more reasonable to expect that roughly 27% of Executives would be Asian, at parity with their Professional numbers.

The following analysis starts with that concept—that a cohort’s representation as Executives is “at parity” if its percentage representation at the Executive level is the same as its percentage representation at the Professional level. We created a simple Executive Parity Index (EPI), to express that concept. EPI is calculated as follows:

$$\text{Executive Parity Index} = \frac{\text{Percentage of Executives}}{\text{Percentage of Professionals}}$$

The advantage of using an index of a cohort’s percentage representation is that a simple comparison can be made independent of the absolute size of its population in any company’s workforce.

If the calculated EPI is equal to 1.0, then a cohort’s percentage representation is the same at the top and bottom of the executive pipeline. If the EPI is less than 1.0, then there are fewer at the top relative to those at the bottom of the pipeline. An EPI greater than 1.0 means that there are more at the top relative to the cohort’s representation at the bottom of the pipeline.

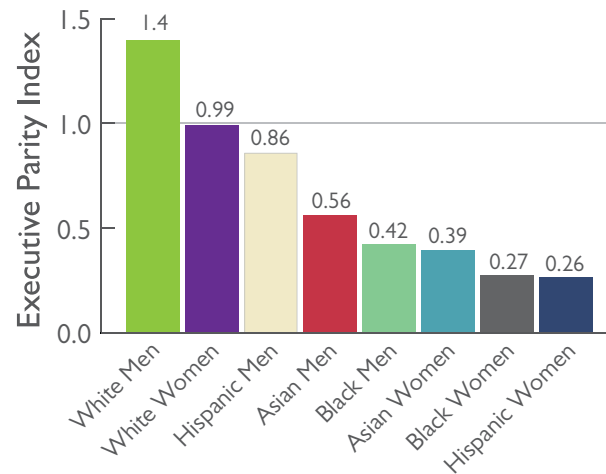
We would recommend EPI as a dashboard metric for any company because the required data already exist in its EEO-I reports and the calculation is simple. An EPI substantially higher or lower than 1.0 should be considered a warning sign and raise a red flag about the dynamics of the executive pipeline with respect to diversity. Although the EPI concept is new, a chief diversity officer at an east coast Fortune 500 company is now using it to help evaluate her internal management pipeline. A former chief human resource officer at a Fortune 500 consumer goods company also validated the EPI analysis as an innovative approach.

Used as an internal dashboard metric, the EPI analysis can raise questions that should be followed up with additional inspection of differences between regions and functions. For example, the Asian representation in the Bay Area workforce is likely to be higher than in New York. In most Silicon Valley companies, women are likely to have a higher representation outside of engineering.

The numbers and percentages for each management category according to race and gender, as aggregated using 2013 EEO-I reports from the five companies representing our information source, are detailed in Exhibit D. As expected, Exhibit D shows that the EPI for whites is above parity (1.29), while the EPI for all minorities is below parity (0.76). Also as expected, the EPI for men is above parity (1.11), while the EPI for women is below parity (0.74).

However, the additional EEO-I detail with each race by gender allows a deeper level of comparison. Figure 4 summarizes the Executive Parity Index for each cohort based upon aggregate numbers for each job classification in further detail.

**Figure 4. Aggregate 2013 Executive Parity Index**  
(EEO-I data for Google, Hewlett-Packard, Intel, LinkedIn, Yahoo)



The EPI analysis in Figure 4 shows that the percentage of white men (EPI=1.40) exceed their representation as Professionals. White women nearly match their representation as Professionals. All other cohorts have an EPI less than 1.0, including Asian men (EPI=0.56) and Asian women (EPI=0.39).

For completeness, Figure 4 includes the EPI indices for black and Hispanic men and women that show that they are under-represented as a percentage as Executives. However, the absolute numbers for blacks and Hispanics in these five companies are too low to draw any further EPI-based comparative conclusions because there are woefully too few black and Hispanic Professionals or Executives in these companies to make comparisons meaningful.

Unlike the EPI calculations for 941 white and 163 Asian Executives, a small change in the absolute number of the 42 Hispanic and 16 black Executives would result in a material change in their EPI calculation. For example, while Figure 4 may imply that black men are doing slightly better than Asian women, one fewer black male Executive would move the EPI from 0.42 to 0.38 to lead to the opposite conclusion. Similarly, one more Hispanic woman Executive would move the EPI from 0.26 to 0.31 and change its relative ranking. Consequently, our remaining discussion will focus on the EPI analysis for the larger populations of white and Asian men and women.

## DETAILS FOR ASIAN WOMEN

We have seen indications that Asian women have been left behind in Corporate America.

Catalyst, a leading research organization studying women's issues, released a 2003 report, "Advancing Asian Women in the Workplace," based upon their interviews with 413 Asian women, including entry- and mid-level women in focus groups and in-depth one-on-one interviews with senior Asian women. A key finding was that Asian women felt overlooked by corporate women's diversity programs.<sup>7</sup>

Another 2013 report provided evidence that progress for Asian women lagged other cohorts in reaching executive levels. The report found that, while the number of women grew from 14% to 20% of Bay Area executives from 2008–2013, the number of Asian women executives was essentially unchanged from 1.5% to 1.8%.<sup>3</sup>

Now, with our analysis of the EEO-I reports, we demonstrate, in more detail, that the perception by that group of Asian women in the 2003 Catalyst report is still an unfortunate reality. The diversity programs' effectiveness gap is starkly illustrated by comparing the different trajectories for Asian and white women through the management pipelines in Exhibit B.

Our EPI analysis finds that the percentage of white women Executives, with an EPI of 0.99, almost matches their percentage as Professionals. By contrast, Asian women have an EPI of 0.39 and are under-represented, relative to their percentage as Professionals. In other words, white women are much more likely to be an Executive than Asian women.

But how much more likely? Using the EPI numbers, we can also understand the relative gap between cohorts. For example, if we want to compare the EPI for a hypothetical cohort A of 1.2 against another cohort B with an EPI of 0.4, we use the numerical gap between the two ( $1.2 - 0.4 = 0.8$ ) to calculate that the EPI of cohort A is 200% greater ( $0.8/0.4 = 200\%$ ) than cohort B. Hence, cohort A is *200% more likely* to be an Executive compared to cohort B.

To examine the relative gaps in detail, we use the 2x2 matrix in Figure 5. Gender is used to define the horizontal axis and race to define the vertical axis. Each quadrant in the matrix contains the EPI for each race and gender in our study.

**Figure 5. Aggregate 2013 Executive Parity Index**  
(EEO-I data for Google, Hewlett-Packard, Intel, LinkedIn, Yahoo)

	Women	Men
White	0.99	1.40
Asian	0.39	0.56

The upper left quadrant is the 0.99 EPI for white women. The lower left is the 0.39 EPI for Asian women. The gap between those two EPI numbers ( $0.99 - 0.39 = 0.60$ ) suggests that white women in our sample are 154% more likely ( $0.60/0.39 = 154\%$ ) to be an Executive compared to Asian women. Quite unexpectedly, the same computation comparing the EPI white versus Asian men yields a very similar result of 149%.

Even more interesting is that the comparison of the effect of gender upon EPI also results in similar numbers for both white (42%) and Asian (44%) cohorts.

- white women versus Asian women;  $0.99 - 0.39$  (154% gap)
- white men versus Asian men;  $1.40 - 0.56$  (149% gap)
- white men versus white women;  $1.40 - 0.99$  (42% gap)
- Asian men versus Asian women;  $0.56 - 0.39$  (44% gap)

The EPI numbers in Figure 5 clearly reflect that Asian women are the least represented and least likely to be an Executive among the larger demographic groups found in the companies examined for our analysis. Our likelihood analysis using EPI ratios indicates that the racial effect (~154%) is a substantially bigger factor than the gender effect (~42%) in reaching Executive parity. We find the dual effects in the five companies, although the actual numerical effects in each vary. Hence, the analysis clearly shows that Asian women face a double whammy of being a woman and an Asian.

The key issue for the cohort of Asian women is different than for white women. While they both face the gender effect, increasing the number of qualified women graduates in STEM (Science, Technology, Engineering, and Math) to be recruited by Silicon Valley-based companies is a key focus for white women. Although white women are 40% of the U.S. population, they only represent 16.8% of our sample's Professional workforce. As Rosalind Hudnell, Intel's chief diversity officer, said, "We hire more engineers; we just do, and that pipeline [for women] is less."<sup>8</sup>

But additional recruiting of Asian women is less important. Asian women constitute 7.9% of the Professional workforce in our sample, yet only 2% of the U.S. population. The key issue for Asian women is advancement into management and executive levels as is evidenced by their status near the bottom of the EPI rankings.

We believe that our EEO-I data represent a sufficiently large sample ( $n=139,370$ ) of the management pipeline to reach the general conclusion that the Asian effect is a more significant negative glass ceiling factor than gender effect for Silicon Valley, as a whole.

However, our analysis finds that the specific magnitude of the effects varies from company to company, so we do not believe that we have a sufficient sample size to state that ~42% is the general gender effect or that ~154% is the general Asian effect across the remainder of Silicon Valley.

### KEY ANALYTICAL INSIGHTS

Using the available EEO-I data from the five Silicon Valley-based companies and our Executive Parity Index analysis, we provide several important observations:

1. Although there are nearly as many Asian Professionals as white Professionals in many companies, white men and women are, in aggregate, about 154% more likely to be an Executive compared to their Asian counterparts.
  - a. The Asian Professional workforce is roughly the same as white Professionals at Yahoo (45% vs. 46%) and LinkedIn (46% vs. 47%), but white men and women are more likely to be an Executive than an Asian—382% more at Yahoo, and 205% more at LinkedIn.
  - b. There are comparatively fewer Asians than white Professionals at Intel (38% vs. 52%), and Google (33% vs. 60%), but the same likelihood analysis finds a 417% white versus Asian Executive advantage at Intel, and a 34% advantage at Google.
  - c. Hewlett-Packard (HP) appears to be an outlier. Only 16.5% of its Professionals are Asian, while Asians make up 37% of the Professionals at the other four companies. Excluding HP, the remaining population of 73,512 among the four companies has a smaller gender effect (14%) and a much larger Asian effect (206%), so that the Asian effect is 15X the gender effect. We do not have any data to explain these differences (i.e., with and without the HP data), but expect that it is related to the fact that HP has a large portion of its workforce outside Silicon Valley where the Asian population is significantly less concentrated.
2. In the aggregate, Asian women are the least represented as Executives. A comparison with black and Hispanic cohorts is not included because their numbers are too small to draw meaningful conclusions.
  - a. As shown in Figure 5, Asian women have the lowest EPI (0.39) compared to other white and Asian cohorts. We exclude black and Hispanic cohorts because the low number of black women (5) and Hispanic women (5) Executives makes their EPI rankings sensitive to small numerical changes, so any comparison may be invalid.
  - b. The EPI analysis finds that Asian men have a 44% advantage to be an Executive over Asian women. Similarly, white women have a 154% advantage over Asian women, and white men have a 260% advantage.
  - c. Excluding HP as an outlier, we find that the remaining number of Asian women professionals (6,515) is close to the number of white women Professionals (7,060) in the other four companies. Despite similar numbers of the women professionals in the remaining companies, there were substantially fewer Asian women Managers (2,029 vs. 786) and Executives (83 vs. 25) than white women. In the smaller sample of four companies, the EPI for white women is 1.31, while the EPI for Asian women is 0.43.
3. In the aggregate, the data reflect that white women are only 16.8% of Professionals, well below their numbers in the U.S. population (40%), but also suggest that they are having success at reaching Executive levels in our study of these five Silicon Valley companies. At the Executive levels, white women have an EPI nearly at parity, relative to their representation in the Professional workforce. Both white men and white women outnumber Asian men and women as Executives.
  - a. The aggregate Executive Parity Index is 1.40 for white men and 0.99 for white women. Moreover, for white men, an EPI > 1.0 appears to be true in all five companies, showing that white men are consistently over-represented as Executives in proportion to their Professional workforce. White women have an EPI > 1.0 at Intel, LinkedIn, and Yahoo, but an EPI < 1.0 at Google and HP.
  - b. There are 285% more white men than white women Executives (747 vs. 194), and the comparison of the white men versus women EPI show that white men are 42% more likely than white women to be an Executive.

- c. There are 52% more white women than Asian men Executives (194 vs. 127) although Asian men outnumber white women in the Professional level by 15% (22,596 vs. 19,659). The comparison of the white women versus Asian men EPI show that white women are 75% more likely than Asian men to be an Executive. There are 438% more white women than Asian women Executives (194 vs. 36), and the comparison of white versus Asian women EPI show that white women are 154% more likely than Asian women to be an Executive.
- 4. The Asian effect is much more significant than the gender effect as a glass ceiling factor.
  - a. The EPI analysis shows that whites are ~154% more likely to be an Executive than Asians of the same gender. It also shows that men are ~42% more likely to be an Executive than women of the same race. Hence, the effect of race (~154%) is 3.7X the effect of gender (~42%) in our sample of Silicon Valley-based companies.
  - b. The similarity of the two gender effects (42% and 44%) and the two Asian effects (148% and 154%) suggests that the gender and Asian effects may be uncorrelated.
  - c. The difference between the impact of race and gender is also observed in a comparison of the number of a cohort's Executives versus the cohort's total workforce of Executives, Managers, and Professionals. These comparisons detailed in Figure 6 show that there is 1 white male Executive for every 87 white men, yet only 1 white female Executive for every 123 white women. Both white men and women are substantially more represented as Executives than Asian men (1 per 201) or Asian women (1 per 285).

Figure 6. Executives versus Total Workforce by Race and Gender  
(EEO-1 data for Google, Hewlett-Packard, Intel, LinkedIn, Yahoo)

	White Men	White Women	Asian Men	Asian Women	All Race/Gender
Executives	747	194	127	36	1,172
Total: Executives, Managers, and Professionals	65,161	23,902	25,634	10,286	139,370
Executives per Total in each cohort	1 per 87	1 per 123	1 per 201	1 per 285	1 per 118

Although the data is sufficient to support the general findings about the Asian and gender effects, observed variation from company to company suggests that the specific factors of ~150% and ~42% would change with more data from other Silicon Valley companies.

EARLIER DATA FROM OTHER COMPANIES

In addition to 2013 EEO-1 reports, we also located 2010 EEO-1 data for Cisco and eBay from a 2013 CNN Money diversity report.<sup>5</sup> We did not include the 2010 data (n=36,657) with the 2013 aggregate analysis, but have included a separate computation of the EPI for these two companies in Exhibit F.

We found that the results of analysis of the 2010 Cisco and eBay data were consistent with all of the key findings using the 2013 data from Google, Hewlett-Packard, Intel, LinkedIn, and Yahoo.

The EPI matrix, in Figure 7, again demonstrates that the Asian effect is much more significant than the gender gap. The data suggest that white men and women in the workforce at Cisco and eBay are successful at reaching executive levels, while Asian men and women are lagging.

Figure 7. 2010 EPI for Cisco and eBay

	Women	Men
White	1.25	1.99
Asian	0.28	0.43

Using the same analytical methodology outlined earlier, we find that white men are 53% more likely to be an executive than white women, and that Asian men are 60% more likely to be an executive than Asian women. White men are 360% more likely to be an executive than Asian men. Finally, white women are 342% more likely to be an executive than Asian women.

Once again, the similarity of the two gender effects (53% and 60%) and two Asian effects (342% and 360%) even across different data years and companies suggests that the gender and Asian effects may be uncorrelated.

