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ENHANCING THE DEVELOPMENT OF BLACK PROFESSIONALS IN CORPORATE AMERICA

by

Paul L. Rodgers

A thesis

submitted in partial fulfillment

of the requirements for the degree of

Master of Science in Management

Cardinal Stritch College

December 1983

This thesis has been approved
by the following committee:

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12/13/83
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12/14/83
P.M.A. Director/Representative Date

ABSTRACT

TITLE OF PROJECT: Enhancing the Development of Black Professionals in Corporate America
Rodgers, Paul L.

Purpose: The purpose of the study is to focus on the lack of upward mobility and job parity between Black professionals and White professionals. This study points out that the various skills and performances exemplified by many competent Black professionals are not being utilized or rewarded adequately. The emphasis as its basis revolved around competency with strategy to alleviate ethnicity, gender, or creed.

Method: To investigate the attitudes of upper level managers, mid-level managers, and the sales representatives regarding Black awareness and career development, I will administer a questionnaire to eight regional managers and forty-two divisional managers throughout Ortho Pharmaceutical Corporation. In addition, a questionnaire will be administered to the Black sales representatives to determine their perception of their job and their attitude regarding career development. The results will then enable the problem to be defined and a solution designed to overcome the problem.

In Chapter II, various approaches by several firms that have effective upward mobility programs are examined. The major thrust of these companies' success lies with the strong commitment from the top down. Another factor is the use of psychological deterrents for those who do not comply.

Results: The results of these questionnaires show a lack of concern and commitment toward growth for the

Black professional. The opinions expressed by the Black sales representatives confirm that it is not a myth or perception but is reality. Results from interviewing other companies also show similar patterns among their Black professionals.

Conclusion: Many managers view developing a minority as an infringement upon the everyday functions of their position. The literature review supported the fact that Black upward mobility is stagnant; but before this can change, there must be a conscious effort to design an upward mobility program. It must be committed to from the top down and adhered to by lower level managers by utilizing psychological deterrents. Also, it must recognize the managers who are doing an effective job of managing this area.

TABLE OF CONTENTS

Chapter		Page
1.	Purpose of the Project	1
	Statement of Problem	1
	Project Title, Location, Duration	9
	Participants	9
	Objectives	10
	Limitations of Project Findings	12
	Definition of Terms	13
	Time Line	15
	Budget	16
	Summary of Project/Research Report	17
2.	Review of Literature	19
	Comfort Level of Senior Officers	20
	Image of Blacks	21
	Balance of Two Cultural Experiences	26
	The Self-fulfilling Prophecy	27
	The Emergence of Advocacy	29
	Equitable Life Assurance - A Solution	29
	Contemporary Approaches to Cope with Rage	32
	Four Phases of Development	35
	Birth of Affirmative Action	37
	Corporate Racism	37
	Income Disparities	40

Chapter Page

2. Historical Findings..... 42

Sociological Findings..... 43

Psychological Findings..... 44

Philosophical Findings..... 45

Summary..... 45

3. Historical Review of the Project..... 47

Purpose..... 47

Participants..... 47

Subjects in Study..... 48

Hypothesis..... 51

Presentation of Findings..... 52

Conclusion..... 55

Implications..... 55

Recommendation..... 56

Summary..... 57

Bibliography..... 58

Appendixes

A. Questionnaire - Black Sales Representatives..... 60

B. Questionnaire - Division Managers..... 66

C. Questionnaire - Regional Managers..... 70

D. Charts and Graphs..... 80

CHAPTER ONE

Purpose of Project

The purpose of this project was to clearly indicate the state of affairs of the professional Black in major corporations in America. The researcher strongly believed that the skills exemplified by Black professionals in a business setting were not being utilized and rewarded adequately.

The firm utilized for this study was Johnson & Johnson; the specific subsidiary studied was Ortho Pharmaceutical Corporation, the number one contributor to the Johnson & Johnson family of companies. The researcher planned to aid this corporation in developing a corporate policy on development for Blacks.

This researcher implemented a strategy which was designed to obtain critical information necessary to help formulate a viable plan. A survey in the form of a questionnaire was sent to the Division Managers. The researcher analyzed the information to see what similarities existed. This questionnaire gave an indication of managers' attitudes and enabled a comparison of the programs utilized for both Black and White professionals.

Statement of Problem

The problem, as the researcher saw it, was that the "rapid growth" made by Blacks over the last twenty years was a myth. There were many more numbers of Black professionals

in companies, but their upward mobility into the White organizations' board rooms was non-existent. The problem was that quotas were being satisfied for appeasement of the government, but Black professionals were stymied in middle management positions.

This researcher believed that the Civil Rights legislation of 1964 should have caused a concentrated effort by corporations to improve inequality that existed within their organizations. To the contrary, this researcher found that while there were more entry level positions available to Black professionals, access to higher positions was being denied. It was this researcher's viewpoint that the success pattern of Black professionals had been broadened. Blacks had received better education than in the past, and they had assimilated their skills to fit effectively into major corporations. The dilemma was that lack of upward mobility was deeply rooted in prejudicial behavior by the majority group.

The prejudicial behavior was expressed by denying Blacks access to the knowledge of skills and requirements necessary for advancement, involvement in developmental opportunities, and exposure to the corporate environment. Blacks strongly encouraged the corporate structure to provide these options. However, until the present day, opposition still exists.

Many of the majority group were granted these options upon birth with the expected progression to occur just as a matter of fact; however, the Blacks were not permitted to

even think in those terms. The reason was based on Black cultural role models. There were few Blacks who were obliged to think or grow in that direction. Blacks who thought in those terms were quickly reprimanded by brute force for insubordination. These privileges were afforded to only the majority group.

Not until the 1964 Civil Rights Act was enacted did many individuals and corporations feel a sense of social responsibility and take ownership for the prejudicial behavior shown toward Black Americans. Many schools, companies, and private citizens began to become involved in correcting a cultural wrong. Social awareness sprang up in many places permitting all races to go to school with each other. Although there were tough growing pangs through the late sixties, this task was accomplished by most states.

Many corporations reluctantly hired Blacks, albeit sparingly, in an effort to win governmental contracts for their organizations. The government believed that an excellent way to get compliance for equality and acceptance of the Civil Rights Act was to tie granting of governmental contracts to those corporations that complied with the Civil Rights legislation. In this researcher's opinion, companies hired many Blacks in order to receive these contracts and then fired them after their presence was documented and the contracts were awarded. Not all Blacks were released; some remained and performed their tasks in an outstanding manner.

Thus began the struggle by Blacks to exert their influence and demand upward mobility or parity with the majority group. The degree of difficulty attempting to move from one level to the next ended many times with Blacks leaving their respective organizations. The zigzag phenomenon was to try a methodical attempt to grow into meaningful and relevant managerial levels by means of strategic planning. This would occur by analyzing various companies whose philosophies were progressive and compatible. This would catapult an individual with strong management skills from one organization to another, and his skills would be readily utilized in another organization to move the Black professional into higher levels of responsibility. Although the strategy was sound, the resistance from major corporations remained difficult, and growth for Blacks remained static. This problem called for implementation of contingency plans to continue the upward struggle.

In this researcher's opinion, Blacks realized that resistance was overwhelming and another strategy was required. With the cooperation of other interested people, a plan to achieve parity within their current corporation was necessary. Blacks were informed to take ownership in their company, develop a strong networking system, establish a sponsorship or mentor program, and keep the consistency of their work high. Astute Black professionals worked within the framework of their organizations, and many sponsorship programs were

established. Many of these developmental programs were designed to expose Blacks to various departments of their companies that eventually would lead to additional responsibilities. Upon careful review of the Black professional's progress, that approach has made him more valuable to his organization but not any farther up the organizational ladder.

One occurrence which may have been overlooked by some researchers, but noted by this researcher, was the cultural differences experienced by Black professionals. Blacks, as a race, have always been a prejudice-impacted people. It began at as early an age as two or three years. A Black person was made aware that because of his color he was different. That difference was noted as a negative. The Black graduated from a college environment filled with theorems, was placed into a business environment, and was expected to perform at the level of the majority group. He did not perform as well because the Black cultural experience did not expose him to the attitude, skills, or discipline necessary to compete effectively in that environment. There were few Black role models to emulate who were successful business people. Blacks had the intelligence and business acumen theoretically but lacked the practical application of business.

Once Blacks became employed in a corporate environment, they had to catch up on the skills already a part of the total way of life for the majority group. In many instances, if the managing supervisor was insensitive to the prejudice-

impacted Black, the Black was quickly labeled as lazy, lacking intelligence, or simply unable to perform the job. At that point, the Pygmalion effect became a reality. Blacks were relegated to the lower echelon types of positions.

The solution, according to this researcher, was to develop a program emphasizing "how to" perform various tasks and functions of a job. Once the basic foundations were laid, actions to identify the strengths and weaknesses of each individual should be implemented.

The corporate structures in America are the most sound institutions in the world, and they have proven time after time that their will to achieve goals is unquestionable. To this end, the lack of Black advancement and growth can be rectified providing our major organizations make a commitment to become color-blind and award the best individual with upward mobility. If this were done, the dilemma which we now discuss would be non-existent. This commitment, however, requires an individual with intestinal fortitude to stand up for what is fair in the face of adversity. That adversity will definitely take on shareholders, peers, chief executive officers (CEO's), presidents of companies, and the business community in which the company operates.

This researcher examined data to determine advancement of Blacks within the corporate structure of Ortho Pharmaceutical. At the time of this analysis, the staffing consisted of 403 sales people, forty-two division managers, eight

regional managers, two field sales managers, and one national sales manager. Also, Ortho had a group of individuals in the product management and peripheral areas which included three Black professionals in middle management positions. Although these positions were visible, they lacked the authority to impact any relevant direction for the corporation.

The sales force consisted of the following:

267	- Caucasian Males
67	- Caucasian Females
42	- Black Males
15	- Hispanic Males
6	- Oriental Males
3	- Hispanic Females
2	- Black Females
1	- Oriental Female
403	- Total Sales Force

Emphasis was geared toward analyzing three areas: ability, retainability, and promotability. For this project, it was a given fact that all representatives had the ability to perform the job of a pharmaceutical sales representative. The critical two areas were retainability and promotability. The breakdown for 1982 appeared as follows:

RETAINABILITY

Total Turnover	- 11.0%
Black Turnover	- 12.4%
Female Turnover	- 16.7%

PROMOTABILITY

Fifty-three candidates were in the IV Phase Program (Management Development):

Black	- 13.2%
Female	- 18.9%
Caucasian Male	- 67.9%

The Division Manager group consisted of forty-two managers:

3 Black Male
5 Caucasian Female
1 Hispanic Male
33 Caucasian Male

The Regional Manager group consisted of eight managers:

8 Caucasian Male

There were two Field Sales Managers:

2 Caucasian Male

Many Blacks had the same drive and ambition as the majority group but were hampered from succeeding by barriers to their effectiveness (hurdles). This was translated via the following formula:

$$P(S) = \frac{\text{Skills}}{\text{Task Difficulty X Contextual Prejudice}}$$

The probability of success equals skills over the degree of difficulty times lack of awareness of prejudicial behavior. This formula made the Black applicant become: (1) militant and bitter at the Whites and the system; (2) passive and settles for a tenth of a loaf; or (3) withdrawn—the Blacks left the organization looking for more fertile ground.

In an effort to catapult Ortho Pharmaceutical Corporation into the forefront in the developmental arena, suggestions were formulated to scrutinize performance in this area. Proposals were submitted to look at historical data showing the number of Black professionals hired in contrast to the number of majority group professionals. Data also was compiled showing growth or lack of growth of the Black profes-

sionals. This was done to determine growth of those Blacks who stayed with the organization. The researcher constructed a research tool (instrument) that outlined managerial growth processes in various business areas. The research tool was distributed to eight Division Managers, one from each Region.

Project Title, Location, Duration

The title of this project was "Enhancing the Development of Black Professionals in Corporate America." The researcher planned extensive examinations of the reasons why Black professionals failed to grow beyond the level of the Division Manager position. This information was gathered from the Personnel Department, the National and Field Sales Managers, the Equal Employment Opportunity Commission Manager, the corporate consultant, and a statistical sample of eight Division Managers, one from each of the eight Regions, of the forty-two Division Manager group. This project was completed in nine months beginning in January, 1983, and terminating in September, 1983.

