

THE PROFESSIONAL IMAGE

REPORT

By

Mary Ann Johnson

A Master's Research Project in Partial Fulfillment
Of The Requirements For The Degree
Master Of Arts

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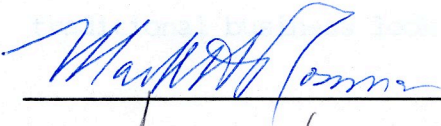
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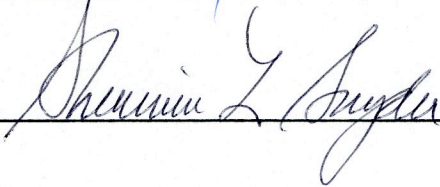
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ABSTRACT

The study attempts to identify what characteristics and factors women find to be important to their professional image. In addition, the study asks the question whether or not women feel their professional image is important to their career development.

The sample population for the study was 110 female employees from the Motorola Employees Credit Union, Phoenix, AZ. The women were asked to complete a survey questionnaire eliciting their opinions and ideas on what constitutes a woman's professional image and what hinders a woman's image. The results were that the women felt their image was important to their career development and that a conservative, traditional business look was most appropriate in the workplace.

ACKNOWLEDGEMENTS

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CHAPTER ONE

INTRODUCTION

The face of today's workforce has changed dramatically over the past 20 years. Numbers reveal the workforce is now made up of more than 53 million women age 16 and over, comprising over 45% of the total labor force! As more women enter those occupations previously dominated by men, women are searching out and receiving advice on how to integrate themselves into a male-dominated workforce. More so than ever before, women are seeking ways to gain a competitive edge and present a professional image that enhances their career success.

Men for many years have had their role models, traditions, standard of conduct, and guidelines for presenting a professional image in order to be considered "successful in the business world." But what about women, who have been their role models? Have traditions and standards of conduct been laid down for women as they have been for their male counterparts? What are the guidelines for presenting a professional image in order to be considered a "successful woman in the business world."

Since women are relatively new to the workforce, the answers to these questions are not as clearly defined as they are for men. This poses a multitude of problems for women when making decisions as to the development of their own professional image and business style. Many times women will do things that detract from their image, consequently hindering their career position. They are making decisions on how to present themselves based on "image myths" that are no longer true in a

changing dynamic workplace.

One of the major problems for women has been the selection of appropriate business dress since there has been no specific business uniform such as the male three-piece suit (Molloy, 1977). This problem is compounded by the constant state of flux in women's fashion and differing clothing expectations of male and female supervisors of women employees (Dillon, 1980). At the same time career dressing is recognized as a problem, many professionals see appropriate dress as capable of significantly affecting a woman's success within a corporation (Solomon & Douglas, 1983). Thus there appears a paradox and dilemma for career woman.

Talent, experience, and ability will always be more than dressing for success, but as competition for promotions becomes keener and organizations are cutting back to a "leaner" workforce, it is imperative women consider carefully the impact of their professional image, especially in the area of dress and personal appearance. Women can do a number of things to improve themselves ranging from increasing their knowledge of the organization to maximizing their personal stress-management abilities. However, especially for upwardly mobile women (and men) they need to understand the means by which they can improve their professional image via the clothing they wear and their personal appearance.

The purpose of this study is to identify those characteristics about a woman's professional image that enhances and impacts her career success. To identify those things women feel are critical to presenting a more positive professional image. A large portion of the study will

focus on the role of clothing and personal appearance, since many feel these are two of the most important components of a woman's image. The study will be conducted with a group of women in Phoenix, AZ. From the results of the study, a profile of those characteristics women feel are important can be developed.

Clothing is a form of communication. Our clothes tell a story about us, about who we are...or who we think we are. Clothing can be a public relations tool. In the past, a woman's clothes were a visible comment on her husband's status in the community. Today a woman's clothes say as much about her own status and her own identity as in the past. By wearing the right clothes, a woman can communicate her own role as a productive member of society. Women are no longer strictly ornamental. Women have entered the market place and are competing with men...with each other...on every level. Women do not have to buy their identities to be taken seriously on the job, but they do need to project a professional image.

The way people see you is your image. Image is a major factor in achieving business success. By the time you have talked to someone for 30 seconds, they have already formed an opinion about you. Looking businesslike heightens a professional image for women. As women enter the workforce in larger numbers there is a need to study effective and economical way to dress on the job.

CHAPTER TWO

REVIEW OF THE LITERATURE

Despite a dramatic increase in the number of working women in recent years, the proportion of women who occupy managerial and executive positions has remained small. Many believe that the lack of women at the top stems from the traditional perception of women as less qualified than men. Several researchers have concluded that sex role stereotypes may limit employment opportunities for women (Rosen & Jerdee, 1973, 1974).

For improved employment opportunity, women need to understand the influence of the image they project and how dress may be used to enhance their professional image.

The role of clothing as a significant variable in person perception has been well established (Conner, Nagasawa, & Peters, 1975; Douty, 1963; Rosencranz, 1962). Other researchers have found that the initial perception of an individual affects subsequent ratings of the individual's performance within a task-oriented situation (Lapitsky & Smith, 1981; Smith, 1976). Nonverbal cues, including the appearance of a candidate, have been found to influence hiring decisions. Findings of Littrell and Holm-Peterson (1980) support that dress plays a role in hiring decisions.