In this smaller two company sample, we use the calculation  $=342\% / 60\%$  to suggest that the impact of race is  $> 5.7X$  more significant than gender as a glass ceiling factor. There were actually more Asian women than white women Professionals in 2010 working at Cisco and eBay (3,558 vs. 3,380), but far fewer executives (10 vs. 42).

## THE ASIAN GAPS

The general nature of the failure of Asian men and women to reach executive levels in the Bay Area has been well documented.<sup>3, 9, 10</sup> We have previously noted that our observations of under-developed leadership skills in much of the Asian community as factors that hinder access to executive leadership levels.<sup>7</sup> These issues include the following:

- Cultural deference to authority and the reality that deference often implies weakness
- Ineffective communications and influencing skills
- Political naiveté/dexterity—understanding how organizational business decisions are made
- Aversion to risk-taking in business and career

Asia includes a wide spectrum of ethnicities from South Asia to East Asia; and distinct differences exist among them. However, in traditional Asian cultures as a whole, there are values commonly identified as traditional Asian cultural values such as deference to authority, preference for social harmony/conflict avoidance, and conformance to social norms, among others.<sup>11</sup>

We acknowledge that our formal training lies in business and management, not in social science. Our backgrounds do not include academic expertise on Asian ethnic cultures. However, with our Asian backgrounds and experience as corporate executives in high-technology and professional services, we have taught or mentored hundreds of Asian managers in the past 10 years and share common observations learned from that work.

First, we have observed that the ethos of excellence and hard work characterizes most successful people in Silicon Valley, not just Asians. We also know that teamwork and collaboration are the accepted norms in most companies so that the Asian tradition of harmony and collectivism are very positive attributes in the high-tech work culture.

But we have further observed that some behaviors based on Asian cultural values, while positive for the collective whole, may obscure individual leadership potential in Western companies. As Dr. Thomas Sy at University of California, Riverside noted in a new research paper on Asian leadership, “Individuals have schemas about leaders which vary and are influenced by culture.... Western societies and Asian societies differed on their endorsement of effective leadership styles.”<sup>11</sup>

We do not imply that one management culture is better than the other. In fact, an Asian company such as Samsung can successfully compete with an American company like Apple. But our common sense tells us that it would be unlikely for executives in each company to switch places and expect to be effective without adapting to the other’s management culture.

Our observations of Asians that we have managed or mentored in Silicon Valley fall into three themes:

- A Gap in Awareness and Expectations
- A Gap in Role Models
- A Gap in Behaviors

We observe that these gaps are not unique to Asians and that an individual of any race, ethnicity, or gender who has these gaps will find it difficult to rise to leadership roles. And we would caution anyone from taking our observations to assume that every Asian has a gap. Nevertheless, a wide array of social science research suggests that these gaps are more common in the Asian workforce.<sup>11</sup>



Although we discuss general observations of Asian men and women, we place a particular emphasis on our work with Asian women. The EPI analysis shows that Asian women have the lowest EPI of the larger demographic groups and suffer from the dual penalties of being an Asian and being a woman. As previously noted, the workforce representation for blacks and Hispanics in these five companies is too low to draw meaningful comparisons.

### The Gap in Awareness and Expectations

With many of the professionals we have taught and mentees we have coached, we observed their tendency to underappreciate the importance of personal and organizational leadership skills as requisites for higher management roles. For example, a common complaint heard during the Stanford program for Asian executives is that Asians are not promoted because “meritocracy ends at the executive level.” They observe that many Asians, despite demonstrating functional excellence as middle managers, are not promoted as often as others they deem less capable.

We do not believe that their complaint is generally valid. Although their observation is correct, we attribute the root cause to gaps in awareness and expectation rather than a failure of meritocracy. On the one side of the gap, we see a lack of awareness or a resistance to accept among many Asians that advancement to higher levels is not solely dependent upon technical excellence. On the other side of the gap, we see an implicit and often misguided expectation of many non-Asian managers that most Asians, by demonstrating technical excellence, prefer technical roles and do not aspire to leadership levels.

A gap in awareness causes many Asian men and women to seek work that highlight technical competence. They do not understand that they also need opportunities to demonstrate business vision and soft skills, often called emotional intelligence quotient, or EQ. Soft skills are needed because the more common western management culture heavily relies upon cross-organizational collaboration and distributed decision-making. An executive depends upon interpersonal skills and personal influence within a peer network outside of his/her span of control to be effective. Hence, beyond a formal education and technical credentials, western companies look for business, social, and people skills as the building blocks for successful leadership.

Most Asians in the Bay Area are first or second generation immigrants<sup>12</sup> and have parents who have raised them to seek careers perceived to be of high status. This upbringing leads many Asians to successfully pursue degrees in technical, financial, or scientific fields leading to highly regarded knowledge-based professions such as medicine, law, engineering, accounting, or scientific research. Consequently, it is understandable that 15% of Asian college graduates are in STEM fields, as compared to the national average of 6% of all graduates.<sup>13</sup> Traditional Asian parents view these careers as safe because they will enable their children to produce a good income within a respectable profession.

The strong Asian tradition of profession-oriented education helps explain the widespread perception of Asian achievement. Asians are the most educated—49% of Asians in the U.S. have college degrees, compared to a national average of 28%. Asians have the highest median income of \$66,000, compared to a national median of \$49,800.<sup>14</sup>

The traditional Asian belief of safety in a respectable profession too often carries over into risk-aversion in career development. Many Asians may not take the visible roles or projects within their organizations because of the fear of failure or “loss of face.” Research on the concern over loss of face has found that it affects all people, but it is more likely to be a significant factor in decision making among Asians.<sup>15</sup> As a result, many Asians are less likely to seek roles that provide challenge and visibility such as leading a new initiative, taking on a failing product line, or becoming an official public spokesperson.

Moreover, traditional Asian parenting promotes individual knowledge and talent. Many may recall Amy Chua’s book *Battle Hymn of the Tiger Mother*, a controversial memoir of a Yale law professor raising a child with a traditional Chinese approach. In the book, Ms. Chua, a second generation Chinese-American, recounts her battles with her older daughter to spend more time studying or practicing solo piano pieces. Her book makes no mention of any activities intended to develop her daughter’s adolescent social or interpersonal skills. While some consider Ms. Chua’s approach and tactics a bit extreme, they nevertheless reflect many Asian parents’ drive and focus on personal excellence and performance.

Another gap in awareness is a common expectation that promotions are an automatic reward for good work. We have talked to many Asians who grew up with the ideas embedded from their Asian parents that if they do good work and keep their “heads down,” they will be rewarded and tapped on the shoulder to move ahead as it should be given automatically without asking. However, as former corporate executives, we can attest that the quality of one’s work was only one of several factors assessed when we evaluated personnel for promotions. In most cases, we had a choice among several candidates, all doing good work. We would confer with others who were knowledgeable with the candidate’s work. Thus, candidates who develop a strong network with multiple advocates would have greater advantages. But just as important was whether we knew that a candidate actually desired or asked for the promotion.

Last year, in response to a question at the Grace Hopper Celebration of Women in Computing conference about asking for a raise or a promotion, Microsoft CEO Satya Nadella famously made the remark, “It’s not really about asking for the raise but knowing and having faith that the system will actually give you the right raises as you go along. And that I think might be one of the additional superpowers that, quite frankly, women who don’t ask for a raise have. Because that’s good karma. It’ll come back, because somebody is going to know that is the kind of person that I want to trust”.<sup>16</sup>

Following a firestorm of indignant responses, Nadella quickly tweeted with an apology, saying he was “inarticulate.” Then he sent a more extensive apology e-mail to the employees at Microsoft, which read in part, “I answered the question completely wrong.... And if you think you deserve a raise, you should ask.” Although he was quick to realize his mistake and addressed it, Nadella’s initial off-the-cuff response demonstrated a common notion that an employee does not need to openly ask for promotions, and that doing so could dampen any “good karma” with his/her manager.

As aptly expressed in the popular Japanese proverb, “the nail that sticks out will be hammered” and “the quacking duck gets shot”, Asian culture is more concerned with the dangers of speaking out. By contrast, in Western cultures, we are advised that “the squeaky wheel gets the grease.” In short, we were more likely to give a promotion to someone who had actually asked for it. In our experience, a certain level of directness in asking for what an individual aspires to is not only tolerated, but expected and necessary.

In fact, one Asian woman contacted us recently to discuss leaving a Big Four accounting firm because she did not feel she was in the promotion pipeline. After we counseled her to be open about her career goals, she met with her partner-in-charge who, upon hearing about her unspoken aspirations, gave her a raise, committed to coach her, and agreed to sponsor a promotion in the next cycle.

As another example, this time from our personal lives, each of our respective parents instilled in us their belief that studying hard in school and making good grades are the key factors to getting a job in a good profession. And by working hard and keeping our heads down, we would be recognized and get ahead. It is interesting that while the three of us represent first, second, and third generation Asian immigrants, our parents taught each of us similar life lessons, reflecting enduring Asian cultural roots. Those core values account for much of our personal success. But for each of us, it took several years in the workforce to become aware of the value of asking for what we wanted before we could reach higher executive levels.

For many Asian women, another factor involves the long-held expectations of their parents that daughters should be the primary caregivers to children, husbands, parents, and even parents-in-law. In fact, a 2014 research report concluded that caregiving for family members was “so embedded in the life experience” among Asian Americans that “the decision to give or not give care was irrelevant; caregiving was something that was done without question.” In contrast, “caregiving was not embedded in the life experience of the European Americans and was thus unexpected.”<sup>17</sup> Hence, many Asian women face both the classic gender issues as well as the Asian cultural issues, resulting in the double whammy effect that we found in our EPI analysis.

With such expectations, both implicit and explicit, some Asian parents, husbands, and elders may not actively encourage, or may even actively discourage, their daughters to take on career roles that are more demanding of their time or take them out of their safety or caregiver zone. This factor in effect “self-handicaps” some Asians to lower their natural ambition to aspire to leadership roles and keeps them in roles that are “good enough.” But even for many ambitious and talented women who have vaulted to the very top, they continue to be judged by their expected duties and performance of their many family roles at home, creating additional pressures to the typical work-life balance challenge.

Indra Nooyi, CEO of PepsiCo, recounted a story in which she was harshly reminded by her own mother of the important domestic roles as wife, mother, daughter, and daughter-in-law when she stepped inside her home from work, on the very day Indra was told by the CEO of her appointments to become the president of the company and a member of its board of directors. Instead of celebrating Indra's exceptional news, her mother insisted that Indra go out and buy milk for the family because no one had bothered to go to the store, despite the presence of her husband and household help at home.

Indra's talent, ambition, and Asian upbringing had just led her to the ultimate moment of business success. Yet the CEO of a \$66 billion company ventured out in the late evening and bought milk "like a dutiful daughter."<sup>18</sup>

Finally, Asian men and women may lack awareness of the informal, unwritten "rules of the game" of how organizational leadership and influence is developed, which people are selected for development and promotion, and what social and work interactions can help build positive, substantive relationships with others in their organization. The soft skills necessary for leadership roles such as interpersonal relations, team management, assertive negotiations, and organizational collaboration are not typically taught nor emphasized in an Asian upbringing. These unwritten rules of the game are taught and learned through social networks. Thus, with the existence of exclusion dynamics and without good networking skills, many Asians may not be aware of these rules.

A former colleague at a global professional services firm learned about unwritten rules early in his career when he was overlooked for promotion to manager. When he asked why he wasn't promoted, he learned that he was not visible at meetings, had not developed relationships with the partners in the local office, and had been branded a "techie" and slotted for an internal IT role versus a client-facing role. Once he became aware of the rules of the game, he began networking, building relationships with key partners throughout the firm, and learning how to "ask." His career accelerated and he became a successful partner at his firm.

The other side of the expectation gap is the effect of implicit bias, certain beliefs that unconsciously and consciously affect decision making by non-Asians in the workplace. In this case, many managers expect Asians to be good workers but do not expect them to be potential leaders. This phenomenon was demonstrated in a 2010 study conducted by Dr. Thomas Sy.<sup>19</sup> In one experiment, participants received identical information about an employee's expertise and were asked to evaluate the employee for an engineering or sales position. In a different experiment, participants evaluated leadership potential. In each experiment, some participants were told the employee was Asian while others were told that the employee was white.

Despite the fact that the employee was always presented with identical qualifications, study participants perceived the Asian engineer as more capable than a white engineer. The Asian salesperson was judged as less capable than the identical white salesperson. And leadership perceptions were higher for whites in both cases. In short, decisions are made based upon what is known and what is expected. Because Asians are known to be great technologists, but expected to be uncertain business leaders, aspiring Asian leaders must bridge that external expectation gap.

### The Gap in Role Models

As the EEO-I data indicate, there is a lack of Asian men and women executives to serve as role models, mentors, and sponsors. The lack of role models in many organizations makes it even more difficult for Asians to see themselves at the executive levels so perhaps it is not even on their "radar screen" as an achievable goal.

In focus groups and workshops we conducted in the past two years with aspiring Asian women professionals, many participants told us that the few women senior executives in their own companies, if they even existed, didn't seem relatable role models. The Asian women also found that the women executive role models often profiled in the media, such as Sheryl Sandberg and Marissa Mayer, did not feel relevant to them because they themselves had not enjoyed the same perceived advantages (e.g., American-born native, Ivy League education, upper-middle class family background, family connections, etc.).

In our leadership workshops for Asian women, we tell intimate and detailed stories of our own career journeys as Asian women in becoming business leaders. The women in the workshops have told us that the stories about our modest backgrounds, overcoming and learning from challenges, progressively taking greater risks in life and career, and constantly navigating multiple cultures to reach and succeed as executives are an inspiration and have encouraged them to aspire higher. After one workshop, a woman wrote, "Now I know I can make it as an Asian woman."

That experience has convinced us that regular exposure to accessible and relatable Asian role models to whom these Asian men and women can relate makes a huge difference in unleashing repressed aspirations and ambitions that provide the motivation and force to develop the necessary skills to ascend higher.

The Gap in Behavior

There is an old business leadership axiom, “what got you here won’t get you there,” used to emphasize the point that additional skills must be learned and mastered at each level up the management ladder. At the lowest level, an individual contributor moving to first-level management needs to become a team leader and manage subordinates. Some subordinates are more capable and need little direction, while others are less capable and need more coaching. At the higher levels, executives need to achieve organizational goals using resources within the company. Some resources are within his/her span of control and just need direction while others are not in his/her control. In the latter case, an executive will need a willingness to assert personal power and an ability to influence cross-functionally throughout the company.

Sometimes, this means learning that there are unwritten rules of success for different management levels that are not easily aligned with many Asian behavioral norms. This lesson was made evident early in the career of one Asian operations director during an annual performance review. While he had previously been praised for decisions made for the overall benefit of the company, his general manager took the opportunity to make the point that, as a critical leader in the division, he was too willing to forfeit the needs of the division for the corporate good. This Asian director learned that his rules had changed and that, although collectivism and self-sacrifice are virtuous, he had to learn how to navigate a balance between collective and individual good.

Because organizational power and influence generally require strong personal relationships across the organization, executive leaders must be socially adept with peers and senior clients. They must also be comfortable with asserting internal power and interacting, sometimes in conflict, with mostly white male peers. Openly dealing with conflict is difficult for anyone, but it is especially difficult for many Asians if they have not learned how to reconcile a bias for social harmony with conflict management.