Participants

The participants were David King, a company consultant who helped Ortho Pharmaceutical Corporation develop the female awareness program, and the forty-four Black sales representatives. David interviewed all the Division Managers, Regional Managers, Field Sales Managers, and National Sales Manager in the corporation, and the researcher interviewed the Black sales representatives.

The individuals who benefitted from this project were all the Black professionals within the marketing structure. The ages of the individuals were between twenty-six and thirty-eight years old. Most of the benefactors were sales representatives, three were Division Managers, and three were in marketing services. Of these benefactors, forty-seven were Black males, and three were Black females.

Objectives

Developmental Objective I

The researcher developed a questionnaire designed (a) to gauge the attitudes of division managers, Black representatives, and upper management staff, and (b) to develop an awareness of the lack of upward mobility by successful professional Blacks.

Implementation Activities

1. The researcher identified three other corporations in the midwest and surveyed their personnel departments to determine current policies toward Black promotions.
2. The researcher summarized the findings of the survey and designed a questionnaire to present to Ortho's management based on the results of the survey.

Evidence of Completion

A successful Developmental Program was put in place assessing all the Black representatives and managers in the corporation.

Evaluation Objectives

The project was evaluated based on the results generated by a questionnaire sent to Division Managers, Black representatives, and the upper management staff.

Developmental Objective II

The researcher developed a format to display the talents of three key Black managers on film for a developmental seminar for the corporation.

Implementation Activities

1. The researcher identified key historical events to stimulate discussions on the backgrounds of the three Black managerial participants.
2. The researcher summarized the discussions and designed questions that were asked by a commentator to the panel of Black managers for filming. The intent was to present three loyal employees who described the organization as perceived by Black managers.

Evidence of Completion

Developmental Objective II was completed with the showing and submission of the forty-seven minute film to Ortho management and thirteen other divisions of Johnson & Johnson. A developmental seminar for all Division Managers was held. The purpose of this seminar was to inform managers that a deviation from the standard growth processes for Blacks existed. Examples were given showing how the deviations were

being manifested. Specific suggestions how to alleviate the changes were not outlined but left open to solve together at a later seminar.

Evaluation Objectives

The survey results returned showing that three-fourths of the Division Managers felt that Black sales professionals were above average and over fifty percent did not hire a Black unless specifically requested to do so. The Regional Managers' responses showed a wide variance when the data was extrapolated. The Black representatives' survey indicated that their perceptions of undervaluing Black talent were prevalent.

Limitations of Project Findings

1. The researcher's inability to gauge the subjectivity of the managers' responses was not immediately known.
2. After these data were presented to the President of Ortho Pharmaceutical Corporation, there was no guarantee that immediate action would occur. The researcher did not have the authority to implement the programs necessary to improve upward mobility for Blacks.
3. The researcher was unable to determine the applicability of the project's findings to other organizations. Much of the data was similar; however, the corporate personalities differed.

DEFINITION OF TERMS

CEO's	- Chief Executive Officers.
Contextual Prejudice	- Anti-racial, religious, ethnic feelings without an awareness these feelings exist.
CR's	- Caucasian Representatives.
EEOC	- Equal Employment Opportunity Commission.
Intestinal Fortitude	- Courage to take a stand.
Majority Group	- Caucasian males.
Market Share	- A measure of sales representatives' effectiveness utilizing data taken from physicians' beliefs about their prescribing habits and data taken from actual drugstore prescriptions written by physicians.
MR's	- Minority Representatives.
Networking	- Having a supporter in the mainstream of the corporation with whom one can talk, get advice, and seek beneficial information that may help one move up the corporate ladder.
Omnipotent Administrators	- White males who developed their minds.
Prejudice-impacted People	- Having one's color, differences, speech, and/or educational prowess questioned or pointed out as a negative.

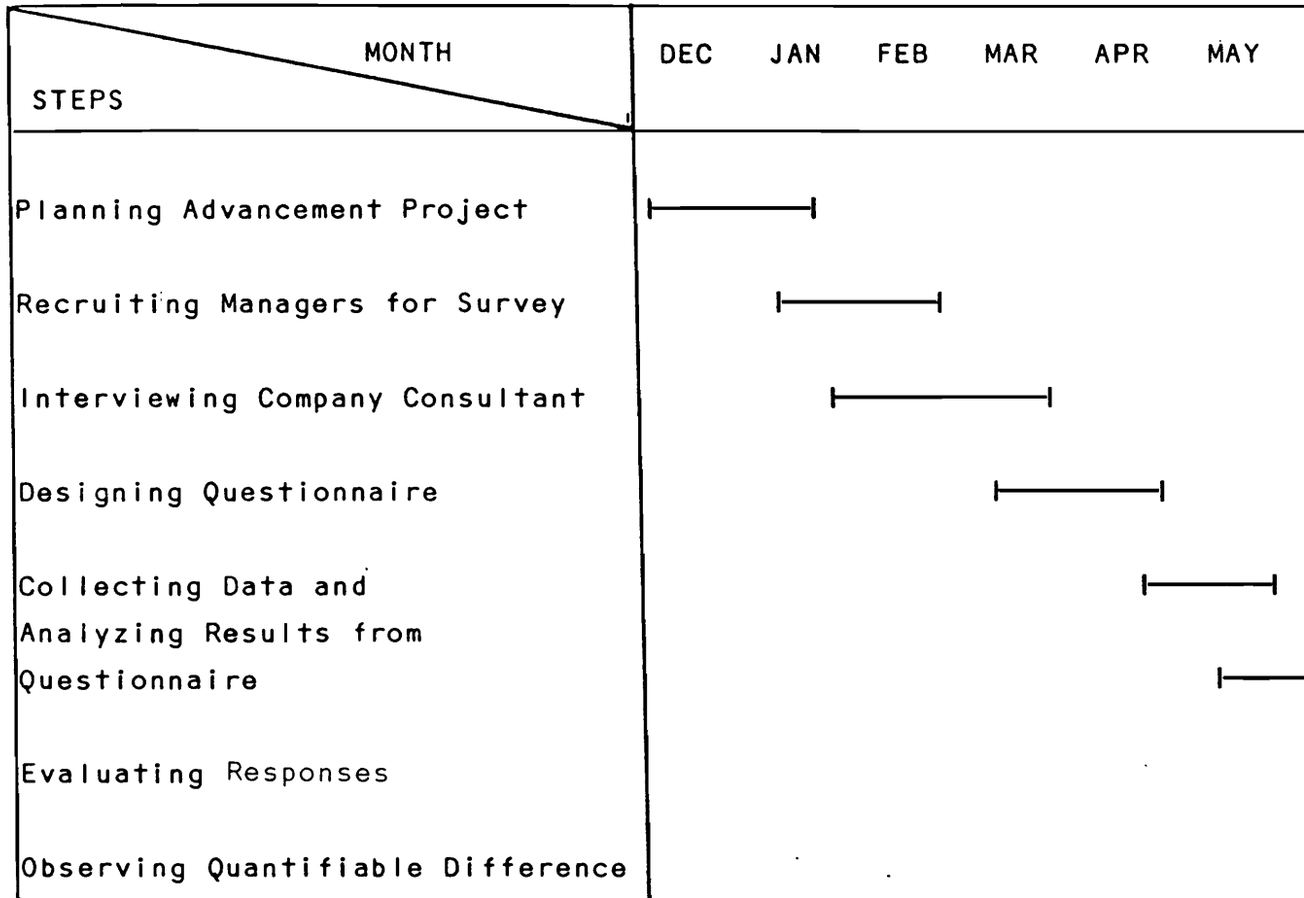
Prejudicial Behavior - Because someone or something does not like an individual or a cause, one ignores the validity of its existence.

Pygmalion Effect - A self-fulfilling prophecy; for example, all Blacks have rhythm—that's why they all dance; all Blacks are dumb—as a result, they cannot become successful in large, White corporations. People expect failure and withhold proper training; thus, Blacks fail.

Task Difficulty - The degree of difficulty it takes to complete a certain function.

Zigzag Phenomenon - To move from one corporation to another in an effort to continue to grow in responsibilities, financial worth, and personal worth.

Time Line


MONTH
STEPS
DEC
JAN
FEB
MAR
APR
MAY
Planning Advancement Project
Recruiting Managers for Survey
Interviewing Company Consultant
Designing Questionnaire
Collecting Data and
Analyzing Results from
Questionnaire
Evaluating Responses
Observing Quantifiable Difference

BUDGET

Typing Questionnaire	- $	5.00
Printing Questionnaire	-	8.40
Materials (Paper, staples, pencils)	-	22.00
Stamps/Envelopes	-	79.00
Telephone Calls	-	97.45
Travel Expense	-	1,307.00
Secretarial Cost - $116.25/day X 6 days	-	697.50
Consultant Interviews and Strategy Planning		10,000.00
TOTAL BUDGET	-	$12,216.35

Summary of Project/Research Report

The study was necessary because Black professionals were not achieving the responsible positions to which they were entitled. There appeared to be a lack of concern by corporations to ensure equal opportunity. This researcher attempted to increase the awareness level of the problem.

The objective of this research project in Chapter One was to outline the difficulty of Blacks earning upward mobility in major corporations in America. The researcher outlined the obstacles thrust into the paths of Blacks by certain behavioral patterns of the majority group. The reviewer illustrated how prejudicial behavior thwarted the ambitions of the Black professional. The practice was shown to be overt and/or covert in nature.

In Chapter Two, the researcher reviewed many articles, books, and companies' approaches in order to determine a worthwhile plan to assist Ortho Pharmaceutical Corporation. The researcher proposed to share with the reader the approaches and ways other corporations have tried to address the Black upward mobility problem. The degree of difficulty in moving Blacks upward presented a problem based on: (1) the comfort level of senior officers; (2) the image of Blacks; and (3) the balancing of two different cultural experiences into the Black experience. The researcher addressed all three simultaneously.

In Chapter Three, the researcher proposed suggestions to Ortho Pharmaceutical and other companies on how Black professionals' performances should be rewarded. The researcher believed the same measurement used for performances of Caucasian professionals should apply for Black professionals. The researcher's approach was to award the top people for the top performances without being influenced by ethnicity, gender, or creed.

CHAPTER TWO

As noted by a San Francisco psychologist, teacher, businessman, and author, Dr. Price Cobbs, he believes that the executives who control the board rooms of our various corporations want to do an outstanding job managing their companies. The Chief Executive Officers (CEO's) and Presidents want to get high marks for their outstanding management capabilities. This includes profit/earnings, new product development, research and development, manpower management, and affirmative action development. When they are in a stockholders' meeting and the stockholders are grading them based on the annual reports, they would like nothing better than to receive votes of confidence in all of the aforementioned areas. If their corporations can increase the stockholders' equity and at the same time show significant gains in the affirmative action arena, they get an even bigger bonus. In their hearts, they know it is the correct thing to do, but is it the most prudent thing during these times? During the turbulent sixties, organizations scurried around placing Blacks in visible positions to take the wrath of the Black community from their companies. Now that the furor has subsided and a few Blacks are in some positions, there appears to be no urgency to push Black professionals.

Dr. Cobbs strongly believes that the problem lies in three distinct areas: (1) the comfort level of senior officers; (2) the image of Blacks; and (3) the balancing of two different cultural experiences into the Black experience.

Comfort Level of Senior Officers - There are those executives who believe that the best performer should be awarded promotions although the best performer may be Black; however, those executives usually will be in the minority. The vast majority of their peers are uncomfortable with a Black professional because there is no successful track record to show that a Black professional can handle executive level responsibilities. These peers are correct, of course, because Blacks have not been allowed to hold the CEO, President, or Vice-president positions. How did Roger Bannister break the four-minute mile? He did not do it by theorizing but by actualizing—by getting on the track and breaking that mark. The same holds true for Black professionals; if given the opportunity to compete equally, they can perform as well as White executive officers. Dr. Cobbs has observed that the Black promise to grow in corporate America has not come to fruition because of lack of commitment of the White executive officers. The promises have been long, but they have been short on delivery. "The number of Blacks in higher paid executive jobs are non-existent in the private sector."[1] Blacks have been recruited and trained but then left alone to make it happen.

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[1] "They Shall Overcome," Newsweek (May 23, 1983), p. 60.

Dr. Cobbs believes that what is occurring as a result is that the trust and respect gap between the White power structure and Blacks has widened. The reason that the more astute Blacks are in visible positions today is because they trusted and respected the promises that were made. In return, they worked overtime to show their loyalty to the White who made them that promise. However, the harder they worked, the longer the excuses became; therefore, the chasm has grown and Whites' credibility has been severely damaged. Blacks are cynical and disillusioned while Whites are playing the game of showing Blacks what they can never have. The gamesmanship that is being played out is devastating to those Black professionals who worked so hard, trusted and respected the programs of the power brokers, only to be rebuffed and lied to.

