Overview

- Women and Leadership Perspective
- Gender and Leadership Styles
- Gender and Leadership Effectiveness
- The Glass Ceiling
- Breaking the Glass Ceiling
- Women and Leadership Approach
Women and Leadership Approach

Description

Historical View

Gender and Leadership

- **Popular press** reported differences between women and men -
  - Women inferior to men (1977)
    - Women lacked skills & traits necessary for managerial success
  - Superiority of women in leadership positions (1990)
- **Researchers** ignored issues related to gender & leadership until the 1970s
Gender and Leadership

- Scholars started asking “Can women lead?”
- Changed by women in leadership
  - Presence of women in corporate & political leadership
  - Highly effective female leaders – eBay’s CEO, Avon’s CEO, N.Y. Senator, Secretary of State, etc.
Women and Leadership Approach Description

Gender and Leadership

– Current research primary questions

- “What are the leadership style and effectiveness differences between women and men?”
- “Why are women starkly underrepresented in elite leadership roles?”
Leadership Styles

- **Mainstream press** reported (1990-2000)
  - There are gender differences
  - Contemporary society women’s leadership is more effective
- **Researchers** argue (1986-2001)
  - Gender has little or no relationship to leadership style and effectiveness
Meta-analysis (Eagly & Johnson, 1990)

- Women were not found to lead in a more interpersonally oriented & less task-oriented manner than men in organizations.

- Only gender difference - women use a more participative or democratic style than men.

- Additional meta-analysis (van Egen, 2001) examining research between 1987-2000 found similar results.
Gender and Leadership Styles

- **Meta-analysis** of male & female leaders on all characteristics and behaviors (Eagly, Makhijani, & Klonsky, 1992)
  - Women were *devalued* when they worked in male-dominated environments and when the evaluators were men
  - Females evaluated *unfavorably* when they used a directive or autocratic style (stereotypically male)
  - Female and male leaders evaluated *favorably* when they used a democratic leadership style (stereotypically feminine)
Gender and Leadership Styles

- Transformational Leadership (TL) Research (Lowe et al, 1996) – elements positively related to leadership effectiveness
  - All 4 components of TL
    - idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration
  - The contingent reward component of transactional leadership
Transformational Leadership (TL) Meta-analysis (Eagly et al, 2003)

- Found differences between female & male leaders on these TL styles
  - women’s styles tend to be more transformational than men’s
  - women tend to engage in more contingent reward behaviors than men
  - all are aspects of leadership that predict effectiveness
Meta-analysis comparing effectiveness of female & male leaders (Eagly et al, 1995)

- Overall men and women were equally effective leaders
- Gender differences
  - women and men were more effective in leadership roles congruent with their gender
  - Women were less effective to the extent that leader role was masculinized
Gender and Leadership Effectiveness

- Meta-analysis comparing effectiveness of female & male leaders (Eagly, et al, 1995), cont’d.

- **Women were**
  - less effective than men in military positions
  - more effective than men in education, government, and social service organizations
Gender and Leadership Effectiveness

Meta-analysis comparing effectiveness of female & male leaders (Eagly, et al, 1995), cont’d.

– Women were
  - substantially more effective than men in middle management positions; interpersonal skills highly valued
  - less effective than men when they
    • supervised a higher proportion of male subordinates
    • greater proportion of male raters assessed the leaders’ performance
Chapter 12 - Women and Leadership

The Glass Ceiling

Evidence of the Glass Ceiling

❖ Women

– currently occupy more than half of all management and professional positions - 50.3% (Catalyst, 2005)

– make up nearly half of the U.S. labor force - 46.4% (U.S. Bureau of Labor Statistics, 2005)

– Still underrepresented in upper echelons of America’s corporations & political system
Chapter 12 - Women and Leadership

The Glass Ceiling

Evidence of the Glass Ceiling

- Women
  - represent only 5.2% of Fortune 500 top earners
  - have 7.9% of highest titles in the Fortune 500
  - represent less than 2% of Fortune 500 CEOs (Catalyst, 2002)
  - hold only 14.7% of Fortune 500 board seats
  - and, merely 3.4% of board seats are held by women of color (Catalyst, 2006)
Chapter 12 - Women and Leadership

The Glass Ceiling

Evidence of the Glass Ceiling

- Women in Politics
  - 81 of the 535 seats in the U.S. Congress - 15.1%
  - 14% in the Senate
  - 15.4% in the House of Representatives
  - women of color occupy just 20 seats - 3.7%
    (Center for the American Woman and Politics, 2006)
  - World average of women’s representation in national legislatures or parliaments is 16.4% with the United States ranked 68th out of 188 countries
    (Inter-Parliamentary Union, March 2006).
The Glass Ceiling

- Invisible barrier preventing women from ascending into elite leadership positions – commonly called the glass ceiling

![Diagram showing statistics on women in leadership positions]

- Women CEOs: 2%
- Women with highest titles: 7.9%
- Women in U.S. Congress: 15%
- Women in managerial and professional positions: 50.3%
- Women in the U.S. labor force: 46.4%
- Women earning Bachelor’s degrees: 57.5%

*In Fortune 500 companies.*
The Glass Ceiling

Motives for Removing the Barriers

✈ Glass Ceiling is a global phenomenon
  – women are disproportionately concentrated in lower-level & lower-authority leadership positions than men
  – encompasses ethnic and racial minorities as well
Chapter 12 - Women and Leadership

The Glass Ceiling

Motives for Removing the Barriers

- Important Motivations
  - fulfill promise of equal opportunity
  - find the most talented & richly diverse group of women
  - gender diversity associated with greater group productivity, leads to increases in organizations financial performance
  - as the number of women at the top increases, so does financial success (Catalyst, 2004)
Explaining the Glass Ceiling

