



Breaking Through: The Making of Minority Executives in Corporate America

David A. Thomas, John J. Gabarro

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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.

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