Image of Blacks - Dr. Cobbs has observed and discussed the concerns executive level officers have about Blacks' image in their organizations. A major factor is that it is difficult to envision Blacks holding the kinds of power and authority that is wielded in these organizations. Blacks look different, speak different, and act different from Whites. Blacks' capabilities or business acumen may be well known, but for some reason, they are still looked upon as not being as capable as their White peers. Blacks are viewed as being womanizers, subject to begin their jive talk at any moment, and their social graces are suspect. "The Black executive with all of his skills, demands, and nurturing by organiza-

tions to get his services is being hit by all of these invisible barriers that keep Blacks away from big responsibilities and big salaries."[2]

Many Blacks outperform their White counterparts but still do not get ahead.

> In addition, many Blacks feel that they also must hide their racial identity behind the mask of the organization man. It is felt that if this is done, they get to keep their job but not necessarily move up. Those Blacks who are less accommodating or outspoken do not get promoted or join in the elite club of corporate life.[3]

Based on an analysis of corporate gains by Blacks, it was shown that they have made smaller gains in the last ten years than they did during the turbulent sixties.[4]

Blacks have been placed in visible, high-paying positions, but they are dead-end types of jobs. Blacks feel their performances are in the "above standard" category. Some have longevity in their jobs, but still there are suspicions by the majority group about whether the Black is doing the best job that could be done. Could a White male have done it better? Problems of this magnitude suggest that the Black professional is not being accepted as a professional equal.

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[2] George Davis and Glegg Watson, Black Life in Corporate America (New York: Anchor Press/Doubleday, 1982), p. 42.

[3] Elwood Chapman, Scrambling: Zigzagging Your Way to the Top (Los Angeles: J. P. Tarchen, 1981), p. 26.

[4] "They Shall Overcome," p. 61.

Edward Jones indicated in a Harvard Business Review, "Barriers are tossed about in the work place to effectively cut off socialization, thereby keeping out Blacks from the 'good old boy" network which has proven to be so useful for the White peers' careers."[5]

The question is rhetorical. How long are Blacks willing to pace themselves and wait until their time comes? Many Blacks are under the impression that the times have been too long already, and they have become impatient.

According to Dr. Andrew Brimmer, a Black economist, the impatience factor is a key element in the struggle to reach the Board Room. "Opportunities for Blacks will be expanding in the eighties in the corporate management ranks, but many Blacks are disillusioned or impatient at the slow pace of their promotions."[6] Dr. Brimmer believes that Blacks feel frustrated, and in most cases they end up quitting their job or working in other fields.

Many young professional Blacks have been recruited, many with Master Degrees in Business Administration (M.B.A.s), by a wide spectrum of corporations, but after a few years in the junior management ranks, disillusion sets in. Many Blacks

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[5] Edward W. Jones, Jr., "What It's Like to be a Black Manager," Harvard Business Review (July-August 1973), p. 114.

[6] Andrew Brimmer, "The Patience Factor: Management Careers in Corporate Enterprise," Black Enterprise (September 1982), p. 72.

believe serving a few years in various job levels and accomplishing certain tasks entitles them to be moved up the ladder readily. According to Dr. Brimmer, it takes twenty-five years to climb from beginning professional to the top management bracket. Many prospective future managers are recruited from college with Bachelor of Science (B.S.) or Master of Science (M.S.) Degrees at twenty-three years of age and are moved through various phases of the company. Many moved four or five times to several regions of the country and have spent time overseas.

Dr. Brimmer cites that Blacks, in general, have not been in business that long, so it is probably true that White counterparts are moving faster. The establishment is comfortable with the White male but does not have a track record on the Black male. Blacks will have to bide their time, take the steps, and do an excellent job in the process until the establishment can become comfortable with them in the Board Room. Dr. Brimmer believes that impatience is causing Blacks to miss out on many opportunities because Blacks are refusing to pace themselves until those opportunities are presented.[7]

Although Dr. Brimmer makes some very sound observations, there are many Blacks who have prepared themselves educationally and mentally to stay with an organization until parity is achieved. Many are pursuing business and engineering degrees to aid them in gaining that competitive edge.

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[7] Brimmer, p. 73.

> A few years ago the job market and the future looked good for Black M.B.A. and M.S. financial managers who were braced to climb up the corporate ladder; but with the recession, many corporations trimmed their waistlines. The first diet reduction moves were to trim the high priced Black M.B.A.s who were reputed to be too arrogant and wanting only the top jobs. Many of these top universities had led their M.B.A.s to expect too much, so now companies and M.B.A.s are being more realistic of their expectations in various positions.[8]

Many Black M.B.A.s felt negatively about upward mobility and how soon this phenomena would materialize. One M.B.A. stated, "I think it is going to take another five years before we can determine what upward mobility is all about."[9] The attitude of some is cynical, as this M.B.A. continued:

> As far as I can determine, Blacks are moving right along, but in five years Blacks will be more than ready to move through middle management. Then we will really see what kind of force is really behind the idea of upward mobility.[10]

Another M.B.A. stated:

> I think making money and being in a corporation are two different things. Companies make things and sell them. If you want to make money, you have to be at either end of that extreme. I think upward mobility is solely a function of getting on the cutting edge and being a bastard, if that's appropriate. Anywhere between the two extremes, there is no upward mobility.[11]

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[8] Herschel Johnson, "Tomorrow's Black Money Managers," Black Enterprise (October 1974), p. 114.

[9] Johnson, p. 114.

[10] Johnson, p. 115.

[11] Johnson, p. 115.

According to Earl Graves of Black Enterprise magazine, "Some Blacks believe that no matter how competent a Black is there is a ceiling placed above him to limit how far he can go."[12] Although the sentiments are sounding negative, many Blacks feel that their experiences with major companies will offer them first hand and close up just how corporations function.

Balance of Cultural Experience - Louis Harris found many executives concerned about why some of the Black professionals did not like to do some of the same things that White professionals liked to do. Blacks did not eat the same foods as Whites, nor did they want their foods cooked the same way that Whites did. A concern existed over the Blacks' style of dressing (flashy) and why they were never seen unkempt. William Brink was able to ascertain that the cultural backgrounds of the Black and White professionals are totally different. Blacks have always been acutely aware from an early age of their color difference. They have been made aware that they did not have the best schooling, nor did they live in the best conditions, but they survived despite these obstacles. Blacks showed that they are capable of learning; however, the insensitive White male is unaware of his contextual prejudice, so because of cultural differences, Whites negatively label the Black.[13]

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[12] Earl Graves, "The Black View, The White View," Black Enterprise (March 1972), p. 25.

According to J. Sterling Livingston, "It has been documented in industry, social science, and in the field of education that the expected behavior or known outcome of a person's efforts will be materialized based on expectation."[14] "People behave in most situations the way they believe they are expected to behave,"[15] according to Livingston.

The power of expectation by the immediate manager or peer based on unintentional messages is telegraphed to the Black, and it is picked up readily by the Black that he is not going to be successful. If the majority group manager expects a Black to fail and communicates this via his actions, the Black will do what his manager expects him to do. This then becomes the self-fulfilling prophecy or the Pygmalion effect. On the other hand, if the majority group manager is committed to the success of the Black professional and is sensitive to the fact that the Black has been prejudice-impacted during his earlier years, the manager will be very slow to give up on his protegé. Giving up means the manager is giving up on himself, on his judgment, and on his ability to select, train, and motivate people.[16]

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[13] William Brink and Louis Harris, A Study of U.S. Racial Attitudes Today (New York: Simon and Schuster, 1968), pp. 30-32.

[14] J. Sterling Livingston, "Pygmalion in Management," Harvard Business Review (July-August 1969), p. 88.

[15] Livingston, p. 82.

[16] Livingston, p. 85.

Livingston goes on to state that sensitivity on the part of both parties is essential in order to have effective management for Blacks in major corporations. If one applies B. F. Skinner's theory of positive reinforcement and expectations from competent Black professionals, growth throughout corporate institutions would be the norm rather than the exception.[17]

Edward Jones believes that an appeasement approach has been made over the last ten years to calm the professional Black down. These tactics are superficial. "It is not enough just making a moral commitment to provide parity for the Black professionals; the barriers must be removed, not just moved."[18]

In essence, a poisonous snake is lethal whether it is placed in the center of the bed or at the foot of the bed. The object is, if restful sleep is to occur, the snake must be removed.[19]

Edward Jones' analysis in the Harvard Business Review states, "Putting a Black professional in a White professional's job is not equal opportunity."[20] If the Black is trained and equipped with the skills to do the task and afforded the same opportunity, that is equal opportunity. Parity is having a

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[17] "Where Skinner's Theories Work," Business Week (December 2, 1972), pp. 64-65

[18] Jones, Jr., p. 115.

[19] Jones, Jr., p. 114.

[20] Jones, Jr., p. 116.

mindset that if one were blind, every individual would be accorded the same opportunities based upon his ambitions. The goal thus becomes non-gender, non-color, and non-ethnicity to achieve upward mobility.

> There are steps which are recommended for assisting companies to grow into the multi-cultural management process. These steps are: (1) open communication; (2) top management involvement and commitment; (3) avoid creating showcase Black jobs; and (4) provide challenging assignments without increasing chances of failure.[21]

This researcher found in reviewing literature that there are a number of companies that are doing a positive job of upward mobility of Blacks. These companies are: A.T.&.T., Equitable Life Assurance, Exxon, Gannett Newspapers/Radio/and Television, General Electric, General Motors, Hewlett-Packard, IBM, Sea Land, and Xerox.[22]

According to Stephen Gayle, the major factor influencing the success of professional Black upward mobility in major corporations is the tone set by the CEO and the executive committee. The interplay between the department heads and the affirmative action officers determines how readily compliance will be implemented. It is important to get Black professionals into meaningful positions where decisions are made. These positions will lead into Board Rooms and senior level positions with responsibility.

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[21] "They Shall Overcome," p. 62.

[22] Stephen Gayle and Lovett Gray, "Ten Best Places to Work," Black Enterprise (February 1982), p. 39.

> The corporation which has emerged as the pacesetter is Equitable Life Assurance Society with its Chairman, Coy Ecklund, leading the way and setting the tone. He is cited most frequently as "from the top down" management committed to growth in general but a strong emphasis on professional Black growth throughout the organization. The corporation has a theme "Equality of Opportunity" and their approach consists of four elements. These elements are: educational pursuit, employment opportunities, entrepreneurial opportunities, and advocacy. This CEO believes everything starts with Blacks because of the wide chasm that existed between Blacks and mainstream society. Mr. Eklund traces his commitment to all people, especially Blacks, to his mother who taught him to respect all people. In addition, during his youth, he remembers being poor and a Black dentist befriended their family. His approach is to still look for the drive, skill level, and ambition of the Black professional just as one would the Caucasian professional.[23]

Equitable has a committee to develop Blacks who are already on board; they also bring minorities into the company at a senior level, and they have institutionalized meaningful dialog between senior management and Blacks.

There is a Black Officers Council that is utilized to advise top management company-wide on the development of Blacks. Officers are held accountable for meeting affirmative action goals, and their bonuses depend on it. There is also a Black Mentor Program where a participating Black officer teams with a senior officer to offer job counseling. Equitable utilized the Management by Objective approach to enhance professional growth of Blacks.

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[23] Gayle and Gray, p. 40.

In the category of officials and managers, 186 or 6.2% are Black. There are 145 (10.2%) in the professional category and 738 technicians (16.3%). Of the total clerical and office workers, 1,866 or 20.9% are Black. Throughout the work force, 16.1% are Black. Although there is not total love between all of the family members, Mr. Eklund set the tone, made sure the executive committee members implemented his plan, and made it very unpopular to go against the strategy.[24]

With this policy, Equitable is earning as much profit as other Top 500 corporations around and their people are happy. It shows that the world and corporations have such tremendous resources that there are adequate amounts to be shared by many.[25]

According to Dr. Price Cobbs, affirmative action programs for the upward mobile Black professionals do not just happen; programs must be designed. It requires creativity and commitment to make things happen.[26] Equitable, Xerox, and General Motors have at least one officer level professional Black who is operating successfully in the mainstream.