In addition, clothing has been found to influence reactions of others, especially in terms of willingness to help an individual. People have been found to be more willing to respond to well-dressed interviewers (Giles & Chavasse, 1975) and also to give money for charity or a telephone call (Hensley, 1981). People have been found more likely to

to behave in a certain manner and to be honest with people whose clothing suggested they were of high social status (Bickman, 1971).

Whereas the male executive's attire is governed by formal or informal dress codes, female candidates face special difficulties. Appropriate business dress for women is not well defined.

One study of perceptions of appropriate business dress for women (Dillon, 1980) found that pant suits obtained the highest ratings followed by skirted suits. A national mail survey assessed a sample of junior to middle female executives' reactions to a range of possible clothing styles (Douglas & Solomon, 1983). The twelve styles included skirted suits, dresses with and without jackets, dresses, pant suits, as well as the latest fashions. In the study, skirted suits, particularly when worn with tailored blouses obtained the highest ratings. In contrast to Dillon's findings, the pant suit did not rank very high and was generally rated low. The key to whether or not an outfit was appropriate for work appeared to hinge on whether or not it included a jacket. The jacket appeared to constitute the primary cue for inferring an image of professionalism.

Studies concerning dress styles considered appropriate for women suggest that relatively formal styles are preferred. In particular, suits irrespective of cut, style, and accessories, obtain the highest ratings as suitable. This seems to be consistent with conventional wisdom, and "the dress for success ethic."

The clothes that we wear make a statement has virtually become a cliché. The problem lies in the nature of the statements we make with our clothes and personal appearance. Are such statements analogous to

those we make when we speak or write, when we talk with others.

Alison Lurie (1981) claims that clothing is virtually a visual language, with its own distinctive grammar, syntax, and vocabulary. Therefore, knowing which clothing projects a more professional image "message" is key.

The statement "I want to be promoted on the basis of my performance and not the way I present myself" typifies a common misconception of how the world works. People have nothing to go on when they first meet you except the way you look and act. The first impression is usually lasting, largely because peoples' perceptions are not easily changed, but also because you are likely to keep projecting the same image. The way you look and what that conveys are part of your performance. Cultivating a professional image means defining and focusing more sharply on clothing and personal appearance.

CHAPTER THREE

METHOD AND PROCEDURE

The Population and Sample

In March, 1988, Working Woman magazine conducted a national survey asking women to respond to numerous questions pertaining to their attitudes toward the subject of professional image and its importance in their career development. Over 8,000 women responded to the survey and the results were published in the October, 1988, issue. With the permission of Working Woman magazine the survey questionnaire developed and used in their national study was used for the purpose of this study.

The sample for the study consisted of a population of working women at the Motorola Employees Credit Union, Phoenix, AZ, who responded affirmatively that their image had helped them get ahead. Thirty women were selected randomly from the total sample of 110 women.

The women were between the ages of 28 and 48 years old. 50% had individual annual incomes of less than \$20,000 per year with the remainder following between \$20,000 and \$30,000. Two had individual annual incomes between \$30,000 - \$44,000.

Since Motorola Employees Credit Union is a financial institution, the women held positions ranging from clerical to branch manager. Many were tellers, loan officers, while others worked in data processing, auditing, and computer services. The majority indicated their work week was 40 hours plus. 50% were married with children and had completed a minimum of two years of college.

The Instrument

The questionnaire was designed to elicit opinions from women on topics dealing with what is a woman's professional image, what makes up a woman's professional image, and what enhances or detracts from a woman's professional image? Major areas of the questionnaire dealt with:

1. The importance of professional image as an integral part of one's career.
2. How do women want to be seen by top management, client's and co-workers.
3. Is image important to career success?
4. Attitudes toward dress in the workplace.
5. Workday dilemmas dealing with family and uncomfortable office situations.
6. Office culture.

The questionnaire also asked for background information such as age, field, job title, typical work week, self-employed versus employed, annual income, level of education, marital status, and number of children. Additional comments were solicited on what women feel is important to their image.

Design of the Study

The survey questionnaire was administered to the female members of the employee staff at Motorola Employees Credit Union, Phoenix, AZ, after a training seminar in May, 1989. Participants were asked to complete the questionnaire and return to the training department. Thirty questionnaires were selected from the responses of 110 as a random

sample. The responses were computerized using an IBC PC and databases were set up using the Reflex Program. The data was analyzed using the Reflex Program and reports were produced based on user requests. The reports were based on total responses and percentages.

CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF DATA

Presented in this chapter is an analysis of the data identifying those characteristics and factors women saw to be important to their professional image. The results are reported in major categories.

1. IMAGE AS AN INTEGRAL PART OF CAREER DEVELOPMENT

Table 1: Page 14

For women who take their careers seriously, the question of image was not a superficial one. Over 54% responded that their image had helped them to get ahead. 90% reported they are careful to dress and act in ways that are appropriate to their careers, and 63% felt the question of professional image was more important for women than their male counterparts.

The women were uncomfortable to admit that image was as important as doing the job. One could detect some unease with the idea that image was or was not as important. Even though the majority had responded that their image had helped them get ahead, over half felt success should be based on how well you do the job, not on your image.

2. PROJECTED PROFESSIONAL STYLE

Table 2: Page 15

As reported in Table 2, the projected professional style of the 90's working woman is a new and positive poised style, moving away from anything that may bring on the notion of femininity. The women reported definite ideas on how they wanted to be seen by their top management,

clients, and co-workers. Clearly the women signaled they wanted to be seen as skilled, responsible, and ambitious. They least wanted to be seen as looking no-nonsense, sexy, or money oriented as reported in Table 3.

