# The Failure of Asian Success - Five Years Later

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## EXECUTIVE SUMMARY

The number of Asian American executives in Bay Area Fortune 500 companies continues to lag their growing presence in the professional workforce and overall population. Whereas Asian Americans now comprise 23% of the Bay Area's population, they number only 8% of board members and 12% of the region's top executives. For the most part, there has been little gain for Asian women and East Asians.

The problem is not that Asians have shown a lack of managerial aspirations or skills. In fact, in the past 20 years, Asians have easily advanced into middle management, though lagging their numbers in the professional workforce. In Silicon Valley, Asians were 12% of the high-tech workforce in 1990. Now, this number had grown to over 50%. In 1990, Asians were only 8% of the managerial workforce. Now, the number of Asians in management roles have already reached over 30% in some large companies, but very few in the executive ranks. [8][9]

In spending well over 1,000 hours since 2009 teaching or mentoring aspiring Asian managers, we are convinced that underdeveloped leadership skills are the factors that hinder access to executive leadership levels for many of them. The key leadership issues continue to be:

- Cultural deference to authority and the reality that deference often implies weakness
- Ineffective communications and influencing skills
- Political naiveté/dexterity - understanding how organizational business decisions are made
- Aversion to risk-taking in business and career

We have seen that progress can be made in any company by first engaging its executive leadership, Asian employee resource groups, and leadership training teams. After that, the challenge will be the ability of the Asian workforce to learn the soft skills and leadership mentality that will, as evidenced with our experience mentoring Asian Americans, stretch the comfort zone of most.

But, as the old corporate cliché goes, there are no challenges, only opportunities. We propose that culture, history, and previous knowledge may define an individual's past, but they do not necessarily limit his/her future. All corporate leaders, once aware of the problem, will support programs to develop the Asian executive pipeline. Most Asian executives, once aware of their responsibility as community leaders, will participate as mentors and role models. And many Asian managers, once aware of what they need to do, can learn to lead.

**Introduction**

In 2009, Ascend and the Asia Society/Northern California released two research reports that documented the Asian American glass ceiling in the Bay Area.  In one report, "Bay Area Corporate Census: Asian American Executives" [1], it was found that the numbers of Asian Americans were substantially underrepresented in Bay Area boards and executive leadership team.   A second report, "The Failure of Asian Success in the Bay Area: Asians as Corporate Executive Leaders"[2], raised likely reasons for the failure of Asian Americans to reach corporate leadership roles, postulated several cultural factors as root causes, and suggested business imperatives for community and corporate change.

So what has happened in the five years since?  In this report, we take a look at what has changed, flesh out the data with practical experience gained, revisit those questions with additional perspectives and observations, and pose new questions for the next five years.

For discussion purposes, we use the term "Asian" to mean Asian Americans, both American-born and Asian-born, and both South and East Asians.

**Five Years Later: Continued Population Growth**

The Asian population in the United States, especially in the San Francisco Bay Area, continues to grow unabated.  According to the 2010 U.S. Census, the Asian population is the fastest growing racial group from 2000 to 2010 [3].   Asians have grown from 19% to 23% of the Bay Area population, led by 33% in San Francisco and 32% in Santa Clara County. [4]  Fourteen of the top sixteen census-designated-places [3] with the highest concentrations of Asians are located in California, with eight in the Bay Area.

|  | Total population | % Asian |
|---|---|---|
| Daly City | 101,123 | 58.4% |
| Fremont | 214,089 | 54.5% |
| Sunnyvale | 140,081 | 43.7% |
| Santa Clara | 116,468 | 40.8% |
| San Francisco | 805,235 | 35.8% |
| San Jose | 945,942 | 34.5% |
| Hayward | 144,186 | 25.2% |
| Berkeley | 112,580 | 22.8% |

Table 1. Asian population in selected Bay Area places

More impressively, Asians are overrepresented in the professional and technical workforce, as reported by the San Jose Mercury News.  In an analysis of Census Bureau data, the newspaper found that Asian workers in the high-tech workforce grew from 38.7% in 2000 to 50.1% by 2010.  They found that in Santa Clara county, nearly 60% of the software developers were Asian.  Almost all of the Asian gains in Silicon Valley came from a percentage decline in the white workforce, which fell to 40.7% [5].