Dr. Cobbs cites that the overall attitude of corporations in the 1980's is one of slow action or non-action in the plight of upward mobility for Blacks. There is a sense of urgency

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[24] Gayle and Gray, p. 41.

[25] Gayle and Gray, p. 42.

[26] "They Shall Overcome," p. 61.

to get Black professionals in the corporation at the bottom rung but little effort to continue to push these professionals. He believes that the performance results have been exhibited, the ability to inculcate the Black life style into the corporate mainstream has been demonstrated, and yet obstacles remain to prohibit upward mobility. According to Dr. Cobbs, more rage is being directed at corporations in America today than since the turbulent years of the sixties. However, many Black executives are coping through it all by forming networking groups to establish strategies to bolster the beliefs about corporations.[27]

In Soul on Ice, Eldridge Cleaver discusses how White professionals who concede "the body" to the Black professional will forever deny that he also has a mind that equals theirs, for to make that concession would be to give the Black professional a two to one victory. Black professionals are fully cognizant that their image and ability to succeed is not totally negative.[28]

According to Norman Podhoretz in "My Negro Problem—and Ours," a commentary in February, 1963:

> Just as in childhood I envied Blacks for what seemed to me their superior masculinity, so I envy them today for what seems to me their superior

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[27] Price Cobbs and William H. Grier, Black Rage (New York: Basic Books, 1968), pp. 34-38.

[28] Eldridge Cleaver, Soul on Ice (New York: McGraw-Hill, 1968), p. 180.

> physical grace and beauty. I have come to value physical grace very highly, and I am now capable of aching with all of my being when I watch a Black couple on the dance floor, or a Black playing baseball or basketball. They are on the kind of terms with their bodies that I should like to be on with mine, and for that precious quality they seem blessed to me.[29]

Many White professionals hold that philosophy, according to Mr. Cleaver, because of the resiliency displayed by Blacks, physically and mentally. He goes on to state:

> The Class Society has a built in bias, which tends to perpetuate the social system. The Omnipotent Administrators, wishing to preserve what they perceive as their superior position and way of life, have, from a class point of view and also on an individual level, a negative reaction toward influence in the society that tends to increase the number of Black males qualified to fulfill the functions of administration.[30]

When it comes to anything that will better the lot of those beneath him, the Omnipotent Administrator starts with a basic "anti" reflex. Any liberality he might show is an indication of the extent to which he has suppressed his "anti" reflex and is itself a part of his lust for omnipotence. His liberality is, in fact, charity.[31]

The Black professional has been labeled as the one with the brute force and the supermasculine mindset; however, he clearly realizes that the superiority of the Omnipotent Administrators over him is based upon the development of their

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[29] Cleaver, p. 191.

[30] Cleaver, p. 178.

[31] Cleaver, p. 180.

minds and the power they command as a result. Eldridge Cleaver believes that "the Black professional must develop his mind, become pro-education, and seek to occupy positions of Omnipotent Administrators."[32]

In Black Life in Corporate America by George Davis and Glegg Watson, various types of Black professionals are characterized by their behaviors in the corporate world. There are waders, floaters, splashers, and doggy strokers. Waders are the new entrants into the business world, and they are attracted to the corporate world because it seemed more attractive than alternate careers. The pay is higher than in most professions. For Blacks, the prestige and even the titles have tremendous psychological importance—manager for GM, director with Exxon, or sales representative for IBM.

Floaters are those Blacks who size up the degrees of difficulty of the corporate world and decide for whatever reason not to actively compete. They are the solid core producers of the corporation and tend to survive for longer periods of time.

The splashers are those who are reactionaries and are routinely defending a position which may or may not be real. These are the militant and angry Blacks in corporate life. Finally, there is the "doggy stroker" who is splashing and churning furiously with no visible forward progress.[33]

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[32] Cleaver, p. 186.

[33] Davis and Watson, pp. 152-158.

Davis and Watson found that the personality of the corporation in which the Black professional resides will dictate which of the aforementioned behavioral styles are most appropriate. They believe that depending on whether the system is an open system or a closed system, the effectiveness of either of the styles must be compatible with each other.[34]

In a similar analysis of the upward mobile Black, Floyd Dickens, author of The Black Manager, Making It in the Corporate World, states that the Black professional goes through four distinct phases in adjusting and growing in the corporate world. These movements represent the learning process exhibited by Black managers as they pass through the four phases of development: Entry Phase, Adjusting Phase, Planned Growth Phase, and Success Phase. He believes that at the Entry Phase there is very little movement, little or no direction, contained anger, and reserved behavior.

In the Adjusting Phase, there is a negative reaction to Whites, rage, low self-esteem, and negative reaction to seeing other White peers move on ahead to better jobs. The rage that cannot be contained in this phase is seen as a bad attitude by Whites.

The Planned Growth Phase is characterized when Black managers make a conscious effort to grow in their jobs and in personal development. They manage rage, their style changes, they establish firm goals, and their behavior becomes smoother.

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[34] Davis and Watson, pp. 164-165.

The Success Phase is characterized by basic goals being met, less need for positive behavioral satisfiers, and high confidence. According to Jacqueline Dickens, the thrust of the Black managers' efforts is intensified based on prejudicial action by Whites. The Black managers felt they had to develop a higher degree of job skills, especially in management, than their White peers. Blacks felt that in order to survive and be successful in a major White corporation, there were some skills Blacks had to learn that were different from the skills learned by Whites. These two skills were management of racism and management of conflict.

The author notes that many Black managers, upon reaching the fourth level success phase, learn that getting the title and position at the next level is often anticlimactic. This occurs because, in reality, a Black manager has usually been carrying the responsibility and doing the job at the next level for some time prior to the actual promotion. This author noted noted that once the successful Black manager has the new job, he again must establish his credibility as if his track record will not hold. Many White managers feel that a plausible explanation for their actions is that they are ensuring that the affirmative action goals are not being set back.[35]

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[35] Floyd Dickens, Jr. and Jacqueline B. Dickens, The Black Manager, Making It in the Corporate World (New York: American Marketing Association, 1982), pp. 17-24.

Based on the findings of Bebe Campbell in The New York Times Magazine:

> The climb to the top, Blacks assert, is made more difficult by the historical and psychological burden of American racism. They have coped, they say, with segregated schools and neighborhoods; some have lived with the Ku Klux Klan violence, and others have memories of Whites-only drinking fountains. But many say the strains of working in a White dominated structure and the evidence of corporate racism, cloaked by a subtly worded memo or a promotion that never comes, are new and strangely disturbing. The perception of many Blacks is that Whites-only signs still hang on the higher rungs of the corporate ladder.[36]

Mr. Campbell stated:

> Less than a century ago, upward mobility posed no problem for Blacks; the overwhelming majority worked in agriculture, forestry, fishing, or domestic service. Few held much hope for equal opportunity in the job market. However, the Ives-Quinn Act of 1945 forbade discrimination in employment.[37]

Thus, affirmative action was born.

> Despite affirmative action, the Bureau of Labor Statistics reports that today a mere four percent of all managers are Black, which represents a marginal gain in the last eight years. Some Black managers suggest that the sheer paucity of these numbers makes them isolated victims of the stubborn non-acceptance of the dominant group.[38]

According to a leading Detroit psychologist, Dr. Noellen Clark:

> Corporate racism is on the rise. It is manifesting itself in a number of ways, including the

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[36] Bebe Campbell, "Black Executives and Corporate Stress," The New York Times Magazine (December 12, 1982), p. 36.

[37] Campbell, p. 39.

[38] Campbell, p. 38.

> firing of Blacks over minor petty infractions and hiring well qualified Blacks yet limiting their responsibilities so much that they become frustrated.[39]

Another Detroit psychologist, Dr. Donnie Smith, finds that corporate racism forces some people to lose motivation. That is unfortunate because man is basically a productive being who enjoys seeing the fruits of his labor and being appreciated for his efforts. Once he gets discouraged and slacks off, both he and the company suffer. Since corporate racism harms everyone, both Blacks and Whites must try to change their attitudes.[40]

In addition to Dr. Smith's findings, Dr. Price Cobbs found that overt racism is not practiced in most organizations, but more subtle forms do exist. Subtle racism includes assumed incompetence along with higher job performance expectations and lack of promotions. In his role as President of Pacific Management Systems, Dr. Cobbs has counseled 5,000 Black and White managers from many Fortune 500 companies.[41]

Dr. Cobbs states, "Corporate America's problem is not utilizing talented individuals who, in many cases, happen to be Blacks or women."[42] "If you want to win, you got to use

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[39] "The Major Malady of Our Corporations," Detroit News (April 17, 1983), p. 40, col. 4.

[40] "The Major Malady of Our Corporations," p. 40, col. 4.

[41] Lloyd Gite, "Bias Wise, You Can Overcome Business Bigotry," Gentlemen's Quarterly (March 1983), p. 15.

[42] Gite, p. 16.

your best players."[43] "Racism is a serious problem in corporate America because it hampers productivity,"[44] claims George Davis. Racism excludes large numbers of Blacks from decision-making positions, and that directly relates to productivity. Business bigotry, according to Lloyd Gite, is sprinkled throughout America's business institutions. Gite cites the following example of a Black manager at a Fortune 500 firm:

> I have been with this company nine years. I have an undergraduate degree from Stanford, an M.B.A. from Harvard, I have excellent work habits, I am aggressive and productive, yet I have had only one promotion. I have seen Whites with less experience and fewer academic credentials go right up the corporate ladder. I hate to blame things on racism, but I am convinced I am going nowhere in corporate America because of my color.[45]

In a situation such as the aforementioned individual, Dr. Price Cobbs believes strongly that good judgment should dictate to the person when to quit. He believes if a Black is in a no win situation, locked in, isolated without a support system in a corporate environment where racism is tolerated, the Black should go elsewhere and succeed.

Discrimination goes beyond hiring practices. "The issue in the 1980's is not so much getting Black people in the door or onto the first rung," says Roderick Plummer, an associate counsel at Chemical Bank. "It is about pushing people through

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[43] Davis and Watson, p. 83.

[44] Davis and Watson, p. 84.

[45] Gite, p. 16.

the ranks, giving them policymaking involvement and the responsibilities and the pay that go along with it."[46] Eliminating inequality in compensation is especially important; while overall statistics are spotty, civil rights attorney Joseph Garcia says that disparity between the pay of top ranking Black executives and their White counterparts can be as much as $10,000 a year.[47]

In a recent issue of the New York Times newspaper, it pointed out the huge gap existing among Black and White Americans. Despite substantial gains in education since the 1960's, Blacks are still overwhelmingly disadvantaged in almost every economic category. On measures of income, wide disparities between Blacks and Whites have not lessened or have even worsened since 1960, as reported by the Center for the Study of Social Policy. Black median income has remained unchanged since 1960 as a percentage of the White median, at about 55%; 54% of Black families earn below $15,000 a year compared to 28% of White families; though 47% of Blacks with four years or more of college earn $20,000 to $40,000 a year, the same percentage of Whites with no more than high school education earn in that range. The report points out clearly that the myth of rapid upward growth for Black Americans is a myth.

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[46] "They Shall Overcome," p. 61.

[47] "They Shall Overcome," p. 61.

The report states the educational picture is much brighter, though financial rewards remain far less for Blacks. It states that there is now very little difference between the two groups in literacy.[48]

Professional Blacks who have worked diligently and showed extreme loyalty to their firms are now taking a more aggressive stance by bringing lawsuits for discriminatory practices. Blacks have contributed much to the growth of America, yet they are denied access to corporations' seat of power. Many Blacks are prime candidates and qualified to lead and direct corporations, but no Black heads any company within the Fortune 1,000.[49] The condition of companies today dates back to the days before the first Black baseball player, Jackie Robinson, entered the major leagues. There was fear on the major league owners' part then that fans would not support their teams if a Black player were on the team; however, they found out quickly that was not the case because Jackie Robinson played better than the average White player. That same fear is prevalent in business today, and the holdout phenomena appears alive and well.

Black professionals who have performed well are constantly being tested over and over again to prove that they are worthy of being in that organization. Dr. Donnie Smith,

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[48] "For Many Blacks, the Gap Remains," New York Times (July 24, 1983), p. 36, col. 5.