3. DAMAGING BEHAVIORS IN THE OFFICE

Table 4: Page 16

Coupled with the new poised and power style, women felt there were behaviors damaging to their projected image in the workplace. Unbecoming behaviors were seen to be as using off color language, losing one's temper, and little girl behaviors such as crying. Behaviors such as flirting were seen to be manipulative, and did not support the emerging confident style women want to be seen in today.

4. PROJECTING AN IMAGE OF CREDIBILITY AND CONFIDENCE

Table 5: Page 17

Coupled with projecting an attitude of professionalism and credibility, when asked what do you feel to be important to your professional image, women responded 100% that clothes were number one along with attention to personal appearance. The message that dress is important to one's image was strongly felt.

5. ATTITUDE TOWARD DRESS

Table 6: Page 18

Realizing that dress is important, over three quarters of the women surveyed reported they had made a conscious effort to develop their image. 77% vary their clothes for the day's agenda and

give clothes and dressing much thought. Interestingly, 67% of the women surveyed said they would just as soon wear a grey suit like a man and be done with it! They also reported they would dress more imaginatively if their company were not so conservative. This could be a rallying point for the "low-risk professional safe suit" men have been wearing for years.

6. ASPIRATIONAL DRESSING

Table 7: Page 19

37% of the women surveyed felt it was best to dress primarily for the position you are in, while 33% felt dressing for the position you aspire to be important. The remaining felt dressing for yourself and your clients to be important. This continues to support the idea of dress and its importance to one's professional image.

7. STRATEGIC DRESSING

Table 8: Page 20

85% felt that strategically, wearing jackets as part of a suit, or over a dress adds authority to one's appearance. Also, wearing quality accessories, such as watches, leather belts, and handbags, were also important to one's professional style. Women were split down the middle on whether or not, regardless of the temperature, wearing a sleeveless dress or top at the office would undermine their professional appearance.

8. OFFICE ATTIRE

Table 9: Page 21

Definite opinions on hem lengths and appropriate dress for the office emerged with 80% predominantly wearing knee length skirts and

dressess to the office. Majority of the women felt shorter hem lengths inappropriate for the office, and were just a ploy by the fashion industry for sales. Women most often wore conservative business suits or casual skirts and blouses to work. Over 50% wear fragrance, lipstick, eye shadow, mascara, and foundation to work daily.

9. CHANGING YOUR IMAGE

Table 10: Page 22

The image of women still centers around the corporate look. Over half of the women reported their image had become more conventionally corporate while fewer reported their image had become more individual and innovative. The message seems to be that a woman's image is traditional and runs along the line with the company image.

10. THE CORPORATE CULTURE

Table 11: Page 23

Women are careful not to respond when their supervisor's may tell an off color joke they may find offensive. Also, women speak up when they need to go home or work at home when a child is sick. A real sign that the family concerns and values women bring to the workplace are key. There seems to be an indication of underdressing for women, asked what they would do if they arrived at work dressed inappropriately, over half responded they would go to the meeting anyway. This seems to be high considering that women have responded to the value of their professional image.

TABLE 1

IMAGE AS AN INTEGRAL PART OF CAREER DEVELOPMENT

Over the past decade, there has been much talk about image as an integral aspect of a person's career. Please indicate how well each of the following statements describes your feelings on the subject.

	<u>Very Well</u>		<u>Not at All</u>	
1. I am careful to dress and act in ways that are appropriate to my career	30%	60%	10%	0%
2. My image has helped me get ahead.	10%	44%	43%	3%
3. Success should be based on how well you do the job, not on your image.	17%	20%	20%	43%
4. Image is more important for women than for men.	10%	53%	30%	4%
5. I'm a very different person outside of the office than I am when I'm working.	23%	43%	24%	10%
6. I am very satisfied with my image.	10%	53%	33%	4%

TABLE 2PROJECTED PROFESSIONAL STYLE

How do you most want your company's top management, your clients/
customers and your co-workers to see you?

	<u>Management</u>	<u>Clients</u>	<u>Co-workers</u>
Skilled	83%	67%	47%
Responsible	57%	43%	37%
Ambitious	33%	3%	7%

TABLE 3PROJECTED PROFESSIONAL STYLE

How do you least want your company's top management, your clients/
customers and your co-workers to see you?

	<u>Management</u>	<u>Clients</u>	<u>Co-workers</u>
No-nonsense	93%	97%	93%
Profit-oriented	63%	90%	90%
Sexy	93%	60%	60%

TABLE 4DAMAGING BEHAVIORS IN THE OFFICE

Minishirts	93%
Using off language	97%
Crying in the office	76%
Losing your temper	97%
No hose in the summer	70%
A fliratitious manner	87%
Chewing gum	53%

TABLE 5PROJECTING AN IMAGE OF CREDIBILITY AND CONFIDENCE

Which of the following do you consider to be important to your professional image?

Clothes	100%
Shoes	90%
Briefcase	20%
Purse	37%
Coat	20%
Gloves	10%
Hairstyle	90%
Make-up	90%
Manicure	63%
Jewelry	73%
Speaking voice	83%
Handshake	63%
Business cards	37%
Stationery	37%

TABLE 6ATTITUDE TOWARD DRESS

To what extent do the following statements describe your attitude?

	<u>Very Well</u>		<u>Not at All</u>	
1. I have made a conscious effort to develop one particular image.	0%	76%	20%	4%
2. I vary my look for the day's agenda.	17%	60%	13%	10%
3. I don't give clothes much thought and usually wear whatever is clean.	7%	16%	27%	50%
4. Sometimes I wish I could be like men, just wear whatever is clean.	20%	47%	23%	10%
5. If my company were not so conservative, I'd dress more imaginatively.	7%	20%	43%	30%

TABLE 7ASPIRATIONAL DRESSING

It is best to dress primarily for...

