# Contents

## PART ONE: INTRODUCTION

FOREWOR	RD Are Women a Special Problem?	page 17
	HE SPECIAL PROBLEM OF WOMEN'S PROMOTION O TOP JOBS	19
1001	Thy do women hold so few of the highest posts?	19
Is m	women's progress towards an equal share in higher professional a anagerial work generally levelling off?	nd 20
	he blocked road to the top – a by-product of the general conditio f women's employment?	ons 24
	obs at the top: the case for a special study	25
	he P.E.P. enquiry	30
	he research team's orientations: values and assumptions underlyi	ng
th	e project	30
	(a) The development of social theory	30
	(b) Commitment to a cause	31
	(c) Multiple answers, not a new stereotype	34
	(d) A problem of men and women, not of women alone	41
	(e) Varied but not permissive	42
0	Outline of the Report	43
PART	TWO: AN INTERNATIONAL REVIEW C EXPERIENCE	F
II. T	HE EXPERIENCE OF EASTERN EUROPE	47
T	ypes of assistance extended to women in employment	51
H	Tow successful have these measures been?	57
И	That is the explanation?	79
	(a) Overload	81
	(b) Changing norms for child rearing and general relationships	
	the family	84
	(c) Reconciling family and work roles	91
	(d) Feminine identity	93
C	Conclusion	96
III. T	HE EXPERIENCE OF WESTERN COUNTRIES-	
II	DEOLOGIES AND TRENDS	99
	eneral resemblances and differences between Eastern Europe and t Vest	the 99

## SEX, CAREER AND FAMILY

	The ideological debate	102
	(a) Role segregation, with a strong preference for the housewife at home	102
	(b) Housekeeping as primary for wives, a job as complementary	103
	<ul><li>(c) Alternating home and work roles: the three-phase model</li><li>(d) The continuous career pattern, with minimum interruption</li></ul>	104
	for maternity	106
	(e) Multiple patterns on a base of equal opportunity	109
	The actual course of development in the West	110
	(a) Participation rates and the 'network effect'	110
	(b) Education, qualifications and occupations	121
	(c) Achievement: jobs at the top	129
IV.	THE EXPERIENCE OF WESTERN COUNTRIES-	
- 17	EMERGENCE OF A NEW ACCENT	135
	Discrimination not the central issue for the long run	135
	The central issue: not about admitting women to existing structures,	133
	but about adapting structures to women's presence in them	138
	(a) What are to be the norms of child care and marital relation-	
	ships, and what conditions do they impose on men's as well as	
	women's careers?	140
	(b) How is the sheer load of work involved in running a large family to be reconciled with the wife's career?	146
	(c) What are to be the norms of masculine and feminine	140
	behaviour?	148
	(d) How far can and should work as well as family patterns be	
	adapted to fit women's distinctive life cycle?	157
	(e) What are to be the personal and social strategies for the next	
	stage?	159
PAR	T THREE: STUDIES OF FAMILY AND	
	WORK CAREERS	
v.	THE CONCEPTUAL FRAMEWORK OF THE RESEARCH	163
	Pre-school infancy period	168
	The school period (from nursery school to secondary school)	170
	The specialized training period	172
	The period of marriage and later career development	175
	Methods of investigation	179
VI.	WORK CAREERS	186
	Introduction	186
	The nature of career aspirations	189
	The place of career in the lives of men and women	19