[49] "They Shall Overcome," p. 62.

the Detroit psychologist, says:

> The subtle approaches being used by corporations to stifle Blacks are to get them on the fast track, build their hopes up, and then allow the Blacks' progress to stop dramatically. This approach takes the form of low ceilings in earnings, placing a Black in a visible high paying staff job with no power, placing Blacks in geographic areas where no Black support bases are, and exerting extreme pressure on the Black professional to perform above the expectations of his White counterpart.[50]

The crux of the matter to many business executives is that once the tone is established, affirmative action is a way of doing business, just like designing cars or selling products to the consumers. If not working toward a progressive goal, eventually there will be a negative impact on the corporation. Therefore, Dr. Clark and Dr. Smith believe that compliance is good for business.[51]

Historical Foundations

According to many of the veteran civil rights fighters who travailed and lit the candle of human rights, the tradition which they engendered shall live on. This list is exhorbitant, but Louis Harris believes the most significant were Martin Luther King, Jr., Sojourner Truth, Harriett Tubman, Malcolm X, Paul Robeson, W. E. B. DuBoise, James Baldwin, Eldridge Cleaver, A. Phillip Randolph, and James Meredith.[52]

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[50] "The Major Malady of Our Corporations," p. 40, col. 4.

[51] "The Major Malady of Our Corporations," p. 40, col. 4.

[52] Brink and Harris, p. 248.

These individuals have bridged the gap until other contemporary fighters arrived in the civil rights arena. Mr. Harris states that "such luminaries as Reverend Jesse Jackson, Attorney Vernon Jordan, Congressman Walter Fauntroy, Mayor Tom Bradley, Attorney Barbara Jordan, NAACP President Benjamin Hooks, and HUD Secretary Sam Pierce are but a few fighters that are noteworthy."[53] The approaches of some of the earlier civil rights veterans have been replaced by more sophisticated tacticians. These approaches include voter registration, encouraging and gaining more education from outstanding universities, and holding each Black professional accountable for his own individual growth. According to Dr. Martin Luther King, "Although prayer and wishing are excellent techniques, they must be combined with action and ambition."[54]

Sociological Foundations

According to Earl Graves:

> The sociological implications were traumatic in an effort to establish self worth and erradicate self hatred. This metamorphosis took place through various types of expressions. Some examples are: the burning of Watts, Detroit, Newark, and the ludicours rioting and killing that occurred in these areas, the springing up of leftist groups such as the Black Panthers and the Weathermen Underground, and a conscience raising effort to promote that "Black is Beautiful."[55]

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[53] Brink and Harris, p. 252.

[54] Lerone Bennett, Jr., What Manner of Man (New York: Johnson Publishing Company, 1968), p. 136.

[55] Graves, p. 26.

Louis Harris states that gains have been made for a few Blacks, but the destruction which occurred during the sixties left many Blacks farther behind. He feels that the frustration level of Blacks, because of past occurrences, has created a distrust chasm so wide that the damage may be irreparable. The feeling of helplessness is creating hate and rage because there appears to be little empathy for the Black plight.[56]

Psychological Foundations

As indicated in Black Life in Corporate America, George Davis states that there was no psychological plan nor intention when Rosa Parks, a Black woman, would not give the White man her seat on a bus in Alabama; she was just too tired to get up and do so.[57] Martin Luther King, Jr. had no plans to psychologically scar this nation, but he only wanted to ensure that the moral fibre that this country was built upon remained true to its cause. That is, equality for all.[58] The sit-ins in North Carolina, the bombing of the church in Birmingham, Alabama, and the assassinations of Medgar Evers, John Kennedy, Robert Kennedy, and Martin Luther King, Jr. all stirred the social and psychological conscience of our nation. This gave rise to untold numbers of legislative laws to attempt to correct the ills of the turbulent sixties. Many social programs

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[56] Brink and Harris, pp. 36-38.

[57] Davis, p. 57.

[58] Brink and Harris, p. 180

were instituted to allow all people to share in the wealth of this nation.

Philosophical Foundations

According to S. Prakash Sethi in the Harvard Business Review, affirmative action is a part of doing good business. To continue to resist will further disrupt and dilute the productivity that America has become accustomed to. Mr. Sethi believes that America has taken its focus off of the key elements that have made it strong. By focusing too much of our energies on differences and prejudices, America is losing the competitive edge to other industrialized countries.[59]

Summary

As stated by Dr. Price Cobbs, Dr. Noelle Clark, and Dr. Donnie Smith, there is an attitude by corporate executives to procrastinate on the Black upward mobility programs in the eighties. With a few exceptions, the majority of the corporations are moving Black professionals to the middle management ranks and leaving them there to become frustrated and unproductive. Many Blacks are taking a more aggressive stance and bringing class action suits alleging discrimination in pay and promotion.

In the review of literature, there appears to be a commonality among major corporations in dealing with affirmative

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[59] S. Prakast Sethi, "Business Corporation and the Black Man, 1970 Toward Equal Opportunity," Harvard Business Review (July-August 1973), p. 136.

action. In most organizations, there are key competent Black professionals in place contributing to the growth of the organization; however, the action and commitment needed to move Blacks ahead have not been made.

According to Stephen Gayle, more leaders like Coy Eklund, Black or White, are needed in many of the Fortune 500 organizations. He believes that regardless of the backlash, these leaders must stay on course and create a workplace that is truly equitable.[60]

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[60] Gayle and Gray, p. 48.

CHAPTER THREE

Historical Review of Project

For years, Black Americans have been suffering from benign neglect educationally, professionally, and economically. This project, when implemented, will assist in addressing the aforementioned needs of Black professionals in major corporations.

Purpose

The purpose of this project was to clearly indicate the lack of upward mobility for Black professionals in major corporations. The researcher believed that the skills possessed by Blacks were not being utilized nor rewarded adequately. The need for the project centered around upper management's undervaluing the skills of professional Black businessmen.

Participants

The primary focus was on Ortho Pharmaceutical Corporation which consisted of forty-two division managers, eight regional managers, two field sales managers, one national sales manager, and 403 sales representatives. A questionnaire was sent to the individuals throughout the forty-two locations and the home office.

The researcher has had extensive experience in the business arena with four major corporate giants. He has held

positions in sales, corporate recruiting, sales training, and division management. He possesses a Bachelor's Degree in Education and a Master's Degree in Management. The researcher has had hands on experience and involvement in the whole process of affirmative action, including participation in various seminars around the country.

The consultant who aided the researcher in this project was David King, who was instrumental in gaining access to data that the researcher was unable to obtain. Mr. King has assisted many major corporations in establishing affirmative action plans for females and Blacks. He owns his own firm, Careers for Women, Inc. He holds a Bachelor's Degree in English and an M.B.A. Degree. His company has been in existence for twenty years. Mr. King was a very capable individual to assist on this project.

Subjects in Study

The researcher discussed the attitudes of the division managers, the Black sales representatives, and the upper management staff on the absence of qualified Black professionals in decision-making positions. This discussion was held with the president of the corporation and was triggered by an article that showed the ten best places for Black professionals to work. The absence of Johnson & Johnson (Ortho Pharmaceutical Corporation) in the article prompted the researcher to write this paper as well as to hold a series of meetings with the upper management group. Several strategies

were outlined, including the assistance of David King and placing advertisements in popular business magazines read by Blacks. The purpose of these advertisements was to recruit more competent Blacks who could move forward in the organization. Another strategy was to look internally for competent Blacks who had achieved and promote them to highly visible jobs, yet jobs that had decision-making substance to them.

A questionnaire was designed to determine the attitudes of Black representatives and managers, divisional managers, and regional managers so that the researcher could be more finite in determining what problems really existed. The researcher also interviewed key personnel from three midwestern firms to determine the attitudes of Black professionals in those organizations. The researcher endeavored to determine if upward mobility for Black professionals was occurring in those companies. The researcher found that lack of upward mobility was prevalent among Black professionals in those companies, also.

TABLE OF PARTICIPANTS

Characteristics of Subjects in Project

Project Group	Size of Group	Sex		Ethnic Group		
		Male	Female	White	Black	Other
Sales Representatives	403	330 81.8%	73 18.2%	334 84.0%	44 9.6%	25 6.4%
Division Managers	42	36 85.7%	6 14.3%	40 95.2%	1 2.4%	1 2.4%
Regional Managers	8	8 100.0%	0 -----	8 100.0%	0 -----	0 -----
Field Sales Managers	2	2 100.0%	0 -----	2 100.0%	0 -----	0 -----
National Sales Manager	1	1 100.0%	0 -----	1 100.0%	0 -----	0 -----

NOTE: At the inception of the project, there were three Black managers, all of whom were promoted to other responsibilities.

Hypothesis

The hypothesis on which the researcher based this project is that competent professional Blacks are undervalued or underassessed and are therefore not rewarded with upward mobility. Once that the proper assessment of skills is performed, Black professionals should receive instruction as to what is expected, opportunity for application of skills, evaluation of results, suggestions for improvement, and re-evaluation of results. Development would then occur on an ongoing basis in order to project competent Blacks in all departments throughout the organization.

This material was presented to the president of the corporation, and the following action occurred. A filmed presentation was designed by the three key Black middle management figures on their concerns, philosophy, and modes of operation within Ortho Pharmaceutical Corporation. The film was shown to Johnson & Johnson's Board of Directors, Ortho Pharmaceutical's Board of Directors, and the divisional management staff at Ortho. The intent was to show that these competent professionals, who just happened to be Black, are committed to their company and are capable of higher level responsibilities.

As a result of this effort, three promotions of Black professionals occurred within three different departments of Ortho Pharmaceutical Corporation. One Black professional is now closer to an officer level position. A synopsis of the

Black awareness actions was communicated to the managers and sales force. The organization has established a Black Development Program where every Black is now given an opportunity to grow if he wants to grow.

Presentation of Findings

The evaluation designs were a series of questionnaires sent out to the regional managers, divisional managers, and Black sales representatives. A selection of charts indicating the findings is included.

Evaluation Objective

The first objective was to develop a Black Development Awareness Program for management at Ortho Pharmaceutical to enhance upward mobility.

The second objective was to determine if management undervalued Blacks and to gauge if Blacks felt their talents were undervalued.

Evaluation Instrument

The evaluation design consisted of seventeen pertinent questions about the skills of Black representatives versus the Caucasian representatives. This questionnaire was sent to the forty-two division managers.

An evaluation design for the regional managers consisted of eleven questions to determine the skill level of their Black representatives and Black managers. This questionnaire was sent to the eight regional managers.

An evaluation design for the forty-four Black representatives and Black division managers consisted of fifteen questions to determine if they felt their talents were being undervalued. The questionnaire was conducted via telephone.

Findings of Evaluation Question I

To make management aware of the need for a Black Development Program.

Three fourths of the division management staff felt that the Black representatives were above average, but over fifty percent did not hire a Black unless it was required.

When the regional managers were asked individually about their Black representatives, their reply was their Black representatives were superior to Caucasian representatives. When asked the same question collectively, the regional managers felt Black representatives' performances were average.

Both division and regional managers looked for something different in a Black professional, but they were unsure of the exact criteria. The majority of the managers felt that they had observed negative treatment and attitudes by the corporation toward Blacks. Division managers believed the Black representatives' performances were adequate, but they did not know how to develop Blacks.

The results clearly indicate that White professional managers were unconcerned about the growth and development of Black professionals. The survey shows that a vehicle to develop a keen sense of awareness should be initiated in Ortho Pharmaceutical.

Findings of Evaluation Question II

To determine if Blacks were undervalued by management and to gauge if Blacks felt undervalued.

The researcher designed a questionnaire of fifteen questions for the Black representatives and seventeen questions for the division managers. Charts display the results.

The majority of Blacks (88.6%) felt that if a Black and White male were up for a promotion and both were equally qualified, the White male would get the job. The majority of representatives (79.5%) believed their blackness made their jobs harder. All of the Blacks (100%) felt that further into the future their climb toward the top would still be distant in this corporation. The majority of the Black representatives (75%) believed that vindictiveness would not occur when a Black assumed a high level position. The majority of the Black representatives (85%) believed that their talents were undervalued.

Most managers thought Black representatives were getting a good deal. However, they believed that the Black representatives did not perform up to the level of Caucasian representatives. The majority of the managers did not know why they felt that Black representatives did not perform as well as Caucasian representatives. These managers believed that one could be prejudiced and still move up higher in the corporation.

Conclusions

Evaluation Question I - The development of a Black Awareness Program needed to focus on the lack of upward mobile professional Blacks.

The results clearly showed that management was not sensitive about the growth of Black professionals. Blacks were achieving good results, but there was no sense of urgency to develop them beyond the initial stage.