The position you're in	33%
Your boss	0%
Other women in your office	0%
Men in your office	0%
Clients or customers	7%
The position you aspire to	30%
Yourself	30%

TABLE 8STRATEGIC DRESSING

Here are statements about "strategic" dressing. Please indicate how much you agree or disagree...

	<u>Strongly Agree</u>		<u>Strongly Disagree</u>	
1. Wearing a jacket as part of a suit, over a dress or with pants, adds authority to my appearance.	37%	47%	16%	0%
2. Wearing quality accessories (good jewelry, watch, leather belt, for example) is integral to my professional image.	7%	43%	40%	10%
3. Regardless of the temperature, wearing a sleeveless dress or top at my office would undermine my professional image.	23%	27%	40%	10%

TABLE 9OFFICE ATTIRE

Here are some statements about how different women view the return of shorter hemlines. Please indicate how well each statement describes your view.

	<u>Very Well</u>		<u>Not at All</u>	
1. It's a fashion industry ploy to get women to buy a new wardrobe.	23%	33%	30%	14%
2. I think they look terrific.	13%	30%	37%	20%
3. Short skirts damage a women's credibility as a professional.	23%	20%	37%	20%

At the office, the hem length you predominantly wear is...

Knee length	67%
Just above the knee	13%
Mini	7%
Mid-calf	13%

Which of the following are you most likely to wear at work?

1. Highly styled and fashionable outfits.	10%
2. Conservative business suits	27%
3. Casual skirts and blouses and sweaters	60%
4. Pants and sweaters or jackets	3%

Do you wear the following at work? Yes, I do daily or often.

Fragrance	57%
Lipstick	53%
Eye shadow	50%
Mascara	67%
Foundation	67%

TABLE 10CHANGING YOUR IMAGE

Which best describes how your image has changed in the past three to five years?

More conventionally corporate	50%
More individually innovative	23%
No change	20%

TABLE 11

THE CORPORATE CULTURE

In a meeting, your supervisor tells an off color joke you find offensive. You...

Make a good-humored response.	17%
Don't respond.	76%
Say something later.	7%
Discuss it with co-workers.	0%

You arrive at work in a sporty blouse and skirt to find you have to attend an important emergency meeting. You...

Attend the meeting and joke about your attire.	0%
Attend the meeting and say nothing.	57%
Go home and change.	10%
Go out and buy something.	0%
Change into "emergency outfit" you keep in your office.	13%
This would never happen to me.	20%

Your child is sick, and no one else can stay home with her. What do you tell the office?

My child is sick. I need to work at home.	60%
I'm sick.	3%
I have to be out of the office today.	10%
I'll call in.	17%

CHAPTER FIVE

SUMMARY, CONCLUSIONS, & RECOMMENDATIONS

Professional image, that complex amalgam of appearance and behavior is often cited by career experts as one of the most important keys to one's career development. Are they right? And what constitutes a professional image anyway. According to the literature, this topic is more confusing for women than men. What better way to arrive at answers than to go straight to the experts on a woman's professional image...women themselves.

The study revealed very definite ideas on what can enhance a woman's professional image and what can detract from it. The conservative business suit lives on, but women are beginning to become more innovative in their approach to projecting a professional image in the workplace. Much of this is the result of feeling more confident about their position, and more information being available as to what enhances one's image and what detracts.

Wardrobe choice was only part of what the study reported. What seems to be underway is a major transformation in how women present themselves. Women want to be seen as skilled, responsible, and ambitious. Any notion of femininity has no place in the image of the 90's woman. Today it is poise, polish and power, without having to be a clone of the cookie-cutter IBM man.

Although there seems to be some lingering unease with the idea that image is important to career development. This too is changing

as woman are seeing the value of their image. Psychology Today, May, 1989, reports that men have known and are more likely than women to say they use their image to get their way at work.

The professional image that is emerging is a conservative business look, knee length skirts, quality accessories, leather bags and shoes. Short skirts and other fashion idustry ploys have no place with today's professional woman. Personal attention to details, grooming and appearance. In order to project credibility, behavior and dress must reflect both a professional competence and a nonflippant attitude. Knowing that one look confident will also help one to be more confident.

Is this all possible for women? Part of the system that works against women is:

1. Women face a mery-go-round of fashion sales ploys.
2. Women brought up with myths to think of themselves as sex objects and consciously or subconsciously believe that the only feminine way to compete is as a sex object. So she uses dress to project sexual image, even if it is in direct opposition to her professional success.
3. Socioeconomic factors.
4. Unaware of the effect of dress.

Therefore, further research needs to be done to help women establish the value of their image at all levels. It is easy for a manager to see the value of her image, but what about the clerical staff, the women in the production line. She too has a professional image.

PROFESSIONAL IMAGE SURVEY RESULTS USING A BASE OF PARTICIPANTS

QUESTION #1 Image as an integral aspect of a career.

	Very Well		Not at all		
	1	2	3	4	
1A.	30%	60%	10%	0%	dressed appropriate for their careers.
1B.	10%	43%	43%	3%	feel their image has helped them get ahead.
1C.	10%	53%	30%	3%	feel image is more important for women.
1D.	17%	20%	20%	43%	feel image is as important as doing the job.
1E.	23%	43%	23%	10%	feel they are different away from the office.
1F.	10%	53%	33%	3%	are satisfied with their image.

