

ONLINE APPENDIX

Appendix A: Sample Interview Questions

I. Culture Study

A. Partners

1. Can you give me a brief history of your career here?
2. How would you describe the culture at [this firm]? What do you think sets it apart from other organizations of its kind?
3. What do you think it takes to succeed here (qualities, skills, background, etc.)?
4. What gets rewarded around here?
5. Regarding the three firm criteria for promotion to the senior associate ranks:
 - a. Character, personae, style
 - b. Client relationships
 - c. Building the global group. . . what do you look for to assess these qualities?
6. What challenges did you encounter along the way to becoming partner? [To women partners: What do you think has enabled you to become a partner at [the firm], relative to women who've not "made it"?)]
7. Why do you think there are not more women at the highest levels here?
8. At what levels do you see women having challenges, and why do you think that is?
9. What advice would you give someone who wants to succeed here? If this person were a woman would you add/change anything?
10. What are the key business challenges facing the firm?
11. What do you hope will come out of this project?

B. Women Associates

1. Can you give me a brief history of your career here?
2. Tell me about a recent successful project you led. What made it successful?
3. Tell me about one of the more challenging projects you've led. What made it challenging?
4. How has the firm helped you grow into your current role?
5. How do you get help or advice when you need it?
 - a. Do you actively seek it?
 - b. Do people reach out to you with it? Who and when? Is the advice helpful?
6. Do you get feedback?
 - a. When, what kind, from whom, how helpful?

7. Do you have any role models in the firm?
8. What is your next step career-wise?
9. How satisfied are you with your career here and with what you see as your career trajectory here?
10. If you were going to give someone advice about how to be successful in your role as a [X], what would you tell them?
11. What do you think it takes to succeed here long term?
12. Do you think women face particular challenges here? Do you feel you face particular challenges as a woman?
13. How satisfied are you with your work–nonwork life balance?
14. How do people who are successful here manage their work and nonwork demands?
 - a. Does this seem like a viable option for you?
15. How would you characterize the senior women here?
 - a. Are there women here whom you consider to be role models?
 - b. What are they like to work with?
 - c. What kind of reputation do they have and why?

II. Study of Men's Professional Identities

1. Could you walk me through your work history to date, from when you left school to the present?
2. How typical has your career at the firm been, relative to others at your level?
3. What is your job now? What kind of tasks do you do? What kind of hours and travel does it involve?
4. Where do you see yourself in 5 years? (If not here, why? If here, in what role?)
5. How important would you say your work is to your sense of self?
6. Is there an ideal consultant at the firm, a particular kind of person who succeeds here? What is this person like? Could you think of one, and walk me through how that person meets each attribute of the ideal?

Probes: How does this person work (e.g., time, availability)? Relationships at work? Relationships with clients?
7. From what you know, are men and women's experiences in meeting this ideal different? Can you tell me about a woman at the firm whom you have found very successful and why?
8. *If not already covered:* As you know, I am interested in understanding how consultants combine their work with their personal lives. Can you tell me about your life outside work?

Probes: Married/serious partnership? How long? Children? Number, age?
9. *If married:* Could you tell me a little bit more about your spouse?

- a. Does your spouse work? If so, at what? What qualifications does s/he have?
 - b. How long has s/he been working at this job/career? If less than 3 years, what did s/he do before?
 - c. What are your spouse's career aspirations?
 - d. How do you prioritize your jobs?
10. Do you feel that your marriage has affected how you have approached your career? Do you feel that your career has affected how you have or will approach your marriage? In what ways?
 11. *If children:* Do you feel that your children have affected your work behavior or approach to your career at all? If so, how?
 12. How does your arrangement with your spouse regarding work and family compare with that of others at the firm?

III. Study of Women's and Men's Leadership Identities

1. Tell me about your career here—when did you come to the firm, in what position did you start, how long have you been in your current position, etc.?
2. In what arenas do you exercise leadership/influence in the firm? Can you give me some examples?
3. How ambitious would you say you are?
4. What does it mean to you to be ambitious? Probe: What thoughts and feelings come to mind?
5. How have you learned about how to exercise power/leadership/influence?
 - a. Have you had any role models along the way?
6. How have you acquired power [influence/credibility as a leader] at [firm name]? Can you give me some examples?
7. How would you characterize your relationship to power/leadership/influence over the course of your career [so far]? Have you grown more comfortable, less comfortable over time? How did that happen?
8. Who are the most powerful people at the firm?
9. What does it take to be a leader at the firm?
10. [For women] Do you feel you face/have faced any particular challenges as a woman when it comes to exercising power? [give examples]
11. [For men] Do you think women face any particular challenges when it comes to exercising power? [give examples]

Appendix B: Illustrations of the Iterative Interpretation Process

Example 1

The interview segment in question reads as follows:

So you tell the older kid, “Hey, get ready for school” and he basically does. Not a hundred percent, but certainly ninety percent. And you even tell the little one—I mean he’s 7—he can get dressed. He can actually open his drawers and get the right clothes and get dressed. He can’t make his breakfast, but in a pinch, he can. The older one can definitely open up a thing of Pop-Tarts and pop them in the toaster. It’s not what you call healthy eating, but for this week, it’s fine. So, it’s—I mean—they don’t cry when I leave. Sometimes the younger one does. But—

Interviewer: Oh, really?

