

Managers and their Wives

November 1967

Coding Frame

Col.

1. Year

2. Tons

3. Units

4. Age of Husband

Under 25	1
25 - 30	2
31 - 35	3
36 - 40	4
41 - 45	5
46 - 50	6
51 - 55	7
Over 55	8
D.K.	X

5. Husband's Age at Marriage

21 and under	1
22 - 25	2
26 - 29	3
30 - 33	4
34 - 37	5
38 and over	6
D.K.	X

6. First Job

Manual Worker	1
Craft Apprentice	2
Junior non-manual worker (RG)	3
Intermediate " " " Non grads.	4
Graduate management trainees	5
Graduate specialists (generally scientists)	6
Armed Forces Non-commissioned	7
" " Commissioned	8
D.K.	X

7. Type of Present Job

Commercial	1
Production	2
Administration and financial	3
Technical	4
Combination 1 and 2	5
Combination 1 and 3	6
Personnel and welfare	7
Banking	8
Civil Service	9
Other	0
D.K.	X

8. Frequency of Moves of Workplace

Move more than once a year	1
About once a year	2
" " every two years	3
" " " three "	4
" " " four "	5
" " " five "	6
" " " six "	7
Have moved on average less than once every six years	8
No move at all since marriage	9
D.N.A.	0
D.K.	X

9. Distribution of Moves of Workplace

All moves within same firm	1
Moves within two firms	2
Moves within three firms	3
Moves within four or more firms	4
D.K.	X

10. Geographical Position of Present Residence

Scotland	1
Northern	2
E. & W. Ridings)	3
N.W.	
Midlands	4
Eastern	5
London & S.E.	6
Southern	7
S.W.	8
Wales	9
Other	0
D.K.	X

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11. Description of present residence

Rented	1
Bungalow	2
2 or 3 bed. terraced or semi detached	3
4 or more bed. semi detached	4
2 or 3 bed. detached	5
4 bed. detached	6
5 " "	7
6 or more bed. detached	8
Flat or maisonette	9
Other	0
D.K.	X

12. Frequency of moves of house since marriage

(only for those married before 1965)

Move more than once a year	1
About once a year	2
" " every two years	3
" " " three "	4
" " " four "	5
" " " five "	6
" " " six "	7
Have moved on average less than once every six years	8
No move at all since marriage	9
D.N.A.	0
D.K.	X

13. Distribution of moves of house since marriage

All homes within same town	1
All homes with same region (region as table 10)	2
Homes within 2 regions	3
Homes in 3 or more regions	4
D.N.A.	5
D.K.	X

14. Geographical area of nurture of husband

Scotland	1
Northern	2
E. & W. Ridings)	3
N.W.	
Midlands	4
Eastern	5
London & S.E.	6
Southern	7
S.W.	8
Wales	9
Other	0
D.K.	X

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15. Geographical area of nurture of wife

Scotland	1
Northern	2
E. & W. Ridings } N.W.	3
Midlands	4
Eastern	5
London & S.E.	6
Southern	7
S.W.	8
Wales	9
Other	0
D.K.	X

16. Distance from husband's parents, or parents' present residence

In same town	1
Not in same town but within about 20 miles	2
Between 20 and 100 miles	3
100 - 200 miles	4
Over 200 miles	5
D.N.A.	6
D.K.	X

17. Distance from wife's parents, or parents' present residence

In same town	1
Not in same town but within about 20 miles	2
Between 20 and 100 miles	3
100 - 200 miles	4
Over 200 miles	5
D.N.A.	6
D.K.	X

18. Husband's Father's Occupation

Registrar
General's

1,3,4,16	Managers in government and large scale commerce; professional workers (prob. with degree); officers in the forces	1
2,5	Managers in establishments employing less than 25 people; intermediate non-manual	2
12	Own account worker	3
13,14	Farmers (large landowners to go in 1)	4
6	Junior non-manual workers	5
7	Personal service workers	6
8	Foremen and supervisors	7
9,16	Skilled workers; other ranks in the forces	8
10,15	Semi skilled workers; farm labourers	9
11	Unskilled workers	0
D.K.		X