Women’s under representation in high-level leadership positions revolve around three types of explanations:

- **Human Capital**
  - Education
  - Work experience
  - Developmental opportunities
  - Work–home conflict

- **Gender Differences**
  - Style & effectiveness
  - Commitment & motivation
  - Self-promotion
  - Negotiation
  - Evolution

- **Prejudice**
  - Gender stereotypes
  - Biased perception & evaluations
  - Vulnerability & reactance
  - Cross-pressures
The Glass Ceiling

Explaining the Glass Ceiling

- **Human Capitol Differences**

- **Pipeline Theory** - Women have not been in managerial positions *long enough* for natural career progression to occur (Heilman, 1997) – not supported by research

- Division of labor leads women to self-select out of leadership tracks by choosing “mommy track” positions that do not funnel into leadership positions (Belkin, 2003; Ehrlich, 1989; Wadman, 1992); *research does not support this argument* (Eagly & Carli, 2004)
The Glass Ceiling

**Human Capitol Differences**

- **Women**
  - occupy more than half of all management & professional positions (Catalyst, 2005), but have fewer developmental opportunities
  - fewer responsibilities in the same jobs as men
  - are less likely to receive encouragement, be included in key networks, and receive formal job training than their male counterparts
  - confront greater barriers to establishing informal mentor relationships
Women

– show the same level of identification with & commitment to paid employment roles as men

– are less likely to promote themselves for leadership positions than men

– were less likely than men to emerge as group leaders, more likely to serve as social facilitators
Women face significant gender biases and social disincentives when they self-promote. They are less likely than men to ask for what they want and are less likely to negotiate than men.

Psychological differences on traits often seen as related to effective leadership include:

- Men showing slightly more assertiveness than women.
- Women showing somewhat higher levels of integrity than men (Feingold, 1994; Franke, Crowne, & Spake, 1997).
The Glass Ceiling

**Women and Effective Leadership**

- Newer conceptualizations such as transformational leadership
  - no longer highlight traditional masculine traits
  - but rather highlight the importance of feminine and androgynous traits


The Glass Ceiling

*Prejudice*

- **Explanation for the glass ceiling**
  - gender bias stemming from stereotyped expectations – “women take care and men take charge”

- **Survey of women executives from Fortune 1000 companies on reason for “the glass ceiling”** - 33% of the respondents cited
  - stereotyping
  - preconceptions of women’s roles & abilities as a major contributor (Catalyst, 2003)
Gender Stereotypes

- pervasive, well documented, and highly resistant to change (Dodge, Gilroy & Fenzel, 1995; Heilman, 2001)
- men are stereotyped with agentic characteristics
  - confidence, assertiveness, independence, rationality, & decisiveness
- Stereotypical attributes of women include communal characteristics
  - concern for others, sensitivity, warmth, helpfulness, & nurturance (Deaux & Kite, 1993; Heilman, 2001)
Prejudice helps explain numerous findings –

- less favorable attitudes toward female than male leaders
- greater difficulty for women to attain top leadership roles
- greater difficulty for women to be viewed as effective in top leadership roles (Eagly & Karau, 2002)
Breaking the Glass Ceiling

- Research data suggests that the glass ceiling is cracking
  - Convergence of factors contributes to leadership effectiveness & rise of female leaders
Breaking the Glass Ceiling

Leadership Effectiveness

Individual Level
Promoting Effective Negotiations
Use of Effective Leadership Styles

Interpersonal Level
Decreasing Gender Stereotypes

Promoting Leadership Effectiveness

Societal Level
Gender Equity in Domestic Responsibilities

Organizational Level
Organizational Changes

SAGE Publications
Breaking the Glass Ceiling

- Factors contributing to leadership effectiveness & rise of female leaders
  - Culture of many organizations is changing
  - Gendered work assumptions are being challenged
  - Organizations valuing flexible workers & diversity of top managers & leaders
Factors contributing to leadership effectiveness & rise of female leaders, cont’d.

- Developing effective & supportive mentoring relationships
- Greater negotiation power for women
- Effectiveness and predominance of women owned businesses
Women and Leadership Approach

- Strengths
- Criticisms
- Application
Strengths

- Developing a more *androgy nous conception* of leadership will enhance leadership effectiveness by giving people opportunity to engage in the best leadership practices.

- Research on gender and leadership is productive in both *dispelling myths* about the gender gap and *shining a light* on aspects of the gender barrier that are difficult to see and therefore are overlooked.
Strengths

- Understanding many components of the glass ceiling will *give us the tools* necessary to combat this inequality from many perspectives.

- Research addresses larger, *more significant considerations* about gender and social systems.
Criticisms

- Leadership researchers should put a greater *emphasis on understanding* the role of race and ethnicity (and other types of diversity) in leadership processes.

- Researchers should examine the *differences* in the impact of race or ethnicity and gender on leadership.
Criticisms

- Research into gender issues and leadership is predominantly in Western contexts and should be expanded into other global regions.

- Research on gender and leadership should be expanded to include closing the gender gap at home.
Application

- Make it easier for women to reach top positions by
  - Understanding obstacles that make up the glass ceiling
  - Initiating tactics to eradicate inequality

- Effective way to overcome biased expectations, is continued use of
  - transformational behaviors
  - contingent reward behaviors
Application

- Use of effective negotiation techniques aid in procuring resources necessary at work/at home to augment leadership advancement

- Increase presence of women in prominent leadership roles by
  - Changes in organizational culture
  - women’s career development
  - mentoring opportunities for women
  - increased numbers of women in strategic positions