QUESTION #2 How do you want management, clients, and co-workers to see you?

	MGMT	CLIENTS	CO-WORKERS
2A. Skilled.....	83%	67%	47%
2B. No-nonsense.....	3%	7%	3%
2C. Innovative.....	20%	10%	3%
2D. Fair.....	17%	37%	37%
2E. Good with people..	27%	43%	33%
2F. Profit oriented....	3%	0%	0%
2G. A team player.....	20%	7%	47%
2H. Persuasive.....	0%	13%	0%
2I. Attractive.....	0%	3%	0%
2J. Responsible.....	57%	37%	37%
2K. A leader.....	17%	10%	30%
2L. Sexy.....	3%	0%	0%
2M. Ambitious.....	33%	3%	7%
2N. Articulate.....	3%	3%	7%
2O. On the cutting edge	0%	0%	0%
2P. Cool headed.....	3%	10%	13%
2Q. Energetic.....	7%	7%	7%
2R. Caring.....	0%	30%	27%

QUESTION #3 How well do the following describe your attitude?

	Very Well		Not at all		
	1	2	3	4	
3A.	0%	76%	20%	3%	have made an effort to develop one image.
3B.	17%	60%	13%	10%	vary their look for the day's agenda.
3C.	7%	17%	27%	50%	no thought on clothes, whatever is clean.
3D.	23%	7%	20%	47%	rather wear a grey suit like a man.
3E.	7%	20%	43%	30%	say if company weren't conservative, would dress more imaginatively.

QUESTION #4 Are the following: damaging, minor, or OK?

	DAMAGING	MINOR	OK
4A. Miniskirts.....	93%	3%	3%
4B. Carry/purse & b/case	0%	57%	43%
4C. Open-toes shoes.....	3%	27%	67%
4D. Wearing pants.....	3%	30%	67%
4E. Using off language..	97%	3%	0%
4F. Crying in office....	76%	23%	0%
4G. Losing temper.....	97%	3%	0%
4H. Being overweight....	20%	70%	7%
4I. Photos on desk.....	0%	20%	80%
4J. No hose in summer...	70%	27%	3%
4K. Giggling.....	30%	50%	20%
4L. Not wearing a suit..	0%	50%	50%
4M. Noticeable perfume..	13%	63%	20%
4N. A flirtatious manor.	87%	13%	0%
4O. Chewing gum.....	53%	43%	3%

QUESTION #5 It is best to dress for?

5A. The position you're in.....	33%
5B. Your boss.....	0%
5C. Other women in office.....	0%
5D. Men in your office.....	0%
5E. Clients or customers.....	7%
5F. The position you aspire to...	30%
5G. Yourself.....	30%

QUESTION #6 "Strategic dressing"?

	Strongly agree			Strongly disagree	
	1	2	3	4	
6A.	37%	47%	17%	0%	Wearing jacket over dress, etc. adds authority
6B.	7%	43%	40%	10%	Wearing accessories is integral to my style.
6C.	23%	27%	40%	10%	Sleeveless dress or top will undermine.

QUESTION #7 How do you view shorter hemlines?

	Very Well			Not at all	
	1	2	3	4	
7A.	23%	33%	30%	13%	It is a ploy for sales.
7B.	13%	30%	37%	20%	They look terrific.

7C. 23% 20% 37% 20% Short skirts damage credibility
 7D. 33% 3% 17% 43% Wear them only on weekends.

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QUESTION #8 At the office, your hem length is?

8A. Knee length..... 67%
 8B. Just above the knee..... 13%
 8C. Mini..... 3%
 8D. Mid-calf..... 13%

QUESTION #9 Which of the following are you most likely to wear to work?

9A. Highly styled and fashionable..... 10%
 9B. Conservative business..... 27%
 9C. Casual skirts and blouses and sweaters.. 60%
 9D. Pants and sweaters or jackets..... 3%

QUESTION #10 What type of bag do you carry?

10A. Leather briefcase..... 13%
 10B. Oversize leather (or skin) tote..... 43%
 10C. Canvas tote..... 10%
 10D. Envelope-size portfolio..... 13%
 10E. Backpack..... 3%

QUESTION #11. Do you wear the following at work?

Some

Daily Often times Never

1 2 3 4

11A.	57%	17%	17%	7%	Fragrance
11B.	53%	3%	23%	17%	Lipstick
11C.	50%	3%	10%	27%	Eye shadow
11D.	67%	0%	10%	17%	Mascara
11E.	67%	7%	7%	17%	Foundation
11F.	20%	27%	30%	20%	Nail polish
11G.	13%	0%	3%	76%	Contacts

QUESTION #12 In a meeting, your supervisor tells an off color joke you find offensive. You?

12A. Make a good-humored response.....	17%
12B. Don't respond.....	76%
12C. Say something to her/him about it later....	7%
12D. Discuss it with co-workers later.....	0%

QUESTION #13 You arrive at work in a sporty blouse and skirt to find you have to attend an important emergency meeting. You?

13A. Attend meeting, joke or apologize for attire....	0%
13B. Attend meeting, say nothing about your attire...	57%
13C. Go home and change before the meeting.....	10%
13D. Go out and buy something to wear.....	0%
13E. Change into "emergency outfit" kept at office...	10%
13F. This would never happen to me.....	20%

QUESTION #14 Your child is sick, and no one else can stay home with her. What do you tell the office?

14A. My child is sick. I need to work at home.....	60%
14B. I'm sick.....	3%
14C. I have to be out of the office today.....	13%
14D. I'll call in.....	17%

QUESTION #15 Do you work in a predominately male department or company?