Interviewee: Before they would kind of *both* cry. And yes. I mean it’s—so, it’s a lot easier [now that they are older].

One author’s interpretation raised the intriguing possibility that the interviewee was engaging in projective identification with his children. Her analytic notes read:

Although our focus is on projective identification vis-à-vis women, in the spirit of following an interviewee’s defensive maneuvers where they go, I want to suggest that men’s projective identification could have multiple targets. In this case, is he carrying out projective identification in relation to his children? He describes them as crying when he leaves. It is possible he is talking not just about the children’s sadness at his leave-taking in the mornings but also his own. In other words, he’s projecting his sadness onto them.

Another author considered this interpretation but then offered a different one:

You are proposing that he is splitting off his own sadness and projecting it so that he can experience it vicariously when his children express it. While I agree that he is probably feeling sad and projecting it out, I’m not seeing the children as the target. If sadness were being split off and projected onto them then we would see statements along the lines of “The children still feel terrible when I leave for work.” Instead he talks about how “it’s fine” and “a lot easier.” So if he is projecting his sadness onto them, he isn’t really able to identify with it for long because he quickly dismisses it.

After some discussion of these two interpretations, the authors agreed that the point of relating his children’s sadness seemed more to highlight their resilience, which may have been a guilt-reducing strategy. We thus jettisoned the idea that this passage might be evidence of

projective identification with his children. Moreover, reading further in this transcript, we saw more compelling evidence of projective identification with his wife, as we explain in the text.

Example 2

The interview segment in question reads as follows:

My husband, who is an incredibly involved father and takes care of my son a lot. . . . You know, he loves our son dearly but he still will sit there and hold him on his lap and read the paper online or try to work while holding him. Whereas when I'm with him, I don't try to do anything except totally focus on him. So I do think that—and I don't know if this is just me as an individual versus my husband—if there is a gender component or not.

One author noted in her analytic memo an implicit element of spouse-blaming, which raised the possibility that perhaps this interviewee was unconsciously resentful of her spouse for failing to be as devoted a caretaker as she. Just as we saw slippage among men interviewees between wives and women at the firm, perhaps women interviewees engaged in a similar slippage between husbands and men at the firm. Could her veiled indictment of her husband be standing in for resentment toward men at the firm for being subpar caretakers?

Another author agreed that husband-blaming was occurring, pointing to additional elements: the interviewee raised it in a passive-aggressive way, the word choice in “me *versus* my husband” instead of “*compared to*,” and the echo of Hochschild’s notion of unconscious resentment in the Nancy and Evan Holt chapter of *The Second Shift* (1989).

But the ensuing discussion among all the authors led to the conclusion that while some husband-blame may have been present, evidence for slippage was lacking. Yet, to be silent about the woman’s comments regarding her husband failed to do justice to the data, so we pondered together how to use the data but not overstep it. The solution we settled on was to point out the differences she articulated between herself and her husband as one in a series of work–family tensions framed as stark contrasts.

Example 3

Our final illustration refers to this interview segment:

So it's been a challenge to sort of figure out, how do you create the same kind of impact as the white male pounding on the table when you know you can't pound on the table and get the same result? There's probably a different way you can create that impact, but it's not going to be this, it's going to be some other path. And I think that's been a challenge in terms of figuring out how do you have a strong voice but not come across as a bitch, essentially? Excuse my language. . . .

Interviewer: About having a strong voice and not coming across as a bitch, have you figured that out?

Interviewee: I think I've erred too far on the side of being a mouse.

One author noted the stark contrast in this interviewee's depiction of the possible roles she could take—"bitch" versus "mouse"—and suggested that the excerpt might therefore be evidence of an unconscious dynamic. As she explained in an analytic memo:

She says that white men can successfully be authoritative but women using a male tactic will be unsuccessful ("come across as a bitch."). Her discomfort with personally taking up that role appears in the use of the word "bitch" and the apology ("excuse my language"), and she then puts herself in an impossible position by describing herself as "a mouse." The starkness of the two poles and the lack of discourse about a middle ground indicates a sense of not fitting—of lacking the requirements of the role.

Another author demurred, noting that a simpler interpretation, with no need to invoke the unconscious, would suffice: "I agree that her use of the word 'bitch' indicates discomfort and that she clearly feels a sense of not fitting, but one hardly needs an interpretive lens to draw that conclusion." We agreed that this logic was compelling and hence did not invoke the stark contrast in this example as a signal of unconscious emotional dynamics.

REFERENCE

Hochschild, A.

1989 The Second Shift: Working Families and the Revolution at Home. New York: Penguin.