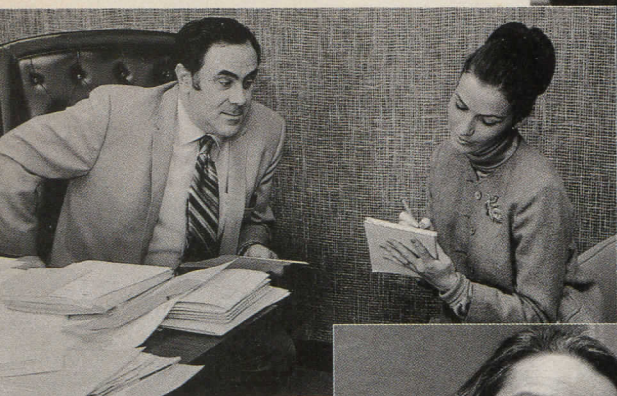




PROFILES IN power

BY CHOOSING TO HAVE A CAREER AND NURTURE A FAMILY, WORKING MOTHERS QUIETLY CHANGED THE WORLD. HERE, THE VOICES OF THESE EVERYDAY RADICALS—WOMEN JUST LIKE YOU by Anne Cassidy

TRAILBLAZERS: 1979-1999

1979

For the first time, the federal government encourages its agencies to award contracts to women-owned businesses thanks to the creation of the Office of Women's Business Ownership at the Small Business Administration.

1979

The Pregnancy Discrimination Act is one year old.