Assertive and direct social behavior may be a stretch beyond the comfort zone of many Asians, as suggested by a study on shyness among Asian college students.<sup>20</sup> As part of the study on self-reported shyness, researchers asked the participants whether shyness was “very much” a problem, comparing a social setting of all Asians and another with a mixed race setting of Asians and whites. The responses, as illustrated in Figure 8, showed that while shyness in Asians and whites are similar in a single race setting (49% vs. 47%), the rate of Asian shyness jumped from 49% to 78% while the white rate was virtually unchanged from 47% to 49% in a mixed-race setting. In a follow-on experiment on mixed race settings, they found that class participation by white students was double that of Asian students, confirming that the self-reported behavior was consistent with empirical observation that shyness in the presence of another racial group substantially affects more Asian than white students.

Figure 8. Self-Reported Shyness in Social Settings

	Same Race	Mixed Race
White	0.47	0.49
Asian	0.49	0.78

For women and especially for Asian women, there is a gap in social behaviors perceived as properly feminine versus appropriately masculine. In research on how men and women are viewed differently, Dr. Deborah Gruenfeld at Stanford University found that people “possess entrenched cultural ideas that associate men with leadership qualities like decisiveness, authoritativeness, and strength, and women with nurturing qualities like warmth, friendliness, and kindness. Consequently, when women behave in dominant ways, they are seen as unlikable because they violate norms of female niceness. Alternatively, women displaying feminine behaviors are judged as less competent and capable. Women, then, face a kind of trade-off: competency versus likability. Men do not face this trade-off.”<sup>21</sup>

For some Asian women, especially East Asian women, the specter of being called a “dragon lady” can discourage many from being assertive or overtly exercising power and influence. The “dragon lady” label is a negative stereotype of Asian women, generally used to describe a woman who is strong and willful. In contrast, a man with similar behaviors can often be described as powerful and confident.

A few years ago, a South Asian marketing manager working for one of us confided that, even though she was a young, attractive, active, affluent single woman and knew many single South Asian men, none would date her because she was too successful. Many men still believe that a wife being more successful than her husband would create problems.

Whether unfounded or not, these fears, sometimes subconscious, can preclude Asian women professionals from having executive career aspirations or asserting themselves and being direct in the corporate world. Though these fears and concerns affect all women, many Asian women also share cultural values that constrain acceptable behaviors for women. In some traditional Asian cultures, girls are socialized not to speak first and that proper behavior means deference to males and elders.

## ADDRESSING THE GAPS: A CALL TO ACTION

All the gaps we have described, from expectations to role models to behavior, are not unique to the Asian community. An individual of any race or ethnicity or gender who has these gaps will generally find it difficult to rise to executive ranks in their companies. As importantly, we reiterate that it would be inappropriate to ascribe such gaps to each and every person of Asian descent. We also know that the gaps are not unique to Asians in Silicon Valley and high-tech companies. We see many of the same gaps in Asian managers and executives from across the country in banking, insurance, consumer, energy, and medical industries who have attended Ascend and Stanford programs.

Nevertheless, available behavioral research and our own observations in the workplace lead us to conclude that many aspects of traditional Asian cultures exacerbate these behaviors and make the problem more difficult for many Asians, especially Asian women.

Fortunately, we have seen that although our culture, education, and life experience define who we are, they do not limit who we can be or what we can achieve.

While we have discussed the gaps that are primarily linked to Asian cultural norms and practices, we believe the solutions to address them reside with both the Asian professionals and the companies that employ them. We will offer general solutions, but it is beyond the scope of this paper to provide comprehensive answers to address all the gaps described in this paper. Instead, we touch on those solutions that we have seen most effective in our experience as executives, mentors, and sponsors of Asian talent.

## Mind the Gap

We have outlined the many gaps in expectation and awareness among some Asians as they move from early career professionals to mid-level managers to executives. For an aspiring Asian professional, it is critical to be keenly aware of and understand the changes in expectations as the professional grows from individual contributor to leadership roles at different levels of the company. An examination of the expectations of American corporate culture, compared against the individual's own beliefs and behavior, can lead to a development plan that begins to close these gaps in awareness.

In our workshops for Asian women professionals, we have found it useful to compare certain work expectations and behaviors to many traditional Asian cultural values. We have found that many people finally realize for the first time how traditional Asian values can be an advantage up to a point, but can become a hindrance to getting ahead in a different corporate culture. Similarly, in our executive programs with Asian men and women, a common conversation among participants is a new awareness of self-imposed limitations to further career growth.

For most, that is the first step. If Asian professionals are able to close the expectation gaps, then it becomes possible to begin to bridge the behavioral gaps. As one Fortune 100 factory manager wrote in a closing exercise to summarize his experience at the Stanford leadership program, “ignorance to knowledge in just five days.” And he added, “but now [that] I know what I didn’t know, I need to learn more.” In other words, his increased awareness was necessary, but only part of the solution.

Without bridging the behavioral gaps, it can be difficult for many Asian professionals to succeed. In one case, a young Asian engineer showed good technical skills and promised to become an excellent manager, but when asked why he was not taking more initiative, his reply reflected a traditional Asian norm, “I don’t have the title, and it is not my place to do so.” Subsequently, the engineer was promoted to give him an opportunity. Unfortunately, he struggled because he expected his team to accept his decisions with the same deferential behavior he had learned in Asia. Despite coaching, he could not adapt and eventually left the company.

### Bridge the Gap

Once aware of the need for soft skills, Asian professionals should seek out their corporate training organizations, which must start to support and provide the training and tools required to develop the skills and behaviors required for Asian executive leadership.

If requisite internal training is not available, the Asian community and companies that employ them may want to take advantage of the unique leadership programs focused specifically for Asians working in corporate business. For example, companies including Boeing, Cisco, HSBC, Pfizer, Intel and the Big 4 accounting firms have sponsored workshops for Asian managers offered by Ascend, a national Pan-Asian professional organization. We have also participated in similar programs offered by other Asian professional development organizations in the San Francisco Bay Area and Los Angeles region.

We have reached over 1,000 Asian managers in the United States and Canada in our work in Ascend’s “Executive Insight Series”<sup>22</sup> and “Executive Insight for Women,”<sup>23</sup> as well as in Stanford’s “Advanced Leadership Program for Asian American Executives.”<sup>24</sup> Participants often remarked how approaching the gap from a deep understanding of the role of cultural values helps them to better appreciate their own motivations and their needs to expand their skills portfolio. One participant openly credits his experience at the Stanford program as the inspiration to break out of his comfort zone and seek, then subsequently get, a higher position as deputy general counsel at a Fortune 100 software company. Another became chief accounting officer at a major Canadian bank and helped bring leadership training workshops for the bank’s Asian managers.

Just as important as training, though, is the need to secure several executive mentors as role models for ongoing support. These mentors can be executives from any racial group, but having an Asian executive among them who has experienced these changes would be most useful.

Mentors can be very valuable in providing personal feedback, helping to navigate the organization, and acting as a candid sounding board for career advice. Many companies have an in-house mentoring program, and we encourage Asian professionals to take advantage of these even if the mentors assigned to them are not Asian. In fact, having both Asian and non-Asian mentors would help round out and accelerate learning from diverse perspectives.

It is advisable that prospective mentees find a mentor inside the company, but they also can search for outside mentors through their social or business networks. In fact, mentees would be encouraged to complement internal viewpoints and seek out a few external mentors, commonly found through mentoring programs offered by Asian professional organizations.



It is extremely important that the community of Asian managers and executives, both actively working and retired, become mentors. We would encourage them to seek opportunities and help the community, both informally within their corporate Asian networks and formally through external mentoring programs. As we discussed earlier, the presence of more visible Asian role models gives many the confidence that they can make it to executive levels.

### What Companies Can Do

Having served on corporate diversity and inclusion councils in our respective companies, we believe that companies can also be proactive in addressing these gaps.

First, if they haven't already done so, companies can augment their current diversity analysis by calculating their internal EPI's for the various demographic cohorts as we have done for the five companies. Companies should also consider, in their analysis, differences by function and region using in-depth internal data. If the analyses show large parity gaps among cohorts, the company should try to understand the dynamics that contribute to these gaps.

We would encourage companies to reach out to their Asian employee resource networks (ERN) for candid discussions. A few years ago, upon becoming an executive sponsor of the Asian ERN, one of us met with its leadership team to discuss their objectives for the ERN. Instead of a review of goals and priorities, most of the hour was used by the group to express their frustration that few Asians were being promoted through middle management. "We want a seat at the table," the ERN president said.

Candid discussions can advance the internal conversation about Asian leadership gaps and help define appropriate strategies for leadership development. The potential value of the Asian network to the corporation is untapped if it is simply viewed as, and mostly budgeted to fund, an annual celebration of the diversity of Asian food and culture.

Further, we would challenge companies to examine their hiring and promotional processes for any unintended but embedded implicit biases. An example is to review the nomination process to assure that diverse candidates that proportionately represent the company's employee base are considered to attend leadership development programs. Unfortunately, we have seen that the implicit and often unconscious bias in not recognizing Asians as potential leaders, combined with the Asian awareness gap, results in too few Asians being assessed as high-potential leaders designated for mainstream leadership development.

Several years ago, when one Silicon Valley company developed leadership training specifically for its promising Asian senior managers, the organizers discovered too few Asians assessed as high potential to launch the program. However, the company decided to reach beyond its official "high-potential" pipeline and to find high-achieving Asian senior managers who had been overlooked in the normal leadership evaluation process. Although many of the participants had not initially been assessed as good candidates for leadership development, half were subsequently promoted to higher-management levels within two years of completing the leadership program.

As described earlier, many Asians expect that, if they do good work, the company would tap them on the shoulder and promote them as leaders. Instead, we propose that companies tap their high potential Asian men and women on the shoulder and *challenge them to become leaders*. We know that not all will respond.

But many will. Contradicting a widely held opinion that Asians are less ambitious in corporate management, the Center for Work-Life Policy reported in a national survey that Asians (64%) were more likely to aspire to higher management than whites (52%).<sup>25</sup>

One young Asian woman's ambition was clear when she paid out of her own pocket to attend the "Executive Insight for Women" seminar after her employer declined to cover the program expense. After the seminar, she told us how valuable it was for her to participate and learn what was holding her back. A few months afterwards, she wrote, "I am working toward bettering my communication skills, speaking up (sooner) and with clarity and confidence." While we admire this Asian woman's proactive step in taking charge of her career by personally investing in it, we believe that companies should also take responsibility for reaching out to the cohorts to support their leadership development.

For companies that have a large Asian professional workforce, it is important to incorporate components to address Asian leadership gaps into their standard management training process. Individuals should not need to depend upon their own initiative to locate and incur the expense for their own leadership training. This in-house training may also include seminars for managers and upper-level executives to help people on their teams who need coaching to overcome issues related to ethnicity or gender. We know this need exists because, in the past, we have been asked by non-Asian executives to coach Asian employees when those executives had expressed discomfort in doing so. We have also been asked by diversity leaders to coach non-Asian executives on recognizing and helping Asians to overcome these obstacles.

In addition, for companies that have invested in initiatives to develop more women into leadership roles, we would recommend an evaluation of the outreach to Asian women. As the EEOC data point out, there are about as many Asian as white women in the professional workforce in many Silicon Valley-based companies, so such initiatives should consider the overlooked Asian women as the best near-term opportunity to leverage more women into management. As illustrated in the earlier story about finding enough high-potential Asians to fill a training class, it may take an affirmative search to find those potential Asian women leaders.

Finally, we ask that companies examine their investments in diversity programs to confirm that they are aligned with their specific diversity problems. As former corporate executives, we are well aware of the complexity of workforce diversity. We believe that the EPI analysis can provide a simplifying metric and provide a good process to start asking questions to understand their issues in the employee population and leadership pipeline. Where is the fallout from the pipeline? Are there relevant differences in the workplace by region or organizational structure? Are biases unwittingly and systematically built into talent-assessment processes? What are the best practices?

The EEO-I data highlighted in this report make it clear that the Asian leadership gap has been a problem hidden in plain sight. But we are confident that, after understanding the problem, corporate leaders will do the right thing and develop the potential of their best employees, regardless of race or gender, to optimize the leadership strengths in their talent pool.

## CONCLUSION

When we began our review of the EEO-I reports, we expected the data to simply reinforce our own assessment of the Asian leadership gap, supporting earlier work using public information on corporate officers and board members. Indeed, as we anticipated, we found that Asian men and women are over-represented in the Silicon Valley workforce and under-represented as executives.

But we were surprised when the data led us to unexpected insights and important questions about the intersection of race and gender in the high-tech workplace. We are hopeful that those findings and insights will spur a broader conversation about management diversity, improve internal processes to find high-potential employees for leadership development, and finally close the Asian leadership gap.

## ACKNOWLEDGMENTS

We wish to thank those who provided their input and guidance on our paper including the support of Ascend, its Board and other key leaders. We also acknowledge the assistance of board member Anna Mok in facilitating our Ascend partnership. Finally, we extend much gratitude to Caroline Simard, Director of Research at the Clayman Institute for Gender Research at Stanford University, for her wisdom and insight.



### ABOUT THE AUTHORS

**BUCK GEE** is an executive advisor to Ascend. He retired in 2008 from Cisco Systems, where he was vice president and general manager of the Data Center Business Unit. He served as executive sponsor for Cisco's Asian employee resource network and on Cisco's Inclusion and Diversity Council. He joined Cisco with its 2004 acquisition of Andiamo Systems where he was president and CEO. Previously, he held management positions in engineering, marketing, and business development at Hewlett Packard, National Semiconductor, 3Com, Crescendo Communications, Com21, and Iospan Wireless. He has also taught computer and electrical engineering courses at Stanford University and Howard University. He holds BS/EE and MS/EE degrees from Stanford University and an MBA from the Harvard Business School.

**DENISE PECK** is currently an advisor to start-ups in Silicon Valley. Denise spent fourteen years at Cisco Systems, during which she held vice president positions in marketing, operations, engineering services, and IT, in both San Jose and Shanghai, China. Denise was an executive sponsor and advocate of Cisco's diversity initiatives, particularly on behalf of women and Asian employee networks. Prior to Cisco, Denise held senior marketing management positions over thirteen years at Sun Microsystems. She has a BA degree in economics from U.C. Berkeley and an MBA from Stanford University.

**JANET WONG** serves as a non-executive director and consultant. She is a CPA with thirty years of experience in public accounting. She is a retired partner with KPMG where she spent twenty years of her career based in both the Silicon Valley and San Francisco offices. While at KPMG, Janet co-chaired the Silicon Valley office's Network of Women, helping women with their leadership development. Janet held several leadership positions while at KPMG. She holds a master's of professional accountancy from Louisiana Tech University and a master's of taxation from Golden Gate University.

**MS. PECK AND MS. WONG** serve as executive advisors to Ascend. In 2013, they co-developed a two-day course for Ascend, "Executive Insights for Women," which is targeted at helping mid-level Pan-Asian women professionals to become more successful in their careers. In addition to teaching this course, they continue to mentor many professionals at different stages of their careers.

### ABOUT ASCEND FOUNDATION AND ASCEND

Ascend Foundation is a 501(c)(3) organization with a mission to educate, advocate and enable Pan-Asian business leaders to reach their full potential. Through its research and thought leadership activities, the Foundation's goal is to help Pan-Asian leaders make greater impacts in business. Ascend is the largest, non-profit Pan-Asian membership organization for business professionals in North America. Established in 2005, Ascend's network includes 60,000+ senior executives, professionals, and MBA/undergraduate students involved in its 40+ chapters. As a career lifecycle organization, it offers robust leadership and professional development programs designed to cultivate Pan-Asian talent by supporting its members in reaching their career potentials and by supporting its corporate partners to develop a strong, diverse, and inclusive workforce to achieve business growth.