Coupled with the growth in the professional workforce, it would be reasonable to expect an increase in the number of Asians in the executive levels as well.  Our 2014 analysis of the 25 largest Bay Area public companies shows that the number of Asians on boards and in corporate leadership have indeed

increased in the past 5 years, from 5% to 8% as board members and 9% to 12% of the executive team. The analysis reviewed lists of board members and the executive leadership teams on corporate web sites in January, 2014. Executive teams included in the analysis were sometimes described as "Leadership teams" or "Corporate officers/executives" or "Corporate officers" or "Executive teams". Names of additional executives who were named in secondary lists were not included. In this report, the term "leadership team" or "executive staff" is used to mean those executives included in the analysis.

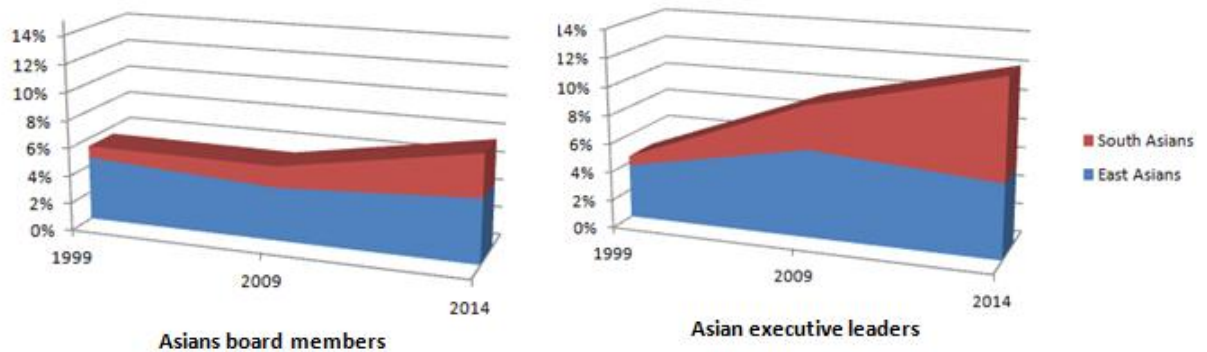These percentage changes are illustrated in Chart 1.



Chart 1. Top 25 Bay Area public companies - boards and leadership teams

The complete data set was collected from corporate web sites and is attached as Appendix A. Also, Appendix B contains the summary data totals and percentages.


**Five Years Later: Little Progress**

We are pleased to see that the Asian community is making some progress in reaching executive leadership; but there remains a substantial gap between the numbers in the workforce and executive levels. In addition, a closer examination of the data sheds light on how limited the progress actually is.

In 2009, eight of the 25 companies examined had no Asians included in the leadership team. Five years later, it was surprising to find that even more companies, nine, had no Asians on the leadership team. In 2009, fourteen of the 25 companies had no Asian board members. Five years later, there are still thirteen with none.

Two companies, PG&E and Synnex, account for a large proportion of the Asian American executives in 2014. PG&E is noteworthy because it has an Asian American on its board and 9 on its leadership team, more than any other company in the Bay Area. Considering that PG&E had none on the board or leadership team in 1999, the fact that Asians now comprise 15% of its board members and 16% of its executive staff is especially intriguing and commendable for best practices. Synnex has always had a

large number because it was founded in 1980 by a core team of East Asians to offer supply chain services/manufacturing in Asia.

Eliminating those two companies from the analysis leads to some interesting questions about the status of the Asian American executive community.

The first question is the relative success of South Asian executives in the past five years, growing from 2% to 3% of board members and from 3% to 7% of corporate leadership teams.  But this was not a surprise.  As we projected in 2009, "with a longer ethnic presence in the Bay Area, ...[East] Asians outnumber the ...[South Asians] as Bay Area corporate officers and board members, but this may not be true for long." [1]  With the highest educational attainment of any ethnic group (71%), substantially higher than the U.S. average (28%), and the highest household income ($88K) compared to the median U.S. income ($50K), South Asians should be expected to be in substantially higher numbers in the professional workforce than its representation of 2.8% in the general Bay Area population. [6]

A more troubling question is the disappearing East Asians, as their numbers shrank from 5% to 3% on corporate leadership teams.  There were thirteen East Asians in leadership roles in 2009. Now, there are only nine, and only six work in the Bay Area.   The other three led sales teams in the China or Japan.