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19. Wife's father's occupation

Registrar
General's

1,3,4,16	Managers in government and large scale commerce; professional workers (prob. with degree); officers in the forces	1
2,5	Managers in establishments employing less than 25 people; intermediate non-manual	2
12	Own account worker	3
13,14	Farmers (large landowners to go in 1)	4
6	Junior non-manual workers	5
7	Personal service workers	6
8	Foremen and supervisors	7
9,16	Skilled workers; other ranks in the forces	8
10,15	Semi skilled workers; farm labourers	9
11	Unskilled workers	0
	D.K.	X

20. Children's education (only for children over 5)

All children at state schools	1
Some children at state, some at fee paying schools	2
All children at fee paying schools	3
D.N.A.	4
D.K.	X

21. Children's education (children over 11, state educated)

All in selective education (grammar/technical)	1
Some in selective education, some not	2
All in non-selective schools (sec. mod./comprehensive)	3
D.N.A.	4
D.K.	X

22. Husband's qualifications

None	1
O or A level or matriculation	2
Professional qualifications - diplomas etc.	3
Technical qualifications at less than degree level	4
Degree but no further qualifications (Oxbridge)	5
" " " " (other universities)	6
Degree + further qualifications or Ph.D. (Oxbridge)	7
" " " " (other universities)	8
Other	9
D.K.	X

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23. Age of leaving school

Under 14	1
14	2
15	3
16	4
17	5
18 and over	6
D.K.	X

24. Type of School

Elementary only	1
Secondary modern/central	2
Technical	3
Grammar/high/direct grant (not shown in 6)	4
Comprehensive	5
Principal Girls' Schools (as shown in Whittakers)	6
Other fee-paying, convents etc.	7
D.K.	X

25. Qualifications

None	1
O level or matriculation only	2
A levels only	3
Courses of less than 2 years (or their part-time equivalent) e.g. secretarial diploma	4
Courses of 2 years or more e.g. training for nursing or teaching	5
Degree but no further qualifications	6
Degree + further qualifications	7
Other	8
D.K.	X

26. Age of taking up first job

14 and under	1
15	2
16	3
17	4
18	5
19	6
20	7
21	8
Over 22	9
D.K.	X

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27. Predominant Occupation

Registrar General's
categories

3,4	Professional workers (with degree)	1
5	Intermediate non-manual (non-graduate)	2
6	Junior non-manual	3
7	Personal service workers	4
9	Skilled manual workers	5
10,11	Semi-skilled and unskilled manual workers	6
12	Own account workers	7
16	Forces	8
	Other (including a number of varied occupations)	9
	D.K.	X

Omitted are R.G. categories 1,2 (managers), 8 (foremen),
13,14,15 (agricultural).

28. Links with husband's work

Worked in same firm as husband and at same level approx.	1
Worked in same firm and same department but at lower level.	2
Worked in same firm, not same department, at lower level.	3
Never worked in same firm as husband.	4
D.K.	X

29. Plans for work in future

Plans to continue previous work.	1
Plans for work involving further training.	2
Other plans for work.	3
No plans for work	4
D.K.	X

30. How she met her husband (Respondent's Definition)

Both receiving education at same time (i.e. met as students)	1
Both working for same employer (i.e. met at work)	2
Lived near each other (i.e. met at home)	3
Met during leisure time (e.g. dance, club, party, introduced by mutual friends)	4
Other	5
D.K.	X

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31. Age Now

Under 25	1
25 - 30	2
31 - 35	3
36 - 40	4
41 - 45	5
46 - 50	6
51 - 55	7
Over 55	8
D.K.	X

32. Age at Marriage

Under 18	1
18 - 21	2
22 - 25	3
26 - 29	4
30 - 33	5
34 and over	6
D.K.	X

33. No. of children

1	1
2	2
3	3
4	4
5 and over	5
none	6
D.K.	X

34. Ages of children

All under 5	1
At least one under 5, but at least one over 5	2
All over 5 but all under 15	3
All over 5 but at least one over 15	4
All over 15	5
Other combination of ages	6
D.N.A.	7
D.K.	X