Visit [www.ascendleadership.org](http://www.ascendleadership.org) for more information.

## EXHIBIT A

### Yahoo 2013 EEOC Report

co= L313291  
u= L313291

#### EQUAL EMPLOYMENT OPPORTUNITY 2013 EMPLOYER INFORMATION REPORT CONSOLIDATED REPORT - TYPE 2

##### SECTION B - COMPANY IDENTIFICATION

1. YAHOO! INC  
701 FIRST AVENUE  
SUNNYVALE, CA 94089

2.a. YAHOO! INC  
701 FIRST AVENUE  
SUNNYVALE, CA 94089

##### SECTION C - TEST FOR FILING REQUIREMENT

1-Y 2-N 3-Y DUNS NO.:158329859

##### SECTION E - ESTABLISHMENT INFORMATION

NAICS:

c. Y

##### SECTION D - EMPLOYMENT DATA

JOB CATEGORIES	HISPANIC OR LATINO		NOT-HISPANIC OR LATINO												OVERALL TOTALS
			*****MALE*****						*****FEMALE*****						
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE/SR OFFICIALS & MGRS	5	0	98	0	0	18	0	0	27	3	0	7	0	0	158
FIRST/MID OFFICIALS & MGRS	19	16	340	7	1	194	0	4	158	9	0	67	0	2	817
PROFESSIONALS	120	67	1336	56	6	1274	9	39	556	29	1	549	4	27	4073
TECHNICIANS	6	0	39	3	1	9	0	0	4	2	0	0	0	0	64
SALES WORKERS	8	28	239	7	1	23	1	6	239	9	0	42	1	7	611
ADMINISTRATIVE SUPPORT	20	24	147	6	1	49	0	2	125	7	1	25	0	8	415
CRAFT WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OPERATIVES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LABORERS & HELPERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SERVICE WORKERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	178	135	2199	79	10	1567	10	51	1109	59	2	690	5	44	6138
PREVIOUS REPORT TOTAL	166	138	2203	75	9	1502	9	58	1090	53	1	712	7	45	6068

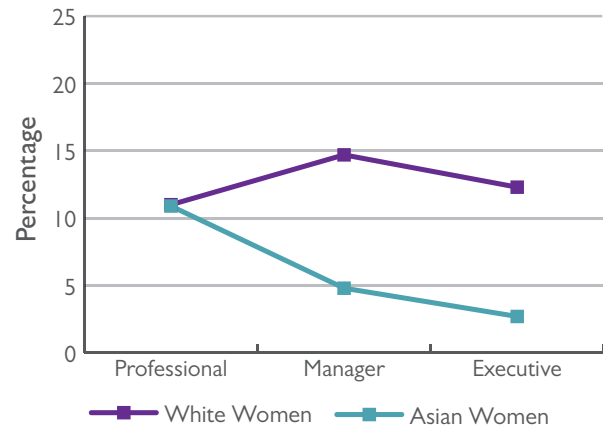
##### SECTION F - REMARKS

## EXHIBIT B

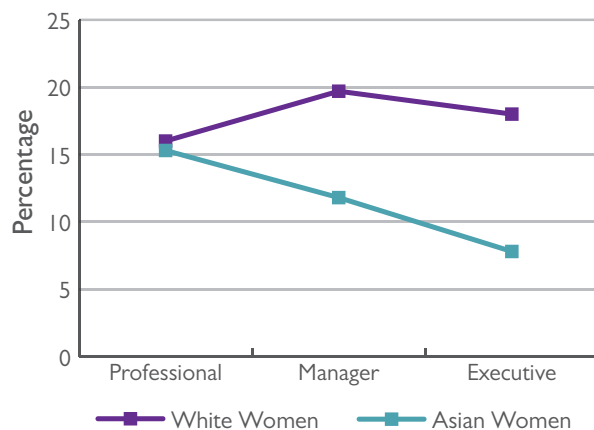
### 2013 Management Pipeline in Selected Companies: White Women vs. Asian Women



Google (2013) EEO-I Data



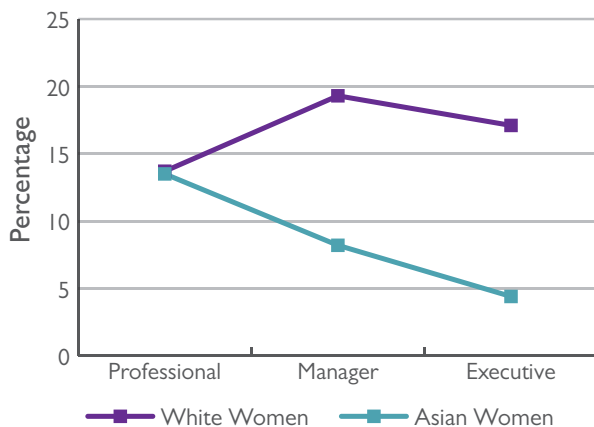
Intel (2013) EEO-I Data



LinkedIn (2013) EEO-I Data



HP (2013) EEO-I Data



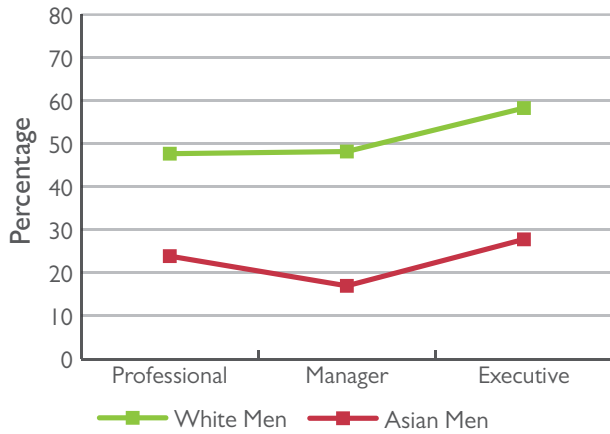
Yahoo (2013) EEO-I Data

#### Corporate Workforce: All Races and Both Genders

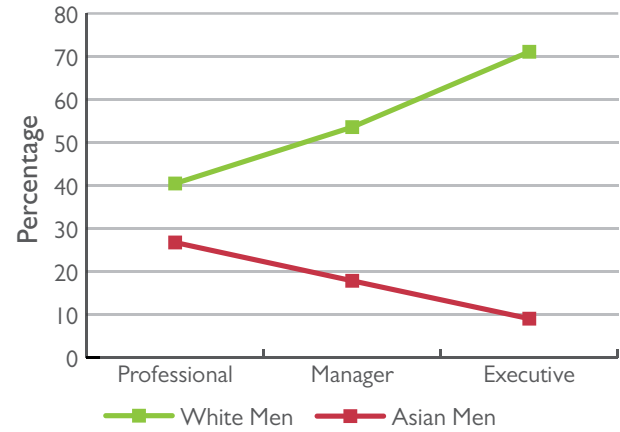
	Professionals	Executives
Cisco (2010)	24,100	225
eBay (2010)	3,977	55
Google (2013)	18,717	36
Intel (2013)	36,057	187
LinkedIn (2013)	2,046	167
HP (2013)	56,461	624
Yahoo (2013)	4,073	158
TOTAL	145,431	1,452

## EXHIBIT C

### 2013 Management Pipeline in Selected Companies: White Men vs. Asian Men



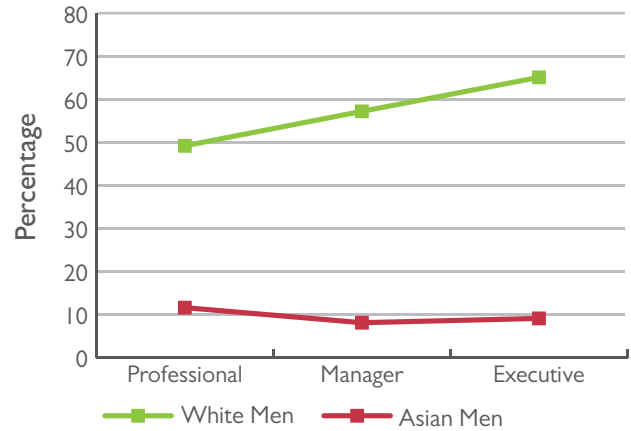
Google (2013) EEO-I Data



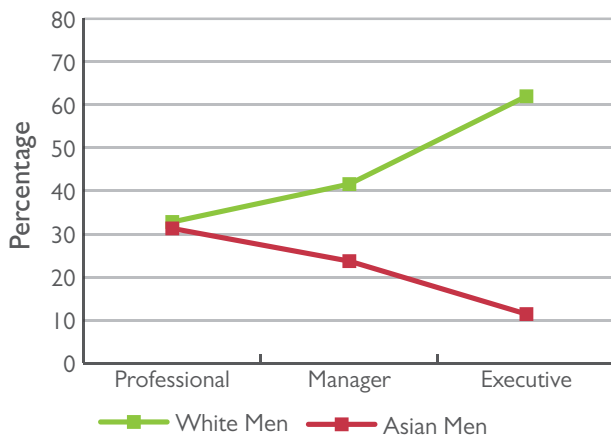
Intel (2013) EEO-I Data



LinkedIn (2013) EEO-I Data



HP (2013) EEO-I Data



Yahoo (2013) EEO-I Data

#### Corporate Workforce: All Races and Both Genders

	Professionals	Executives
Cisco (2010)	24,100	225
eBay (2010)	3,977	55
Google (2013)	18,717	36
Intel (2013)	36,057	187
LinkedIn (2013)	2,046	167
HP (2013)	56,461	624
Yahoo (2013)	4,073	158
TOTAL	145,431	1,452

**EXHIBIT D****2013 EEO-I Data and Executive Parity Index  
Google, Intel, LinkedIn, HP, and Yahoo**

AGGREGATE	White Men & Women	Minority Men & Women	All Men	All Women	Asian Men & Women	Black Men & Women	Hispanic Men & Women
Executives	941	231	922	240	163	16	42
Professionals	72,956	44,398	82,817	32,676	31,850	4,486	6,201
Professionals (%)	62.2%	36.0%	70.6%	27.8%	27.1%	3.8%	5.3%
Managers (%)	72.8%	33.4%	72.3%	26.5%	18.7%	2.7%	4.6%
Executives (%)	80.3%	27.4%	78.7%	20.5%	13.9%	1.4%	3.6%
Executive Parity Index	1.29	0.76	1.11	0.74	0.51	0.36	0.68

AGGREGATE	White Men	White Women	Asian Men	Asian Women	Hispanic Men	Hispanic Women	Black Men	Black Women
Executives	747	194	127	36	37	5	11	5
Professionals	53,297	19,659	22,596	9,254	4,293	1,908	2,631	1,855
All Employees	79,667	31,201	27,800	11,609	7,442	3,385	4,798	3,428
Executives (%)	63.7%	16.6%	10.8%	3.1%	3.2%	0.4%	0.9%	0.4%
Professionals (%)	45.4%	16.8%	19.3%	7.9%	3.7%	1.6%	2.2%	1.6%
Executive Parity Index	1.40	0.99	0.56	0.39	0.86	0.26	0.42	0.27

EXECUTIVES	White Men	White Women	Asian Men	Asian Women	Hispanic Men	Hispanic Women	Black Men	Black Women
Google (2013)	21	3	10	0	0	0	1	0
Intel (2013)	133	23	17	5	5	1	2	0
LinkedIn (2013)	89	30	25	13	2	2	2	0
HP (2013)	406	111	57	11	25	2	6	2
Yahoo (2013)	98	27	18	7	5	0	0	3
TOTAL	747	197	127	36	37	5	11	5

PROFESSIONALS	White Men	White Women	Asian Men	Asian Women	Hispanic Men	Hispanic Women	Black Men	Black Women
Google (2013)	8,932	2,205	4,469	1,737	369	141	174	115
Intel (2013)	14,617	3,972	9,662	3,915	1,654	663	762	331
LinkedIn (2013)	632	327	620	314	43	26	17	13
HP (2013)	27,780	12,599	6,571	2,739	2,107	1,011	1,622	1,367
Yahoo (2013)	1,336	556	1,274	549	120	67	56	29
TOTAL	53,297	19,659	22,596	9,254	4,293	1,908	2,631	1,855

EPI SUMMARY	White Men	White Women	Asian Men	Asian Women	Hispanic Men	Hispanic Women	Black Men	Black Women
Google (2013)	1.22	0.71	1.16	0.00	0.00	0.00	2.99	0.00
Intel (2013)	1.75	1.12	0.34	0.25	0.58	0.29	0.51	0.00
LinkedIn (2013)	1.73	1.12	0.49	0.51	0.57	0.94	1.44	0.00
HP (2013)	1.32	0.80	0.78	0.36	1.07	0.18	0.33	0.13
Yahoo (2013)	1.89	1.25	0.36	0.33	1.07	0.00	0.00	2.67

\*These tables do not include categories “Two or more races”, “Native Hawaiian or Pacific Islander”, and “American Indian or Alaskan Native”. These categories account for 1.5% of the Professionals.

## EXHIBIT E

### Racial Demographics: Santa Clara County

	White	Black	Hispanic	Asian	Other
<b>Santa Clara</b>	33.9%	2.9%	26.8%	34.1%	2.3%
<b>United States</b>	62.6%	13.2%	17.1%	5.3%	1.8%

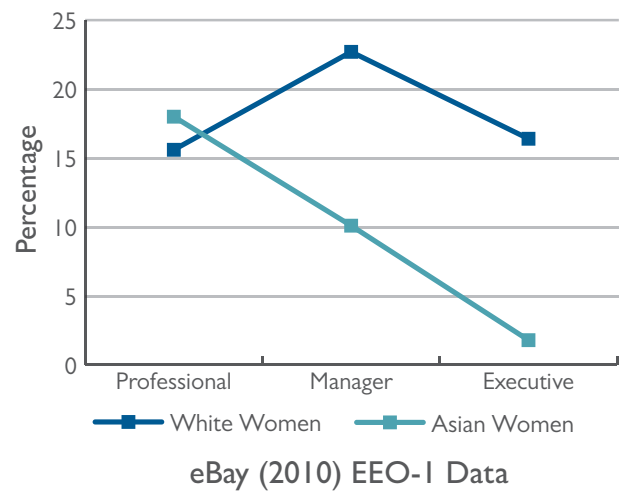
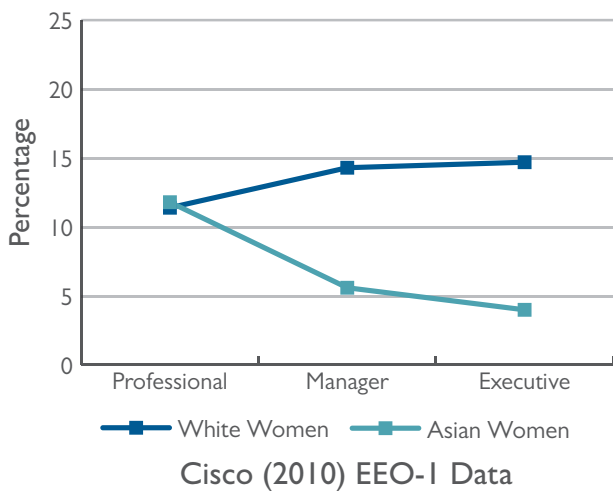
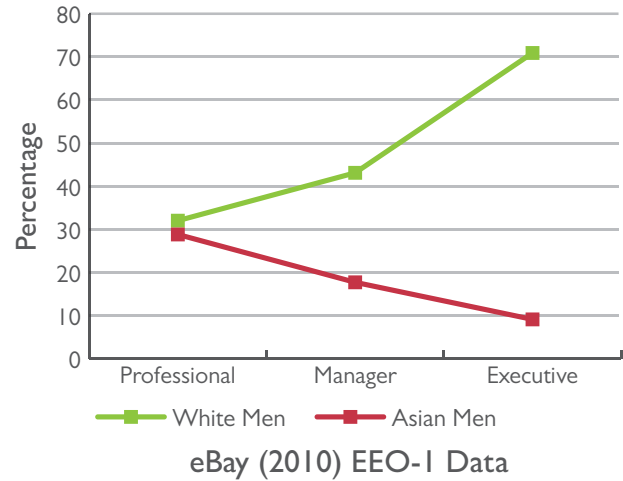
Santa Clara County 2013 Racial Demographics

Source: US Census Bureau: State & County QuickFacts.