The conclusions drawn from the results denote a need to develop an ongoing, documentable developmental program for Black professionals.

Evaluation Question II - To determine whether Blacks were undervalued by management and if Blacks felt undervalued in the corporation.

The results showed that managers just felt that Blacks were not performing well when, in fact, they were performing better than the Caucasian representatives. Also, the Black representatives clearly believed that their talents were being underassessed and felt that prejudicial bias prohibited them from development.

The conclusion from these results indicates that a thorough analysis of Black representatives' skills must be based on fact and not on feel or image.

Implications

Evaluation Question I - These results occurred because the cultural biases and values of each individual are brought

into the organization with him. Therefore, the Black professionals' progress has not been a priority item.

The results imply that in order to be fair and engender trust and respect for the organization, a total rethinking and reassessing of the talents of Black professionals must be undertaken.

Evaluation Question II - These results occurred because Blacks had experienced the lack of promotional opportunities and managers had arbitrarily felt that the Caucasian representatives were performing better.

The results imply that racial bias is ingrained deeply in the White and Black psyche. The developmental program which is being established as a result of this thesis is the only solution.

Recommendations

The researcher recommended that the corporation develop a successful Black Development Program slated to move Black professionals throughout the organization. Each Black representative will be called into the office by his manager and informed of the Development Program. The manager will discuss the skills necessary to move into the next position and assist the Black in developing these skills. The skills must be teachable, and the goals must be realistic and attainable. An ongoing program will be encouraged; and to get the manager's compliance, his performance in this area will be tied directly

to his compensation. Blacks will be questioned about their career interests and assisted in reaching those levels.

Summary

This project was designed to create awareness that Blacks were not progressing in the corporation. The focus was to assist the corporation in identifying that a problem existed and to aid the corporation in establishing an ongoing Black Development Program.

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APPENDIX A

QUESTIONNAIRE - BLACK SALES REPRESENTATIVES

1. A White male and a Black male at your company are equally qualified for a position. Will the White male or Black male be more likely to get the position?

	Responses #	Responses %
White Male	39	88.6
Black Male	2	4.6
No Preference Shown	0	0.0
Don't Know	3	6.8
	44	100.0

2. Overall, would your job be easier, harder, or not different because you are a Black?

	Responses #	Responses %
Easier	2	4.6
No Difference	6	13.6
Harder	35	79.5
Can't Say	1	2.3
	44	100.0

3. Which of the following best describes your situation at work?

	Responses #	Responses %
Drawbacks of being Black outweigh benefits.	2	4.6

	Responses #	Responses %
Benefits of being Black outweigh drawbacks.	6	13.6
Benefits and drawbacks equal each other.	7	15.9
Don't know.	29	65.9
	44	100.0

4. Which of the following best describes where you see yourself on the corporate ladder five years from now?

	Responses #	Responses %
Off the ladder.	1	2.3
Same place as now.	0	0.0
Up somewhat.	2	4.5
At the top.	3	6.8
Near the top.	5	11.4
Not near the top.	33	75.0
	44	100.0

5. Has either overt or subtle racial discrimination ever worked to your advantage?

	Responses #	Responses %
No.	29	66.0
Yes.	13	29.5
Don't know.	2	4.5
	44	100.0

6. Do you believe your salary would be higher if you were a White male?

	Responses #	Responses %
No.	29	65.9
Yes.	12	27.3
Don't know.	3	6.8
	44	100.0

7. Although Blacks may be behind White people in some areas of achievement, there is definitely no difference between the two races in basic intelligence.

	Responses #	Responses %
Not very sure.	0	0.0
Moderately sure.	0	0.0
Very sure.	44	100.0
	44	100.0

8. Blacks should be given every opportunity to get ahead, but they could never be capable of holding the top leadership positions in a country like ours.

	Responses #	Responses %
Not very sure.	9	20.5
Moderately sure.	26	59.0
Very sure.	9	20.5
	44	100.0

9. Some of the ablest and most intelligent people in the United States today are Black.

	Responses #	Responses %
Not very sure.	0	0.0
Moderately sure.	9	20.5
Very sure.	35	79.5
	44	100.0

10. It is certainly possible for mixed Black-White housing areas to have as high property values as an all-White area.

	Responses #	Responses %
Not very sure.	0	0.0
Moderately sure	7	15.9
Very sure.	37	84.1
	44	100.0

11. When Whites and Blacks mix together closely (by living on the same block, working in the same profession, entertaining together at social functions, etc.), their relations may well improve greatly.

	Responses #	Responses %
Not very sure	22	50.0
Moderately sure.	13	29.5
Very sure.	9	20.5

12. Physical characteristics of Blacks, such as dark skin or curly hair, do not necessarily indicate anything about mental or moral traits.

	Responses	
	#	%
Not very sure.	0	0.0
Moderately sure.	1	2.3
Very sure.	43	97.7
	44	100.0

13. If Blacks were to have dominant political power in this country, they might well show real intolerance toward White people.

	Responses	
	#	%
Not very sure.	33	75.0
Moderately sure.	2	4.5
Very sure.	9	20.5
	44	100.0

14. In all sections of the United States, Blacks are denied opportunities for many good jobs and promotions that are given to White people.

	Responses	
	#	%
Not very sure.	0	0.0
Moderately sure.	7	15.9
Very sure.	37	84.1
	44	100.0

15. Only a few extreme White people are against equal treatment for Blacks in business.

	Responses	
	#	%
Not very sure.	35	79.5
Moderately sure.	9	20.5
Very sure.	0	0.0
	44	100.0

APPENDIX B

QUESTIONNAIRE - DIVISION MANAGERS

1. How are your female reps doing?

   90% responded between "pretty good" to "very, very well"; 10% said "not very well."

2. What's your reaction to "the profile concept"?

   Almost all managers said "really like it" or "very good." Only reservations were concerning its limitations in identifying "developmental" females.

3. Have you made any female hires in the last year? Did they fit the profile? If not, why did you make them "exceptions"?

   2/3 said "yes"; 1/3 said "not quite" or "not exactly" or "not totally." Almost all the exceptions were "she's attractive." Two classic case studies of the 26 year old, MBA fast trackers (also attractive).

4. How do you rate yourself on a scale of 1 to 10 in your ability to manage women?

   All rated themselves "7" or higher.

5. What could make you even better?

   Almost all related improvement needed in areas of either "communication," "sensitivity," or "more experience."

6. Do you think the company is very concerned about a manager's ability in this area?

   Overwhelmingly inclined toward positive responses.

7. If I were a friend of yours and I came up to you at a cocktail party and asked, "What's the story on your company and male minorities?" Are they doing anything there? Is it a good place to work? What's the attitude toward them? Do the minorities feel they're getting a good deal or a fair deal or what? What's going on? How would you respond to this very broad and general question?

   2/3 had positive attitude toward corporation;

   1/3 felt much more effort was needed.

8. Do you have any MR's?

   3/4 said "yes."

9. How are they doing? How would you rate them compared to your CR's?

   Evaluated individually, manager felt that 3/4 of the MR's were "average" or above; 40% were ranked "very well" to "outstanding."

10. Have you ever hired an MR when you didn't have to? Why? (Why not?)

    Most managers did not consider hiring unless it was a "minority requisite."

11. How do you rate the overall corporate MR performance with the overall CR performance? How do you know this? (What is his answer based on?)

Most managers are under the impression that the MR's as a corporate group did not perform up to the level of the CR's as a group. Most managers said "it was just an impression" they had.

12. If MR's aren't (are) as good (better) why do you think this is so?

    Most managers "didn't know;" next largest group felt "we were hiring the wrong kind."

13. Do you look for anything different in your hiring criteria for an MR than a CR? Should you? Why/why not?

    Managers were almost equally divided, but very few had definite feelings as to what the criteria change should be. Many requested a "profile."

14. Do you observe any negative treatment or attitude toward MR's from any aspect of the corporation?

    Most managers said they had observed some form of negative treatment or attitude.

15. How do the MR's feel? What's your opinion? Based on?

    (Information was given on an earlier question by most managers.)

16. Any other ideas or suggestions on the subject?

    Random comments included:

    "Teach Blacks they don't have to be "super Blacks."

    "Realize how to set priorities of importance."

    "More you look for differences the more you find."

    "They don't want to feel so different."

"Everyone should know what EEO is all about."

"Blacks have to learn to play the game (success factors)."

"Make people face it. Get open about the issues."

"Treat them fairly."

"More experience needed to know what to do."

"Problem with Hispanic rep, doesn't want to relocate."

"We probably have some kind of an attitude problem."

17. Do you think the corporation cares about a manager's ability in this area? For example, a.) Do you think today someone who is known to be either blatantly chauvinistic or prejudiced could ever be a DM? b.) Promoted above a DM? c.) Higher? d.) Do you think as time goes on it will become more or less important to have strong management skills in these two areas? Why?

    a.) Almost all managers responded "yes."

    b.) Almost all said "yes"; when question was changed to "blatant," 1/2 said "not today" or "no."

    c.) 1/3 said "yes," even with "blatant."

    d.) 4/5 said some form of "more important."

APPENDIX C

QUESTIONNAIRE - REGIONAL MANAGERS

1. If I were a friend of yours and I came up to you at a coctail party and asked, "What's the story on your company and male minorities?" Are they doing anything there? Is it a good place to work? What's the attitude toward them? Do the minorities feel they're getting a good deal or a fair deal or what? What's going on? How would you respond to this very broad and general question? From what you hear, how do you think your company is doing in relation to other corporations?

   "Yeah, they want Blacks for specific minority territories; not as concerned for teaching the Black and making him developmental. He is sequestered as a minority." "No, they do not think they have a good deal because the company does not have a good history of minorities moving up in the division."

   "In honesty, minorities feel patronized and we're doing a below average job. Minorities are reluctant to pursue management because they fear they're going to be pushed beyond their abilities. We need to have many more programs for the minorities at the field level."

"In my areas, they think they're getting a good deal. Much better than ten years ago. Most complain that managers are too easy on them"

"Especially at this time, an excellent place to be. We have a very aggressive program. Our problem is finding people like that."

"Time is ripe for them. We really need managerial talent."

"in my region, excellent."

"Area of weakness for us. We've not done as well in hiring the person who could go up."

"The company is bending over backwards to find and help developmental minorities. The company's hiring more out of pressure and it's hurting us. Blacks do not like Black only territory. They feel lack of communication with management."

2. Do you have any MR's?

"Yes. 4 Black; 2 Hispanic."

"Ten. 1 Cuban; 9 Blacks."

"Seven Blacks, 2 brand new."

"Four."

"Thirteen. 2 Blacks; others."

"Thirteen or fourteen; 5 Blacks."

"Five."

"Four Blacks, 2 Hispanics."

3. How are they doing? How would you rate them compared to your CR's?

"Two Blacks outstanding; 1 high above average; 1 below average; 1 new, 1 good. On the whole, higher percent of Blacks on top than Whites. Better than Whites in performance."

"Average. They're all over the board. They seem to take more time in the learning process. They tend to be timid in asking for the business. They've got share comparable to other people. Below them on the average. I think we've had lower expectations and that's what they've given us. But that's our fault. We know what offends a minority. Two of the ten, I would rank above the CR's."

"One is an STR; two others are very active in IV Phase; two are career reps. They're every bit as good if not better. I mean they're very good."

"Two are fairly new, extremely sharp and doing very well; the other two are just doing average. Two are just as good as my tops; two are a little below the average."

"Well. (As a group). Black: one above average, other average. As a group slightly above average. Blacks slightly above average."

"Two are too new and the other three rank 1, 2, 3 at the top of their territory."

"Excellent. Almost the same ranking for Blacks and other minorities for outstanding, above average, etc. Almost the same. Blacks were a little more top heavy as a whole in the above average or outstanding range."

"Blacks: very strong; one excellent; one great promise; one doesn't have the brain power (average intelligence, above average effort). Hispanics: one is average, but gets well above average results; second is outstanding, the leader in his division. They're equally as good; same percent is outstanding and average."

4. Have you ever hired an MR when you didn't have to? Why? (Why not?)

"No." (Why not?) "Simply hired the best applicant."

"No." (Why not?) "Probably the lack of availability, percentagewise."

"One. We discussed what we were looking for, what we were trying to accomplish, and one dropped out of the sky."

"Yes, several times. We thought they were the best people for the job."

"Yeah. A lot of times. Everyone but one. I have somewhat of a commitment to that and I would rather

not have to hire in response to a goal. I like to avoid the situation where I have to hire a minority."