15A. Yes...	17%
15B. No....	83%

QUESTION #16 If you work for someone else, is your immediate supervisor a woman or a man?

16A. Women...	50%
16B. Man.....	40%

QUESTION #17 How competitive are you with the women and men with whom you work?

Women Men

Very competitive..... 13% 10%

Competitive.....	53%	10%
Not competitive.....	33%	10%

30

QUESTION #23 Have you ever advised any subordinates to alter their appearance?

Yes....	23%
No....	67%

QUESTION #18 Do you have a secretary or assistant?

Yes....	23%
No....	76%

If yes... I do Assistant

Who answers your phone?.....	23%	Tried	0%
Who Places your phone calls?....	20%		3%

QUESTION #19 How successful are you at your current job?

Very unsuccessful	Very successful
-------------------	-----------------

1	2	3	4	5
13%	27%	20%	30%	10%

QUESTION #20 How much have you decorated your office or surroundings to reflect your style?

Very much.....	3%
Somewhat.....	37%
Not at all.....	53%

QUESTION #21 Which best describes how your image has changed in the past three to five years?

More conventionally corporate.....	50%
More individually innovative.....	23%
No change.....	20%

QUESTION #22 Has a superior ever talked to you

Yes.... 3%

No.... 90%

QUESTION #23 Have you ever advised any subordinates to alter their appearance?

Yes.... 23%

No.... 67%

Question #24 Which of the following have you tried in the past three years?

	Tried	Used
Had my "colors" done.....	23%	17%
Used an image consultant.....	10%	7%
Consulted a voice coach.....	0%	0%
Took a class in appearing on TV....	0%	0%
Used a personal shopper.....	3%	0%
Went to a nutritionist.....	7%	0%
Weight-loss group.....	23%	10%

QUESTION #25 How often do you have any of the following done professionally?

	Weekly	Monthly	Occasionally
Haircut.....	3%	60%	27%
Hair colored.....	0%	10%	13%
Manicure.....	10%	10%	17%
False nails.....	0%	7%	10%

QUESTION #26 Have you had or do you think you ever will have any of the following cosmetic surgical procedures to help you look more attractive or younger?

Face lift.....	13%
Nose surgery.....	0%
Under-eye surgery.....	3%
Collagen treatments.....	7%
Chemical peel or dermabrasion....	0%

QUESTION #27 Which of the following do you consider to be important to your professional image?

Clothes.....	100%
Shoes.....	90%
Briefcase.....	20%
Purse.....	37%
Coat.....	20%
Gloves.....	10%
Hairstyle.....	90%
Makeup.....	90%
Manicure.....	63%
Jewelry.....	73%
Speaking voice....	83%
Handshake.....	63%
Business cards....	37%
Stationery.....	37%

QUESTION #28 How old are you?

QUESTION #29 Your sex?

Female....	87%
Male.....	13%

QUESTION #30 Your field?

QUESTION #31 Your job title?

QUESTION #32 How many hours a week do you typically work?

QUESTION #33 Are you self-employed?

Yes...	3%
No....	90%

QUESTION #34 What is your total annual personal income (with commissions), and what is your total annual household income? (Include partner's)

	Mine	Household
Less than \$20,000.....	50%	0%
\$20,000 to \$29,000.....	23%	13%
\$30,000 to \$44,999.....	13%	30%
\$45,000 to \$59,999.....	0%	10%
\$60,000 to \$74,999.....	0%	7%
\$75,000 to \$99,999.....	0%	3%

\$100,000 to \$149,000....	0%	0%
\$150,000 or more.....	0%	0%

Question #35 What is the highest level of education
you have completed?

QUESTION #36 What is your marital status?

Single, never married.....	23%
Single, living with partner.....	3%
Married or remarried.....	50%
Separated, divorced or widowed....	23%

PHOENIX AREA

QUESTION #37 If you have children, write in their ages?

QUESTION #38 Where do you live and work?

	Live	Work
North Phoenix.....	7%	3%
Downtown Phoenix.....	13%	13%
South Phoenix.....	0%	3%
East Phoenix.....	10%	13%
West Phoenix.....	10%	10%
Tempe.....	13%	10%
Mesa.....	10%	3%
Scottsdale.....	23%	43%
Other.....	17%	3%

QUESTION #39 What is your zip code?

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APPENDIX

Some career experts have insisted that how we look and the way we conduct ourselves on the job are as significant for long-term career success as our level of professional and technical skill. But how valid is that point of view? Answering this questionnaire will give you a chance to reflect on the role that image has played in your professional life - and in the lives of the women around you.

You'll also get an opportunity to support (or shoot down) career-dressing truisms like, "Never carry both a purse and a briefcase." Your responses - if you are willing to share them, will become the basis of a major report that will be useful to you and will help guide the decisions of other women with high goals for themselves.

(Please check one answer for each question unless otherwise noted.)

YOUR PROFESSIONAL STYLE

1. Over the past decade, there has been much talk about image as an integral aspect of a person's career. Please indicate how well each of the following statements describes your feelings on the subject. (Circle number.)

I am careful to dress and act in ways that are appropriate to my career.

Very Well				Not at All
1	2	3	4	

My image has helped me get ahead.

1	2	3	4
---	---	---	---

Success should be based on how well you do the job, not on your image.

1	2	3	4
---	---	---	---

Image is more important for women than for men.

1	2	3	4
---	---	---	---

I'm a very different person outside of the office than I am when I'm working.