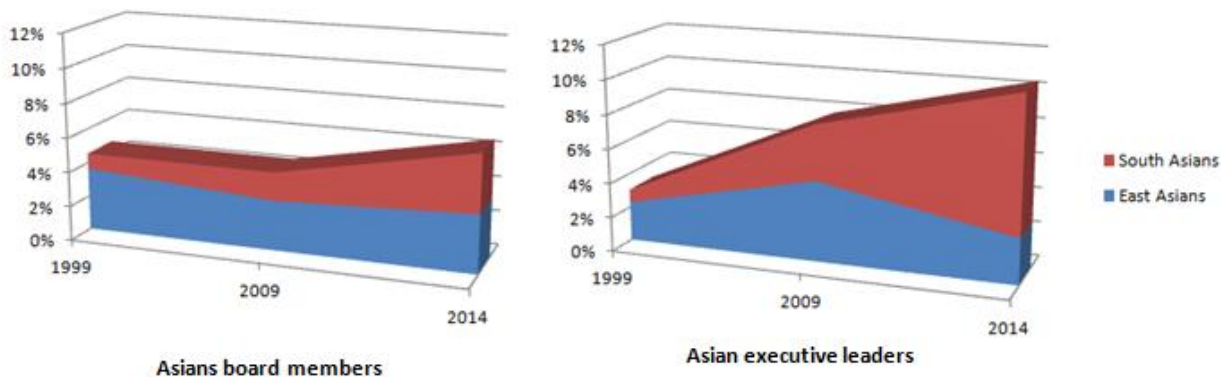These percentage changes are illustrated in Chart 2.  Appendix B contains the summary data totals.



Chart 2. Top 25 Bay Area public companies - boards and leadership teams w/o Synnex & PG&E

The complete list of all Asian board members and executives is included as Appendix C.


**Five Years Later: Double-Pane Glass Ceiling for Asian Women**

Although Asians are making some progress from 9% to 12% in the corporate leadership teams, Asian women have made virtually no gains.  In 2008, there were five Asian women corporate executives (1.5%).  Five years later, there are only six (1.8%).

This contrasts to the higher gains for all women executives in the Bay Area in the past 5 years, where the absolute numbers have increased from 47 to 74, and the percentage has grown from 14% to 20%.

While Bay Area women appear to be making better progress in cracking the glass ceiling, this data sample suggests that Asian women executives have not substantially benefited from the mainstream women diversity programs and face the dual challenge of being a woman and an Asian.

**Five Years Later: Root Causes Remain the Same**

For the past five years, we have led leadership education programs and participated in many others because we believe that the root causes are personal behavioral tendencies and not management discrimination.  And we believe that requisite leadership skills can be learned with training, commitment, and practice.

In spending well over 1,000 hours collectively since 2009 teaching or mentoring aspiring Asian managers, we are convinced that the underlying root causes proposed for discussion five years ago are the critical limiting factors for many Asians.  The key leadership issues continue to be:

- Cultural deference to authority and the reality that deference often implies weakness
- Ineffective communications and influencing skills
- Political naiveté/dexterity - understanding how organizational business decisions are made
- Aversion to risk-taking in business and career

These issues are not isolated to the Asian community.  In fact, the same issues are raised by Sheryl Sandberg in her book Lean In documenting her experiences and perspectives on the women's glass ceiling.  But these leadership issues are the limitations that we see most often in the Asians middle managers that we have mentored in the past five years.

There is a growing Bay Area network of Asian executives to mentor younger South and East Asian managers in leadership classes, panel discussions, mentoring sessions, and executive education programs.  Many programs have been regularly sponsored by Asian professional organizations such as TiE (The Indus Entrepreneurs), MJAA (Monte Jade Asian American), HYSTA (Hua Yuan Science and Technology Association), and Ascend (the authors are Ascend board members).  Additional programs have been sponsored by the Asia Society and Stanford Business School.

Despite such efforts, there is only modest progress, so far.  In part, this is because, until recently, there have been few corporate programs created to address the Asian glass ceiling problem.  Because the popular narrative about Asians in the Bay Area is the successful Model Minority or high-tech entrepreneur, there is little recognition of the Asian glass ceiling.  In one study interviewing 1,200 adults in the U.S., people were asked if they agreed that Asian Americans were promoted as rapidly to higher ranks of management as compared to white Americans.  71% of Asian Americans surveyed disagreed, as compared to 51% of non-Asians. [7]  We have seen this perception gap when we have engaged non-Asian executive leaders to discuss the Asian executive pipeline.  Typically, they have been surprised with the data, but always supportive in sponsoring solutions.