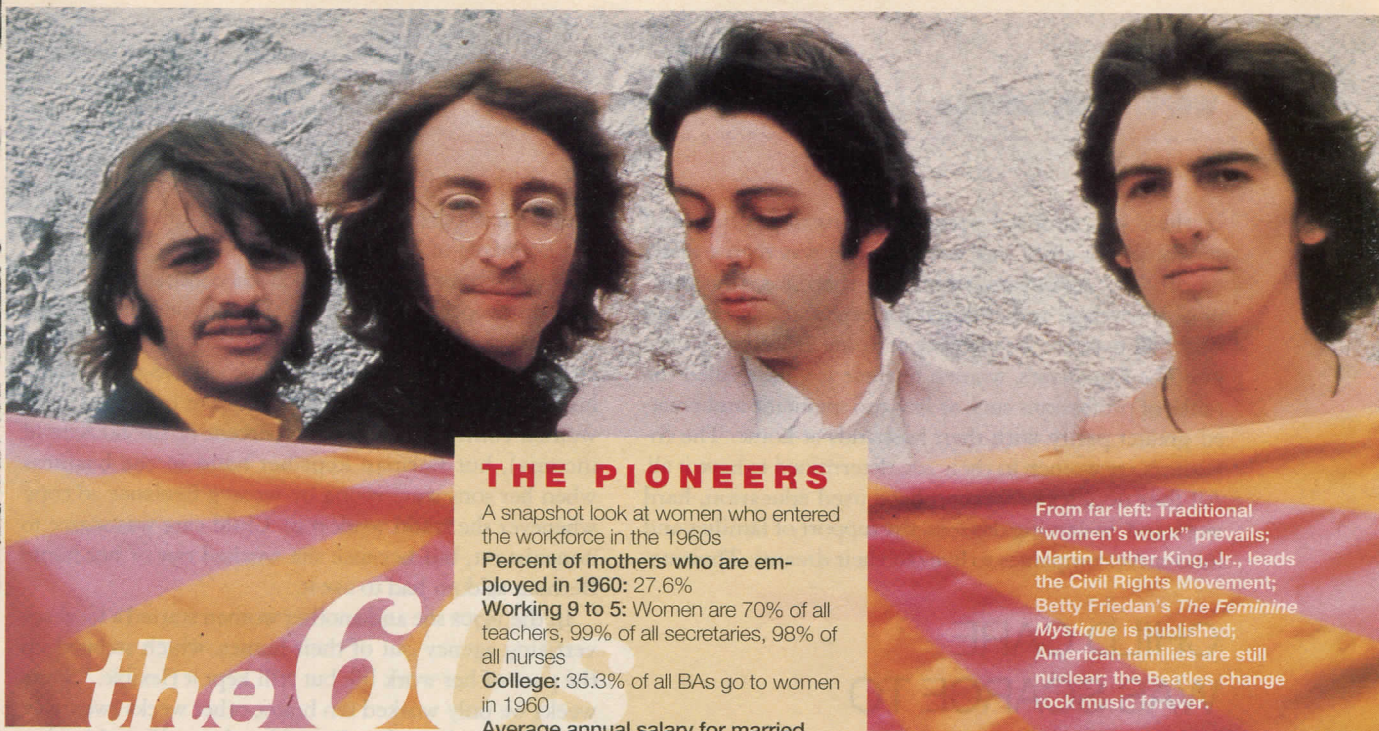
1981

Working mother Sandra Day O'Connor is the first woman to be appointed to the U.S. Supreme Court. Twelve years later Ruth Bader Ginsburg, mother of two, joins her.

1981

A new tax law is passed allowing parents to use pretax dollars for child care.





THE PIONEERS

A snapshot look at women who entered the workforce in the 1960s

Percent of mothers who are employed in 1960: 27.6%

Working 9 to 5: Women are 70% of all teachers, 99% of all secretaries, 98% of all nurses

College: 35.3% of all BAs go to women in 1960

Average annual salary for married moms: \$5,402 (in 1998 dollars)

Pay equity: Women earn 58 cents to a man's dollar

Child care: Centers scarce; children cared for by sitters or relatives

Standard work outfit: Sweater set with pearls; pleated skirt

Equipment used at work: Manual typewriter, Mimeograph

Median age when first married: 20.6 years

Average number of children: 2.28

Divorce rate: 2.5 per 1,000

From far left: Traditional "women's work" prevails; Martin Luther King, Jr., leads the Civil Rights Movement; Betty Friedan's *The Feminine Mystique* is published; American families are still nuclear; the Beatles change rock music forever.

IN 1979, FOR THE FIRST TIME EVER, more than half the women in this country were in the paid labor force. An impressive milestone, but only the beginning. In the 20 years since then, women have continued to storm the barricades in record numbers. In 1979, 51.9 percent of married mothers worked. By 1998, that number had risen to 71.1 percent.

"Things have changed dramatically," says Dana E. Friedman, senior vice president of Bright Horizons Family Solutions, a child care and work/life consulting firm. "The key difference is the degree to which it's even acceptable to talk about the issues of work and family. When I was giving speeches at companies in the late 1970s and early 1980s, employers thought it was inappropriate to deal with personal issues. I heard 'You leave those at home.' I don't think there's any employer who would say that out loud now."

But the changes wrought during the last 20 years—better pay, flexibility, more child care—have not come about by magic. They've been won by women who start-

ed babysitting co-ops when they couldn't find child care or went back to graduate school to shatter the glass ceiling.

In entering the workforce in the numbers they have, women made great strides and changed the world. It has been a quiet

revolution of everyday radicals who persistently struggled to make the world a better place for themselves and the women coming after them. The results? Over half the Fortune 500 companies now have more than one female corporate officer. Women today earn 74 cents for every dollar a man earns (up from 60 cents in 1979), and they own one third of all businesses in this country.

It's not just the work world women have changed, but the very fabric of life. Children today have the benefit of more-involved, hands-on dads, and little girls grow up knowing they can be a doctor or a police officer—and a mommy, too.

The women you're about to meet represent four decades of working motherhood: The Pioneers, women

1983

Work/Family Directions (now WFD) creates the first employer-supported child care resource and referral service, with IBM as its first client.

1983

Cell phones hit the market, joining beepers as a way to keep working moms connected with their families.

1983

Elinor Guggenheimer founds the Child Care Action Campaign, a national nonprofit advocacy organization that works to increase the availability of quality, affordable child care.

