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How the Workplace Adopts Stereotypical Male Leadership Roles

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How the Workplace Adopts Stereotypical Male Leadership Roles

An Honors Program Thesis

By

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College of Management

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Abstract

Traditionally, women have not held many leadership positions in the workplace. This is typically due to the existence of gender-based stereotypes. These stereotypes hurt women in both their psyche and in their wallet by limiting their opportunities for advancement into top level executive positions. The glass ceiling, a barrier many women have come to face in Corporate America, has caused many women to accept their fate as “lesser than” when compared to their male colleagues. Very few women have been successful in breaking the glass ceiling. Some modern organizations have taken on the challenge of ridding their culture of these stereotypes, helping to close the gender pay-gap; consequently empowering their female workers. Compared to the number of companies that have yet to adopt newer standards, the initiative seems daunting. There are some companies that recognize the problem and want to change, but lack knowledge of how to successfully modify the unconscious bias that exists in their workplace. For such organizations there are tools that exist to assist in that transformation. Tools such as: performing objective performance evaluations, succession planning processes, continued-education, and employee development workshops. Changing people’s perceptions cannot happen overnight. As more companies recognize the bias in their workplaces and take on the challenge of eradicating stereotypes, women will achieve more success in Corporate America.

Learning how to navigate the business environment is essential for women due to the traditional business environment appointing mostly men into leadership roles. The reason being that traditional leadership roles stereotypically require what is perceived to be personality traits belonging exclusively to males. Due to these perceptions, not only are women hurt in the wallet, but also their psyche. The existence of these stereotypes prevent organizations from experiencing the benefits of having a diverse workforce and leadership base. In order for these companies to remain competitive in today's global business environment they need to adopt new hiring practices and promotion standards.

“Traditionally, women have moved in and out of the labor market based on family considerations. Before World War II, most women left the labor market permanently when they got married and had children.” (Blau and Kahn, 1991) **The** timeline “Women in the Workplace” (AFSCME, 2008) chronicles women's history with the formal workplace, showcasing the challenges women faced with getting jobs and keeping jobs based on mere life circumstance. It wasn't until WWII that social standards “allowed” women to work while having a family at home and this only happened due to governmental necessity.

Stereotypes are “generalizations we make to differentiate categories or groups of people.” (Catalyst, 2005) Gender stereotypes, which will be the main focus of this paper are “generalizations about how women and men differ.” (Catalyst, 2005) There are differences among men and women, mainly physically. Historically, stereotyping has been used as a way to cope with these differences. As a result, lacking the need to educate people, stereotypes have been used as a way to save time and energy.

Although the concept of a stereotype is innocent and to be mainly used categorically, they become detrimental once people use them to assume abilities or lack thereof. According to

Catalyst (2005) there are three important reasons for this view. The first view explains that “unlike generalizations we make about things or even animals, our generalizations about people are much more likely to miss the mark.” (Catalyst, 2005) All people are different and “when stereotypes are used to make judgements about people, especially about their traits and abilities, there is a high probability that those judgements will be wrong.” (Catalyst, 2005) The second view explains how people apply stereotypes automatically. With “the help of stereotypes we can and do arrive at perceptions or judgements about individuals without having to tie up our attention. The trouble comes when we accept that these perceptions have a solid basis in fact because we are unaware of the role that stereotypes have played in creating them.” (Catalyst, 2005) The third view talks about how people “unintentionally respond to people in ways that elicit from them the very behaviors that confirm our stereotypes.” (Catalyst, 2005) The study gives the following example, “imagine a woman is being interviewed for a management position. If the interviewer believes that women are not ‘management material’, he/she may unintentionally ask tougher questions of the women candidates and be more critical of their responses. As a result, women interviewees may stumble in their answers, providing less satisfactory responses than the men interviewing for the job, not because they are any less competent than male interviewees, but because the interviewer has caused the women candidates to act in ways that fit his/her stereotype of their lower competence.” (Catalyst, 2005)

Stereotypes “lead us to make inappropriate generalizations that miss the mark and misrepresent reality” and the main reason that stereotyping is so potent is because “most people are not aware of how their thinking and behavior are automatically influenced by stereotypes, they conclude their perceptions come from objective observations. This is why stereotyping is so hard to address, all of us do it, but we often don’t realize or believe that we do.” (Catalyst, 2005)

In the business world, “gender-based stereotyping can be especially damaging. Stereotypes can limit women’s opportunities for advancement into top leadership positions. This is because stereotypes of women often portray them as lacking the very qualities commonly associated with effective leadership.” (Catalyst, 2005) Some common stereotypical traits of women are affectionate, emotional, whiny, and sensitive. Common stereotypical traits of men include dominant, ambitious, aggressive, and rational. As a society, we “often think of leaders as dominant and ambitious, as embodying qualities that closely match the stereotype of men.” (Catalyst, 2005) On the flip side, the “traits that make up the feminine stereotype (friendliness and sensitivity) are seen as less vital to leadership.” (Catalyst, 2005) These stereotypes result in women being portrayed as less effective leaders compared to men.

As previously mentioned, gender stereotypes portray women as being very emotional while men are more rational. In the workplace, no matter how hard one may try to keep their emotions outside of their job it is not an easy task and emotions aren’t always negative. An emotion is “defined as a short, intense feeling resulting from some event.” (University of Minnesota, 2010) Although there is such a thing as positive emotions, such as joy, love, and surprise, which “result from our reaction to desired events and negative emotions such as anger, fear, and sadness, which result from undesired events” (University of Minnesota, 2010), emotions aren’t simply good and bad. Negative emotions “can help a company’s productivity in some cases.” (University of Minnesota, 2010) Anger “at another company’s success, for example, can spark a burst of positive effort on behalf of a competitor. Jealousy about another division’s sales figures may inspire a rival division to work harder. While negative emotions can be destructive in the workplace, they can inspire bursts of valuable individual action to change situations that aren’t working the way they should.” (University of Minnesota, 2010) As a result

of this, women being labeled as emotional, as long as they're the emotions that benefit an organization, works to their favor because they are more prone to express and act on their emotions. This logical conclusion does not address the quintessential problem though: emotions are the enemy of rationality. When the workplace requires autonomous workers, emotions, regardless of the type, are seen as a threat to one's ability to make rational decisions. This is a chance management cannot take. Delegation is key to successful managers and without confidence that decisions will be made void of emotion, managers are more likely to choose men for those tasks.

According to the study, these perceptions of men and women leaders come from gender stereotypes. The study goes on to explain that “senior managers seem to be applying the same old stereotypes, women ‘take care’, men ‘take charge’ in corporate leadership.” (Catalyst, 2005) Women leaders “are judged superior to men at leader behaviors such as supporting and rewarding subordinates, behaviors that relate to the ‘caretaker’ stereotype of women.” (Catalyst, 2005) In comparison, men “leaders are judged superior to women at leader behaviors such as delegating and influencing superiors, behaviors that relate to the ‘take charge’ stereotype of men” (Catalyst, 2005)

The idea of women taking care and men taking charge is an old refrain that still exists in society today. To examine “whether opinions about leaders arise from gender stereotypes, Catalyst asked top corporate leaders to judge how effective women and men leaders are on ten behaviors essential to leadership.” (Catalyst, 2005) Catalyst later found that the “overall judgements conformed to stereotypic expectations. Both women and men managers in the sample judged men leader’s superior to women leaders on more masculine than feminine

behaviors.” (Catalyst, 2005) These results give some “indication that respondents were not likely basing their perceptions on fact but rather on gender stereotypes.” (Catalyst, 2005)

Not only are there gender stereotypes, there are also stereotypes that exist about the type of work women should and are able to have. These are called occupational stereotypes. Like gender stereotypes, occupational stereotypes impede a woman’s opportunities to gain positions of leadership in Corporate America. According to Catalyst, “several psychological studies have found that women leaders are judged more negatively than equally skilled men in male dominated domains. These findings can be attributed to stereotypes about feminine and masculine occupations.” (Catalyst, 2005) The study goes on to explain that “since these occupational stereotypes portray women and men as being suited to or good at different kinds of work, they can also be a source of bias on individual’s perceptions. For example, when people think about an ideal nurse or social worker, they traditionally picture women in these roles. Similarly, when people envision an accomplished lawyer or medical doctor, they are likely to think of a male.” (Catalyst, 2005) In the “business world, stereotypically feminine and masculine occupations tend to be clustered in staff and line functions, respectively.” (Catalyst, 2005) As a result of this, people would expect women to perform better in Human Resources and Public Relations roles and in comparison would expect men to perform better in positions involving sales and general management.