33. Expected completed family size

1	1
2	2
3	3
4	4
5 and over	5
None	6
D.K.	X

36. Ideal Family Size

Completed family ideal size	1
Completed family too large	2
Completed family too small	3
D.E.	X

Wife's Role

Essentially so	1
Very much so	2
To a large extent	3
To a certain extent	4
Not really	5
P.K.	X

37. Providing interesting activity for your children.
38. Creating a comfortable and well-run home.
39. A companion to your husband.
40. Concerned with interests of your own e.g. pottery.
41. Keen to do a paid job now and again
42. Keen to follow a career of your own.
43. Active in local clubs, church or other organisations.
44. A friendly person in your neighbourhood.

SCALE

1	2	3	4	5	X
					1
					2
					3
					4
					5
					6
					7
					8

45. Someone to share your husband's relaxation.
46. Someone with whom he can talk over his problems.
47. Caring for the house and children.
48. Someone who enjoys entertaining his work colleagues
at your home.
49. As a help to him with his work in practical ways e.g.
reading through reports.
50. As a social asset to him in his career.

SCALE					
1	2	3	4	5	6
					1
					2
					3
					4
					5
					6

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51. Distribution of friends and kin

Kin and friends local	1
Kin local, friends 'mixed'	2
" " , " scattered	3
Kin 'mixed', " local	4
" " , " 'mixed'	5
" " , " scattered	6
Kin scattered, friends local	7
" " , " 'mixed'	8
" " , " scattered	9
Other alternatives	0
D.K.	X

52. Attendance at clubs and membership of committees

Attendance once a week or more, not on committees	1
" " " , on one committee	2
" " " , on 2 or more committees	3
Attendance between 13 and 51 times per year, not on committees	4
Attendance between 13 and 51, on one committee	5
" " " , on 2 or more committees	6
" once a month or less, not on committees	7
" " " , on one committee	8
" " " , on 2 or more committees	9
Not club member	0
D.K.	X

53. Talk with husband about his work

Every day	1
Most days	2
Perhaps once a week	3
Less often than once a week	4
Never	5
D.K.	X

54. Talking with husband about work

Wants to hear more, talk mainly of people	1
" " , " " problems	2
" " , " of people and problems	3
Wants to hear less, talk mainly of people	4
" " , " " problems	5
" " , " of people and problems	6
Hears about right amount about people	7
" " " problems	8
" " " people and problems	9
D.K. in one or both categories	X

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55. Social Occasions arranged by firm

About once a year, favourable feelings	1
" , mixed "	2
" , dislike "	3
More than once a year, favourable feelings	4
" , mixed "	5
" , dislike "	6
Less than once a year, favourable feelings	7
" , mixed "	8
" , dislike "	9
No occasions arranged	0
D.K.	X

56. Number of husband's colleagues' wives known

1 - 3 or 'few'	1
4 - 10 or 'several'	2
Over 10 or 'many'	3
None	4
D.N.A.	5
D.K.	X

57. Extent of intimacy with husband's colleagues' wives

Knows 1 or more well, invites to house during day, calls real friends	1
Knows 1 or more less well, but entertains them informally	2
Friends in both categories 1 and 2	3
Knows only less well, i.e. only meets at firm's social occasions	4
Knows none of husband's colleagues' wives	5
D.N.A.	6
D.K.	X

Factors Affecting Movement

Essential	1
Very important	2
Important	3
Do not mind	4
Not important	5
D.K.	X

SCALE

58. Educational facilities of the area.
 59. The region where the job is.
 60. Separation from your family or friends.
 61. The actual day to day work which your husband would be doing.
 62. The pay, prospects and general character of his job.
 63. Fringe benefits and other special advantages.
 64. Your own work or career.