"Yes. Two, best people for the job."

"Yes. Best person for the job."

"Yes. I hired a Black. He was the best person for the job."

5. How do you rate the overall corporate MR performance with the overall CR performance? How do you know this?

"Not enough data. My 'opinion' is that not as many high end Blacks. Why: I don't see as many Blacks in our development program—so I assume."

"Below. Based on turnover rate. I'm guessing: we're not bringing in as highly qualified. Because of the few we're hiring. Probably because the reason we're not hiring so many is because of the lack of success. Also, since they never get into management, it might be because they're not doing so well."

"Below average. Just on the image that I have. When I see them in semi-social situations, based on articulation."

"I really don't know. What I hear is that there's less Blacks in development programs."

"Less, a little below standard. There's been so much turnover; because of that, I'd say less. I don't know, it's just a gut feeling."

"They don't do as well because there aren't as many who are in developmental programs and who are promoted. We probably could have hired 4 White females and 2 White males in the same time we've been searching for a Black male."

"I think most people would say it's below; I think it's probably the same. I think it's probably just because the failures are more visible and the presentation is 'I have to hire a minority' and that when they turn one, it stands out more. It's a misconception: we think they don't perform as well, they're more problems, we turn them faster."

"Just from what I see and hear, it's about the same. Assessment center observations. Winners of quality bonus awards."

6. If MR's aren't (are) as good (better), why do you think this is so?

"Not applicable."

"Years of not being able to compete in the White world. They know they can go to another company without any trouble. Prejudicial managers don't treat them as well. If they don't like manager, they don't work as hard."

"We haven't had a priority on the development of MR's. We used to hire just on the basis of could they stay so we wouldn't have to fill the opening again."

"Not applicable."

"Not managed with the same intensity."

"Not applicable."

"Not applicable."

"Not applicable."

7. Do you look for anything different in your hiring criteria for an MR than a CR? Should you? Why/why not?

"We don't have any minority territory, per se. 1.) Job stability. 2.) Sales experience. 3.) Image. 4.) College degree."

"I have begun to look strongly for image. Even a better one than a CR. It will help him out tremendously in our job. Also, I have begun to key in on articulation of the enunciation of the terms we have in our sales presentation. Otherwise, we get a less than confident sales presentation. The other thing, I believe it's 'a White man's world' and I look for someone who is functional in this world."

"No. I don't think so. I don't think you should lower your standards. We may need to do more campus recruiting. A good Black is more expensive at the maturity level (29 with sales experience)."

"No. I don't think so. They should be hired on the same scale."

"I don't think so. Yeah, I do. There are some Blacks better to operate in White society than

others. I think that's important. If a guy's whole world revolves around his Blackness, he's going to have more problems."

"Blacks - I don't like to move them too far out from their home background. They're family oriented and I don't feel comfortable moving them. Same with Hispanics. Not to a non-Hispanic environment."

"Strong religious background. The ones who go to church appear to have a greater work ethic."

"Not yet. No chips on shoulder. No, I should be allowed to hire the best person regardless of race, color, or creed. Because the company is not successful in keeping and developing Black reps. Higher turnover."

8. Do you observe any negative treatment or attitude toward MR's from any aspect of the corporation?

"No."

"Some of the old time sales reps are not as sensitive to 'Black jokes'."

"Negative attitude pervades: 'We'd be better off if we didn't have to hire Blacks'."

"No."

"No."

"No."

"No."

"Not really."

9. How do the MR's feel? What's your opinion? Based on?

"Not really." (Are they getting 'a good deal'?)

"None have ever approached me."

"I believe at least three are sensitive to discrimination."

"Not applicable."

"I would assume, but no knowledge of it."

"Not applicable."

"Like they're part of the corporation, that they have an opportunity to grow. They ask why we have so few Black females. Good job; good opportunity."

"Some feel that they get negative treatment if they're assigned to all Black territories."

10. Any other ideas or suggestions on the subject?

"We've talked about 'accelerated development'. I don't mean White teaching Black, but..."

"No."

"Make a stronger point for getting a Black promoted. I also think an ideal Black rep straight out of college is better than the older guy."

"No."

"No."

"Better resources."

"No."

"No."

"Regional Managers should get personally involved with their minority reps and their development."

11. Do you think the corporation cares about a manager's ability in this area? For example, a.) Do you think someone who is known to be either blatantly chauvenistic or prejudiced could ever be a DM? b.) Promoted above a DM? c.) Higher? d.) Do you think as time goes on it will become more important to have strong management skills in these two areas? Why?

"a.) Yeah. b.) Yeah. c.) No. d.) No."

"a.) Yes. b.) No. c.) No. d.) More."

"a.) I'm not sure. b.) No. c.) No. d.) Yes."

"a.) Not much thought in that area. b.) Yes. c.) Yes. d.) Critical."

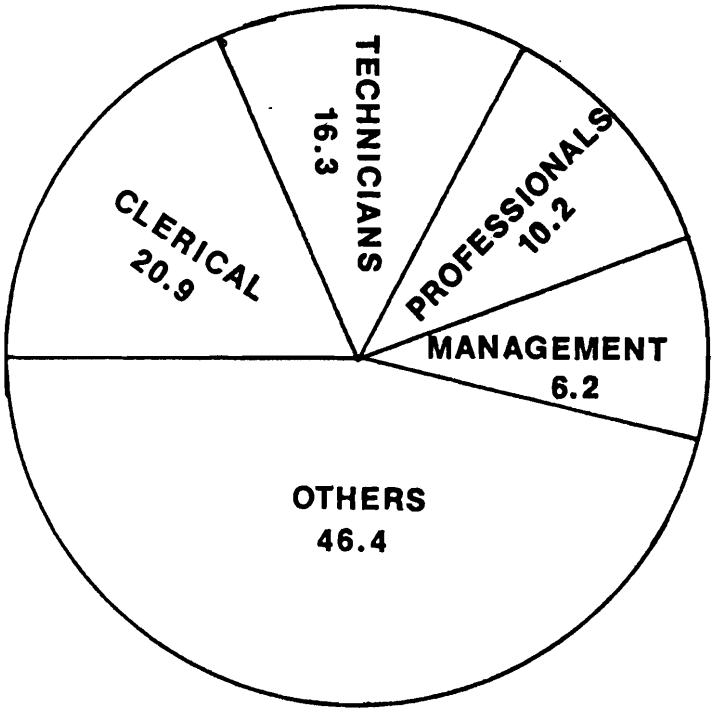
"a.) Yes. b.) Very difficult. c.) No. d.) More."

"a.) Yes. b.) Oh, yeah. c.) Above an RM. The higher you go, the less impact it has. d.) More important."

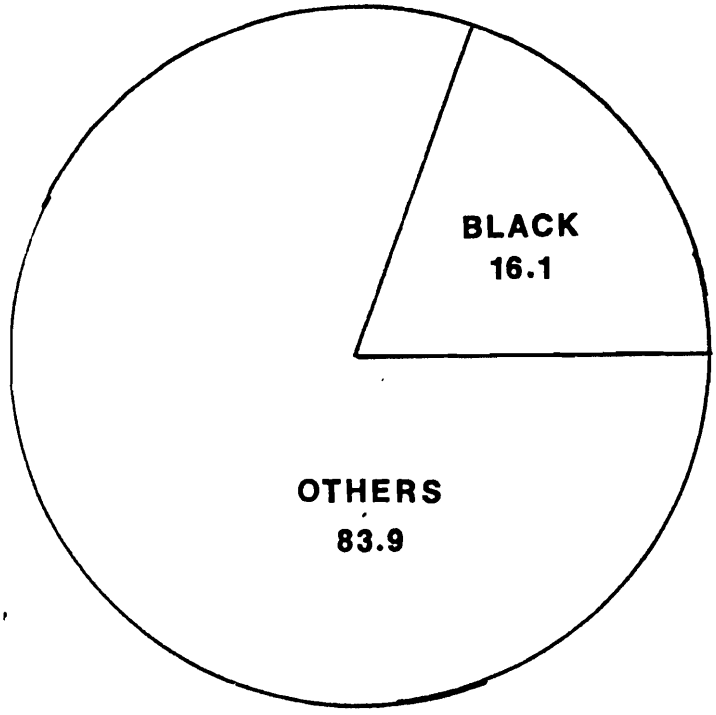
"a.) Yes. b.) No. c.) No. d.) More."

"a.) Yes. b.) For sure. c.) For sure. d.) Yes."

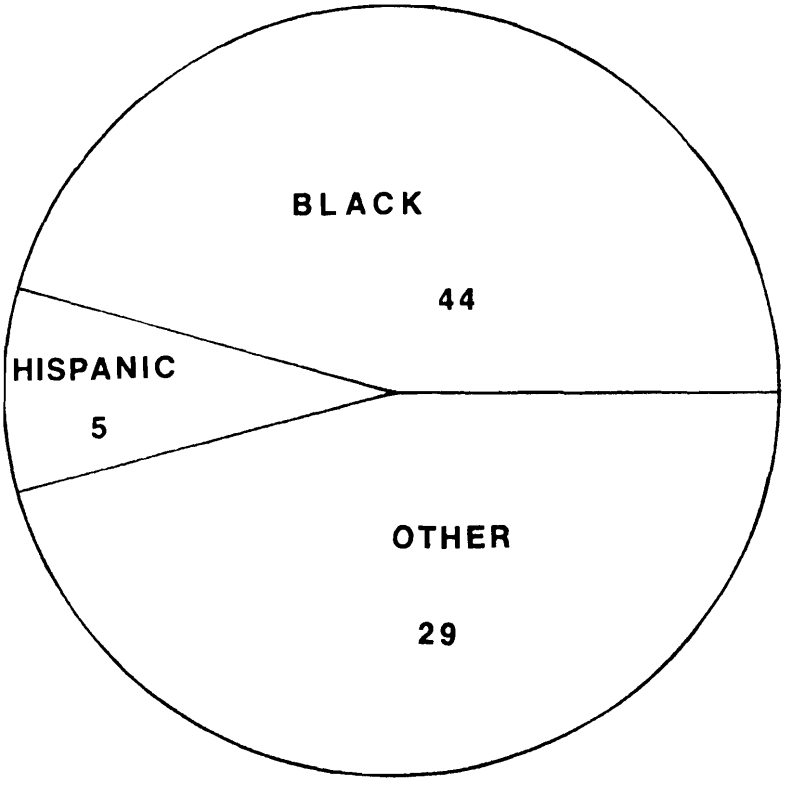
Black Professional Growth on Equitable Staff