Occupational stereotypes, “combined with occupational segregation, result in women leaders being regarded more positively in feminine occupations than in masculine occupations.” (Catalyst, 2005) Regardless of their true potential, women leaders who work in professions that are stereotypically categorized as being more suited for their male counterparts will be judged as being less effective. These stereotypes help to explain “why women who manage large health

care systems or cosmetic companies may be seen as more effective than women managing steel mills or construction companies, irrespective of their true competencies.” (Catalyst, 2005)

Occupational stereotypes not only affect women negatively; they also cause gender segregation. Gender segregation is “the tendency for women to work in systematically different occupations and industries than men.” (Barbulescu and Bidwell, 2012) This type of segregation has “important consequences for both workers and organizations contributing to a substantial gap between the earnings of men and women,” (Barbulescu and Bidwell, 2012) (The gender wage-gap will be discussed later in this paper.) This type of segregation also has important consequences in regards to “poor access for women to the most influential positions in organizations and relegation of women to less stable jobs.” (Barbulescu and Bidwell, 2012)

Research on “the causes of gender segregation has often focused on the effects of employers’ decisions about whom to hire, which are sometimes described as ‘demand-side’ influences. Demand-side accounts argue that women face substantial barriers toward being hired into certain positions because of unconscious employer stereotypes or more deliberate attempts to maintain male privilege.” (Barbulescu and Bidwell, 2012) There are a number of studies yielding results that are consistent with the above theories. Some “scholars have advanced an alternative ‘supply-side perspective, suggesting that gender segregation could also result from men’s and women’s decisions about which jobs to apply to.” (Barbulescu and Bidwell, 2012) If the supply-side perspective proves to be accurate, companies has little control over whether males occupy more positions of leadership in their organizations.

One factor that contributes to gender segregation is the hiring process. Hiring “is likely to play a particularly important role in shaping the jobs in which men and women end up. Progression within organizations often takes people into similar occupations, and studies also

find that gender segregation occurs more through the hiring of new workers than through the mobility of existing workers.” (Barbulescu and Bidwell, 2012) As a result of this, a lot of research has focused on how the hiring process affects gender segregation. Hiring processes “are shaped by the decisions of two distinct parties: applicants and employers. Applicants decide which jobs to apply for, employers decide whom to offer a job to, and applicants decide which job offer to accept.” (Barbulescu and Bidwell, 2012)

It is important to understand where exactly the process of segregation occurs to better comprehend the causes of segregation. Likewise, to begin to understand the causes of segregation one must understand the application decisions. Explanations “of why men and women apply to different jobs must be based on a model of how workers decide on the kinds of jobs that they want.” (Barbulescu and Bidwell, 2012) The study explains that there are three factors that shape these type of decisions. The first “decision factor is workers’ preferences for specific rewards from their job.” (Barbulescu and Bidwell, 2012) Matching “theories in sociology and economics argue that different workers place different values on the various rewards that they can receive from their jobs, including pay, intellectual challenge, flexibility and so on.” (Barbulescu and Bidwell, 2012) Depending on which values they hold in a higher regard will determine the jobs they apply for.

The second “decision factor shaping applications is how people identify with different jobs. Because people seek consistency across the different aspects of their identities, they are more likely to identify with jobs that are consistent with other valuable identities that they hold.” (Barbulescu and Bidwell, 2012) Research in the field of social psychology has shown that “individuals seek to maintain self-consistency when they navigate social interactions, enter new roles, and make decisions; they do so by choosing courses of action that agree with the values

and norms implied by the identities to which they are committed.” (Barbulescu and Bidwell, 2012) Identities play an important role in “directing and sustaining efforts in achievement-related choices and transitions across jobs. How consistent a job is with other aspects of a job seeker’s identity is therefore likely to affect whether or not they apply.” (Barbulescu and Bidwell, 2012)

The third decision factor is “whether applicants expect to get the job. Expectancy theory argues that motivation depends on both how much people value a specific outcome and on whether people believe that their efforts will secure that outcome.” (Barbulescu and Bidwell, 2012) Applying to jobs can be taxing, “because both the direct time and effort involved in learning about specific jobs and the potential psychological costs of rejection. Independent of how much they would value an offer, applicants are unlikely to put in such effort when they feel that it is unlikely that they will be offered the job.” (Barbulescu and Bidwell, 2012) These decision factors help give insight on how individuals decide what kind of jobs that they want and therefore what jobs they apply for. Again, giving companies little to no ability to employ hiring initiatives to eradicate predominantly male employee pools.

While discussing the role of application decisions, one must also discuss gender role socialization. Barbulescu and Bidwell explain that theories of gender role socialization argue that differences in the behavior of men and women often stem from cultural beliefs about the natural abilities and appropriate behavior of the two genders. Scholars emphasize that such beliefs are often consequences of social structure and can be malleable across time and cultures. (2012) This gives cause to the way men and women behave. Essentially conditioning them to behave in a way that society not only expects but helped to create. If these behaviors are conditioned, then some are subconscious. Negating the idea of choice. So do people decide to behave certain ways

or do they act and react by way of natural tendency? If the latter, then men and women have little to do with the jobs they desire and decide to apply for.

Other research on gender socialization “suggests two reasons that men and women might value specific rewards from their jobs differently. First, gender role socialization affects preferences for specific rewards through the prescription of different kinds of values as appropriate for men versus women. These values then become internalized as a desire to experience different kinds of rewards from work.” (Barbulescu and Bidwell, 2012) An example being monetary rewards. It has been found that “women high-school leavers, consistently rated money as a less important reward than did men. A meta-analysis on sex differences and job attributes confirmed that men show an increased preference for earnings relative to women.” (Barbulescu and Bidwell, 2012) Traditionally, men strive to provide for their families and women take care of the household, while the men are at work. These traditional values still exist in society today and help to explain why proportions of women don’t rate money as an important reward like men do.

The second way “in which gender role socialization can affect preferences for specific rewards is through its effects on the roles that men and women are expected to fulfill outside of work. The conflict of such extra work roles with job demands can have substantial effects on people’s preferences for specific rewards from work constraining the kinds of jobs for which women apply.” (Barbulescu and Bidwell, 2012) Traditional gender roles emphasize caregiving as a role that a woman should fulfill and it is still viewed this way today. Research on adolescent work values shows that “young women are more likely than men to value work that meshes well with child-rearing responsibilities, even when they do not yet have children themselves.” (Barbulescu and Bidwell, 2012). Meaning that before women have children they are likely to

search for jobs that still allow for them to have a family. Whether that means women are not expecting to be at these jobs long-term or that the companies support working mothers, by having day-care facilities or maternity benefits.

The study goes on to discuss how “a variety of cues are likely to influence how applicants assess the consistency between a specific job and their gender identity. The nature of the tasks involved may shape gender perceptions, with jobs involving traditionally feminine tasks such as caring and cooperating being perceived as more feminine and jobs requiring physical strength and competition as more masculine.” (Barbulescu and Bidwell, 2012) Overall, workers are expected to “identify more with jobs that are consistent with their gender identity and, in consequence, be more likely to apply” which helps to explain why certain fields of work are mostly male or female dominated.