1984

Democratic Vice Presidential candidate Geraldine Ferraro is the first woman—to and working mother—to run for national office on a major party ticket.

in their 50s, endured pregnancy discrimination and scrambled for child care to enter what was then a man's world. The Achievers, women in their 40s, first postponed marriage and children for career and later found they had to strive for equality at home as well as on the job. The Equalizers, women in their 30s, have filled the ranks of professions such as law and medicine and created greater parity with their husbands at home. The Inheritors are women in their 20s, determined to have it all. All four decades of women have used education, hard work and, to varying degrees, the support of families and innovative companies to live out their dreams. Their sto-

CHILD CARE WAS SCARCE TO NONEXISTENT IN THE 1960s

ries prove how far we have come—and where we'd like to go. We may not yet have entered the promised land of true equality and perfect balance between career and family, but we're closer now than ever before.

The Pioneers: The Sixties

Betsy Berman, 57, Chicago, Illinois, and Morristown, New Jersey

In 1964, the only way Betsy Berman could get a copywriting job in Chicago was to become a receptionist for an ad agency and write copy on the side. "The big agencies wouldn't put me in their entry-level programs," she says. "Those were for men."

When she was pregnant with her first child in 1966, she was told she would have to stop working "as soon as she started showing." As it turned out, "They needed me so much that I worked until two weeks before my son was born," she says.

Now a senior vice president and director of promotional development for the marketing firm Dugan Valva Contess in Morristown, New Jersey, Berman has had a

career that perfectly illustrates the challenges and achievements of Pioneer working moms.

Berman married at 24, which she considered "old" ("I went to twenty-two weddings the summer after college graduation, and none of them were mine!"), had her first child at 25 and two more by the time she was 31. Berman's husband was the family's chief provider (as late as 1969, women contributed only 12.6 percent of the household income), but Berman kept her hand in the business when her sons were young by writing freelance ad copy whenever she could work it in. Child care was scarce to nonexistent, but because she worked out of her home Berman seldom had to use it.

In the 1970s she and another woman started a local advertising agency out of their homes, which stepped up the pace of her work life but still kept it flexible. "Some weeks we only worked ten hours, other weeks twenty or more. But in those days I considered myself working because I was doing more than most women."

The Pioneers lived through rapid social change, which took its toll on many marriages. The divorce rate was 5.2 per thousand in 1980, compared with 4.3 per thousand in 1997. Berman and her first husband divorced in the mid eighties, and she needed to find full-time employment. Because she had kept her skills and contacts current with freelance work, Berman found it easy to reenter the full-time workforce. But the environment she entered was dramatically different from the one she had known in the sixties. She was surrounded by powerful 30-something female vice presidents who (thanks to the 1978 Pregnancy Discrimination Act) were never told to leave when they "started showing." Berman loved it.

A few years later, Berman remarried and shortly thereafter took what she thought would be a temporary freelance position with Dugan Valva Contess. The firm created a permanent position for her and she's now one of their chief "idea people," generating marketing concepts for such major clients as Coca-Cola and AT&T. She spends three or more days a week at corporate headquarters in Morristown, and the rest of the time works out of her home in Chicago. Her husband doesn't seem to mind. He travels a lot for business, too, and sometimes they even fly out together on Tuesday mornings. ▶

1985

The two top-rated TV programs—*The Cosby Show* and *Family Ties*—feature moms with successful careers.