The problem is not that Asians have shown a lack of managerial aspirations or skills. In fact, in the past 20 years, Asians have easily advanced into middle management, though lagging their numbers in the professional workforce. In Silicon Valley, Asians were 12% of the high-tech workforce in 1990. Now, this number had grown to over 50%. In 1990, Asians were only 8% of the managerial workforce. Now, the number of Asians in management roles have already reached over 30% in some large companies, including Cisco and Intel, but very few in the executive ranks. [8][9]

Consequently, we have been active in programs designed to help high-potential Asian middle managers understand the requisite skills needed at the executive level and be aware of personal or cultural issues that may limit many of them.

But we have learned how ingrained cultural issues can be. This lesson was painfully illustrated at a breakout session at the 2012 Ascend National Conference held in New York City. The session was held on Sunday afternoon after two days of speakers, panel discussions, and career workshops had drilled leadership lessons into the 500 Asian (mostly young 25-30) professionals attending the conference. This session's topic was "Assertive or Aggressive?" and opened with a panel of executives who told stories of times that they needed to be assertive in their business careers. The room then moved on to small-group roundtable conversations to better engage everyone in the discussion. After 15 minutes, all the groups reported on their conversations. It was depressing to hear that, in a collection of ~150 young aspiring Asian professionals, every group concluded that they would rather defer than be seen as too aggressive, that they would rather keep quiet than risk conflict.

We have often heard the argument that leadership ranks in the Fortune 500 represent an older generation and that over time, such cultural gaps will disappear. However, as our Ascend anecdote typifies, we have seen little evidence that, without mentoring and motivational intervention, the next generation will be any more successful. There is also no evidence of a generational change in the 2013 Business Insider article "The 100 Biggest Stars in Silicon Valley" that listed 140 high-profile people who "aren't riding on old reputations. All of them did something amazing in 2012". [10] The list was substantially populated by Gen-Y entrepreneurs such as Kevin System (Instagram) and Mark Zuckerberg (Facebook), and many others working in young startup companies that most people have never heard of. But in Silicon Valley, where the majority of the high-tech workers are Asian, Business Insider could only point to sixteen Asian stars, including ten South Asians (7%) and six East Asians (4%).

The complete list of Asians found in the Business Insider article is included as Appendix D.

**Five Years Later: Positive Signs**

In 2009, we argued that one of the reasons little had been done to develop Asian executive leaders was that corporate management and the general public were not aware of the Asian glass ceiling. We also suggested that once aware of the problem, the gap would be so obvious and the business need so compelling that executive support would be available for leadership development.

Some progress has been made to increase the issue's visibility. A number of related feature articles and guest columns have appeared in Bay Area newspapers. On the East Coast, New York Magazine featured

a May, 2011 cover article titled "Paper Tigers: What happens to Asian-American overachievers when the test-taking ends?"[11]  Written by Wesley Yang, a Korean-American writer working in New York, the article dealt with the question of why the narrative of Asian academic success, especially for East Asians, does not translate into corporate or social success.  Intentionally provocative in topic and tone, the article won the 2012 National Editors Award for Essays and Criticism and was included in a 2012 book New York Magazine's Most Popular: Reader's 26 Favorite Stories of the Past Five Years.

The New York article, placed as the cover story for a widely read magazine, was effective in increasing awareness for the Asian glass ceiling.  In a conference panel discussion in New York City shortly after the article was published, one Fortune 500 CEO said, "it opened my eyes" to the problem.  The article created quite a sensation for much of 2011 in the Asian American community because of its frank language and open discussion of derisive Asian stereotypes in a mainstream magazine, "Let me summarize my feelings toward Asian values: F*** filial piety. F*** grade-grubbing.  F*** Ivy League mania. F*** deference to authority. F*** humility and hard work...". [11]

And there are other signs of positive progress since 2009.

- The Asia Society created an annual Diversity Leadership Forum in 2009 to review how corporate America was responding to the growing Asian workforce in the U.S. and Asia, highlight strategies, and recognize best practices with awards including "Best Company for Promoting Asian Pacific Americans into Senior Leadership Position" and "Overall Best Employer for Asian Pacific Americans".  Last year, Bay Area companies Cisco and PG&E were recognized among the 11 "Best in Class" finalists.

- Several Bay Area Fortune 500 companies initiated specific executive leadership programs after an internal review of management levels highlighted the gap in Asian leaders.  One such company found that, although its U.S. development organization was over 50% Asian, only 15% of its high-potential management pipeline was identified as Asian.  Consequently, with the explicit support of the CEO, a new executive leadership training program was developed for the top 40 Asian managers.