The last way that gender role socialization can affect people is “through its effects on men’s and women’s expectations of success.” (Barbulescu and Bidwell, 2012) Expectation theory “argues that status characteristics, including gender, affect how people evaluate their own performance in a variety of status-relevant tasks.” (Barbulescu and Bidwell, 2012) The study goes on to explain that “when women are told that men perform better at an experimental task, those women will believe that they themselves are less capable, even when they have the same performance as men. Those beliefs about ability can then affect career-related decisions; for example, women are less likely than men to enroll in math degrees and classes, based on their beliefs that they have lower ability.” (Barbulescu and Bidwell, 2012) People generally perform poorly when other people expect them to.

Stereotypes not only causes gender segregation, but they serve as a barrier to a women looking to advance into top leadership positions. This results in women being “trapped in a

double bind.” (Catalyst, 2007) The double bind is defined as “a psychological impasse created when contradictory demands are made of an individual, so that no matter which directive is followed, the response will be constructed as incorrect.” (Catalyst, 2007) It’s the “nagging sense that whatever you do, you can do no right and few know what that feels like more than women in corporate management.” (Catalyst, 2007) Despite the recent strides women have made in Corporate America, “men are still largely seen as the leaders by default. It’s what researchers call the ‘think-leader-think-male’ mindset and as ‘atypical leaders, women are often perceived as going against the norms of leadership or those of femininity.’” (Catalyst, 2007) As previously mentioned, “gender stereotypes can become a powerful yet invisible threat to women leaders and the organizations in which they work and lead. The impact of stereotypic bias is often underestimated.” (Catalyst, 2007) Many believe that stereotypes reflect actual differences in men and women, but research has shown that they only misrepresent reality.

One of the effects that stereotyping has on Corporate America is a gender gap. Women “constitute almost half of the U.S. workforce and hold more than 50 percent of management and professional positions, they make up only 2 percent of Fortune 500 CEOs. The underrepresentation of women at the top occurs across occupations and industries, regardless of how many women occupy management positions within the organization.” (Catalyst, 2007) Research points “to stereotyping as one of the key contributors to this gender gap in corporate leadership and Catalyst research finds that women themselves consistently view gender stereotypes as a significant barrier to advancement.” (Catalyst, 2007) The study goes on to explain that, “on account of stereotypes, women’s leadership talent is routinely underestimated and underutilized in organizations, and organizations need women’s talents to succeed.” (Catalyst, 2007)

Stereotypes hinder women's opportunities for advancement. As previously mentioned, perceptions of "taking-charge" skills are "stereotypically masculine behaviors, such as assertiveness and competition, are often seen as prerequisites for top-level positions." (Catalyst, 2007) As a result, "men are cast as 'natural' leaders, while women constantly must prove that they can lead. Also, partly because of the perceived incongruity of women in leadership, gender stereotypes create different standards with which to evaluate women compared to men in similar positions." (Catalyst, 2007) This creates problems in the workplace because "men tend to evaluate women leaders more harshly than women and gender stereotypes are especially problematic in occupations where men outnumber women and men's views predominate." (Catalyst, 2007) The perceptions "held by male managers that women are relatively poor problem-solvers, for example can potentially undermine women's interpersonal influence, making it more difficult for women leaders to persuade subordinates to follow their plans and directions." (Catalyst, 2007)

Stereotypical "perceptions create several predicaments for women leaders, all of which put women in a double bind. Women who lead are left with limited and unfavorable options no matter which way they go, no matter how they might choose to behave as leaders." (Catalyst, 2007) Women leaders are "damned if they do and doomed if they don't meet gender-stereotypic expectations." (Catalyst, 2007) With these kinds of circumstances, it's no wonder men outnumber women in corporate America. The study goes on to examine three predicaments / double-bind dilemmas.

The first predicament women face is "extreme perceptions: too soft, too tough, and never just right." (Catalyst, 2007) This predicament comes about "when women act in ways that are consistent with gender stereotypes, they are viewed as less competent leaders (too soft) and when

women act in ways that are inconsistent with such stereotypes, they're considered as unfeminine (too tough)." (Catalyst, 2007) The second predicament is "the high competence threshold, women leaders face high standards and lower rewards than men leaders." (Catalyst, 2007) This predicament reveals that "women leaders are subjected to higher competency standards. On top of doing their job, women: have to prove that they can lead, over and over again and have to manage stereotypical expectations constantly." (Catalyst, 2007) The third predicament is "competent but disliked, women leaders are perceived as competent or likable, but rarely both." (Catalyst, 2007) This predicament explains that "when women behave in ways that are traditionally valued for leaders (assertively), they tend to be seen as competent, but also not as effective interpersonally as women who adopt a more stereotypically feminine style." (Catalyst, 2007)

The next part of the study examines the strategies that individuals can use when dealing with these predicaments / dilemmas. The first strategy is to "talk openly about the issue. Whether it is an inequitable situation, an inappropriate comment, or a statement that unfairly generalizes about women's abilities, bring it out in the open." (Catalyst, 2007) Communication is the cornerstone to any successful organization. The second is to "show them otherwise. Become visible, do not be afraid to showcase your skills and accomplishments, seek high-level visible assignments, speak up at meetings." (Catalyst, 2007) By showcasing talent, employees feel empowered and can recognize their true potential. The third is to "use clear and effective communication. Let people know what you want (assignments, aspirations, career development) and ask a lot of questions." (Catalyst, 2007) Individuals need to be clear when communicating so that other people understand exactly what they want. The last one is to "minimize the issue. Shift the attention away from gender." (Catalyst, 2007) Some people cannot get past the traditional

roles that each gender used to play, some people will never be able to see past them. In order to be taken seriously one must try and shift the conversation to the direction they want. The hope is that as future generations dominate the workforce, individuals that hold these traditional views will become few and far between.

The study also discusses larger-scale strategies that organizations can implement to aid in culture changes. There are three, the first strategy is to “provide women leaders and other employees tools and resources to increase awareness of women leader’s skills and of the effects of stereotypic perceptions.” (Catalyst, 2007) The second strategy is to “assess their work environment to identify in what ways they are at risk of stereotypic bias.” (Catalyst, 2007) The third and final is to “create and implement innovative work practices that target stereotypic bias. These practices can be particularly effective when they address specific areas of risk.” (Catalyst, 2007) These strategies are ideal for larger organizations were targeting specific employees isn’t efficient.

In today’s workplace the “perception that women do not fit the image of the ideal leader is still pervasive in business. Because men are seen as prototypical leaders, women’s leadership behaviors are evaluated against a masculine leadership norm.” (Catalyst, 2007) Prototypical leaders are “typically perceived as very effective and even charismatic.” (Moss, 2016) By being labeled as prototypical, men are viewed as better leaders than women and as a result, women are seen as inadequate leaders compared to men. This perception continues to haunt women in the workplace because it is believed that “leadership skills come ‘naturally’ to male leaders or that men possess ‘inherent ‘leadership tendencies.’” (Catalyst, 2007) In the workplace, women are viewed as atypical meaning “that women leaders will always be seen as less effective than men leaders. To be effective or so the perception goes, women would have to change their natural

tendencies.” (Catalyst, 2007) The study goes on to explain that, “even when women do ‘adapt’ and act similarly to their men colleagues, their efforts often go unrewarded and their behavior is frowned upon.” (Catalyst, 2007) This perception goes to support the study’s main idea of “damned if you do and doomed if you don’t.”