<http://quickfacts.census.gov/qfd/states/06/06085.html>

## EXHIBIT F

### 2010 Management Pipeline in eBay and Cisco



EXECUTIVES	White Men	White Women	Asian Men	Asian Women	Hispanic Men	Hispanic Women	Black Men	Black Women
Cisco (2010)	167	33	32	9	8	1	3	1
eBay (2010)	39	9	5	1	1	0	1	1
TOTAL	206	42	37	10	9	1	4	2

PROFESSIONALS	White Men	White Women	Asian Men	Asian Women	Hispanic Men	Hispanic Women	Black Men	Black Women
Cisco (2010)	9,118	2,758	7,433	2,841	745	358	507	247
eBay (2010)	1,273	622	1,146	717	73	48	48	31
TOTAL	10,391	3,380	8,579	3,558	818	406	555	278

EPI SUMMARY	White Men	White Women	Asian Men	Asian Women	Hispanic Men	Hispanic Women	Black Men	Black Women
Cisco (2010)	1.96	1.28	0.46	0.34	1.15	0.30	0.63	0.43
eBay (2010)	2.22	1.05	0.32	0.10	0.99	0.00	1.51	2.33
TOTAL	1.99	1.25	0.43	0.28	1.10	0.25	0.72	0.72

### REFERENCES

1. "Jesse Jackson Talks Diversity in Silicon Valley", *Fortune*, Dec 20, 2014  
<http://fortune.com/2014/12/20/jesse-jackson-talks-diversity-in-silicon-valley/>
2. "Silicon Valley's Diversity Problem", Editorial Board, *New York Times*, Oct 4, 2014  
[http://www.nytimes.com/2014/10/05/opinion/sunday/silicon-valleys-diversity-problem.html?\\_r=0](http://www.nytimes.com/2014/10/05/opinion/sunday/silicon-valleys-diversity-problem.html?_r=0)
3. "The Failure of Asian Success—Five Years Later," Buck Gee, Wes Hom, Ajay Anand, Feb 14, 2014.
4. 4. Employer Information Report EEO-1 Instruction Booklet, 2007.  
<http://www.eeoc.gov/employers/eeo1survey/2007instructions.cfm>
5. EEOC Data sources:
  - a. Cisco (CNN Money chart with EEOC data)  
<http://money.cnn.com/interactive/technology/tech-diversity-data/>
  - b. eBay (CNN Money chart with EEOC data)  
<http://money.cnn.com/interactive/technology/tech-diversity-data/>
  - c. Intel (company EEOC Report)  
<http://www.intel.com/content/www/us/en/company-overview/equal-employment-opportunity-employer-info-report.html>
  - d. Google (company EEOC Report)  
<http://static.googleusercontent.com/media/www.google.com/en/us/diversity/2013-EEO-1-consolidated-report.pdf>
  - e. LinkedIn (company EEOC Report)  
[http://blog.linkedin.com/wp-content/uploads/2014/06/EEO1\\_2013.png](http://blog.linkedin.com/wp-content/uploads/2014/06/EEO1_2013.png)
  - f. Yahoo (company EEOC Report))  
<https://s.yimg.com/dh/ap/pr/eeo1Yahoo2013.pdf>
6. "Women, Minorities, and Persons with Disabilities in Science and Engineering 2014"  
National Science Foundation, May 2014  
<http://www.nsf.gov/statistics/wmpd/2013/race.cfm>
7. "Advancing Asian Women in the Workplace: What Managers Need to Know," Catalyst, 2003.  
<http://www.catalyst.org/knowledge/advancing-asian-women-workplace-what-managers-need-know>
8. "Intel Allocates \$300 Million for Workplace Diversity," Nick Wingfield. *The New York Times*, Jan. 6, 2015.
9. "Glass Ceiling: Asian Americans Still Under-represented in Silicon Valley Leadership," Buck Gee, Denise Peck, Vish Mishra, *San Jose Mercury*, April 2013.  
[http://www.mercurynews.com/ci\\_23100254/glass-ceiling-asian-americans-still-under-represented-silicon](http://www.mercurynews.com/ci_23100254/glass-ceiling-asian-americans-still-under-represented-silicon)
10. "The Failure of Asian Success in the Bay Area," Buck Gee, Wes Hom. March, 2009.  
<http://www.ascendleadership.org/news/54673/The-Failure-of-Asian-Success-in-the-Bay-Area-Asians-as-Corporate-Executive-Leaders.htm>
11. "Developing Minority Leaders: Key Success Factors of Asian Americans," T. Sy & S. Tram-.  
Manuscript submitted for publication, 2015.
12. "Survey of Asians in the Bay Area," *San Jose Mercury News/Kaiser Family Foundation*, Dec 2004.  
<https://kaiserfamilyfoundation.files.wordpress.com/2013/01/survey-of-asians-in-the-bay-area-summary-and-chartpack.pdf>
13. "Students in STEM Fields by Race/Ethnicity," College Board, 2001.  
<http://trends.collegeboard.org/education-pays/figures-tables/students-stem-fields-gender-and-race-ethnicity>
14. "The Rise of Asian Americans," Pew Research Center, April 4, 2013.  
<http://www.pewsocialtrends.org/files/2013/04/Asian-Americans-new-full-report-04-2013.pdf>



15. "The Use of Culturally-based Variables in Assessment: Studies on Loss of Face," Nolan Zane & May Yeh. In Kurasaki et al., *Asian American Mental Health: Assessment Methods and Theories*, 2002.  
<https://www.google.com/search?q=nolan+zane+uc+davis&ie=utf-8&oe=utf-8#q=nolan+zane+loss+of+face+may+yeh>
16. "Microsoft CEO Apologizes for Gender Pay Gap Comments," Matt Clinch, *CNBC Technology*, Oct 10, 2014.  
<http://www.cnn.com/id/102076925>
17. *International Scholarly Research Notices, Public Health*, Article ID 689826.  
<http://dx.doi.org/10.1155/2014/689826>
18. "Why PepsiCo CEO Indra K. Nooyi Can't Have It All", Conor Friedersdorf, July 1, 2014.  
<http://www.theatlantic.com/business/archive/2014/07/why-pepsico-ceo-indra-k-nooyi-cant-have-it-all/373750/>
19. "Leadership Perceptions as a function of Race–Occupation Fit: The Case of Asian Americans," Sy, Shore, Strauss, Shore, Tram, Whiteley, Ikeda-Muromachi. *Journal of Applied Psychology*, Vol 95(5), Sep 2010, 902-919.  
<http://dx.doi.org/10.1037/a0019501>
20. "Patterns of Shyness in East-Asian and European-Heritage Students," Delroy L. Paulhus, Jacqueline H. Duncan, and Michelle S. M. Yik. *Journal of Research in Personality*, 2002  
<http://neuron4.psych.ubc.ca/~dpaulhus/research/CULTURE/articles/JRP%202002%20Paulhus-Duncan-Yik.pdf>
21. "upRising, Innovative Ideas for Gender Equality," Michele R. Clayman Institute for Gender Research at Stanford University, Vol. 1, 2011, p. 13.
22. "Executive Insight Series," Ascend.  
<http://www.ascendleadership.org/?EIS>
23. "Executive Insight for Women," Ascend.  
<http://www.ascendleadership.org/?EIW>
24. Stanford Graduate School of Business: Advanced Leadership Program for Asian American Executives.  
<http://www.gsb.stanford.edu/exed/alp/>
25. "Asians in America: Unleashing the Potential of the 'Model Minority'," Sylvia Ann Hewlett & Ripa Rachid, with Diana Forster and Claire Ho, Center for Work-Life Policy, July 1, 2011.

# 2015

## Asian Pacific Americans Corporate Survey

A large, diverse crowd of people of various ages and ethnicities is arranged in a large circle on a white background. The people are dressed in casual clothing, and some are walking or standing. The circle is formed by a dense line of people, with some individuals standing outside the circle. The overall scene is bright and clean, with soft shadows cast by the people.

# Executive Summary



## About Asia Society

Asia Society is the leading educational organization dedicated to promoting mutual understanding and strengthening partnerships among peoples, leaders and institutions of Asia and the United States in a global context. Across the fields of arts, business, culture, education, and policy, the Society provides insight, generates ideas, and promotes collaboration to address present challenges and create a shared future.

Founded in 1956 by John D. Rockefeller 3<sup>rd</sup>, Asia Society is a nonpartisan, nonprofit institution with headquarters in New York, centers in Hong Kong and Houston, and offices in Los Angeles, Manila, Mumbai, San Francisco, Seoul, Shanghai, Sydney, and Washington, DC.

### AsiaSociety.org

#### OFFICERS

*Ronnie C. Chan*  
*Co-Chair*

*Henrietta H. Fore*  
*Co-Chair*

*Betsy Z. Cohen*  
*Vice Chair & Secretary*

*Chan Heng-Chee*  
*Vice Chair*

*Lewis B. Kaden*  
*Vice Chair*

*Harold McGraw III*  
*Vice Chair*

*Lulu C. Wang*  
*Vice Chair*

*Robert Niehaus*  
*Treasurer*

*Josette M. Sheeran*  
*President & CEO*

#### TRUSTEES

Edward R. Allen III  
Nicolas Berggruen

Hamid Biglari  
Stephen Bird

J. Frank Brown  
Michael S. Chae

Albert Chao  
Purnendu Chatterjee

Henry Cornell  
Beth Dozoretz

Anne Bick Ehrenkranz  
J. Michael Evans

Renée Fleming  
Charles C. Foster

Stephanie T. Foster  
Jamshyd N. Godrej

Toyoo Gyohten  
Doris Magsaysay Ho

Omar Ishrak  
Mitchell R. Julis

K.S. (Sonny) Kalsi  
Willem Kooyker

Chong-Moon Lee  
Lee Hong-Koo

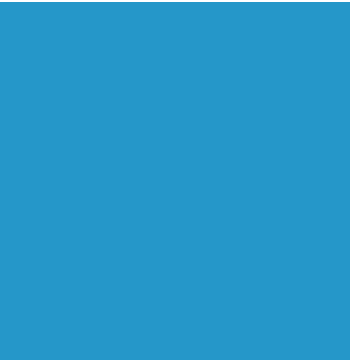
Ido Leffler  
Xinjun Liang

Strive Masiyiwa

Thomas E. McLain  
Asheet Mehta  
Harold J. Newman  
Thomas R. Nides  
Takeshi Niinami  
Frank Gaoning Ning  
Indra K. Nooyi  
Richard L. Plepler  
Charles Rockefeller  
John D. Rockefeller IV  
James E. Rogers  
Nicolas Rohatyn  
Charlie Rose  
Kevin Rudd  
Denise Saul  
Stephen A. Schwarzman  
V. Shankar  
Neil Shen  
Dong-Bin Shin  
Warwick L. Smith  
Miranda Wong Tang  
Sandiaga S. Uno  
Fernando Zobel de Ayala

#### CHAIR EMERITI

Maurice R. Greenberg  
Charles R. Kaye



# **2015**

# **Asian Pacific Americans**

# **Corporate Survey**

## **Executive Summary**

# Global Talent and Diversity Council (GTDC)

Council as of May 2015

**Purpose of the Council:** To advise Asia Society on how best to leverage its public voice in the area of global talent and diversity leadership and how to best serve Corporate Members with their global leadership objectives and to regularly share best practices on the leadership challenges they face in global talent and diversity.

## CO-CHAIRS

### **Michele C. Green, Esq.**

*Vice President &  
Chief Diversity Officer  
Prudential Financial, Inc.*

### **Christine Z. Sheehy**

*Managing Director & Head of  
Human Resources, Americas  
Standard Chartered Bank*

## MEMBERS

### **Letty Ashworth**

*General Manager, Global Diversity  
Delta Air Lines, Inc.*

### **Jonathan S. Beane**

*Executive Director, CSR & Diversity  
Time Warner, Inc.*

### **Jyoti Chopra\***

*Managing Director,  
Global Head of Diversity & Inclusion  
BNY Mellon*

### **Manolet G. Dayrit**

*Partner  
KPMG LLP*

### **Ana Duarte-McCarthy**

*Chief Diversity Officer  
Citigroup*

### **Jonathan Dunne**

*Global Director, Human Resources  
Deloitte Touche Tohmatsu Limited*

### **Deborah Elam**

*Chief Diversity Officer  
GE*

### **Aimee Horowitz**

*Global Inclusion & Diversity Director  
Oliver Wyman*

### **Walter Hurdle**

*Global Chief Diversity Officer  
AIG*

### **Eugene Kelly**

*Worldwide Director,  
Global Diversity & Inclusion  
Colgate-Palmolive Company*

### **Marilu Marshall**

*Senior Vice President,  
Global HR, Chief Diversity Officer  
The Estee Lauder Companies Inc.*

### **Kathleen Navarro**

*Chief Diversity Officer  
New York Life Insurance Company*

### **Cecilia Nelson**

*Assistant Vice President,  
Diversity & Inclusion  
L'Oreal USA*

### **Amy Rosen**

*Senior Vice President,  
General Counsel & Head of HR,  
Americas Region  
Telstra Incorporated*

### **Vipul Sheth**

*Vice President,  
Quality Coronary & RDN  
Medtronic, Inc.*

### **Marva Smalls**

*Executive Vice President,  
Global Inclusion Strategy  
Viacom*

### **Belinda C Tang**

*Vice President,  
Leadership and Diversity  
IBM Corporation*

### **Elizebeth Varghese**

*Principal  
Business Tax Services Practice  
EY*

### **Anilu Vazquez-Ubarri**

*Chief Diversity Officer & Global  
Co-head of Talent Development  
Goldman Sachs*

### **Shariq Yosufzai**

*Vice President, Global Diversity,  
Ombuds and University Partnerships  
Chevron Corporation*

## ADVISORS

### **Subha Barry\***

*General Manager  
Working Mother Media*

### **Philip A. Berry\***

*Chief Human Resources Officer  
Clinton Foundation*

### **Michael E. Chen\***

*General Partner and CEO  
Chen & Associates*

### **Michelle Gadsden-Williams\***

*Diversity & Inclusion Expert*

### **Kathryn Komsa**

*Senior Consultant  
Greatheart Consulting*

### **David Reid**

*Director of Global Talent Initiatives  
Asia Society*

\*Indicates Former Co-Chair

# Introduction



In 2007, at the behest of Asian American leaders amongst its Corporate Members, Asia Society launched Global Talent Initiatives (GTI) to leverage its public voice in the area of global talent and diversity leadership. GTI's global platform accesses a vast pool of intellectual capital on the latest trends and thought leadership impacting Fortune 500 human capital leaders. Through its Talent and Diversity Councils in New York and Hong Kong, the annual Diversity Leadership Forum, Asian Pacific Americans Corporate Survey, Best Employer Awards, and many programmatic activities, GTI powers Asian talent and showcases their company's thought leadership to the Asian marketplace.