1	2	3	4	5	X	
						1
						2
						3
						4
						5
						6
						7

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65. Change of job advocated

By wife	1
By husband	2
By both	3
By neither	4
D.N.A. e.g. moving soon	5
D.K.	X

66. Change of house advocated

By wife	1
By husband	2
By both	3
By neither	4
D.N.A. e.g. moving soon	5
D.K.	X

67. Change of job considered in the past

Decided against because of nature of proposed job	1
Decided against for reasons involving job held	2
Combination 1 and 2	3
Decided against for family or non-work reasons	4
Decided against for other, or combinations of above, reasons	5
No change ever contemplated	6
D.K.	X

68. Feelings about moving

Mainly favourable	1
Mainly against moving	2
Mixed feelings	3
D.N.A.	4
D.K.	X

Index

Always true	1
Generally true	2
Sometimes true	3
You are not sure	4
You believe it is untrue	5
D.K.	X

SCALE

1 2 3 4 5 X

69. Men that rise to the top quickly often lose touch with their family and old friends.
70. Men who are 'married to their work' are less good husbands.
71. Men are more satisfied if they are fully stretched at work.
72. A man's career is like a race and naturally he must compete to do well.
73. The worries of a senior position are compensated for by a more exciting and interesting life.
74. The happiest men are those who do not take their work too seriously.

[illegible]

Abstract

Agree completely	1
Agree	2
Agree to a certain extent	3
Not sure	4
Disagree	5
D.K.	X

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1 2 3 4 5 X

75. Once a man has got a reasonable salary and a respected position he should spend more time on his family and other interests.
76. A man ought to get the main meaning in his life from his work.
77. A man should not be too friendly with colleagues in case he is their boss one day.
78. A man's a fool to drive himself only in order to achieve a moderately greater income and vastly greater responsibility.
79. If a man has ideas it is only natural he should want the power to put them into practice.
80. Men should not get too involved with their work as this would interfere with a happy married life.

[illegible]

4. The Manager's Wife

Who are the wives of modern industrial managers?

Managers are by definition middle class, but are their wives also middle class? It often seems to be assumed that, just as generalisations can be made about managers, so also they can be made about managers' wives. The typical manager's wife, it is said, is gregarious, confident and extroverted; she is greedy for material goods and ambitious for her husband, fostering his career in any way she can, from entertaining his colleagues and clients at candle-lit dinners, to playing Bridge with their wives, to allowing herself to be seduced by his boss, (she is sexually starved, it is said, because her husband neglects her in order to concentrate on his work).

But are managers' wives like this? And, indeed, are they alike at all? Most of the literature on the subject is American, and much of the common myth seems to be based on American soap operas. Are there, perhaps, significant differences between the American and the British situations, differences which might have some relevance to this country's economic problems?

The 86 couples described in this study are alike in that the husbands are all managers, earning a salary and carrying responsibilities which put them indisputably into the middle class. They are young managers, the great majority of the husbands being aged between 30 and 45, of the wives between 25 and 40, and almost all of them have young children living at home. But there the similarities end. The wives come from backgrounds which vary from unskilled working class to upper class: they may have ended their education at any age from 14 to 24; and their work, before their children came, may have been as shop girl or secretary, as canteen worker or teacher.

Homemaker, wife, friend, mother? How does she see herself?

Each individual plays many different roles, both at any particular moment in her life, and at different stages in her life cycle. Some of these roles may be structural, that is, like the role of 'mother' or 'wife', they are built into an individual's social situation, some will be normative, that is, like the role of 'sympathetic listener' to a worried husband, they are thrust upon an individual by others; and some will be behavioural, that is, part of an individual's view of herself, a part perhaps rooted in her socialisation, such as the role of 'a good neighbour' or of a 'music lover'. Some discussion of role theory can help in the evaluation of the ways in which these managers' wives see themselves.

