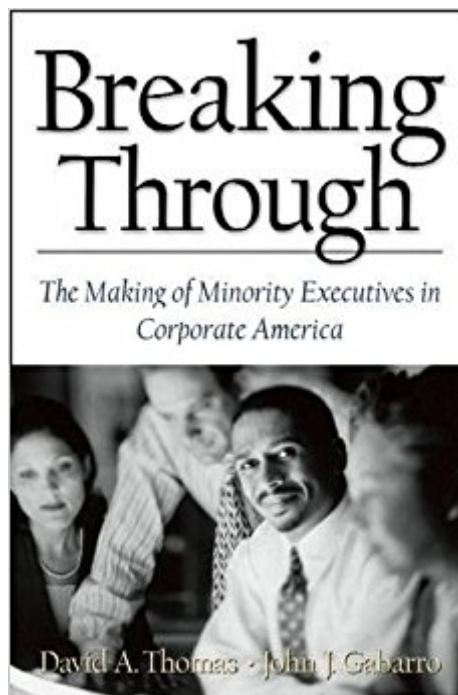




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# Breaking Through: The Making Of Minority Executives In Corporate America



## Synopsis

In one of the first in-depth studies to focus on minorities who have made it to the top, *Breaking Through* examines the crucial connection between corporate culture and the advancement of people of color. American companies may tout their equal opportunity initiatives, but with 95% of all executive-level positions in the United States held by white males, most of these programs clearly fall far short of their goals when it comes to diversifying upper management. Yet, even in the face of such overwhelming odds, some minority executives do break through to the highest leadership ranks. What can we learn from these success stories? The often surprising conclusions drawn by authors Thomas and Gabarro represent important milestones both for the study of organizational practice and for minorities planning their own course of professional achievement. Here are the determining factors—both individual and organizational—that correspond to the advancement of minority executives to the highest levels.

## Book Information

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## Customer Reviews

Against all odds, a few minority executives break through to the highest executive levels in corporate America. The aim of Thomas and Gabarro is to explain the processes of growth and advancement that produce minority executives by focusing on three companies that have been successful in developing people of color from entry level to executive. Concealing the identity of those companies in different industries, the authors examine both the individual and the

organizational factors influencing minority promotion. Along with a detailed explanation of their research and findings, the authors offer lessons for minority aspirants as well as guidelines for corporations that want to develop minority executives more effectively. Advice to individuals includes building a network of developmental relationships, analyzing the record on minority promotions of a prospective employer, and understanding that race matters but that it alone doesn't determine fate. Their final counsel is that the road to the executive suite must be worth the price extracted from all individuals, especially minorities. Mary Whaley

"A massive primer for professionals seeking to understand success and employers who wish to foster diversity in their upper ranks." -- The Boston Globe, May 23, 1999"Provides a wealth of useful information for those seeking insights regarding how these executives have managed to break away." -- Fort Lauderdale Sun-Sentinel, July 12, 1999"This first-rate work is valuable to any would-be executive." -- Library Journal June 15, 1999

The book was very well researched and articulated...I learned so much about how to play the "game" by reading this book and weekly review my notes and incorporate my learnings into my daily activities..a must read for every corporate professional out there..

Few books have the ability to relate the importance of the information contained within to both professional and layman alike. That is, however, exactly what this book accomplishes. It shows you the how the achievements of minorities trying to attain status at the corporate level are linked to career decisions and mentoring relationships. This is accomplished by examining the characteristics of several minority executives at different companies who have managed to break through the glass ceiling. It also teaches several approaches for achieving racial diversity throughout a company. It examines three large corporations who have accomplished this feat, by tracing their diversity efforts throughout the past few decades. This book is a must read for anyone interested in the processes by which businesses accomplish diversification throughout all levels of the company.

I was required to review one chapter of this book for a management class. When I finished my review, I continued to read. I was amazed to read where our country stands in treating minorities. We have been slow to change. This book gives insight of where we have been and recommend changes that we should make so companies can take advantage of the countries top employees.

Breaking Through is a multifaceted book that speaks to a spectrum of audiences: the business leader committed to creating a diverse workplace; the human resource professional charged with designing and implementing diversity initiatives; the minority professional aspiring to break through. This book sheds light on the complex career dynamics presented to minority professionals in corporate America. As an aspiring minority professional, I took away valuable strategies, as well as pitfalls, for achieving my career goals. The book is a balance of compelling empirical evidence and real-life examples. The depth of analysis makes for an engaging and enlightening reading experience. Breaking Through will serve as a personal professional reference guide and I am sure that it will become an invaluable resource throughout my career.

I just finished reading Breaking Through and learned quite a bit. Recommend it to you. I wish the subject of leadership, and how to properly use it to get results on the job, was addressed more. I recommend you also get a copy of another book that addresses this issue and is very applicable to the subject of minorities as leaders: "The Leader's Guide: 15 Essential Skills." It's at too.

This is destined to become one of the classic management texts. I found the authors treatment of the subject matter to be insightful and well thought out. This is a must for any person of color who is wondering why it's taking them so long to move into the executive level. As a trainer I will be using this as one of my texts, and I plan on sending a number of copies to my friends.

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