The Asian Pacific Americans Corporate Survey, now in its sixth year, is a national benchmarking study aimed to fill a critical knowledge gap relating to the growth, development and advancement of Asian Pacific American (APA) employees. The survey encompasses a range of Fortune 500 industry sectors. Its results help to identify which companies are perceived as best at successfully attracting, developing and retaining APA talent and to highlight best corporate practices.

*"The annual APA report that follows has become a valuable point of reference for not only our D&I team but also for leaders in various functions of our business and ERGs,"* says Eugene Kelly, Worldwide Director, Global Diversity & Inclusion, Colgate-Palmolive Company. Kelly adds that, "the report always sits nearby as a powerful reference tool providing recently reported data, statistical analysis and meaningful insights from employees of corporations/organizations that are established leaders in the D&I space."

Participating companies receive confidential top line reports on their own data benchmarked against the aggregate across six dimensions: 1) Diversity, 2) Professional Growth, 3) Employee Resource Groups, 4) Commitment to the APA Community, 5) APA Market Opportunities and 6) Work-Life. They are immediately able to discern which dimensions they are strong in and where improvements can be made and as the report also includes extensive best practices on these dimensions, companies have actionable solutions to implement.

In this year's survey, we saw a 35% increase in employee responses. We made some adjustments that allowed us to look more closely at two critical employee engagement areas, namely Asian Pacific American Employee Resource Groups and Employee Sponsorship. We also created an award category for each to acknowledge companies who demonstrate leadership, commitment and excellence in these areas. Additionally, we added this Executive Summary as a standalone item this year. It will be a powerful and insightful guide during and beyond your 2015 Diversity Leadership Forum experience.

We would like to thank the team responsible for making this report possible. Our Knowledge Partner, Leadership Education for Asian Pacifics (LEAP), specifically Matthew Woolsey, Director of Leadership Programs, for his substantial expertise in analyzing the survey data and drafting this report. Special thanks as well to Julie Blazeovski at Hypothesi for administering the survey and always going the extra mile to assure excellence at every step of the survey process. And a huge thanks to Mirae Baik on the GTI team at Asia Society, whose unswerving dedication to managing the logistics on this project, not only kept each of the many pieces moving along, but also assured that the survey team never lost focus or missed a deadline. None of this would be possible without the thousands of Asian Pacific American employees who took the survey and the companies who provide us with information on their best practices. We thank them.

A handwritten signature in black ink that reads "David Reid". The signature is fluid and cursive.

**David Whitelaw Reid**  
Director of Global Talent Initiatives

# About Survey & Methodology

**T**he *Asian Pacific Americans Corporate Survey*, now in its sixth year, is the most comprehensive voice for Asian Pacific American (APA) employees, representing a range of America's Fortune 500 companies across industry sectors. The survey is also an opportunity for executive leaders to present strategic actions specifically targeted towards APA employees, resulting in a robust narrative filled with statistical and qualitative evidence. This evidence speaks to the APA employee experience in today's top performing companies, and when examined at a deeper level, reveals why some companies rise above the rest. This survey illuminates APA employee perceptions and lived realities of working in U.S. Fortune 500 companies, resulting in a list of actionable steps—steps every company can take to elevate APA talent driven towards personal, community, and organizational success.

## Methodology

Asia Society retained a third party to collect data and conduct statistical analysis; an online survey was made available to APA employees whose companies participated in this *2015 Asian Pacific American Survey*. The online survey Likert scale was revised this year from a five-point to a six-point scale by removing “neutral” as the middle choice and replacing it with the options of “somewhat disagree” and “somewhat agree.” One-on-one interviews were conducted with a subset of the company executives participating in the study. The quantitative data from the online survey and the qualitative interview data were synthesized for analysis and interpreted to create this report.



# Executive Summary

## *Many Fortune 500 Companies Are Losing Business Opportunities: Why Aren't They Fully Engaging Asian Pacific American Employees?*

If there is one headline to sum up the main takeaway from this study, it is that Fortune 500 companies are missing business growth opportunities and that the answer is right in front of them. In fact, this survey illustrates that the Award winning companies in the *2015 Asian Pacific American Corporate Survey* outperform Non-Award companies by **21%** in terms of engaging APAs in building Asian market business. This 21% represents the difference between how favorably Asian Pacific Americans (APAs) view their organization at Award winning versus Non-Award winning companies. This means lost opportunity, far less penetration in domestic and international Asian markets, and APA employees who will only stay for so long before finding an organization that will bring them into strategic conversations.

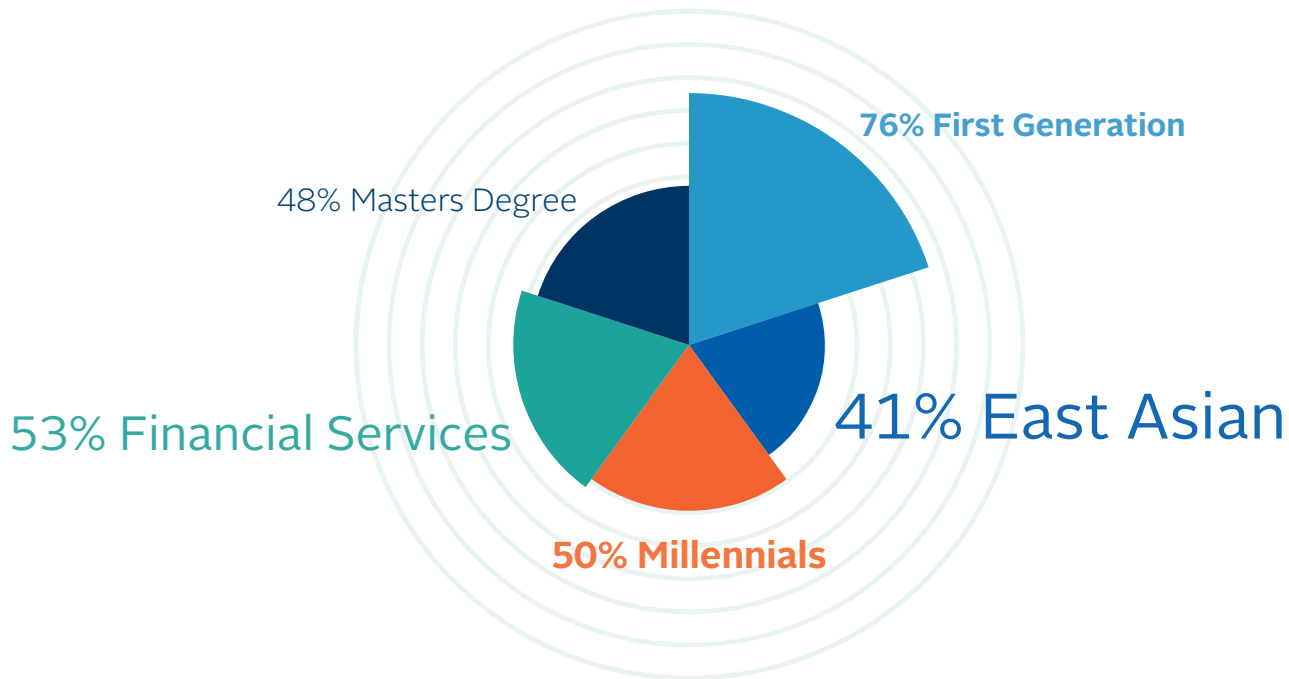
**Award winning companies in the 2015 Asian Pacific American Corporate Survey outperform Non-Award companies by 21% in terms of engaging APAs in building Asian market business**

The domestic and global business market is a competitive landscape, with looming pressure to increase margins, decrease internal operational expenses, and attract top talent. Much attention is focused on current and emerging Asian markets to lead organizations into the next evolution of business prosperity and growth. In fact, global microfinance projections expect global markets to achieve 15–20% growth, with the Asia Pacific market leading all other regions and expanding by 20–35% in 2015.<sup>1</sup> At the same time, the Asian American market is the fastest growing in the U.S., with buying power expected to reach \$1 trillion by 2017.<sup>2</sup> A sizeable community of Asian Pacific American employees are part of this market—in fact, across all participating companies in this study, APAs make up 15.2% of the total work population. The trouble is that, when asked, APA employees at top Fortune 500 companies report that management does not engage them to their full potential when it comes to strategic business initiatives—both within the organization and in the outside consumer world. Why is this happening, and what can be done to fulfill the need of APAs to feel their point of view is valid and necessary? Since 2010, Asia Society has embarked on a journey to understand the composition of the APA workforce, analyze APA employees' perception of U.S. based companies on numerous work dimensions, and determine what motivates them to perform at their peak.

<sup>1</sup> Retrieved from <http://www.responsability.com/funding/data/docs/es/10427/Microfinance-Market-Outlook-2015-DE.pdf>

<sup>2</sup> 2013 Nielsen Pop-Facts Update Demographics





## Demographics

**T**he 2015 Asian Pacific Americans Corporate Survey provides another year of insightful information about APAs working in America's Fortune 500 companies, and is unlike any other publication. Aside from capturing APA favorability regarding their company's performance in specific dimensions, details about the participants' background was also collected. The APA survey participants were asked to identify information in the following ways:

- Age, time in the U.S., age of arrival, APA generational status, and region of origin
- Industry, area of work, job level, job level category, and time with current employer
- Sexual orientation, veteran, disability, and education status

This year saw a **35% increase in APA employee responses** year over year. The demographic make-up in this year's survey reflects an evenly balanced gender distribution, with Millennials making up nearly half of all respondents. Five Asian regions are reflected, with participants identifying as:

1. East Asian (41%),
2. South Asian (38%),
3. Pacific Islander/Filipino (9%),
4. Southeast Asian (8%)<sup>3</sup>,
5. and Multiple Regions (3%).

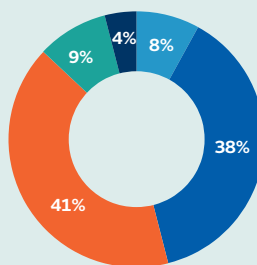
Almost half (43%) of the surveyed employees have been in the U.S. 30+ years, with 59% having arrived in the U.S. at the age of 21 years or older. The largest percentage of participants are first generation/immigrants (75%) and hold either a Bachelor's (39%) or a Master's (48%) degree.

The good news is that Diversity, Work-Life, and Satisfaction & Belonging are consistently high among all APA groupings; Professional Growth favorability falls near the bottom of the list. Time in the U.S. reflects similar trends identified in the Age category—the longer a person has been in the U.S. the more favorability diminishes, especially for APA employees who have either been in the U.S. for 30+ years or were born in the U.S.

<sup>3</sup> Note: Southeast Asia refers to Indonesia, Malaysia, Vietnam, Laos, Cambodia, Thailand, and Singapore; South Asia comprises India, Pakistan, Bangladesh, and Nepal; East Asia refers to China, Japan, and Korea; Pacific Islanders and Filipinos are grouped together due to sample size.

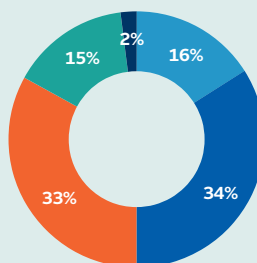
## Region

- Southeast Asia
- South Asia
- East Asia
- Pacific Islander/Filipino
- Multiple regions



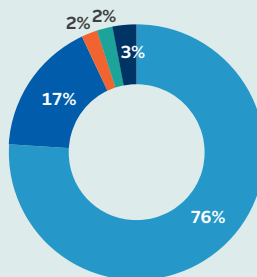
## Age

- 18 to 29
- 30 to 39
- 40 to 49
- 50 to 59
- 16 to 69



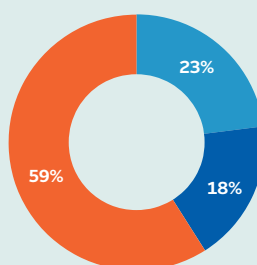
## Generational Status

- First Generation APA
- 2nd Generation APA
- 3rd Generation APA
- 4th Generation APA
- Other Generational Status



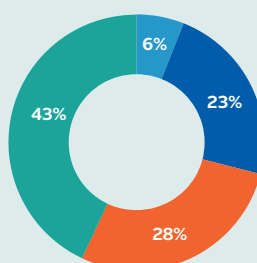
## Age of Arrival

- Less than 13 years old
- 13 to 20 years old
- 21 or older



## Time in U.S.

- About 5 yrs or less
- About 10 yrs
- About 20 yrs
- About 30 yrs or more  
OR born in US



In previous *Asia Society Corporate Surveys*, East Asians have scored lower favorability compared to all other groups, but not this year. Individuals who identify as “Multiracial” have replaced East Asians as registering lower favorability in every dimension. This movement in favorability may be a result of companies taking specific measures to address the needs of East Asians, a result of the demographic mix completing the 2015 survey, or a combination of both.

### Four Generational Values in the Workforce<sup>4</sup>

Generation	Born	Values / Characteristics
Traditionalists/ Silent	1925–1945	Patriotic, loyal, Faith in institutions—one company career Military influenced, top down approach Value logic and discipline Don't like change Want to build a legacy
Baby Boomers	1946–1964	Idealistic Competitive Question authority “Me” generation Money, title, recognition Want to build a stellar career
Generation “X”	1965–1980	Eclectic Resourceful Self-reliant Distrustful of institutions Highly adaptive to change and technology Need balance between work and personal life Flexible and motivated Want to build a portable career
Generation “Y” / Millennials	1981–Present	Globally concerned Realistic Cyber literate Personal safety is number one concern Value diversity / change Been involved entire life Want work to be meaningful

### Distinguishing factors

- 16% are aged 18–29 years (Millennials/Gen Y); 34% are aged 30–39 years (mix of Millennials/Gen Y and Generation X); 33% are aged 40–49 (Generation X); and 17% are aged 50–69 (Baby Boomers)
- 51% have been in the U.S. between 10 and 20 years; 43% have been in the U.S. 30+ years or were born in the U.S.
- 59% arrived in the U.S. at the age of 21 years or older
- 93% identify as first (76%) or second (17%) generation APA
- The majority of all participants identify either as East Asian (41%) or South Asian (38%)

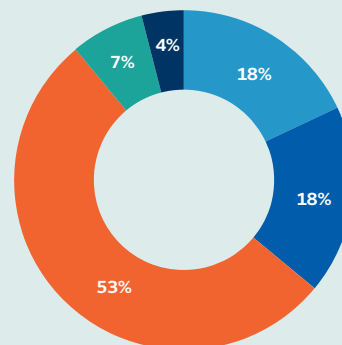
### Things to consider

- Embrace the optimism of first generation APAs and Millennials and provide clear focus for skill building with feedback, career path opportunities, and linkages to the APA community
- Provide intentional leadership development and support for the 40–59 year age group with methods for building APA community impact
- Engage third and fourth generation APAs and Baby Boomers in knowledge sharing through operational and personal means
- Address and embrace cultural values

<sup>4</sup> Retrieved from <http://opi.mt.gov/pub/r/ti/EssentialComponents/Leadership/Present/Understanding%20Generational%20Differences.pdf>

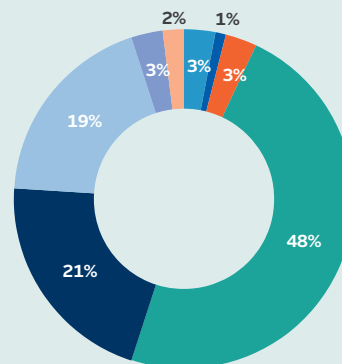
## Industry Sector

- Communications / Technology
- Consumer Products
- Financial Services
- Medical Product Dev & Manufacturing
- Other Sector (Insurance & Energy)