The study goes on to explain in further detail how being labeled as atypical affects women leaders. As “atypical leaders, however, women often have to prove that they can lead even before they have the opportunity to do so. Because female leaders have to spend additional time and energy proving that they can lead, and consistently monitor stereotypic expectations, they ultimately end up having to work harder than their men counterparts to prove the same level of competence.” (Catalyst, 2007) As a result, women are evaluated on a scale that is different compared to men and they have to “choose between working doubly hard for the same level of recognition and getting half of the rewards for the same level of competence. (Catalyst, 2007) This contributes to the lack of female representation in the corporate world because having to work harder and not receiving the same recognition, makes it not worth it to strive to become a top executive for some women. If women need to work harder than men, it is inherently inefficient. Every modern workplace strives to be efficient and effective. If female workers are less efficient than male workers it makes no sense to delegate highly skilled tasks to females. However, this, of course is just a perception. Perception is reality for people and if they perceive that female workers are less efficient than it goes against instinct to promote them.

Another way that stereotypes affect women’s leadership is through social disapproval. The study goes on to explain that “women who are seen as competent leaders are often not liked as much as those judged to be less competent but who act in gender-appropriate ways.” (Catalyst, 2007) The study also explains that likability affects leadership effectiveness. Research

“suggests that being liked has important consequences for both leaders and followers.

Individuals are less likely to trust or follow the instructions of a leader whom they do not like.

And a leader’s effectiveness might suffer from having to constantly manage conflicting personal relationships.” (Catalyst, 2007) Not only can being disliked affect a women’s leader effectiveness, it can also “negatively impact women’s work relationships, access to social networks, day to day interactions and, ultimately, their advancement opportunities.” (Catalyst, 2007) As a result, “by casting women as a poor fit for leadership roles, gender stereotypes create additional hardships for women leaders, stereotypes men leaders do not have to face.” (Catalyst, 2007)

Stereotypes also affect how much women get paid. Today, “women who work full time, year round are paid only seventy-seven cents on average for every dollar paid to their male counterparts. That’s shortchanging women and their families more than 10,000 dollars per year.” (NWLC, 2013) This means that a female working the exact same job as a male, with seemingly the same qualifications, makes seventy-seven cents for every one dollar that the male makes. The gender wage-gap has existed since women began working. However, the knowledge of its existence is new.

The Lilly Ledbetter Fair Pay Act of 2009 helped shed light on this topic. According to the Lilly Ledbetter website, Lilly Ledbetter is a woman who “knew that she was destined for something more, and in 1979 with two young children at home and over the initial objections of her husband Charles, Lilly applied for her dream job at the Goodyear tire factory. Even though the only women she’d seen there were secretaries in the front offices where she’d submitted her application, she got the job, one of the first women hired at the management level.” (Lilly Ledbetter) The website goes on to say that “even though she faced daily gender prejudice and

sexual harassment, Lilly pressed onward believing that eventually things would change. Until nineteen years after her first day at Goodyear, Lilly received an anonymous note revealing that she was making thousands less per year than the men in her position. Devastated, she filed a sex discrimination case against Goodyear, which she won, then heartbreakingly lost on appeal.” (Lilly Ledbetter) Over the course of the “next eight years her case made it all the way to the Supreme Court, where she lost again: the court ruled that she should have filed suit within 180 days of her first unequal paycheck, despite the fact that she had no way of knowing that she was being paid unfairly all those years.” (Lilly Ledbetter) This did not stop Lilly. She continued to fight back and she later made history.

On “January 29, 2009, President Obama signed the first piece of legislation of his Administration: The Lilly Ledbetter Fair Pay Act of 2009. This law overturned the Supreme Court’s decision in Ledbetter v. Goodyear Tire & Rubber Co (2007), which severely restricted the time period for filing complaints of employment discrimination concerning compensation.” (U.S. EEOC) The “Act states the EEOC’s longstanding position that each paycheck that contains discriminatory compensation is a separate violation regardless of when the discrimination began. The Ledbetter Act recognizes the ‘reality of wage discrimination’ and restores ‘bedrock principles of American law.’” (U.S. EEOC) The Act also contains the following provision. People “challenging a wide variety of practices that resulted in discriminatory compensation can benefit from the Act’s passage. These practices may include employer decisions about base pay or wages, job classifications, career ladder or other noncompetitive promotion denials, tenure denials, and failure to respond to requests for raises.” (U.S. EEOC) The passing of the Lilly Ledbetter Fair Pay Act of 2009 changed history and it helped women by showcasing that gender discrimination still occurs in the workplace.

As mentioned above, “stereotypes contribute to women receiving lower pay for the same work, fewer promotions, fewer opportunities for advancement at work, fewer workforce training opportunities for higher paying jobs, and being concentrated in low-paying positions in traditionally female fields.” (NWLC, 2013) Women “in the workforce face a range of outmoded stereotypes and preconceptions that contribute to the wage gap. They are viewed as not needing raises or promotions because they aren’t ‘breadwinners,’ not tough enough for some jobs, too tough for other jobs, and less dedicated to the workplace, usually because of their caregiving responsibilities, than their male counterparts.” (NWLC, 2013) Deciding to give or not give a raise or promotion to an employee based on what their perceived life needs are is discrimination.

Another factor that helps explain the gender wage-gap between is work experience. As previously mentioned, “traditionally women moved in and out of the labor market based on family considerations. Before World War II, most women left the labor market permanently when they got married and had children.” (Blau and Kahn, 1991) As a result, “on average, women have less work experience than men and that difference in qualifications is quantitatively important in explaining the gender pay gap.” (Blau and Kahn, 1991) Traditional gender expectations have held women back in the workplace, making it challenging to even compete in the same arena as males.

The NWLC list four stereotypes that contribute to the gender wage-gap. The first, “women aren’t breadwinners.” (NWLC, 2013) The “stereotype that men are breadwinners for their families, while women work only to earn ‘extra’ money has harmful consequences for men and women. This stereotype is out of step with today’s reality in which most women are either the primary supporter or a major contributor to their family’s income.” (NWLC, 2013) This stereotype “underlies the view that men are entitled to higher pay and to managerial, career-track

jobs to support their families, while women do not ‘need’ managerial jobs or equal pay.”

(NWLC, 2013) The following example from the study illustrates this point. In the case “Wal-Mart v. Dukes, in which women working at Wal-Mart sued the retailer for failing to provide equal pay and promotions to women. In that case, female employees testified that managers in Wal-Mart stores around the country explained pay disparities between men and women by saying that, for example, men make more because they are ‘working as the heads of their households, while women are just working for the sake of working’ and to earn extra money.”

(NWLC, 2013) Back when the concept of the nuclear family, “a family group that consists of two married parents and their two biological children” (Merriam-Webster) was accurate, this school of thought was applicable. However, the modern family can look much different, making that ideal even further from reality.

The second stereotype is “there’s something called ‘men’s work’ and women can’t do it.” (NWLC, 2013) Women are “often viewed as incapable of doing work that traditionally has been done by men, such as jobs involving physical labor and managerial skills. Research has shown that people tend to classify jobs as appropriate for either men or women.” (NWLC, 2013) As a result, women “are more likely to be relegated to jobs that have traditionally been done by women, and these jobs tend to be lower paid.” (NWLC, 2013) The Wal-Mart case again illustrates this. In the case, “the plaintiffs showed that women made up more than 90 percent of the sales associates in the infant-toddler, domestic goods, health and beauty aids, jewelry, hosiery, and ladies sportswear departments, but they made up less than 30 percent of employees in sporting goods, hardware, meat maintenance, or the security departments.” (NWLC, 2013) The study goes on to explain that “when a women asked to work in the hardware department, her

manager responded by saying, ‘you’re a girl, why do you want to be in hardware?’ A male coworker told her that hardware was a ‘man’s job’ that women shouldn't do.” (NWLC, 2013)