1985

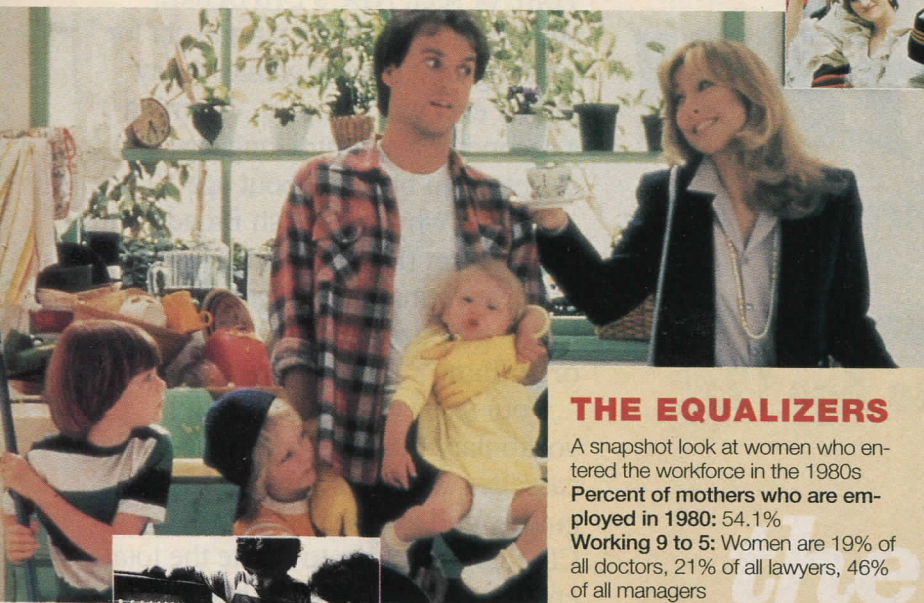
One of the main characters on the ever-popular *Sesame Street* becomes a working mother when she and her husband adopt a child.

1986

A majority of all women with children under age three are in the labor force.

1986

The Supreme Court rules that sexual harassment is a form of discrimination, giving women (and men) a legal leg to stand on if they're hassled at work.



THE EQUALIZERS

A snapshot look at women who entered the workforce in the 1980s
Percent of mothers who are employed in 1980: 54.1%

Working 9 to 5: Women are 19% of all doctors, 21% of all lawyers, 46% of all managers

College: 50.5% of all BAs go to women in 1985

Average annual salary for married moms: \$12,906 (in 1998 dollars)

Pay equity: Women earn 65 cents to a man's dollar

Child care: 25% of children are in child care centers, 22% in family child care homes

Standard work outfit: Suit or dress with flair

Equipment used at work: Word processor, computer, fax introduced

Median age when first married: 23.6 years

Average number of children: 1.83

Divorce rate: 4.7 per 1,000

80s

From left: The movie *Mr. Mom* reflects role reversal; Atari plugs kids into computer games; a royal marriage dominates the media; Sally K. Ride is the first American woman in space.

This is the generation that entered the workforce to the tune of "She can bring home the bacon and fry it up in a pan." Achievers haven't faced the kind of outright discrimination on the job that Pioneers did, but they've had their own internal struggles between the way they were brought up (many by mothers who did not work outside the home) and what they've come to expect of themselves.

Many 40-something women have felt primarily responsible for home and children even as they hold down full-time jobs. They've realized that the battle for equality must be fought at home as well as the office. Yet Jackson's husband, David Stephenson, is a video writer/producer with a fairly flexible schedule of his own. That and his pitch-in attitude means that Jackson usually finds her bacon already cooked and on the table when she comes home from work. Still, she is always in search of a better way to balance home and career. After two stints of job sharing at one company, Jackson recently switched to a full-time position at another family-friendly broadcasting

organization. Eventually, she hopes to work out flextime, part-time or job-share arrangements there for herself and others. She feels very fortunate to be where she is, but she also looks forward to a time when finding a balance between working and mothering is easier for her—and for all women.

The Equalizers: The Eighties

Christina Schwerdtfeger, 37, Coto de Caza, California
 Christina Schwerdtfeger, PhD, an environmental scientist, didn't think she could combine work and children until she got to know three women at her current job. Her two previous jobs had no working-mother role models. But when she arrived at Radian International, a 40-person branch of a Texas-based environmental consulting firm, three women there were pregnant or on maternity leave. "I took the job because the work was technically exciting," she says. But once there, "I began to think that having children and continuing to work was a real possibility. It was wonderful and reassuring to see these three working mothers in action, balancing child



1989

Online grocery shopping debuts, making working moms' lives easier. Nine years later, some 20 million consumers go online to purchase products ranging from vitamins to cars.