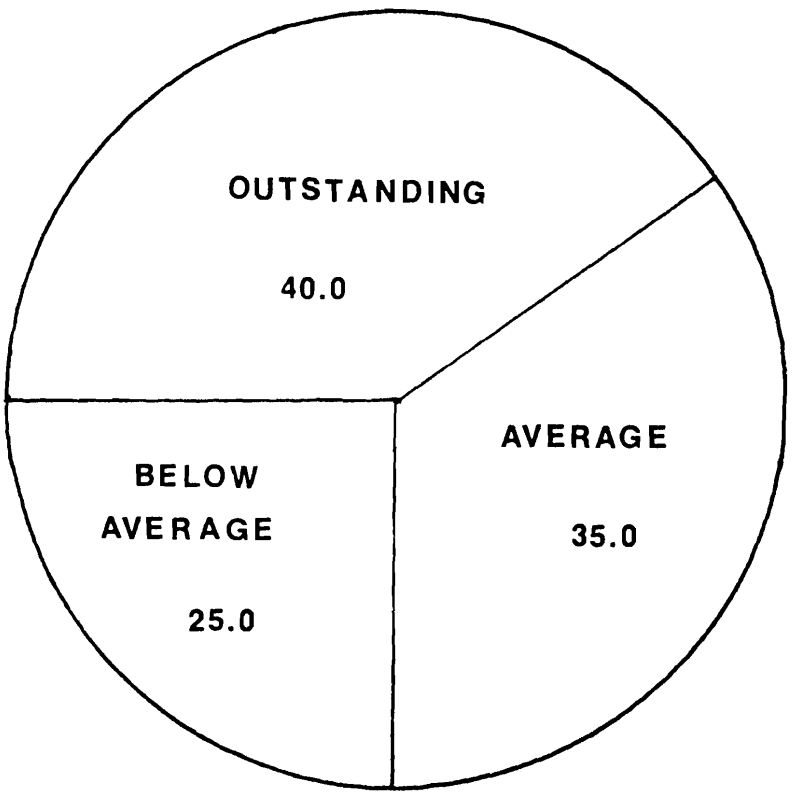
Population of Equitable Staff



Breakdown of Minority Representatives

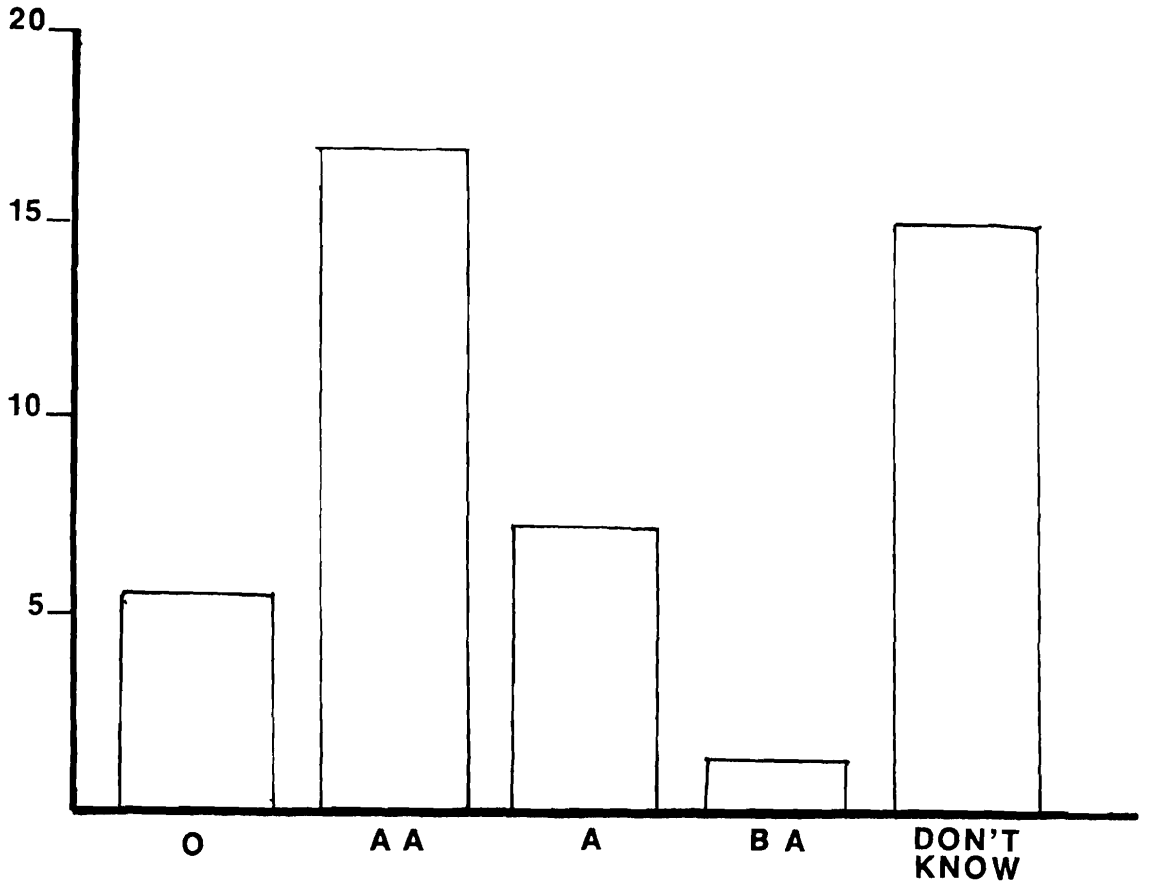


Success Rate of Minority Representatives



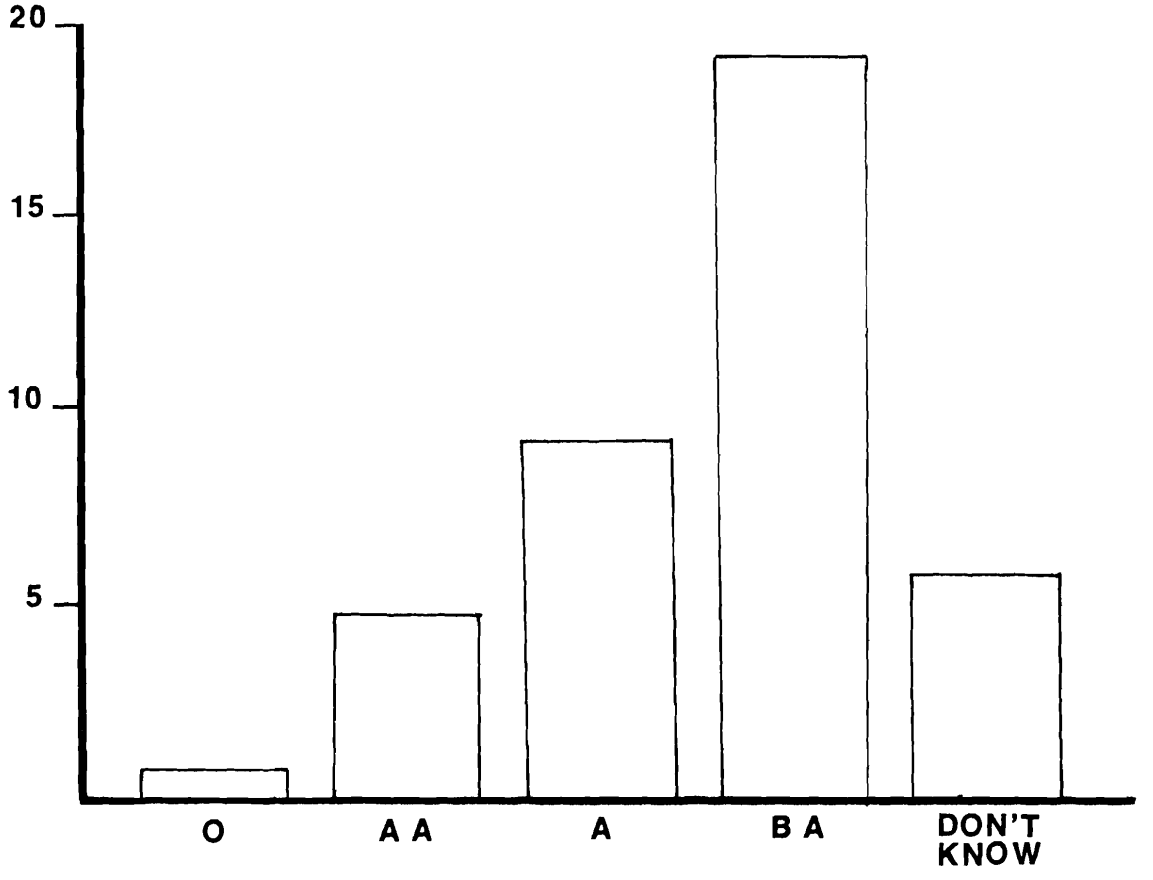
Management Rating of Individual

Minority Representatives to Caucasian Representatives

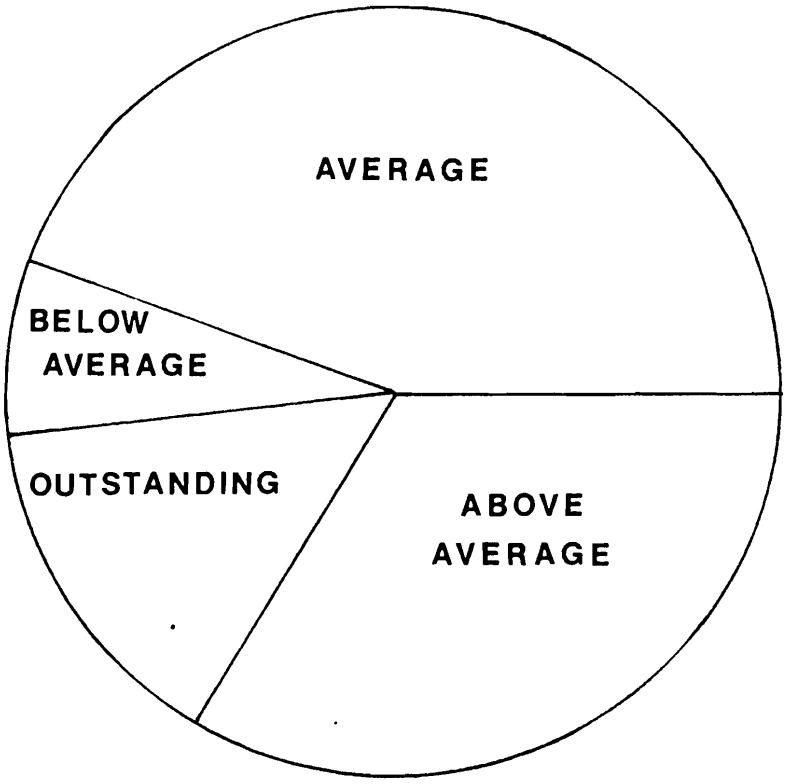


Management Overall Rating of Corporate

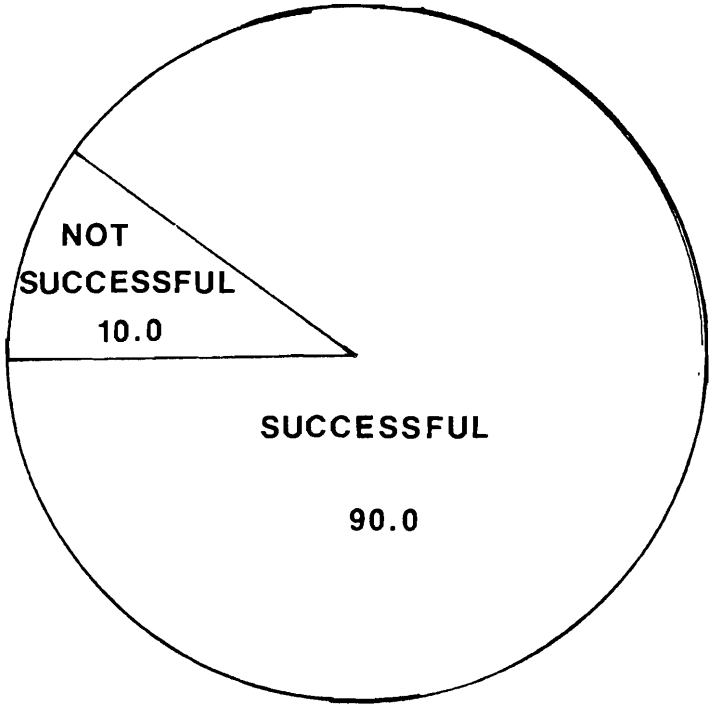
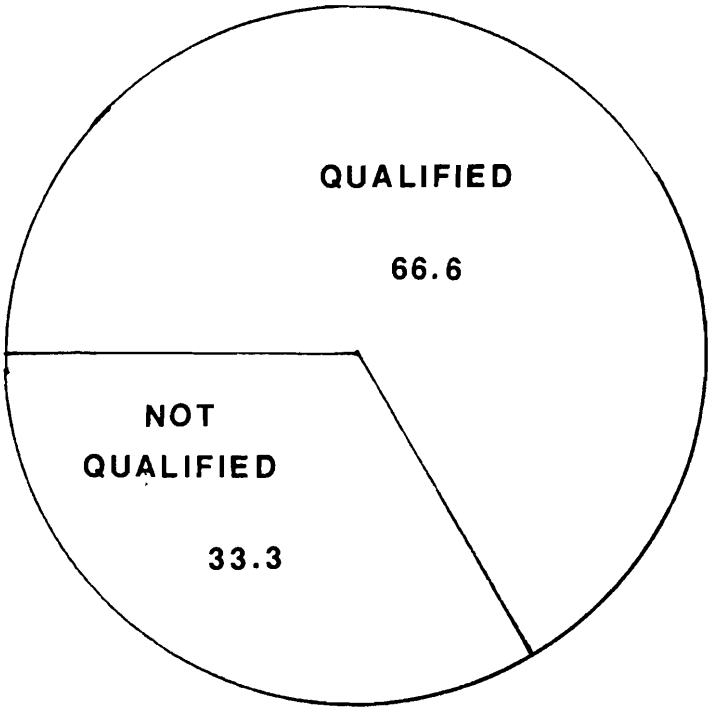
Minority Representatives to Corporate Caucasian Representatives



Rating by Regional Managers of Black Representatives



Female Representative Success Rate



Female Profile