The third stereotype is “women are supposed to act like ladies.” (NWLC, 2013) The study explains that “research and experience have shown that women can be penalized in the workplace for appearing insufficiently ‘feminine’.” (NWLC, 2013) The following examples from the study illustrates this. In “one recent study participants rated women wearing makeup as more likeable, competent, and trustworthy than women without makeup. Another study found that while men gain stature and clout by expressing anger at work, women doing so are seen as out of control, and are penalized.” (NWLC, 2013) This type of stereotyping came about from the Supreme Court case, Price Waterhouse v. Hopkins. In “Price Waterhouse v. Hopkins a female associate at a national accounting firm was told that she would have had a better chance of making partner if she learned to ‘walk more femininely, talk more femininely, dress more femininely, wear makeup, have her hair styled, and wear jewelry’ . The Supreme Court stated that it did not ‘require expertise in psychology to know that, if an employee’s flawed interpersonal skills can be corrected by a soft-hued suit or a new shade of lipstick, perhaps it is the employees sex and not her interpersonal skills that has drawn the criticism.” (NWLC, 2013) The study goes on to discuss that “stereotypes about how women should act can also directly impact women’s ability to successfully negotiate their salaries.” (NWLC, 2013) For example, “a recent study by researchers at Carnegie Mellon found that women who attempted to negotiate their salaries were seen as overly aggressive unless they conformed to feminine stereotype by smiling and nodding when asking for higher pay.” (NWLC, 2013) Stereotypes force women to conform, this can prevent women from showcasing their abilities that can provide the most value to their organizations: communication, teamwork and leadership.

The last stereotype discussed is “women aren’t committed to the job because they’re busy being caregivers.” (NWLC, 2013) The study explains that “research demonstrates that employers may deny opportunities to women, particularly pregnant women and mothers, based on the assumption that they are caregivers first and workers second. Women are often believed to be unwilling to travel, commute, or work irregular or long hours because of perceived parenting or caregiving commitments, and are seen as incapable of holding management positions and taking challenging assignments.” (NWLC, 2013) These perceptions of women come from stereotypes and have a direct impact on their standing in the workplace. The study gives the following example to demonstrate the perceptions of pregnancy in the workplace. In “one experiment, researchers created two job applicant’s profiles that were very similar, except that one applicant’s resume included participation in a parent-teacher association, and the other resume made no mention of children. Participants in the study were nearly twice as likely to recommend hiring the women without children as they were to recommend hiring the mothers. When assigning a starting salary to the applicants, participants offered non-mothers an average of \$11,000 more than mothers.” (NWLC, 2013)

In comparison, “Fathers were not discriminated against in similar ways; in fact, they were seen as more committed to their jobs and were offered an average of \$6,000 more than salary than men without children.” (NWLC, 2013) This example further proves the role that stereotyping plays in the workplace. It is commonly known amongst women that when interviewing, some companies may respond better to female applicants that do not wear wedding or engagement rings. Showing that they have nothing in their personal lives preventing them from giving 100% of their time to a company. The thought that this is true goes against some

organizations commitment to a healthy work-life balance of keeping work at work, during work and living a full life outside of work.

The study goes on to further discuss how stereotypes are harmful to women in the workplace. The “stereotypes described above impede women’s advancement in the workplace. They have contributed to women being clustered in lower-paid, ‘traditionally female positions,’ excluded from informal communication networks, shut out of assignments and job rotations that provide visibility, and compensated at lower levels.” (NWLC, 2013) These factors have a direct impact on the wage gap that exists between the genders. The “wage gap occurs at all education levels, after work experience is taken into account, and it gets worse as women’s careers progress.” (NWLC, 2013) The study goes on to explain that, “the typical women make 77 cents for every dollar made by the typical man and it’s even worse for women of color; in 2011, on average; African-American women working full time, year round were paid only 64 cents, and Hispanic women only 55 cents, for every dollar paid to white, non-Hispanic men.” (NWLC, 2013) Motherhood also “accounts for an increasing proportion of the wage gap; although women who work full time, year round are paid only 77 cents on average for every dollar paid to their male counterparts, mothers’ wages, on average, are only 60 percent of fathers’ wages.” (NWLC, 2013)

Another important aspect that the study discusses is how it’s illegal to discriminate. The study explains that “discriminating based on stereotypes isn’t just wrong, it’s illegal. When employers base their decisions on sex stereotypes this violates the prohibition against sex discrimination in Title VII of the Civil Rights Act of 1964. As the Supreme Court explained in the Price Waterhouse, ‘we are beyond the day when employer could evaluate employees by

assuming or insisting that they match the stereotype associated with their group’.” (NWLC, 2013)

The passing of the Title VII of the Civil Rights Act of 1964 was a monumental accomplishment, especially for women. The “story behind how gender became a part of the bill is a fascinating one. Not surprisingly, it involves an AAUW member, Rep. Martha Griffiths, the first woman to serve on the U.S. House of Representatives Ways and Means Committee.” (Gould, 2014) Sex “was not included in the original wording of the Civil Rights Act. But Griffiths planned on introducing an amendment to include women. Biding her time, Griffiths held off from introducing the amendment herself because she knew that Smith (then-chair of the House of Ways and Means Committee) could easily gather the 100 Southern coalition votes needed to move things forward.” (Gould, 2014) The bill “ended up passing with language including sex, thanks in large part to Martha Griffiths’ efforts at securing the required number of votes. Griffiths continued to champion equality for women throughout her almost 20-year career in the House. She was known as the ‘mother of the ERA’ for her role in resurrecting the Equal Pay Rights Amendment and guiding it through the U.S. House of Representatives.” (Gould, 2014) Without Martha Griffiths efforts, women today would have an even harder time competing with men in the workplace. They would also have no legislation on their side to support lobbying efforts to remove the gender wage-gap and eradicate gender discrimination in the workplace.

The previously mentioned study also discussed “how to combat these stereotypes and close the wage gap.” (NWLC, 2013) The study lists a few different ways this can be achieved. The first way is to “enable women to enforce their right to equal pay. Fifty years ago, President Kennedy signed the Equal Pay Act of 1963 (EPA) into law, making it illegal for employers to pay unequal wages to men and women who perform substantially equal work.” (NWLC, 2013)

The study goes on to explain that, “the Paycheck Fairness Act updates and strengthens the EPA in important ways to ensure that it will provide effective protection against sex-based pay discrimination, including barring retaliation against workers who voluntarily discuss or disclose their wages.” (NWLC, 2013) The second way is through the Fair Pay Act. This act “requires employers to provide equal pay for jobs that are comparable in skill, efforts, responsibility, and working conditions, and would give workers the information they need to determine when jobs are undervalued.” (NWLC, 2013)

The third is to “allow workers to collectively challenge discriminatory employment policies and practices.” (NWLC, 2013) In “the deeply divided Wal-Mart opinion, the Supreme Court voted 5-4 to erect significant barriers to employee’s ability to band together to enforce their rights under our nation’s nondiscrimination laws. The Equal Employment Opportunity Restoration Act will remove the obstacles the Supreme Court placed in the way of ordinary Americans seeking their day in court and provide a clear avenue for employee’s subject to company-wide discrimination to come together to seek redress.” (NWLC, 2013) This act will make it much easier for women, who are usually on the other side of discrimination to fight for what they believe is rightfully owed to them.

The fourth way is to “make room for pregnancy on the job.” (NWLC, 2013) The study explains that, “while many pregnant women will be able to work throughout their pregnancies without any difficulty, some will need modifications to their job duties to continue safely working. This is especially true in jobs that require physical activity like running, lifting, standing, or repetitive motion, for example police officers, truck drivers, and retail and restaurant work.” (NWLC, 2013) With minor changes made, women who have jobs that involve physical activity would easily be able to continue working. However, “all too often, pregnant workers’

requests for minor adjustments to their job duties have been denied, forcing these workers to make an impossible choice between the health of their pregnancies and their jobs. The Pregnant Workers Fairness Act would let pregnant women continue to do their jobs and support their families by requiring employers to make the same sorts of accommodations for pregnancy, childbirth, and related medical conditions that they do for disabilities.” (NWLC, 2013) This act is just due to women being the only gender able to become pregnant and give birth. Essentially, they are ones that have to make sacrifices, which isn’t right.