1	2	3	4
---	---	---	---

I am very satisfied with my image.

1	2	3	4
---	---	---	---

2. How do you most want your company's top management, your clients/customers and your co-workers to see you? (Check only three in each column.)

I want to be seen as ...	Management	Clients	Co-workers
Skilled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No-nonsense	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good with people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profit-oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A team player	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Persuasive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attractive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A leader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ambitious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Articulate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On the cutting edge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cool headed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Energetic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Caring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. To what extent do the following statements describe your attitude? (Circle number.)

I have made a conscious effort to develop one particular image.

Very Well				Not at all
1	2	3	4	

I vary my look for the day's agenda.

1	2	3	4
---	---	---	---

I don't give clothes much thought and usually wear whatever is clean.

1	2	3	4
---	---	---	---

Sometimes I wish I could be like men, just wear a grey suit and be done with it.

1	2	3	4
---	---	---	---

If my company were not so conservative, I'd dress more imaginatively.

1	2	3	4
---	---	---	---

4. Do you think the following are damaging, minor problems or perfectly OK for the office?

	Damaging	Minor	OK
Miniskirts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carrying both a purse and a briefcase	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open-toed shoes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wearing pants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using off-color language	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crying in the office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Losing your temper	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being overweight	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Photo of your husband, boyfriend or child on your desk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not wearing stockings in summer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Giggling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not wearing a suit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Noticeable perfume	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A flirtatious manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chewing gum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. It is best to dress primarily for... (Check one)

The position you're in	<input type="radio"/>
Your boss	<input type="radio"/>
Other women in your office	<input type="radio"/>
Men in your office	<input type="radio"/>
Clients or customers	<input type="radio"/>
The position you aspire to	<input type="radio"/>
Yourself	<input type="radio"/>

6. Here are statements about "strategic" dressing. Please indicate how much you agree or disagree by circling the appropriate number.

Wearing a jacket as part of a suit, over a dress or with pants, adds authority to my appearance.

Strongly agree				Strongly disagree
1	2	3	4	

Wearing quality accessories (good jewelry, gold watch, expensive leather belt and gloves, for example) is integral to my professional style.

1	2	3	4
---	---	---	---

Regardless of the temperature, wearing a sleeveless dress or top at my office would undermine my professional appearance.

1	2	3	4
---	---	---	---

7. Here are some statements about how different women view the return of shorter hemlines. Please indicate how well each statement describes your view. (Circle number.)

It's a fashion-industry ploy to get women to buy a new wardrobe.

Very Well				Not at all
1	2	3	4	

I think they look terrific.

1	2	3	4
---	---	---	---

Short skirts damage a women's credibility as a professional.

1	2	3	4
---	---	---	---

I wear them only on weekends.

1	2	3	4
---	---	---	---

8. At the office, the hem length you predominantly wear is (check one)...

Knee length	<input type="radio"/>	Mini	<input type="radio"/>
-------------	-----------------------	------	-----------------------

Just above the knee	<input type="radio"/>	Mid-calf	<input type="radio"/>
---------------------	-----------------------	----------	-----------------------

9. Which of the following are you most likely to wear at work? (check one.)

Highly styled and fashionable outfits	<input type="radio"/>
---------------------------------------	-----------------------

Conservative business suits	<input type="radio"/>
-----------------------------	-----------------------

Casual skirts and blouses or sweaters	<input type="radio"/>
---------------------------------------	-----------------------

Pants and sweaters or jackets	<input type="radio"/>
-------------------------------	-----------------------

10. What type of bag do you carry to work?

Leather briefcase	<input type="radio"/>
-------------------	-----------------------

Oversize leather(or skin) tote	<input type="radio"/>
--------------------------------	-----------------------

Canvas tote	<input type="radio"/>
-------------	-----------------------

Envelope-size portfolio	<input type="radio"/>
-------------------------	-----------------------

Backpack	<input type="radio"/>
----------	-----------------------

11. Do you wear the following at work?

	Daily	Often	Sometimes	Never
Fragrance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lipstick	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eye shadow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mascara	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foundation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nail polish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WORKDAY DILEMMAS: WHAT IF...

1. In a meeting, your supervisor tells an off color joke you find offensive. You...

- Make a good-humored response ☐
- Don't respond ☐
- Say something to her/him about it later ☐
- Discuss it with co-workers later ☐

2. You arrive at work in a sporty blouse and skirt to find you have to attend an important emergency meeting. You...

- Attend the meeting and joke about or apologize for your attire ☐
- Attend the meeting and say nothing about your attire ☐
- Go home and change before the meeting ☐
- Go out and buy something to wear ☐
- Change into that "emergency outfit" you keep in the office ☐
- This would never happen to me ☐

3. Your child is sick, and no one else can stay home with her. What do you tell the office? (If you don't have children, please say what you would do if you did.)