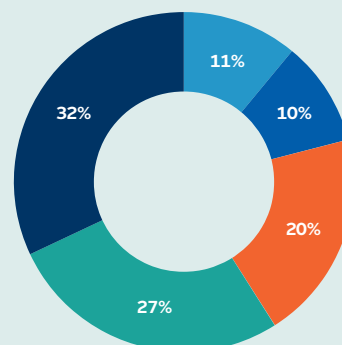
## Job Level

- Production / Hourly Employee (non-union)
- Production / Hourly Employee (union)
- Administrative / Clerical
- Professional / Technical
- First-level Manager
- Mid-manager / Director
- Executive / Officer
- Other Job Level



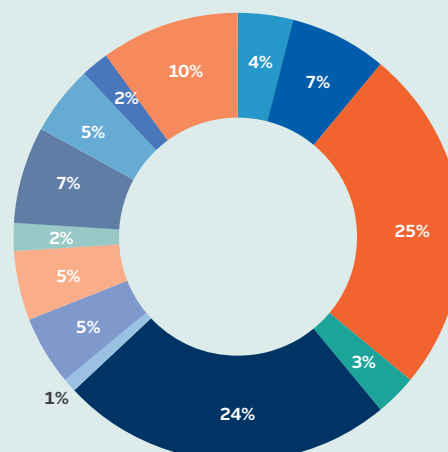
## Years With Current Employer

- Less than one year
- One year to less than two years
- Two years to less than five years
- Five years to less than ten years
- Ten years or more



## Area of Work

- Customer Service / Care / Support
- Engineering
- Finance / Accounting
- Human Resources
- Information Technology
- Legal
- Marketing / Advertising
- Maintenance / Operations
- Production
- Research & Development
- Sales
- Risk Quality
- Other Area of Work



Diversity, Work-Life, and Satisfaction & Belonging all register in the 90<sup>th</sup> percentile. Compared to last year, overall trending scores have improved, as addressed in the Dimension Analysis section of the full report—with certain caveats. The lowest favorability is in Professional Growth across all job levels. Admin/Clerical and Executive/Officer indicate high favorability in virtually every category. Production/Hourly (union) workers score the lowest in every dimension except for ERG; also, Professional Growth comes in at 41% Favorability among Production/Hourly union workers. Professional/Technical, First-Level and Mid-Manager/Director also report lower favorability for Professional Growth.

Engineering provides a colorful profile of favorability. Favorability for Diversity (78%) and Professional Growth (58%) lag behind most other groups, yet Work-Life and Satisfaction & Belonging are in the 80<sup>th</sup> percentile, equivalent to all other “Area of Work” breakouts. (Sales reports Diversity favorability at 78%—the same as Engineering.) Customer Service, Finance/Accounting, and IT on average favorably score every dimension near the 90<sup>th</sup> percentile.

Employees in their first year of employment report high favorability in all dimensions. However, favorability numbers begin to go down around the second year mark, with a significant drop in Professional Growth from 80% favorability in years 2–4 to 71% in years 5–9. By the time APA employees reach the 5+ year mark, all favorability ratings appear to remain stagnant through the duration of their career, as favorability is relatively the same for the 10+ years group.

### **Distinguishing factors**

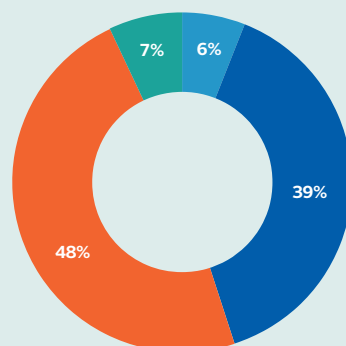
- Over half of all survey participants come from the Financial Services sector (53%) followed by Communications/Technology (18%) and Consumer Products (18%)
- The split between senior leader and non-senior leader track is nearly equal
- Almost half of all survey respondents represent Professional/Technical (48%) positions, with First-Level Managers (21%) and Mid-Manager Levels (19%) comprising the bulk of other job levels
- Nearly half are Finance/Accounting (25%) and Information Technology (24%) professionals, with representation ranging from 1% to 10% in all other areas
- 59% of all participants in the employee survey have been with their current employer 5 or more years

### **Things to consider**

- Focus on Diversity, Work-Life, and Satisfaction & Belonging, because high favorability scores in these dimensions correspond to higher favorability in other dimensions
- Continue to develop and grow executives, as this demonstrates investment
- Offer ways to give employees control over their time
- Connect Production and Medical Product Development and Manufacturing to the APA community
- Develop leaders by offering professional skill building for individuals moving from technical to managerial roles
- Give internal facing roles (e.g., Admin, IT) professional development attention
- Concentrate efforts on reaching employees in the 2–4 year range as favorability declines noticeably by year 5

## Education Level

- High School Diploma
- Bachelors
- Masters
- PhD / MD / JD



Across the dimensions, LGBT survey participants record equivalent or higher favorability scores compared to the Straight/Heterosexual population, except for Work-Life. Diversity received an 80% favorability score among military veterans, compared to 88% by non-veteran APA employees.

All dimensions except for ERG show significantly lower marks among APAs with a disability, particularly in the Work-Life dimension (57% favorability for APAs with a disability, compared to 90% for all other groups). The highlight is that ERG favorability is slightly higher among employees with a disability.

Bachelor's/Master's degrees reflect similar favorability across all dimensions. APAs with a high school education report lower favorability in Commitment to APA Community (71%) and APA Market Opportunities (72%)—trailing all other groups by a margin of 10% or more.

### Distinguishing factors

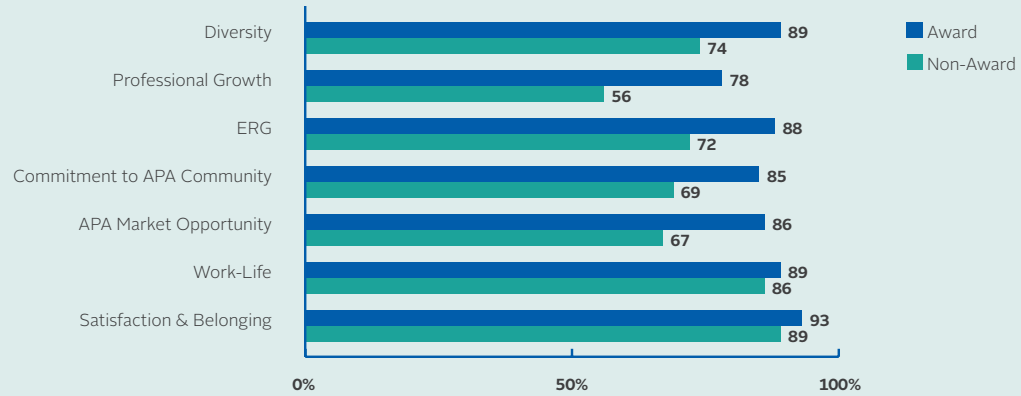
- 97% of all APA survey participants identified as Straight/Heterosexual, and 3% as Lesbian, Gay, Bisexual or Transgendered (LGBT)
- 3% identified having military veteran status
- 2% identified having a disability
- 48% have a Master's degree and 39% a Bachelor's degree

### Things to consider

- Continue to focus on the LGBT community—favorability scores indicate progress
- Implement programs focused on the needs of military veterans—with more military returning to the workplace this need will continue
- Customize Professional Growth for people with disabilities—almost half of those surveyed do not see Professional Growth opportunities
- Make Commitment to the APA Community and APA Market Opportunities available to all—APAs with a high school diploma communicate room for improvement

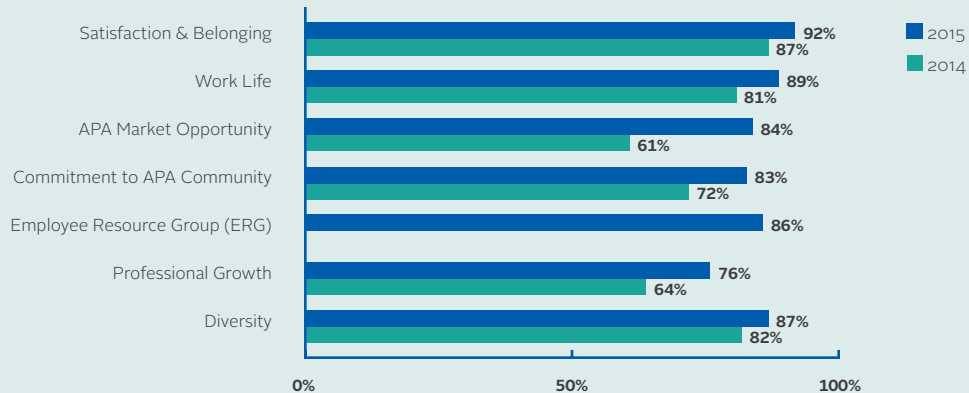
# APA Employee Engagement Across The Dimensions

## Award Winners vs. Non-Award Winners



Compared to 2014, favorability among survey participants is on the rise in every category.<sup>5</sup> These upward shifts are positive indicators that companies are doing the right things. While trends are headed in the right direction, deeper examination into survey responses exposes opportunity areas. For Fortune 500 company executives to fully develop APA employees as invaluable and strategic assets to the organization, actions must be specific and meaningful.

## 2014 vs. 2015 Favorability



Note: Employee Resource Groups category is new this year.

<sup>5</sup> An optimistic interpretation might suggest that when pressed to select between “Somewhat Agree” versus “Somewhat Disagree,” survey participants erred on the favorable side of the equation. This is encouraging to some extent, since there are an equal amount of choices for survey respondents to unfavorably rate their organization. Only time will tell the true meaning of these scores and those to follow in subsequent surveys.

## Diversity

### *Don't Render Me Invisible*

#### Missed opportunity:

**69% of Award winning companies have APA representation on their company board – only 43% of NON-Award winning organizations**

A constant throughout this report is that APAs are not *fully* brought into the critical strategic conversations, from market opportunities to internal activities like recruiting and retention. Survey participants indicated that most companies are getting the words right by having an inclusive mission statement supported by policies that promote a fair and equitable workplace. In fact, the favorability numbers for reported APA executive leaders have moved up into the 80<sup>th</sup> percentile, yet giving APAs equitable representation at the Board of Directors falls far behind at 66% favorability.

Where do things begin to fall apart? At the point when survey questions ask about the following:

- **12% do not** capitalize on the perspectives and talents of APA employees to achieve organizational objectives;
- **13% do not** have observable APA role models;
- **13% do not** report APAs with clear P&L (profit and loss ) responsibilities; and
- **34% do not** report adequate APA representation on the company's board of directors in the company—in fact, survey participants at Non-Award winning companies show that **57% do not have adequate APA representation.**

#### What does this mean? Missed opportunity...

### Moving Forward

Outwardly recognize the uniqueness that APAs bring to the workplace, and invite them into critical strategic discussions. But don't stop there! Position the CEO and Board at the helm to drive diversity initiatives, and do more of the following:

- Proactively monitor diverse representation at all levels within the organization. Do this via Diversity and Inclusion dashboards that pull current employee demographic information for leadership succession planning
- Establish an APA buddy program for new hires or employees transferring in from other locations
- Create competitions for strengthening diversity and inclusion in market development strategies
- Focus formal and informal activities on relationship building—essential to long-term career progression
- Customize programmatic efforts to assist APAs at significant career junctions (e.g., coaching APAs on the value of building relational capital with colleagues)



## Professional Growth

### *I Need Available and Strategic Learning Opportunities*

Investing in the workforce via training and learning opportunities is the most noticeable way an organization can demonstrate investment and care. Overall, participant favorability scores are high in the 70+ percentile. However, survey questions that narrow in on specific programmatic efforts promoting APAs in business-oriented tasks, global experiences, and initiatives towards leadership skill building specific to their needs do not fare as well. In fact, companies doing it better are at the 76<sup>th</sup> percentile compared to other organizations at the 50<sup>th</sup> percentile—a **26% difference and another missed opportunity**. A recent study demonstrated that the top three activities that help engage an internal audience (employees) are **workshops (35%), the intranet (29%), and social media applications (25%)**.<sup>6</sup> The best avenue for tackling personalized professional growth is to offer development opportunities and start doing it through Employee Resource Groups.

**Just 50% of Non-Award companies are favorably viewed for Professional Growth**

**What does this mean? Talent is not growing...**

### Moving Forward

Embrace the cultural values that impact APA behavior in the course of work. Educate APAs on the necessity of skill building to augment the uniqueness they bring to their work. And don't forget the other side of the equation by actively engaging managers, supervisors, and leaders in learning initiatives to educate them on the unique cultural perspective that APAs bring to the workplace.

- Offer APA leaders challenging rotational assignments and Profit & Loss (P&L) experience
- Ground employees in company culture, arm with skills, and actively manage progress
- Develop robust curriculum around technical, business, and leadership skills available in live, web-based, and online library formats
- Create opportunities for APAs to shadow leaders and learn what it means to be in that role

<sup>6</sup> <http://universumglobal.com/2020outlook/>

## Employee Resource Groups (ERG)

*Listen To Me, Reflect on What I Say, and Act*

**Never, in the course of this survey, have companies received a 99% favorability rating for any one question, but this year two questions received a 99% favorability: ERG support, and how much APAs care about the success of their company.**

Initially formed as supportive affinity groups for individuals sharing common interests, ERGs have now evolved into strategic corporate forums. ERGs extend a positive and supportive environment for employees to engage one another, tackle myriad topics, and access skill building experiences. The companies that do it right are finding that ERGs are a successful channel for company leadership to personally interact with, and identify, high potential APAs whom they might never have met otherwise. By developing a community among like-employees, in this case APAs, organizations are realizing the results, which may explain the 99% favorability rating.

However, there is a lot of room for companies to leverage this forum that APA employees value so highly. Specifically, 88% of Award companies involve APA ERGs for business innovation and growth strategy, compared to 69% of Non-Award companies—a **19% difference**. And, when it comes to consulting APA ERGs for talent recruitment and development, 84% of Award companies are viewed favorably by APA employees versus 63% of Non-Award companies—a **21% difference**.

**What does this mean? Not engaging talent...**

### Moving Forward

Bring in the leadership, because not only does supporting ERGs recognize invested resources, but ERGs give leaders at all levels opportunities to engage, listen to the messages, reflect on APA insights, and take action as a result of that dialogue.

- Recognize ERG initiative with awards
- Focus ERGs to tackle membership, business development, and talent development initiatives
- Include ERG leadership in corporate diversity and business strategy committees
- Promote ERG activities in major publications (impacts on recruitment and business development)

## Commitment to the Asian Community

### *Giving Back Matters to Me—A Lot*

Giving back to the community matters a lot, especially to the APA community. Across all survey participants, the feeling is that companies are doing well at supporting and encouraging volunteerism—at the 90<sup>th</sup> favorable percentile. With the influx of the Millennial generation composing a larger portion of the workforce at 36%,<sup>7</sup> this is important, because 55% of Millennials decide whether or not to join an organization based on its commitment to philanthropy.<sup>8</sup> But not all companies are equal when it comes to support for the APA community.