1990

The Los Angeles Department of Water and Power launches the first corporate lactation program.

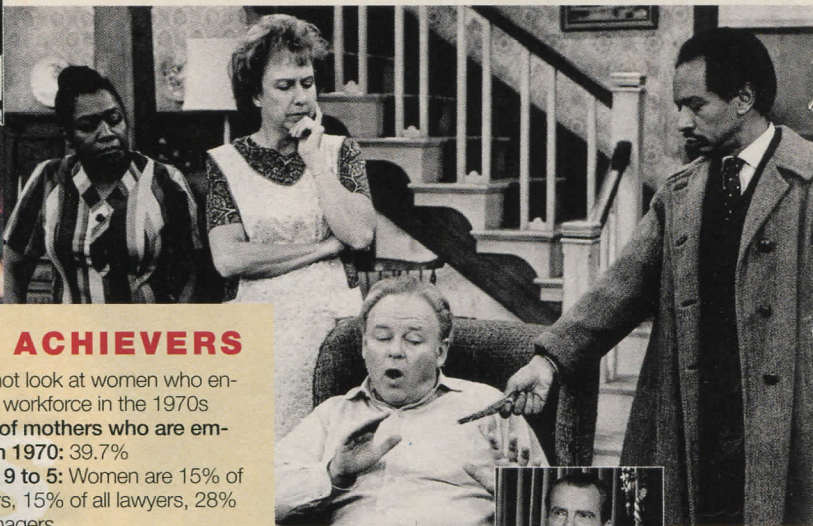


1990

John Hancock Financial Services initiates a backup care trend by caring for employees' children during school holidays.

1991

Congress establishes The Glass Ceiling Commission to investigate barriers to promotion for women and minorities.



THE ACHIEVERS

A snapshot look at women who entered the workforce in the 1970s

Percent of mothers who are employed in 1970: 39.7%

Working 9 to 5: Women are 15% of all doctors, 15% of all lawyers, 28% of all managers

College: 45.3% of all BAs go to women in 1975

Average annual salary for married moms: \$8,403 (in 1998 dollars)

Pay equity: Women earn 60 cents to a man's dollar

Child care: 38% of children are in family- or center-based care; others cared for by relative or sitter

Standard work outfit: Navy suit with floppy tie

Equipment used at work: Selectric typewriter

Median age when first married: 21.6 years

Average number of children: 1.91

Divorce rate: 5.2 per 1,000

"Sometimes young women in the office will say 'Betsy, you're so lucky. You don't have to worry about your kids.' And I'll say 'I carpoled for years. I couldn't go anywhere unless I made sixty-two dinners before I left. It was a different time in my life. Now that I'm in my fifties, I have a great job, my children are grown, and my husband and I travel. I'm a very happy person. The important thing for women today is that we have more options.'"

Berman's story is proof that we do.

From left:
Disco reigns in
*Saturday Night
Fever*; Shirley

Chisholm is the first black Congress-
woman; *All in the Family* tackles
prejudice; President Nixon resigns.



The Achievers: The Seventies

Lyn Jackson, 45, Raleigh, North Carolina

When Lyn Jackson graduated from college in the late 1970s, she knew she wanted a career in broadcasting, so she took the small jobs—production assistant, entry-level reporter—to make the big ones happen. She fit the profile of many 40-something women: She watched women a decade older blaze a trail and was determined from the beginning to have a full-time career.

Education was a crucial way to make that happen. Jackson went back to school for a master's degree in journalism in 1982. She then worked her way up to being an evening anchor at a television station in Roanoke, Virginia, and eventually became an account executive for a broadcasting company in Raleigh, North Carolina.

adjustment was postponing family. "Once I got involved in my career it was like a perpetual motion machine that propelled me forward," Jackson says. "It was tough to find a stepping-off place to do the other things." As a result, Jackson married late (at 36) and became a mother at age 39. Though she still occasionally wishes for a second child, she's luckier than other women her age who wanted children but postponed so long it wasn't feasible to have them.