- My child is sick. I need to work at home ☐
- I'm sick ☐
- I have to be out of the office today ☐
- I'll call in ☐

OFFICE CULTURE

1. Do you work in a predominantly male department or company?

- Yes ☐ No ☐

2. If you work for someone else, is your immediate supervisor a woman or a man?

- Woman ☐ Man ☐

3. How competitive are you with the women and men with whom you work?

- | | Women | Men |
|------------------|-----------------------|-----------------------|
| Very competitive | <input type="radio"/> | <input type="radio"/> |
| Competitive | <input type="radio"/> | <input type="radio"/> |
| Not competitive | <input type="radio"/> | <input type="radio"/> |

4. Do you have a secretary or assistant?

- Yes ☐ No ☐

If yes: I do Assistant

Who answers your phone? ☐

Who places your phone calls? ☐

5. How successful are you at your current job?

- | Very unsuccessful | 1 | 2 | 3 | 4 | 5 | Very successful |
|-------------------|---|---|---|---|---|-----------------|
| | | | | | | |

6. How much have you decorated your office or surroundings to reflect your personal style?

- Very much ☐
- Somewhat ☐
- Not at all ☐

1. Which best describes how your image has changed in the past three to five years?

- More conventionally corporate ☐
- More individually innovative ☐
- No change ☐

2. Has a superior ever talked to you about altering your appearance?

- Yes ☐ No ☐

3. Have you ever advised any subordinates to alter their appearance?

- Yes ☐ No ☐

4. Which of the following have you tried in the past three years? (Check as many as apply.) And which do you now use in your professional life?

- | | Tried | Used |
|--|-----------------------|-----------------------|
| Had my "colors" done | <input type="radio"/> | <input type="radio"/> |
| Used an image consultant | <input type="radio"/> | <input type="radio"/> |
| Consulted a voice coach | <input type="radio"/> | <input type="radio"/> |
| Took a class in appearing on television | <input type="radio"/> | <input type="radio"/> |
| Used a personal shopper | <input type="radio"/> | <input type="radio"/> |
| Went to a nutritionist/weight-loss group | <input type="radio"/> | <input type="radio"/> |

5. How often do you have any of the following done professionally?

- | | Weekly | Monthly | Occasionally |
|--------------|-----------------------|-----------------------|-----------------------|
| Haircut | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Hair colored | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Manicure | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| False nails | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

6. Have you had or do you think you ever will have any of the following cosmetic surgical procedures to help you look more attractive or younger?

- | | Have done | Plan to have done |
|---|-----------------------|-----------------------|
| Face lift | <input type="radio"/> | <input type="radio"/> |
| Nose surgery | <input type="radio"/> | <input type="radio"/> |
| Under-eye surgery | <input type="radio"/> | <input type="radio"/> |
| Collagen treatments for wrinkles or scars | <input type="radio"/> | <input type="radio"/> |
| Chemical peel or dermabrasion | <input type="radio"/> | <input type="radio"/> |
| Liposuction | <input type="radio"/> | <input type="radio"/> |

7. Which of the following do you consider to be important to your professional image? (Check as many as apply.)

- | | |
|---------------------------------|--------------------------------------|
| Clothes <input type="radio"/> | Makeup <input type="radio"/> |
| Shoes <input type="radio"/> | Manicure <input type="radio"/> |
| Briefcase <input type="radio"/> | Jewelry <input type="radio"/> |
| Purse <input type="radio"/> | Speaking voice <input type="radio"/> |
| Coat <input type="radio"/> | Handshake <input type="radio"/> |
| Gloves <input type="radio"/> | Business cards <input type="radio"/> |
| Hairstyle <input type="radio"/> | Stationery <input type="radio"/> |

DETAILS, DETAILS

1. How old are you? _____ (years)

2. Your sex?

Female ☐

Male ☐

3. Your field (accounting, law, sales, secretarial, etc.)

4. Your job title?

5. How many hours a week do you typically work: _____ (hours)

6. Are you self-employed?

Yes ☐

No ☐

7. What is your total annual personal income (with commissions), and what is your total annual household income (include partner's income, if any)?

- | | Mine | Household |
|------------------------|-----------------------|-----------------------|
| Less than \$20,000 | <input type="radio"/> | <input type="radio"/> |
| \$20,000 to \$29,000 | <input type="radio"/> | <input type="radio"/> |
| \$30,000 to \$44,999 | <input type="radio"/> | <input type="radio"/> |
| \$45,000 to \$59,999 | <input type="radio"/> | <input type="radio"/> |
| \$60,000 to \$74,999 | <input type="radio"/> | <input type="radio"/> |
| \$75,000 to \$99,999 | <input type="radio"/> | <input type="radio"/> |
| \$100,000 to \$149,000 | <input type="radio"/> | <input type="radio"/> |
| \$150,000 or more | <input type="radio"/> | <input type="radio"/> |

8. What is the highest level of education you have completed? (Please write in.)

9. What is your marital status?

- Single, never married ☐
- Single, living with partner ☐
- Married or remarried ☐
- Separated, divorced or widowed ☐

10. If you have children, write in their ages.

11. Where do you live and work?

- | | Live | Work |
|------------------|-----------------------|-----------------------|
| North Phoenix | <input type="radio"/> | <input type="radio"/> |
| Downtown Phoenix | <input type="radio"/> | <input type="radio"/> |
| South Phoenix | <input type="radio"/> | <input type="radio"/> |
| East Phoenix | <input type="radio"/> | <input type="radio"/> |
| West Phoenix | <input type="radio"/> | <input type="radio"/> |
| Tempe | <input type="radio"/> | <input type="radio"/> |
| Mesa | <input type="radio"/> | <input type="radio"/> |
| Scottsdale | <input type="radio"/> | <input type="radio"/> |
| Other _____ | <input type="radio"/> | <input type="radio"/> |

12. What is your zip code? _____

No survey can tell the whole story. If there are issues we haven't touched upon that you feel are important, we want to hear about them. Please write them on a separate sheet of paper and return it with your completed questionnaire. For example, how do you really feel about the importance of a professional image? Do you secretly wish you didn't have to be concerned about it, or do you make it work for you? Also, do you see corporate-conduct codes changing?

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CHANGING YOUR IMAGE