- Another Fortune 500 company, after a global review of its management population in 2012 found similar results, sent 47 high-potential Asian managers from its U.S. and Asian operations to a one-week  leadership program taught at the Stanford Business School.  As part of the leadership commitment, each of the attendees was promised executive career sponsorship.  Because of the extraordinary commitment of people and funding required, this project could only be approved and completed because it was assertively backed by the CEO, and VP/Human Resources.

- The Stanford leadership program used in that example had been developed in 2009 by the Stanford Business School as an annual executive education program in partnership with Ascend and the Asia Society.  The "Advanced Leadership Program for Asian American Executives"

remains the only program at a major business school specifically designed for leadership development of high-potential Asian American executives. [12]

Held each year in late July, the program brings together a class of ~40 Asians to network, learn about executive leadership, and hear from Asian Americans in the Fortune 500 C-suite. Companies such as HSBC, Cisco, Google, Intel, IBM, and PG&E have regularly sent their high-potential directors, VPs, and SVPs to the program.  Nearly 150 Asians have attended the Stanford program; and several alumni have been promoted to a C-suite title or have become a corporate officer, including one in a Bay Area Fortune 500 company.

- Another program teaching executive leadership skills is Ascend's EIS (Executive Insight Series), a two-day workshop targeted to high potential middle managers.  Since it was developed in mid-2011 by former executives (including the authors), the EIS program has been offered nationally, from San Francisco and Los Angeles on the West Coast to New York and Washington, DC., on the East.  It has trained nearly 600 managers from 80 different companies.

- Ascend recently launched a two-day women's leadership workshop for aspiring women managers.  Developed by women executives Denise Peck, former Cisco Systems vice president, and Janet Wong, former KPMG partner, the workshop explains executive values and leadership skills demanded by Western corporations and suggests approaches to deal with the stereotypes, cultural executive presence skills, and other workplace challenges common to many Asian women.

**The Next Five Years: Lessons from the Past Five**

The "Paper Tigers" article drew almost 900 on-line comments through 2012.  This fact is noteworthy because of the number of responses, but more remarkable because it shows that the article's topic continued to attract new readers long after it was published in May, 2011.  Some posts were critical, but most of the posts were personal reflections on how many of the article's observations rang true.  But now that the dust has settled, it appears that the article has had little lasting effect on the national discourse outside the Asian community.  The New York Magazine cover story, despite putting the question front and center to a mainstream audience, did little more than wring out community angst.  Neither that story nor a number of related articles in other publications have created any critical mass in the country or sense of urgency to address the Asian glass ceiling.

The lesson here is that, despite greater awareness, nothing happens unless a few people take it upon themselves to make something happen.

Our conclusion is that it takes more than public debate to create change in corporate culture.  It takes people.  People able to lead.  People willing to listen.  People prepared to lean in.  People eager to learn.

In the past five years, we have seen some Bay Area companies make great strides to develop their Asian executive pipelines.  We observe the most progress when there are a few essential  ingredients:

1. An executive champion(s) who will lead.

    We have observed that progress starts only when one or two internal executives take the first step and raise the question about the in-house pipeline of high-potential Asian managers.  More often than not, these executives are Asian, but that is not critical.  What is important is their commitment, not their color.  As one case in point, Erby Foster, Chief Diversity Officer at Clorox, has done remarkable work as an advocate for leadership training for Asian managers in the Oakland-based company.  The Asian leadership development program at Clorox would not have been possible without his leadership.  We can cite examples of other executive advocates who have helped create similar leadership programs in Bay Area Fortune 500 companies.

2. An engaged CEO who will listen.

    We have met with many senior executives and CEOs who did not know that few Asians make the transition from their middle management ranks to become successful executives in their companies.  There are successful Asian CEOs such as Satya Nadell, the new Microsoft CEO, or Jerry Yang, former Yahoo CEO, but our data show that they are the few.  Such high profile exceptions obscure the glass ceiling, so we can understand why this question is commonly prioritized below more visible problems for women and other minorities.

    Nevertheless, we have found that those CEOs, once aware of the issue, immediately realize its relevance because they understand that high-potential talent development is key to sustainable business growth.   They know that there is always a market for good talent and may suspect that many Asians leave to launch their own Bay Area startups because "... many Chinese and Indians ... believe that there is a 'glass ceiling' inhibiting their professional advancement," as a report from the Public Policy Institute of California concluded. [8]  It should be no surprise that the CEOs we have met have been totally engaged and supportive.