Staying single till her mid-30s brought out the workaholic in Jackson. Pre-baby, she says, "I'd come in early and stay late." That's what the culture of her workplace required. But now she tries to work "smarter and harder and faster" because "I've found there is this whole other element to life, family life, that is so enriching." ►



1987

Nearly 52% of all new mothers return to the workforce.

1987

The first corporate concierge service is opened in Washington, D.C., starting a nationwide trend that allows employees to get a range of services performed—from dry cleaning to car servicing—during working hours.



1989

Women's advocate Felice Schwartz ignites the "Mommy Track" controversy about whether mothers should have slower career paths.

1989

IBM and Johnson & Johnson begin training managers on work and family balance.

FROM LEFT: GLOBE PHOTOS; ARCHIVE PHOTOS (INSET); GLOBE PHOTOS; UPI/CORBIS-BETTMANN (INSET)

care, sick kids and trips to Disneyland. They were valued members of the technical staff with significant responsibilities." A year and a half later Schwerdtfeger married her long-time beau and gave birth to her older son in 1994 and her second son in 1997.

Now that Schwerdtfeger is a working mother herself, she finds her load considerably lightened by her husband. David is a computer programmer with flexible hours, but what really makes the difference is his willingness to share equally in the home duties. "When he was a child he grew up in a household where he was expected to pitch in," Schwerdtfeger says, "and now he's really a fifty-fifty partner." David takes the morning routine, cooks breakfast and takes the children to child care. Christina takes the evening shift. Men's greater participation in housework and child-rearing duties began showing up in time-use surveys in the mid-1980s, when women in their 30s were entering the workforce.

As Equalizers move into more responsible positions, they demand more flexibility. Schwerdtfeger found it by moving away from the hands-on scientific work she did at first to the consulting business she has now. "It's easier to take off in the middle of the day for a pediatrician's appointment," she says.

WOMEN IN THEIR 30s HAVE FOUND MEN TO BE MORE WILLING PARTNERS AT HOME

Although Schwerdtfeger definitely perceives a glass ceiling at Radian—"All the highest-level managers are older men with grown children"—at this stage in her life she is unwilling to work the 80 hours a week it would take to crack it. "Right now it's more important that I spend as much time as I can with my children," she says.

Meanwhile, she works hard during the day, but protects her family time in the evening and on weekends.

"I was recently offered a chance to fly to American Samoa for a two-week project—but I just can't take it. My policy is I only travel one or two days a month at most." She says her biggest challenge is finding time to spend alone with her husband.

Still, despite the juggling, Schwerdtfeger, like most Equalizers, is thrilled to be in such a productive position. Now she's one of the working mothers who inspire others: "I take pride in talking to young women who are job candidates at Radian about how work and family can be balanced. They usually accept our job offer."



The collapse of the Cold War.

The Inheritors: The Nineties

Colleen Lowmiller, 29, Chicago, Illinois

When Colleen Lowmiller went back to school last summer in a one-year accelerated MBA program, she had already worked more than five years for the Arthur Andersen professional services firm, most recently as an audit manager.

Being back in school is not a snap, she says, but it does provide more flexibility than her full-time job, where she frequently logged 70-hour weeks. And it's definitely worth the effort: "Trying to deal with the glass ceiling is hard enough," she says. "I think having an MBA will definitely help."

School is especially challenging for Lowmiller since she's the mother of a four-year-old and a one-year-old. While it's a little early to gauge the Inheritors' fertility patterns, they seem to have learned from Achievers not to put parenthood off too long.