The fifth and last way the study talks about is to “expand non-discrimination protections in the workplace.” (NWLC, 2013) In today’s society, “federal law fails to adequately protect women, or men from employment discrimination based on sexual orientation or gender identity. The Employment Non-Discrimination Act would fill these gaps in the law, by making explicit that employees may not be discriminate against employees on either basis.” (NWLC, 2013) With stereotypes still being involved in the workplace and in society itself, all people need these protections, not just women. Like the other acts discussed, these can help remove gender bias from the workplace.

When talking about women and top management positions, one must discuss the glass ceiling. In the book, *Breaking The Glass Ceiling: Can Women Reach the Top of America's Largest Corporations?* the author, Ann Morrison explains that the glass ceiling is “a transparent barrier, that kept women from rising above a certain level in corporations.” (Morrison, 1992) She goes on to explain that “the glass ceiling is not simply a barrier for an individual, based on a person’s inability to handle a higher-level job. Rather, the glass ceiling applies to women as a group who are kept from advancing higher because they are women.” (Morrison, 1992) It “keeps

women out of the inner sanctum of senior management, the core of business leaders who wield the greatest power and this barrier has been broken by very few women.” (Morrison, 1992)

Some women have broken through the glass ceiling, but the number of women who have accomplished this pales in comparison to those who are still fighting. In the book, Morrison discusses interviews she conducted with high level executives. They revealed several factors that helped some women break through the glass ceiling. These factors are: high energy level, high capacity for work, and good relationships with people. One scenario in the book revealed these three factors as key characteristics one must possess, or at least portray, in order to break through the glass ceiling: “women, now about forty years old, is a corporate superstar, one of the few women to make it into the general management ranks of the nation’s largest corporations. How did she do it? According to a high-level executive in her company, a few success factors gave her the edge she needed from the start. One was a high energy level, ‘intellectual as well as physical, a high capacity for work and detail.’ Another was good relationships with people.” (Morrison, 1992)

The executive goes on to further reveal that the woman “always had good people involvement skills. She was aware of the need to make linkages, knowing what needed to be done and who you had to work through to get it done. She’s grown in her insights, understanding, and learning ability. She’s taken her high energy level and translated it into articulate communication skills.” (Morrison, 1992) Morrison goes on to explain that the above three factors were not the only things that helped the women break through the glass ceiling. She explains that, “in fact, certain competencies and help from above were cited as key factors in the success stories of the 19 successful women described by our group of senior executives, whom we call ‘savvy insiders.’” (Morrison, 1992) As the saying goes it’s not what you know, it’s who

you know. Sometimes it doesn't hurt to know people and in this woman's case it helped her climb the corporate ladder.

In the book, Morrison also discusses factors that contribute to women's derailment. Some of these factors that contribute to women not being able to get through the glass ceiling are as follows: inability to adapt, wanting too much, and performance problems. One of Morrison's executive insiders explains that a woman who derailed "probably suffered most because of her inability to adapt to the new boss's expectations and the culture change that took place in her division. She appeared to isolate herself, even to live in the past rather than face unpleasant realities." (Morrison, 1992) The executive goes on to say that, the woman's "attitude was similar to that of other derailers who were seen as wanting too much or being too, ambitious, the second deadly flaw." The last factor discussed is performance problems, "third deadly flaw is not meeting performance expectations. This flaw is "not only making blunders but, more generally, not being consistently outstanding." (Morrison, 1992)

The next subject that Morrison discusses is general management. General management is "the point at which managers are admitted into the 'club' at many companies, not unlike a community country club and because of general attitudes toward women and the lack of familiarity many men have with executive women, the club is often closed to women. Despite the dues they have paid, women typically are not seen as appropriate members." (Morrison, 1992) Morrison goes on to explain that "the general management level also varies from company to company, but as a rule, it means taking responsibility for more than one type of business / function or more than one division's functions. Just short of the general manager job often marks the glass ceiling for women in large companies, it is rare to find women at the general

management level.” (Morrison, 1992) This is mainly due to the stereotypes that still exist in the workplace.

The other important subject discussed is the prediction that most women of the past will not be able to make it to the top and into the “inner sanctum of senior management in their companies, let alone head it as the CEO.” (Morrison, 1992) However, the book states that, future generations will have an easier time climbing the corporate ladder and this is due to three factors. The first, “the influx of women into management positions will result in an increase in the numbers ascending to senior management, the more women there are in organizations, the greater the probability that many will rise to the top.” (Morrison, 1992) The second factor is “the belief that the climate for women will improve because younger men will be more accepting of women in senior positions than older male executives who now run most organizations.” (Morrison, 1992) The last factor is “some argue that the road to the top will be smoother for younger women because they will be able to benefit increasingly from female role models in the executive suite.” (Morrison, 1992) As a result “of these three factors, many believe it is only a matter of time before a new generation of women breaks the glass ceiling and crashes right through to the top.” (Morrison, 1992) These predictions all sound promising. However, they are simply just predictions. Whether these will come to fruition is completely dependent on society’s ability to properly educate younger generations of workers. This will not naturally happen. Initiatives need to be implemented right now to ensure the cultural shift.

When discussing breaking the glass ceiling, one must also discuss ways to eliminate the stereotypes that created the glass ceiling. Jeffrey Hayzlett, is a former CMO of a Fortune 100 company and he discusses a way for this to be done. He first explains that “women make up the majority of college graduates in the United States and many other developed countries,

accounting for more than 40 percent of the workforce worldwide. Despite these numbers, they comprise a small fraction of c-suite executives and high-level managerial positions. Part of the problem stems from a small pool of female executives to choose from, resulting in women holding less than 15 percent of Fortune 500 executive officer positions.” (Hayzlett, 2015) He goes on to explain that, “gender disparity in the workplace has been an issue for the past thirty years, but while we’ve been focusing on the workplace, we neglect the origin of the problem, business school. Recent studies show women are still underrepresented in business programs, both in terms of the student body and faculty. While it’s true you don’t need an MBA to make it into the c-suite, business schools are the most common path to get there.” (Hayzlett, 2015) He stands firm in his belief that “women bring an incredible skill set to the table, like being able to see the bigger picture. So, bring them into the mix, as early as you can. Involving your female employees in your company’s entire process is a surefire way to ensuring success and eventually, a key to the c-suite.” (Hayzlett, 2015) By having more women in the c-suite, organizations can become more diverse and with women holding high-level positions, success is sure to come.

Hayzlett goes on to discuss companies that have made an effort to close the gap between women and men in c-suite executive positions. The first company that he mentions is Hyatt Hotels. Hyatt Hotels “has embarked on a multi-year mission to give women parity with men at all levels of the company, including upper management. In 2014, they added a second woman to its 12-member board. They’re are not just doing this out of the goodness of their hearts, or to be politically correct. For them, it’s simple math. Women account for more than 80 percent of overall travel decisions, so the \$4.2B company is turning to their female employees, who make up half of their 95,000-person workforce, to help meet the needs of their customers.” (Hayzlett, 2015) He goes on to explains that, “the company is using their internal assets to keep their

customers happy and in turn, their employees happy because they see the fruits of their labor and are encouraged to participate, just like their male counterparts.” (Hayzlett, 2015)

Another company that he mentions is Kimberly-Clark Corp. This company “remade its workforce in order to more closely resemble its predominantly female customer base and as a result, increased the number of internal promotions of women to director level, or above, from 19 percent in 2009 to 44 percent in 2013.” (Hayzlett, 2015) The company’s website explains that “we also recognize that talent and skills are not defined by race, color, religion, sex/gender, age, sexual orientation, national origin, disability, gender identity, genetic information, veteran status, education, or background.” (Kimberly-Clark Corp) Kimberly-Clark Corp is a company that doesn’t believe in things like stereotypes. They want to find the best people for the job regardless of their gender identity.