The wives in this sample found great difficulty in being objective about the roles they played; many felt that it was somehow wrong to think too much about themselves. However, some evaluation of their different role hierarchies was gained from a series of questions asking to what extent each saw herself as wife, mother or homemaker; as a woman with interests of her own, or with a job or career of her own; as a participant in community activities or, less formally, as 'a friendly person in your neighbourhood'. Another series of questions investigated the relative importance, to the woman, of different aspects of her relationship with her husband.

For the women in this study the roles of wife and homemaker were of overwhelming importance, but many interesting role patterns - and role conflicts - emerged. These can be discussed both in relation to other characteristics of the women concerned, and in comparison with other studies of role tension among women.

Her past experience of paid work and future work plans

A striking result of the questions designed to evaluate the importance of different roles was the unimportance of paid work outside the home. In spite of the popular view of the middle class housewife as a frustrated creature, longing to get away from her cabbage-like life at the sink and back to the 'real', stimulating world of work, these women were to a large extent content to stay at home, at any rate for the time being. Many plan

to go back to work when their children are older, but fully 50% had no plans at all for going out to work.

The women's experience of paid work was varied, though the majority had been employed in the intermediate and junior non-manual grades. It is interesting to see to what extent experience of a work world similar to that of her husband gives a wife sympathy with, and understanding of, his problems. A few of the women work at present, and analysis of their life styles illustrates the satisfactions and problems a married woman meets in combining paid work with home responsibilities. For these women the financial reward is only one among several motives for working; what are these motives?

And if they apply to some, why do these motives for working not apply to the majority of the women? Does the mobile life of a modern industrial manager make following a career too difficult? Are the wives of aggressive, hard-working husbands forced into taking a more passive, home-centred role? Are they prevented from working by lack of opportunity for part-time work for educated women? Or is it rather that life in the nest is too cosy?

How important are friends and kin?

The energetic social life of the American middle class has been described in many studies - the morning 'kaffee klatchen', the afternoon card playing sessions, and the community barbeques. British managers tend to speak with horror of this pattern, and it may be that this is one reason why British managers' wives seem to lead, by contrast, a subdued social life. Other reasons may be rooted in characteristic patterns of British social and cultural life.

Friends are important, but they tend to be much less important to each individual than her home and nuclear family, and they seem to be made, and kept, on an individual rather than a group basis. Several women mentioned the problems involved in making friends when they moved to a new area, but on the whole their attitude was passive compared with the American pattern: many, for example, waited to make friends with the mothers of

friends their children would make. Only some saw clubs and voluntary associations as a way to make friends.

It has been claimed that physically and socially mobile managers lose touch with their kin, though recent British studies have suggested that this is not so. Certainly, for these managers' wives their kin, and particularly their parents, are very important. Many communicate frequently with their parents, and they give, and receive, substantial help, particularly at times of moving house. Only a few, however, are tied to a particular locality by their kin - either because they have never left the area where they were brought up, or because their parents have moved house to be near them. The significance of effects of early socialisation will be discussed in a later chapter.

5. The Relationship between a Manager's Wife and her Husband's work

What are the links?

Some firms consider wives to be so important that they must be interviewed when their husbands seek new jobs, kept faithful to the company with insurance schemes, and spurred on by prizes and parties. Other firms, for a variety of reasons, believe that the home and work lives of their managers are best kept strictly apart. Popular myth sees the typical manager's wife in many guises - as his ex-secretary who will continue to understand his problems, as the highly educated, but self-effacing, woman who will be the power behind his director's throne, or as the dumb blonde soothing his ulcers with her admiration. Is there any truth in these myths, and is there any one type of woman who seems better adapted to the life of a manager's wife?

Efforts to reach their managers' wives were made by most of the companies who employed the men in this sample, though there was no mention of wives having been interviewed or evaluated in any way. The social occasions arranged by the companies varied in type and frequency - and in their popularity with the wives. In many cases they led to friendships among company wives, and in some cases to patterns of friendship such that the company could be said to be the "community" of a couple.

The attitudes of the wives to the social occasions organised by their husbands' companies varied greatly, though it is doubtful whether this was always appreciated by those who organised the annual dinner dance, the office party, the wives luncheon club, or whatever. A woman's social background, and type and length of education seemed to be important variables here, and it seemed possible that those who felt most at home with the culture of the company, also had more positive attitudes to their husbands' work.