Lowmiller's realistic appraisal of the competitive work world that lies ahead and her savvy plans for the future are all traits of a new generation. These are the Inheritors, who take for granted work, educational opportunities (30 years ago very few women got MBAs) and work/family support from the companies that hire them and the men who marry them. Inheritors are technologically proficient, know their worth in the marketplace and aren't afraid to state their demands. ►

REUTERS/BETTMANN NEWS PHOTOS

1992



Jill E. Barad, a working mother, takes over as president and chief operating officer of Mattel, Inc. Five years later she becomes CEO, one of only two women at the helm of Fortune 500 firms.

1992

The National Study of the Changing Workforce, conducted by Families and Work Institute, offers the first comprehensive look at how employees combine work and family.

1992



Teacher Sheryl Leach, frustrated by the lack of quality video entertainment for her young son, sees her creation, Barney the dinosaur, debut on PBS. *Barney & Friends* is now watched by preschoolers in 80 countries.

1992

The American Business Collaboration for Quality Dependent Care begins with 11 blue-chip companies; together they fund nationwide programs to improve the quality of child and elder care programs.



THE INHERITORS

A snapshot look at women who entered the workforce in the 1990s

Percent of mothers who are employed in 1998: 71.1%

Working 9 to 5: Women are 26% of all doctors, 27% of all lawyers, 49% of all managers

College: 55.4% of all BAs go to women in 1997

Average annual salary for married moms: \$15,671 (in 1998 dollars)

Pay equity: Women earn 74 cents to a man's dollar

Child care: 47% of children are in on-site and community child care centers, child care chains or family child care

Standard work outfit: Professional and casual clothes

Equipment used at work: Computer, E-mail, Internet, fax, cell phone, beeper

Median age when first married: 25 years

Average number of children: 1.84

Divorce rate: 4.3 per 1,000

Although Lowmiller hopes her former employer's new women's initiative program will tempt her back with its focus on work/life issues, she's definitely shopping around. She already knows that the most important part of the equation is the support she ends up receiving from her women peers and mentors in the firm. Some companies are "half old school and half new school," she says, "so your success as a working mother depends on who you're working with and for, and how open they are to work/life issues."

Whatever job she takes with her newly minted MBA, Lowmiller will continue to be a master of efficiency. "I just don't let anything stack up. If I'm taking the El I always take work along. And when I watch TV I do something else at the same time."

Inheritors don't just demand hard work from themselves—they also demand it from their partners. They assume their spouses will shoulder half the home and child care. Maybe it's because they are more likely to have been raised in a dual-career family, or maybe it's that women in dual-earner couples now contribute close to half (42 percent) of the household income. Whatever the case, the Inheritors approach work and family as a team.

From left: The cell phone revolutionizes communication; Madeleine Albright is the first female Secretary of State; fictional single career woman Murphy Brown has a baby; lawyer and mother Hillary Rodham Clinton becomes First Lady.

Work, to Lowmiller, is a way to round things out. "Parenting is very challenging," she says, "but I need to use my intellectual and problem-solving skills in a business setting. Even if I didn't need the income I'd still want to do some kind of work outside the home." And like many Inheritors, she acknowledges the hard work that's made it possible for her to be where she is now. Even in the half decade she's been working, she says, work and family have become more

"blended" than "balanced." And that's good.

"Five years ago it seemed that everything was kept completely separate," Lowmiller observes. "Now you go to work, you may have to run out and do something at your child's school in the afternoon, but then you go back to work." Finding a job where she can blend personal and career aspirations is especially crucial, Lowmiller says. As she looks for new employment, she believes it's important to say "Yes, I have a family. But that doesn't mean I want less challenging work."

Anne Cassidy is the author of Parents Who Think Too Much (Dell Island Books).



1993

Newly elected President Bill Clinton signs the Family and Medical Leave Act, giving eligible new parents up to 12 weeks of unpaid, job-protected leave.

1993

Attorney Hillary Rodham Clinton is the first First Lady to have a powerful career and raise a child.

1993

The accounting firm of Deloitte & Touche launches a program to increase the percentage of female partners at a time when only 5% of partners at Big Six accounting firms are women.



1993

Toni Morrison, a divorced mother of two, wins the Nobel Prize for Literature, the first African-American to do so. ▶