The disparity between top performing companies and all the rest is at the level of financial support and the extent to which company activities are business relevant and not just celebratory towards heritage holidays and events. According to survey participants, **Award companies outshine Non-Award companies by 15% to 19%**, depending on the question. For example, when asked about

There exists a **19% difference** between companies that engage the APA community with business relevant activities and those that do not

financial support for APA community-based and nonprofit organizations, employees at Award companies gave an 89% favorability rating compared to 74% at other companies—a 15% difference. And when it comes to business relevant activities with the APA community, Award companies received an 85% favorability compared to 66% favorability among Non-Award companies—a 19% difference.

**What does this mean? The APA community is waiting...**

### Moving Forward

Invest in APA employee retention. The linkage to Asian communities outside the workplace is a major influencer when it comes to APAs accepting a job offer and remaining as a contributing member.

- Support APA team-based projects with local non-profit organizations
- Target domestic and international APA communities that align with the business
- Get involved with APA professional organizations
- Make a commitment to the local community and incorporate this commitment into the organization's mission
- Match employee contributions to APA charities and nonprofit organizations

7 Retrieved from <http://www.kenan-flagler.unc.edu/executive-development/custom-programs/~//media/DF1C11Co56874DDA8097271A1ED48662.ashx>

8 Retrieved from [http://cdn.trustedpartner.com/docs/library/AchieveMCON2013/MIR\\_2014\\_ExecSummary.pdf](http://cdn.trustedpartner.com/docs/library/AchieveMCON2013/MIR_2014_ExecSummary.pdf)

## APA Market Opportunity

### *I Am the APA Market—Invite Me into APA Business Strategy*

The good news is that overall favorability has jumped by 20–30 percentage points for each survey question regarding APA involvement in APA market strategy. In terms of image, 93% of all participants said their company has a positive image among APA consumers and customers. However, when asked about engaging APAs in company strategy, favorability begins to slide. A 21% difference exists between Award and Non-Award companies when employees rate the following statement: My company encourages the participation of Asian Pacific American employees in market/business development activities, such as client development, marketing, and advertising in the Asia Pacific. The result: 86% of Award winning companies, compared to 65% of Non-Award companies, involve APA employees in APA Market Opportunity activities.

**21% difference between Award and Non-Award companies when it comes to involving APAs in business strategy**

### **What does this mean? Missed revenue...**

## Moving Forward

Give APAs voice. To make a meaningful impact in domestic and international Asian markets, companies will need the voice of those who best have cultural understanding of the markets. Focusing on building comprehensive strategy in these markets will benefit every entity in the equation: APAs will naturally build their business acumen and leadership abilities, businesses will experience penetration in Asian markets because they understand customer cultural nuances, and APA communities will view these companies with greater favorability given the earnest measures employed to meet their needs.

- Invite APA employees who are on rotation from other offices to talk about the Asian market in their home location—invite visiting organization leaders to do the same
- Support ERG leaders to serve on marketplace boards, committees, and other related organizations
- Inform employees about opportunities and risks of emerging and growing Asian markets

## Workplace and Work-Life

### *Continue to Recognize My Personal Needs*

Companies are doing it right when it comes to Work-Life! Favorability marks moved up about 10% with each question in this dimension. Nearly every question in this dimension is at the 90<sup>th</sup> percentile—questions about feeling recognized for individual strengths, feeling that APA employees' cultural/religious needs are supported, and that they are able to bring their authentic self to the workplace. By making a concerted effort to promote an accepting and supportive environment for APA employees, companies are communicating an underlying message that by bringing their whole self to work employees are giving their all, and companies are surely seeing the results.

Managers, supervisors, and leaders must take responsibility and learn more about the impact of Asian cultural values in the workplace. For example, APAs are often described as quiet in the context of team meetings. Viewed through a U.S., Western lens, one might assume that this behavior demonstrates a lack of engagement or interest, or even arrogance, when in fact silence could be a demonstration of the cultural value of respect. The table below, developed by a Leadership Education for Asian Pacifics, Inc. (LEAP) faculty member, identifies seven commonly observed Asian cultural values that have potential for limiting one's career, particularly when others in evaluative roles do not understand these cultural underpinnings. However, these same cultural influences also have the ability to enhance career effectiveness. When leaders make the effort to understand core Asian values, the impact can be quite powerful for all involved when tackling challenging business problems.

Career Enhancing	Asian Cultural Values	Career Limiting
Good team player, works well with different people	Harmony	Avoids conflict, unassertive
Respectful and loyal to boss(es)	Respect for Authority	Reluctant to disagree or challenge
Sensitive to the feelings of others	Concept of Shame	Too concerned with appearances, fearful of high risks
Not boastful of achievements	Humility	Doesn't get/take credit for contribution
Reliable, results-oriented	Hard Work	Inefficient, limits opportunities for social interaction/networking
Calm, level-headed	Emotional Restraint	Not spontaneous, "inscrutable"
Open to new ideas, resourceful	Learning	Danger of being too narrowly focused

© 2015, Leadership Education for Asian Pacifics, Inc. —Developed by Sally Huang-Nissen

### What does this mean? Personal touch really matters...

### Moving Forward

Attend to the personal aspects of their life. **APA employees want to bring their whole and authentic self** to work. Remember, APAs have a life outside work, and the more everyone engages in conversation, the more informed everyone will be in making the right decisions about how to best work with one another. Life obligations for APA employees are typically dealt with by compartmentalizing them—making them distinct and separate. Colleagues, supervisors, and leaders need to foster open dialogue, ask questions, and offer their own experiences to open the channels for communication.

- Hold senior leadership accountable for success of newly promoted APA leaders
- Never stop communicating—provide options for APA employees to interact with leadership and continually share ideas
- Build recruiting, training, promotion, and retention of women and APAs into management bonus structure
- Whether in the traditional training room or on rotation in another location for a duration of time, link the learning to their cultural values and stimulate conversation around the parallels, differences, and strategies for successful navigation

## Overall Satisfaction & Belonging

### *I Choose to Be Here*

Feeling a sense of belonging, particularly for the Millennial generation, means experiencing genuine caring from colleagues and leaders. The concept of care has different connotations from one person to another. Observable through the *Demographic Analysis* and messages found in the *Best Practices* section of this report, care is felt when APAs experience a personal touch through individual mentoring, timely and insightful feedback, and opportunities for career growth and stretch assignments. Here, care harkens to deep conviction of working for a company that represents what APAs stand for—one's success is the culmination of everyone's success (collectivistic versus individualistic) expressed through genuine trust and authenticity. The nice takeaway is that **99% of APA employees care about their company's overall success.**

**What does this mean? Invest in mentoring, sponsorship, and coaching...**

### Moving Forward

Recognize that APAs have a choice and that success is a key motivator, meaning the company's success is a contributing factor. Organizations will benefit from acknowledging differences and engaging in conversations about cultural influences. The point is to proactively make the choice to embrace APAs for what they bring to work, so that they feel comfortable choosing to take the risk of sharing their whole self at work.

### Mentoring, Sponsorship, Coaching

Mentoring, Sponsorship, and Coaching fill a critical role in APA career development, growth, and advancement by adding a personal dimension. Demonstrated care by way of genuine communication, challenge, and support, and customized language (APA specific) is critical to the success of any such program initiated and offered to APAs. But some surprising themes emerged...

#### Mentoring

- Employees in **the 60+ age group** report declining involvement, which is a warning sign considering the Baby Boom brain drain in the coming years—reverse-mentoring is a possible solution here

#### Sponsorship

- Up to the age of 39, favorable participation rate is close to 80%, but at **age 40 years and upwards** favorability begins to decline and never recovers, hovering at about 66%
- Only 10% of employees **aged 60+ years** engage in sponsorship, while all other age brackets range from 21–28% involvement
- Only 17% of LGBT employees report that sponsorship is APA specific, compared to Straight / Heterosexual employees reporting higher favorability at 30%
- Only 8% of employees with a **Disability** say sponsorship is APA specific to their needs, versus 31% of all other employees
- **Pacific Islanders / Filipinos** report 17% participation (lowest) compared to all other self-reported ethnic origins who participate in sponsorship ranging from 24–34%
- Nearly 80% of **all executives** indicate involvement with sponsorship

**Coaching**

- Coaching is more **APA specific** at Award companies (31% favorability) compared to others (19% favorability)

**Take Notice**

- Baby Boomers are about to exit the workforce, along with their knowledge and wisdom
- Favorability among employees 40 years and above decline. With older people living longer, companies might be missing something on the sponsorship front

## Top 3 APA Employee Engagement Drivers

**W**hat matters most that drives APAs to give their fullest when working for an organization?

### #1 Work-Life

Company recognition of individual strengths, accommodation for cultural/religious needs, respect for individuality, and involvement with APA employee resource groups.

### #2 Professional Growth

Provisions for growth and development, including rotational global assignments and Profit & Loss (P&L) experience.

### #3 Diversity & APA Employee Resource Groups

Diversity—Commitment to promoting and supporting a visibly diverse workplace culture. APA Employee Resource Group—Programs, policies, and procedures that support Asian Pacific Americans through a designated Employee Resource Group (ERG).

## Final Thoughts

**F**ortune 500 Companies, and all companies for that matter, are missing business growth opportunities when the answer is right in front of them. APA employees well understand their value and the opportunity ahead—they are proactive and want to be engaged and contribute to their company's profitability and success. The messages are known, and proven methods to increase APA employee engagement impacting the bottom line are visible for all to see in this report. No more waiting, the time for U.S. business to engage APAs has been here for awhile now, **so act.**

# We Thank Our Supporters

---

## PLATINUM LEVEL

TimeWarner

---

## GOLD LEVEL

Goldman  
Sachs

---

## SILVER LEVEL



BNY MELLON



---

## BRONZE LEVEL



L'ORÉAL®





# Knowledge Partner & Survey Production Team

## 2015 Asian Pacific American Corporate Survey Report Knowledge Partner



### Leadership Education for Asian Pacific's, Inc.

A national, nonprofit organization founded in 1982, Leadership Education for Asian Pacifics, Inc. (LEAP) has a mission is to achieve full participation and equality for Asian and Pacific Islanders (APIs) through leadership, empowerment, and policy. Intent on “growing leaders” within API communities nationally and across sectors, industries and generations, LEAP’s core strategic approach is Developing People, because leaders are made not born; Informing Society, because leaders need to know the issues and be a voice for the communities they are representing or advocating for; Empowering Communities, because strong leaders give back to and are grounded in strong, vibrant communities. Guided by the philosophy: “Keep Your Values. Develop New Skills. ®”, LEAP believes that Asian and Pacific Islanders can retain their culture, identity and values while developing new and vital skills that will enable them to be effective leaders in their organizations, their communities and the broader society.

Lead Knowledge Partner: **Matthew Woolsey**, *Director of Leadership Programs*, Leadership Education for Asian Pacifics, Inc. (LEAP)

## Survey Administrator



**hypothesi**

### Hypothesi, LLC

Established as a boutique consulting firm in 2007, Hypothesi’s primary mission is to provide efficient, high quality program evaluation and “just-in-time” data analysis capacity enhancement across multiple industry sectors, with an emphasis on education-related and health & human service entities. Hypothesi’s services have expanded to include nonprofit impact assessments, corporate social responsibility portfolio assessment and external grant evaluation. As the founder and CEO of Hypothesi, Dr. Juliane Blazeovski is committed to providing rigorous, yet accessible, program evaluations that are sensitive to cultural and contextual factors, designed to build internal evaluation capacity, and are meticulously tied to a program’s underlying mission statements and objectives. Company areas of expertise include research design, survey development, advanced statistical analysis, K-12 performance data analysis, positive youth development and career pipeline program evaluation, achievement motivation, cross-system collaboration and 21<sup>st</sup> century skill development.

## Survey Production Team

**Mirae Baik**, *Associate, Global Talent Initiatives*, Asia Society

**Juliane Blazeovski**, *CEO & Senior Consultant*, Hypothesi LLC

**Johnny Chau**, *Principal & Designer*, re:creative

**David Reid**, *Director of Global Talent Initiatives*, Asia Society

**Laurie Rendon**, *Copyeditor*

**Grace Toy**, *Sr. VP of Administration and CFO*, Leadership Education for Asian Pacifics, Inc. (LEAP)

**Matthew Woolsey**, *Director of Leadership Programs*, Leadership Education for Asian Pacifics, Inc. (LEAP)

# About Asia Society Global Talent Initiatives

**F**or nearly 60 years, Asia Society has been the leading educational organization dedicated to promoting mutual understanding and strengthening partnerships among peoples, leaders and institutions of Asia and the United States in a global context. Across the fields of arts, business, culture, education, and policy, the Society provides insight, generates ideas, and promotes collaboration to address present challenges and create a shared future.

In 2007, Asia Society launched Global Talent Initiatives (GTI) to leverage its public voice in the area of global talent and diversity leadership. Asia Society is the unique global resource/platform to:

- Access a vast pool of intellectual capital on the latest trends and thought leadership impacting senior level, Fortune 500 human capital, talent and diversity and inclusion leaders in corporate, civil and academic organizations for best diversity and inclusion (D&I) practices
- Showcase your company's success and leading practices at attracting, developing and retaining Asian/Asian Pacific American (APA) talent
- Demonstrate Asian/Asian Pacific American star power and emerging / high potential leaders, and unleash the power of employee networks at your company through leadership coaching, training and resources for building an open and diverse culture
- Promote and showcase best practices to the Asian marketplace

Contact us at [GlobalTalent@AsiaSociety.org](mailto:GlobalTalent@AsiaSociety.org)



[AsiaSociety.org/Global-Talent-Initiatives](http://AsiaSociety.org/Global-Talent-Initiatives)



[Diversity Leadership Forum](#)



[@ASDiversity](#)

# Asia Talent and Diversity Council (ATDC)

**Purpose of the Council:** To identify challenges and share best practices for attracting, developing and retaining diverse talent in Asia. The council will impact the private and public sector by promoting and showcasing leading practices and talent solutions to advance diversity and inclusion in the Asian marketplace.

## CO-CHAIR

### Bin Wolfe

Managing Partner  
Talent, Asia Pacific  
EY

## MEMBERS

### Christina Antoniou

Partner, National Leader Human  
Resources, China  
Deloitte

### Shweta Mehrotra

Talent Specialist and Head of  
Diversity, Asia Pacific  
Citi

### Lynne Barry

Human Resources Director  
Telstra

### Jacqueline Rolf

Head, Group Diversity & Inclusion  
Standard Chartered Bank

### Carl Biello

Vice President, Human Resources  
International Insurance  
Prudential

### Regan Taikitsadaporn

Chief Human Resources Officer,  
Asia Pacific  
Marriott International

### Marlies Brouwer

Regional Head of Talent Acquisition  
and Diversity & Inclusion for APAC  
BNY Mellon

### Carmen Ting

Partner in Charge, Talent  
People, Performance and Culture  
KPMG

### Marjorie Lasky

Regional Director  
Talent Acquisition, Asia Pacific  
The Estée Lauder Companies

### Heather Wang

Vice President, Human Resources  
Global Growth Organization  
Global Talent Recruitment  
GE

## ADVISOR

### David Whitelaw Reid

Director of Global Talent Initiatives  
Asia Society

To learn more on how to get involved on the Asia Talent and Diversity Council, please contact David Reid at [DReid@AsiaSociety.org](mailto:DReid@AsiaSociety.org).



## Notes

## Notes

## Notes

## Notes





## **2015 Asian Pacific Americans Corporate Award Finalists:**

**AT&T**

**BNY Mellon**

**Cardinal Health**

**Cisco**

**Colgate-Palmolive**

**Discover**

**Freddie Mac**

**GE**

**Goldman Sachs**

**IBM**

**KPMG**

**Marriott**

**Medtronic**

**PepsiCo**

**PG&E**