A typology of managers' wives

Of course, every individual is unique and this is no less true of each individual in this sample. Nevertheless, it might be possible to construct a typology of managers' wives. There will not necessarily be an example of each type in the sample, and no one individual will conform

exactly to the pattern of each type; however, such a typology might help to structure the complicated patterns of reality.

Most wives, of course, value the security which their husband's work brings them, and so in a long term sense are supportive, in that they feel that the rewards they get from their husband's work life are greater than the costs which it entails for them, (such as loneliness, frustration, or frequent moves of house). However, a wife's short term, or day to day attitude to her husband's work may be different, or she may have a particular attitude to the job of the moment when comparing it in her mind with other work which he could do.

A. The Supportive Wife

- a. who is actively oriented to her husband's work - she may, for example, read through or type his reports, entertain his work colleagues, or accompany him to conferences.
- b. who is actively oriented, but in the domestic sphere - she may, that is, take it as her responsibility to cope with bills and domestic worries so as to spare him, or to keep the children quiet while he works; she makes it possible for him to have a study in which to work, even at some cost to the family.
- c. who is more passive - she will allow him to take the initiative and will herself try to fit in with his needs: for example, she may aim at being "a good listener".

B. The Wife who is Indifferent to her Husband's Work.

- a. who is forced into indifference by the nature of her husband's work - it might, for example, be highly technical or secret - or by his attitude - some husbands like to keep home and work separate.
- b. who chooses to be indifferent. This may be for one or more of many reasons: it may be for example, that she defines the role of a wife as being of this nature, or that lack of education makes her feel insufficient, or that she is simply unwilling to make the effort to understand.

- c. who is deeply concerned with interests of her own, such as a full-time career, or fully absorbing leisure interests.

C. The Wife who is Antagonistic to her Husband's Work

There may be few examples of this type, but it must be included in a typology, both for the sake of completeness, and because many wives feel some degree of antagonism towards their husband's work, often because they feel it consumes too much of his time and energy.

This typology can be analysed in terms of the variables which are being found to be associated with each type: such variables are the wife's social background, the length and type of her education, her work experience, her husband's job type, her age, and the stage in the life cycle which the family has reached. Thus it seems that a high level of education in a wife is associated with types 1a, 1b or 2c, a low level of education with types 1c or 2b, and that wives who have had experience of office life are more likely to be found in groups 1a, b and c.

The Wife's attitudes to her husband's work, and to work in general.

Some measure of attitudes can be obtained from analysis of the degree to which an individual agrees with, or believes in, various statements. 12 such statements were presented in the questionnaire addressed to the wives. To a large extent agreement was reached upon these statements: "men are more satisfied if they are fully stretched at work"; "a man's career is like a race and naturally he must compete to do well"; "If a man has ideas it is only natural that he should want the power to put them into practice".

More complicated patterns of agreement were obtained from the wives' attitudes to these statements: "the worries of a senior position are compensated for by a more exciting and interesting life"; "the happiest men are those who do not take their work too seriously"; "a man ought to get the main meaning in his life from his work"; "a man's a fool to drive himself only in order to achieve a moderately greater income and vastly greater responsibility"; "men should not get too involved with their work as this would interfere with a happy married life".

Reactions to these statements might be used, for example, to construct scales of ambitiousness, or achievement motivation, and the patterns obtained analysed in terms of significant variables.