Not only, do we need companies that make an effort to close the gap, we also need companies that are making an effort to stop stereotyping in the workplace. One company that has begun to do this is Google. Google “has been on a multi-year journey to understand how decisions are made at work, how inclusive organizational cultures are built and sustained, and how individuals can take conscious control of their actions, behaviors, and cultural contributions. This journey has led Google to dive into the world of the unconscious mind.” (re:Work, 2018) An article done on Google further explains that, “over the past couple of years, more tech giants have recognized the dramatic lack of diversity in their workforces as a problem. Google (largely white and male from top to bottom) is trying to establish itself as a leader in this space. A key initiative is having its roughly 60,000 employees across the world undergo unconscious bias training. Unconscious bias refers to the stereotypes, both negative and positive, that exist in our subconscious and affect our behavior.” (Feloni, 2016) Google came up with the training so that

its employees can “spot unconscious bias at work.” (Feloni, 2016) The article explains that, “first implemented in 2013, the training lasts 60 to 90 minutes and is run by a coordinator who has undergone at least 12 hours of training.” (Feloni, 2016)

The article goes on to explain that the training works by mentioning the main idea of each slide of the presentation itself. The “presentation begins with an explanation of why everyone is gathered in the first place: becoming aware of biases can lead to changing behavior, which ultimately can make Google more collaborative, inclusive, and competitive” (Feloni, 2016) The following are the main ideas of the other slides: “what we call unconscious biases are rooted in the recognition that the human brain evolved to help the species survive. Without the brain’s ability to subconsciously process thousands of pieces of information in an instant, our ancestors would have ended up as food. The same ability now gets us through the day without having to slowly process every decision we make. Our conscious mind, then, is processing only a minute fraction of what our unconscious mind is processing. Everyone has bias; it’s part of being human. It’s important to not be ashamed of this basic fact. There are four things in the workplace that commonly trigger unconscious biases. Task, numbers, clarity, and perceiver. The impact of little decisions can accumulate over time. Diverse workplaces are more innovative and thus perform better than those that aren’t.” (Feloni, 2016) The success that diverse workplaces bring is a key incentive for companies to begin to implement strategies to end stereotyping in the workplace.

The article then discusses Google’s four-pronged approach they developed to overcome unconscious bias. The first method is “using structure to gauge success. It’s necessary to set concrete criteria for certain jobs and team-wide goals if they’re going to be achieved.” (Feloni, 2016) The second method is to “measure results. Collecting data is necessary to measuring

progress, and can help with spotting patterns. And when you have the data about individuals, you're less likely to make assumptions." (Feloni, 2016) The third is to "evaluate subtle messages. Consider how you present yourself to others at your company. And how does your company present itself, from images on its website to the people it chooses to speak at events?" (Feloni, 2016) The last method is to "hold everyone accountable." (Feloni, 2016) By Google's standards, you hold yourself accountable by doing three things. They are "question your first impressions, justify your decisions, and ask for feedback." To hold others accountable a company has to "create a culture of calling out unconscious bias, make others justify decisions, and make decisions collectively." (Feloni, 2016) The last thing that the presentation explains is that, "you can't change everything all at once. Begin with one of the four approaches, and adapt it to your work life." (Feloni, 2016) Change will not happen overnight, however as long as companies are committed to change and begin to implement new approaches and strategies to combat bias in the workplace one at a time, the number of women in top executive positions will rise.

Like Google, Weyerhaeuser is also trying to combat unconscious bias. For Weyerhaeuser, "one of the world's largest forest products companies, ensuring an environment that is truly diverse and inclusive is a top priority." (Cook Ross) Effenus Henderson, the Chief Diversity Officer of the company explains that, "Weyerhaeuser's managers are expected to encourage women, minorities, veterans, and individuals with disabilities to apply for positions for which they are qualified. Further the company's leaders are expected to maintain a work environment that supports the success of all employees. Each member of the company's senior management team, for example, develops an action plan based on his or her individual diversity leadership assessment and is held accountable for follow through." (Cook Ross) The company

“understands that creating a company that is truly diverse and inclusive takes time and requires discipline, high expectations and accountability. The company takes great pains to ensure that it continues to improve upon its reputation for being an employer of choice. It is for this very reason that Weyerhaeuser diligently works to ensure bias is proactively addressed within the organization.” (Cook Ross) This initiative stresses one important factor, qualification. They want the most qualified candidates to fill management positions. So it’s not a plan to increase gender diversity, just a plan to prevent gender discrimination if it were to exist. When an organization is committed to employing and promoting the most qualified candidates, they are adding the most value to their mission.

Henderson, the Chief Diversity Officer goes on to explain that, “it is important to recognize that bias exists, and you must coach leaders in a way that will allow them to recognize it. This will help them build inclusive behaviors that help recognize things that exist in all of us that can at times get in the way of being inclusive and respectful of others.” (Cook Ross) Henderson goes on to share that the company did a survey “amongst our company employees to see what they thought about (unconscious bias) and how they thought it showed up, and the feedback we got back from them was that employees felt that managers who didn't mention diversity did not have an interest in the topic or a stake in the topic. At Weyerhaeuser, we know that there is no easy framework for this, but what we have tried to do is create a culture within our organization where people feel included and where our management team is held accountable when we fall short of this.” (Cook Ross) Although Weyerhaeuser still has areas to improve on, the company is still moving in the right direction. They have identified that unconscious bias does exist and that it can affect people’s actions.

Chubb is a company that is similar to Weyerhaeuser in the aspect that it “believes that diversity is all about finding and developing the best talent, creating an inclusive work environment and achieving outstanding business results.” (Cook Ross) Chubb offers training on “various aspects of diversity, including how to recognize and address unconscious bias” (Cook Ross) as well. The company believes that “talent comes in many packages. The packages vary by race, age, gender, ethnicity, color, sexual orientation and disability. Diversity, for Chubb is about recognizing, respecting and valuing these differences.” (Cook Ross) For Chubb, “the first step in tackling workplace bias is to provide an open channel of communication for employees. Kathy Marvel who serves as the company’s Chief Diversity Officer, shares that Chubb provides easy access to employee relations personnel via a dedicated phone line called ‘Voice of the Employee.’ Callers can confidentially discuss issues that may require further investigation.” (Cook Ross)

The company goes on to discuss how in their “leadership training program called the ‘Leadership Development Seminar,’ we have included a section on biases. This training allows participants to identify biases that they may hold and their impact on effective leadership. During the last 18 months, Chubb has also piloted several versions of bias awareness training for its management teams. Additionally, we have paired the bias awareness training with performance management training to help provide guidance on objectively linking performance with business goals, while managing the challenges we may face due to unconscious bias may have. The combined performance management / bias awareness session seems to be most effective, and we are determining how best to move forward with that format.” (Cook Ross) Chubb is a company that is proactive in trying to uncover biases in their workplace. With training they developed, it is

a matter of time before they identify the biases that exist. From there they can make a plan of action to increase diversity.

