

Ann Hopkins, Who Struck an Early Blow to the Glass Ceiling, Dies at 74

By **Brooks Barnes**

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By her own admission, Ann Hopkins could be abrasive, vulgar, relentless and impatient in the office.

She was also one of the best young consultants that Price Waterhouse had in 1982 in its Washington branch, according to managers who put her up for a partnership that year. She had billed more hours than any of her counterparts — all of whom were men — and had helped secure a government contract that was then one of the largest deals in the accounting firm’s history.

Her partnership was denied.

Leaders at Price Waterhouse criticized her as “macho,” “difficult” and “aggressive,” according to a book she would later write. One male supervisor told Ms. Hopkins that, to have any chance of becoming a partner, she needed to “walk more femininely, talk more femininely, dress more femininely, wear makeup, have her hair styled and wear jewelry.”

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