TABLE I

Various Characteristics of Managers by their Social Origins

MANAGER'S FATHER WAS:							
	Solid Middle Class		Marginal		Working Class		Total N (100%)
	N	%	N	%	N	%	
<u>Total Sample</u> ¹	36	42	27	31	22	26	86
<hr/>							
(a) <u>Son's First Job was</u>							
Manual worker or Craft apprentice	6		2		3		11
Junior non-manual worker	8		16	59	5		29
Intermediate non-manual worker (non graduate)	4		1		6		11
Graduate entry	16	44.5	8	30	8	36	32
Armed Forces	2						2
	36		27		22		85
<hr/>							
(b) <u>Son's Qualifications</u>							
'O', 'A' level or equivalent	4		7		1		12
Professional and technical qualifications (less than degree)	17	58.5	11	66.6	11	54.5	39
Degree only	9		5		3		17
Degree and Ph.D. or equivalent	6	41.5	4	33.3	7	45.5	17
	36	100.0	27	100.0	22	100.0	85
<hr/>							
(c) <u>Son has moved his workplace:</u>							
² Frequently	15	44	12		6	28	33
Moderately	9	23	5		6	28	20
Infrequently if at all	11	33	9		9	43	29
	35	100=61	26		21	99	82
<hr/>							
(d) <u>Son has changed firms:</u>							
² Frequently	13	38	7	27	7	32	27
Moderately	11	32	5	19	8	36	24
Infrequently or not at all	10	30	14	54	7	32	31
	34	100.0	26	100.0	22	100.0	82
<hr/>							
(e) <u>Son's Present job</u>							
Commercial/Sales/Publicity	14	35	8		4	18	26
Technical/Production	7	24	8		9	41	24
Administrative/Financial	8		5		6		19
Other	7	41	6		3	41	16
	36	100.0=63	27		22	100.0	85

Notes

- 1 Where totals of tables do not add up to 86 cases with no information are omitted.
 2 For definition see table IV.

TABLE IV

Frequency and Distribution of Moves of Workplace by Manager's QualificationsMANAGERS QUALIFICATIONS

(a) <u>Manager has moved his workplace:</u>	<u>LOW</u> ¹	<u>INTERMEDIATE</u> ²	<u>HIGH</u> ³	N=
	13	39	34	86
FREQUENTLY ⁴	6	17	11	34
MODERATELY ⁵	4	9	7	20
INFREQUENTLY ⁶ or not at all	3	11	15	29
No information		2	1	3
(b) <u>Manager has changed firms:</u>				
FREQUENTLY ⁷	2	16	9	27
MODERATELY ⁸	3	8	13	24
INFREQUENTLY ⁹ or not at all	6	14	11	31
No information	2	1	1	
(c) <u>Managers Present Job:</u>				
Commercial	7	11	8	26
Production/Technical	1	8	15	24
Administrative/Financial	3	11	7	21
Other	2	9	4	15

Notes

- 1 Has 'O' or 'A' level or matriculation or similar low qualification.
- 2 Has professional qualifications, technical certificates and diplomas etc. at less than degree level.
- 3 At least graduates.
- 4 Has moved workplace at least once every four years.
- 5 Has moved workplace every 5 or 6 years on average.
- 6 Has moved less than once every six years or has not moved since marriage.
- 7 Has moved between three or more companies.
- 8 Has moved between two companies.
- 9 Has stayed with the same firm throughout his career.

TABLE V

Various Characteristics of the Managers by their Age

<u>Manager is</u>				
(a) <u>Manager is</u>	<u>Under 35</u>		<u>36 and Over</u>	
	(28 cases)		(58 cases)	
Mobile ¹	15	53.5	19	32.7
Not Mobile	13	<u>46.5</u>	39	<u>67.3</u>
	100.0 = 28		100.0 = 58	
(b) <u>Manager's Father was</u>				
Solid Middle Class	17	60.3	19	32.7
Marginal	7	25.0	21	36.2
Working Class	4	<u>14.3</u>	18	<u>31.0</u>
	100.0 = 28		100.0 = 58	
(c) <u>Manager's Education</u>				
Simply 'O' or 'A' level	6	21.5	8	14.0
Professional/Technical Qualifications (Non-grad.)	12	43.0	26	44.6
Graduates	10	<u>35.4</u>	24	<u>41.4</u>
	100.0 = 28		100.0 = 58	

1. 'Mobile' is defined as having moved his workplace every 2, 3 or 4 years.