3. An engaged Asian executive team that will lean in.

    Issue awareness from the CEO is necessary, but not sufficient.  Issue leadership by internal Asian executives must be there for real progress.  The cohort of internal Asian executives must understand that they can be a community of leaders who can make a difference by leaning into the diversity discussion within their corporations.  For product organizations, this means getting vice-presidents and  functional directors involved.  For service organizations, this means partners and senior managers.

    Without such a community of Asian executives, there is little chance of sustained momentum for cultural change within the corporation.  These Asian executives are the few, so they are

admired as role models by the many.  Because they are successful in reaching executive levels, they are valued by their senior leadership team as credible business advisors.

Consequently, we would underscore to Asian executives that they have a special opportunity to step up and make a difference by becoming issue leaders, work to expand their organization's efforts to train high-potential Asians, and look to help the next generation.

4.  An effective Asian Employee Resource Group (ERG) that will learn.

    We have observed that many Asian ERGs have been very successful in certain activities: (i) building an internal community, (ii) raising cultural awareness (e.g. lunar new years festivals), (iii) increasing communications between employees and executives,  and (iv) assisting diversity initiatives and ethnic recruiting.

    More recently, many employee networks are morphing into "business networks" with activities that help the business succeed, with the direct objective of creating visibility, growing membership, and increasing funding for the ERG. [13]  The new direction may make business sense, but we are concerned that the move to make ERGs more relevant to external business development will dilute their work on internal employee career development and that leadership programs will be lost in the shuffle.

    Corporate ERG leaders, especially executive sponsors, must understand that their task is not just to celebrate the culture of the community, but to help the Asian community learn that they work in an American culture that values skills that transcend individual excellence.  Too often, we have seen ERGs  that know how to achieve the former, but still need help to accomplish the latter.

5.  A systemic leadership development process that endures.

    Actually, it takes more than people.  People are necessary to create change, but there is no enduring culture unless change is embedded in the company's mainstream leadership training process to identify high-potential Asians and provide them the specific training to learn executive leadership skills.

We have seen that progress can be made in any company by first engaging its executive leadership, Asian employee resource groups, and leadership training teams.  In the end, the challenge will be the ability of the Asian workforce to learn the soft skills and leadership mentality that will, as evidenced with our experience mentoring Asian Americans, stretch the comfort zone of most.  These are core competencies that are required to be successful at the executive level in corporate America and, we believe, can be learned by many.  Our work in leadership training programs has only confirmed that premise because our students have often told us, "I didn't know what I didn't know" or "I wish I knew this 5 years ago".

But, as the old corporate cliché goes, there are no challenges, only opportunities.

We propose that culture, history, and previous knowledge may define an individual's past, but they do not necessarily limit his/her future.  All corporate leaders, once aware of the problem, will support programs to develop the Asian executive pipeline.  Most Asian executives, once aware of their responsibility as community leaders, will participate as mentors and role models.  And many Asian managers, once aware of what they need to do, can learn to lead.

Perhaps five years has not been enough to gauge progress.  So let's see in another five.