#### CONTENTS

	Components of career aspirations	200
	(a) Levels of aspiration	201
	(b) Types of aspiration	208
	Occupational choice and career performance	213
	Determinants of married women's expected work patterns	221
	Summary and discussion	231
VII.	FAMILY PATTERNS AND WORK	236
	Fundamental concepts: salience, commitment and integration	237
	The familistic emphasis	239
	Household division of labour	241
	The children and child-care activities	247
	The marital relationship	252
	The interaction between family and career	257
	(a) The complexities surrounding women's career commitment	258
	(b) Career and husband's attitude	264
	(c) Career and marital satisfaction	275
	Orientations to work and family in a changing world	281
	Illustrative case vignettes - different patterns of commitment to	
	career	286
	Summary and discussion	293
VIII.	CAREER PATHWAYS: WHAT PRODUCES THE WORK-	
	PRONE WOMAN?	300
	Career and work patterns of married women	301
	Antecedent factors	308
	Interaction of antecedent and current influences	317
	Summary and discussion	329
IX.	THE RECONCILIATION OF WORK AND FAMILY LIFE:	
	THE DUAL-CAREER FAMILY	334
	Variations in patterning of work-family relationships	336
	The place of the dual-career family	337
	The dual-career families in the study	339
	Analysis of important dimensions in the lives of the dual-career family	341
	(a) Dilemmas confronted by the couples	342
	i. Overload dilemmas	343
	ii. Dilemmas arising from the discrepancy between personal and	2000
	social norms	351
	iii. Dilemmas of identity	355
	iv. Social network dilemmas	360
	v. Role-cycling dilemmas	363
	(b) Motivational syndromes	368

# SEX, CAREER AND FAMILY

(c) Viability factors	378
i. What makes the dual-career family viable?	378
ii. Factors that will affect the diffusion of the pattern	380
PART FOUR: OCCUPATIONAL PROSPECTS	
X. THE OCCUPATIONAL STUDIES	387
XI. WOMEN'S PERFORMANCE ON THE JOB	391
The work style and performance of women already successful in their	
careers	391
Men and women: marginal differences in style and performance and their effects	394
(a) Women tend to have wider interests than men, and to be less exclusively motivated to reach top levels of power and wealth. Their ambitions tend to be 'horizontal' rather than	
'vertical'	395
(b) Women tend to be less forceful and competitive than men in their work and in pursuing their careers	401
(c) Women tend more than men to adopt an informal, personal, expressive ('emotional, talkative') style of working	409
(d) Women are more likely than men to be tense, self-conscious, conscientious over details, disinclined to delegate and better at routine than at initiation	410
(e) Women are not acceptable in certain fields as colleagues,	
superiors or business partners	416
(f) Women are said to be a bad risk	420
Summary and conclusion	423
XII. ADAPTING EMPLOYMENT PRACTICES TO WOMEN'S	
LIFE CYCLE	426
Continuity of experience: bridging the small child gap	430
(a) Institutionalizing maternity leave	432
(b) Part-time work and flexible hours	436
Re-launching	440
Accelerating back to the top	448
Permanent part-time The problem of geographical mobility	455
The problem of geographical mobility  Conclusion: Do employers in any case need women with 'average' or	462
'typical' life cycles?	464

# PART FIVE: CONCLUSIONS

XIII.	THE ENQUIRY'S FINDINGS AND THE FUTURE	473
	High level careers for women (notably for married women) can be practicable and desirable from both the family and the economic point	
	of view	473
	(a) Need women's high-level careers damage the family?	474
	(b) The gain to employers and the economy	481
	No single pattern of work and family life provides the answer: a	
	range of options is needed to suit different cases and times	484
	The problem is one of men and women, not of women alone	487
	Positive action is likely to be required, not merely the removal of barriers	493
	(a) At the stage of schooling and upbringing	494
	(b) As regards marriage and family life	494
	(c) In the world of work	495
	(d) As regards the law and other formal systems of rules	496
	What sort of agencies are needed?	499
	(a) Organization by or for women themselves	501
	(b) Anti-discrimination agencies	504
	(c) Men and women together: agencies for action on family and	
	work	505
	Postscript	510
STAT	TISTICAL AND TECHNICAL APPENDICES	514
	Appendix to Chapter III	514
	Appendix to Chapter v	553
	Appendix to Chapter VI	557
	Appendix to Chapter VII	559
	Appendix to Chapter IX	562
	SUBJECT INDEX	563
	Name Index	577