**APPENDIX A: Asians in Largest 25 Public Companies**

| F500 | Company | Board | Bd-womer | Bd-SA | Bd-EA | Bd-Asians | Execs | Ex-women | Ex-SA | Ex-EA | Ex-Asians |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Top 25 only | 262 | 47 | 8 | 12 | 20 | 390 | 73 | 27 | 21 | 48 |
| 3 | Chevron | 11 | 1 | 0 | 0 | 0 | 18 | 3 | 0 | 0 | 0 |
| 6 | Apple | 8 | 1 | 0 | 1 | 1 | 9 | 0 | 0 | 0 | 0 |
| 14 | McKesson | 9 | 3 | 0 | 0 | 0 | 7 | 4 | 0 | 0 | 0 |
| 15 | Hewlett Packard | 12 | 3 | 2 | 0 | 2 | 13 | 3 | 1 | 0 | 1 |
| 25 | Wells Fargo | 15 | 5 | 0 | 2 | 2 | 12 | 3 | 1 | 0 | 1 |
| 54 | Intel | 9 | 2 | 0 | 0 | 0 | 40 | 7 | 6 | 1 | 7 |
| 55 | Google | 9 | 3 | 1 | 0 | 1 | 13 | 1 | 5 | 0 | 5 |
| 60 | Cisco | 12 | 3 | 1 | 0 | 1 | 15 | 4 | 2 | 0 | 2 |
| 62 | Safeway | 9 | 1 | 2 | 0 | 2 | 13 | 3 | 0 | 0 | 0 |
| 80 | Oracle | 11 | 2 | 0 | 0 | 0 | 26 | 6 | 2 | 1 | 3 |
| 179 | Gap | 11 | 3 | 1 | 1 | 2 | 11 | 4 | 1 | 1 | 2 |
| 183 | PGE | 13 | 2 | 0 | 1 | 1 | 58 | 13 | 2 | 7 | 9 |
| 196 | eBay | 11 | 1 | 0 | 0 | 0 | 16 | 0 | 0 | 1 | 1 |
| 248 | URS | 10 | 1 | 0 | 0 | 0 | 13 | 2 | 0 | 0 | 0 |
| 260 | Visa | 10 | 3 | 0 | 1 | 1 | 10 | 2 | 1 | 0 | 1 |
| 262 | Synnex | 10 | 1 | 0 | 3 | 3 | 23 | 1 | 1 | 5 | 6 |
| 278 | Ross | 8 | 1 | 0 | 0 | 0 | 12 | 3 | 0 | 0 | 0 |
| 280 | Gilead | 11 | 2 | 0 | 0 | 0 | 7 | 2 | 0 | 0 | 0 |
| 302 | Applied Materials | 13 | 1 | 0 | 0 | 0 | 11 | 1 | 3 | 0 | 3 |
| 362 | Franklin Resources | 11 | 2 | 1 | 1 | 2 | 8 | 1 | 1 | 1 | 2 |
| 368 | Core-Mark Holding | 9 | 0 | 0 | 0 | 0 | 8 | 1 | 0 | 0 | 0 |
| 371 | Agilent | 9 | 1 | 0 | 2 | 2 | 19 | 5 | 0 | 2 | 2 |
| 379 | Symantec | 10 | 3 | 0 | 0 | 0 | 8 | 1 | 0 | 1 | 1 |
| 408 | Netapp | 12 | 1 | 0 | 0 | 0 | 16 | 3 | 1 | 1 | 2 |
| 420 | Sanmina | 9 | 1 | 0 | 0 | 0 | 4 | 0 | 0 | 0 | 0 |

Note: (1) "Board" - total board members, (2) "Bd-SA" - South Asians on board, (3) Bd-EA - East Asians on board, (4) "Bd-Asians" - all South and East Asians on board, (5) "Execs" - total corporate officers and executive team, (6) "Ex-SA" - South Asians on executive team, (7) "Ex-EA" East Asians on executive team, (8) "Ex-Asians" - all South and East Asians on executive team.

sources: corporate web sites as of January 17, 2014, or businessweek.com/research/stocks/people

## APPENDIX B: Summary Data - Asians on boards and executive leadership teams

| | Board | South Asians | East Asians | Total | | Execs | South Asians | East Asians | Total |
|---|---|---|---|---|---|---|---|---|---|
| Summary 1999 (25) | 239 | 2 | 11 | 13 | | 290 | 2 | 11 | 13 |
| Summary 2009 (25) | 262 | 4 | 10 | 14 | | 324 | 10 | 20 | 30 |
| Summary 2014 (25) | 262 | 8 | 12 | 20 | | 385 | 27 | 21 | 48 |
| | | | | | | | | | |
| Summary 1999 (25) % | | 1% | 5% | 5% | | | 1% | 4% | 4% |
| Summary 2009 (25) % | | 2% | 4% | 5% | | | 3% | 6% | 9% |
| Summary 2014 (25) % | | 3% | 5% | 8% | | | 7% | 5% | 12% |
| | | | | | | | | | |
| Exclude Synnex/PGE 1999 (25) | 220 | 2 | 8 | 10 | | 262 | 2 | 6 | 8 |
| Exclude Synnex/PGE 2009 (25) | 243 | 4 | 7 | 11 | | 279 | 9 | 13 | 22 |
| Exclude Synnex/PGE 2014 (25) | 239 | 8 | 8 | 16 | | 304 | 24 | 9 | 33 |
| | | | | | | | | | |
| Exclude Synnex/PGE 1999 (25) % | | 1% | 4% | 5% | | | 1% | 2% | 3% |
| Exclude Synnex/PGE 2009 (25) % | | 2% | 3% | 5% | | | 3% | 5% | 8% |
| Exclude Synnex/PGE 2014 (25) % | | 3% | 3% | 7% | | | 8% | 3% | 11% |

## APPENDIX C: Bay Area Fortune 500 Board members and executive staff

| | F500 | Company | Board members | Corp officers/executive staff |
|---|---|---|---|---|
| | | Top 25 only | | |
| 1 | 3 | Chevron | | |
| 2 | 6 | Apple | Andrea Jung | |
| 3 | 14 | McKesson | | |
| 4 | 15 | Hewlett Packard | Shumeet Banerji, Rajiv Gupta | Mohamad Ali |
| 5 | 25 | Wells Fargo | Elaine Chao, John Chen | Avid Modjitabai |
| 6 | 54 | Intel | | Arvind Sodhani, Sohail Ahmed, Rani Borkar, Ravi Jacob, Babak Sabi, Sunil Shenoy, Xu Yang |
| 7 | 55 | Google | Ram Shriram | Nikesh Arora, Salar Kamangar, Sridhar Ramaswamy Sundar Pinchai, Vic Gundotra |
| 8 | 60 | Cisco | Arun Sarin | Padma Warrior, Pankaj Patel |
| 9 | 62 | Safeway | Arun Sarin, Mohan Gyani | |
| 10 | 80 | Oracle | | Takao Endo, Thomas Kurian, Sonny Singh |
| 11 | 179 | Gap | Katherine Tsang, Padma Warrior | Sabrina Simmons, Sonia Syngal |
| 12 | 183 | PGE | Lewis Chew | Hyun Park, Linda Cheng, Dinyar Mistry, Anil Suri, Fong Wan, Travis Kiyota, Gun Shim, Jane Yura |
| 13 | 196 | eBay | | Jay Lee |
| 14 | 248 | URS | | |
| 15 | 260 | Visa | David Pang | Rajat Taneja |
| 16 | 262 | Synnex | Kevin Murai, Matthew Miau, Hau Lee | Kevin Murai, Simon Leung, Stephen Ichinaga, Steve Jow, Yoshitake Matsumoto, Pradip Madan |
| 17 | 278 | Ross | | |
| 18 | 280 | Gilead | | |
| 19 | 302 | Applied Materials | | Randhir Thakur, Om Nalamasu, Ali Salepour |
| 20 | 362 | Franklin Resources | Chutta Ratnathicam, Jeff Yang | Vijay Advani, William Yun |
| 21 | 368 | Core-Mark Holding | | |
| 22 | 371 | Agilent | Koh Boon Hwee, Tadataka Yamada | Gooi Soon Chai, Marie Oh Huber |
| 23 | 379 | Symantec | | Bernard Kwok |
| 24 | 408 | Netapp | | George Kurian, James Lau |
| 25 | 420 | Sanmina | | |
| 26 | 461 | Clorox | Esther Lee | |
| 27 | 464 | AMD | | Lisa Su |
| 28 | 482 | Facebook | | |
| 29 | 487 | Sandisk | Chenming Hu, Sanjay Mehrotra | Sanjay Mehrotra, Manish Bhatia, Shuki Nir, Sumit Sadana, Atsuyoshi Koike, Siva Sivaram, Gursharan Singh |
| 30 | 488 | Charles Schwab | Arun Sarin | Leona Tang |
| 31 | 494 | Yahoo | | Rose Tsou |

\* Names marked in red are executives located in Asia

**APPENDIX D: "The 100 Biggest Stars in Silicon Valley" - Asians**

| Aneel Bhusri | Co-CEO, Workday |
|---|---|
| Gideon Yu | Former Facebook CFO |
| Temo Chalasani | Co-founder, Cinemagram |
| Binh Tran | Co-founder/CTO Klout |
| Sahil Lavingia | Founder/CEO Gumroad |
| Satya Patel | Principal, Homebrew |
| Andrew Ng | Co-founder, Coursera |
| James Park | CEO, Fitbit |
| Justin Kan | Co-founder/CEO Exec |
| Hosain Rahman | Founder/CEO Jawbone |
| Salar Kamangar | SVP, Google |
| Vic Gundotra | SVP, Google |
| Gokul Rajaram | Director, Facebook |
| Deep Nishar | SVP, LinkedIn |
| Sundar Pichai | SVP, Google |
| Ren Ng | Founder/Executive Chairman, Lytro |

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