Capital One is another major company that is making an effort to stop stereotyping in the workplace. Capital One also has their employees go through unconscious bias training. The following is taken from the Capital One website, “we realize that, as humans, each of us carries unconscious biases, and we are creating an environment that leads to better understanding through education. Customized learning is available to all of our associates, with the intent to foster a company culture that is appreciative of diversity, thus empowering associates to make better business decisions and build a positive, inclusive workplace.” (Capital One) The company explains that, “leadership attends the unconscious bias training, customized for interactive learning and engagement at the executive level, to investigate their biases and learn how they can directly impact critical decision-making. 1500+ managers have participated in training that highlights the sources of unconscious bias, such as stereotyping, personal values and individual experiences, and helps them develop action plans to eliminate exclusionary bias within their teams.” (Capital One) The company further explains that, “unconscious bias e-learning is available to all associates. Training offers associates a deeper look at their own diversity dimensions and unique traits, while learning about the negative implications of quick assumptions and false judgement. Associates receive actionable steps to make existing biases more conscious in the workplace.” (Capital One)

Not only is Capital One making an effort to stop stereotyping in the workplace, the company also is helping to close the gap in c-suite executive positions by empowering women. In “2014, Capital One Launched Women in Technology (WIT), a program uniting men and women together to improve women’s representation in the technology field through awareness,

outreach and education.” (Capital One) The program “internally, identifies and cultivates high-potential women, advocates unconscious bias education and encourages community through our Lean in Partnership. Externally, WIT supports stronger industry-wide representation for women as a founding partner with Women Who Code and a Pioneering partnership with the Anita Borg Institute.” (Capital One) In 2016, “Capital One will be a Diamond Sponsor for the second year at the Grace Hopper Celebration in Computing, the largest gathering of women technologists in the world.” (Capital One) Corporate America needs more companies like Google and Capital One if we ever hope to close the gender gap in c-suite executive positions by eliminating stereotypes in the workplace.

Like Capital One, IBM has also played a significant role in empowering women in the workplace. IBM “originated in 1911, and ever since women have played an integral, and equal, role in the company’s success today. For more than 100 years, IBM has been on the forefront of employing and empowering women. This initiative began in 1899 when the Computing Scale Company, which later became one of the three companies that formed IBM, hired its first three women employees, 20 years before women won the right to vote. These three women 25 years later went on to help establish IBM’s first Quarter Century Club.” (Clifton, 2018) Clifton goes on to explain that, “following in that tradition, in 1935 chairman and CEO Thomas Watson, Sr. spoke out in favor of the introduction of women into IBM’s professional ranks. Mr. Watson boldly predicted that ‘pioneering women’ are the first wave of IBM female employees to take roles traditionally only filled by men, and that this was only the beginning.” (Clifton, 2018)

Clifton goes on to discuss Ruth Leach Amonette. Ruth “in 1943 was named the first female executive and vice president of IBM, at the age of 27. In 1959, IBM’s Sarah Wilkinson was one of the three women admitted to Harvard Graduate School of Business Administration.

IBM has pressed for progress starting a century ago and continues to this day.” (Clifton, 2018) Unlike many companies that have yet to change their stereotypical perceptions of women in the workplace, IBM never saw women as being unfit to hold top level executive positions.

Like Capital One, IBM also wants to increase the representation of women in the technology industry. The “barriers that existed in the technology industry for women are well-documented, but still remain in modern times. Almost half of women in tech presently feel that there is a serious dearth of women mentors and role models in the industry. While more than a third of women in tech believe there are an unequal amount of opportunities for career growth as well as unequal pay for the same set of skills as compared to men. Proactively fighting this discrimination, IBM has provided the backdrop of groundbreaking women scientists, engineers, and technologists worldwide for over a century.” (Clifton, 2018) Some famous women include “Phoebe C. LeSesne, IBM’s first women Senior System Engineer. Senior executives as Jane Cahill Pfeiffer, who began her career with IBM as a systems engineer, went on to be IBM’s second female vice president in 1970, and afterwards became the first chairman of the National Broadcasting Company.” (Clifton, 2018)

Clifton goes on to explain that, the “contributions of women at IBM to society over the last century are immeasurable, but what can be quantified is the environment and culture that IBM has continually provided to promote women to thrive and succeed in the workplace.” (Clifton, 2018) IBM is “driven by inclusion and empowerment worldwide. Externally, IBM partners with groups such as Girls Who Code and the Society of Women Engineers, while actively engaging with young women in STEM to promote women in the workplace.” (Clifton, 2018) IBM also strives to “bring women into the center of historical inquiry and to act as a

sustaining energy and a source of strength. At IBM, we are extremely proud to work with the next generation of women in tech pioneers.” (Clifton, 2018)

Ernst & Young LLP is another well-known company that has committed to closing the gap by empowering women. The company’s website discusses how “our commitment to advancing women throughout our ranks and into leadership positions has contributed to our reputation as one of Fortune magazine’s ‘100 Best Companies to Work for’ in the US. In addition, we’ve been ranked in the top 10 on Working Mother magazine’s annual 100 Best Companies for Working Mothers list in the US, making the eleventh year in a row in the top 10 and our 20th appearance on the list.” (Ernst & Young LLP) According to the website, “the number of women in top executive management positions has increased by more than 20% as a result of our focused efforts. A strong ‘tone at the top’ from senior leaders holds our executives accountable for the development and advancement of women. We have made a concerted effort to engage men in women’s advancement by opening more dialogue between men and women on the local business unit level via Inclusiveness Steering Committees, encouraging candid discussions about critical issues and experiences, and establishing several mentoring and sponsorship initiatives, and networks.” (Ernst & Young LLP) It’s important for there to be dialogue between men and women. If a company decides to combat stereotypes in their workplace and their male employees don’t agree, they won’t follow along and the company will be at a standstill.

To empower women and get them into leadership positions, the company provides “education, sponsorship and networking opportunities geared toward their professional needs.” (Ernst & Young LLP) One networking opportunity the company provides is the “Professional Women’s Network. This network fosters the exchange of knowledge and experiences through

learning, as well as internal and market-facing networking events, and provides exposure and leadership opportunities to women at all levels. Issues On My Mind is an example of a program our New York Tri-State Professional Women's Network Hosts with senior women executives to facilitate idea sharing on topics ranging from healthcare delivery to financial strategy.” (Ernst & Young LLP) The company also has many other professional networks that help women with leadership development and networking.

A second outlet that the company provides their female employees is Career Watch. Career Watch “focuses on the development of our partner/principal pipeline by providing our high potential women with access to key experiences and opportunities that help them fully develop their potential. Career Watch committees, comprised of local leadership, help get high-performing women senior managers and experienced managers assigned to specific clients, key sales opportunities and other office leadership roles, and make sure the women receive candid performance feedback and career advice.” (Ernst & Young LLP) Ernst & Young are providing their female employees all that they need to succeed, which in the long run will make the company prosperous.

A third outlet that the company provides is its Inclusiveness Leadership Program. It is a “formal program that pairs high-performing partners and principals with an executive coach, as well as with members of our Americas Executive who serve as mentors.” (Ernst & Young LLP) The company also helps female entrepreneurs connect to entrepreneurs from all over the world. Seasoned “role models and access to business-building networks are critical for entrepreneurs to accelerate growth. Through EY Entrepreneurial Winning Women, we use our resources and convening power to help women entrepreneurs achieve the full potential they envision for their growing companies. The program identifies and celebrates high-potential female entrepreneurs

and provides them with personalized one-on-one business insights and advice, as well as insider access to strategic networks of established entrepreneurs, executives, advisors and investors.” (Ernst & Young LLP) Ernst & Young is truly committed to empowering women and helping them advance into leadership positions.

Now that it is clear that there is a gender gap in the workplace, companies need to have the knowledge of how to put a stop to stereotypes in the workplace. The same stereotypes that are responsible for creating the gap. One way that this can be achieved is through objective performance evaluations. The study done by Catalyst explains that companies need to “break the ‘spell’ of stereotypes by adding rigor to your performance management process.” (Catalyst, 2005) Performing an objective performance evaluation is a process that can ensure “women’s problem-solving expertise is not unfairly discredited by stereotypes, organizations should ensure that performance management processes are structured to prevent it.” (Catalyst, 2005)

The first way to ensure that performance management processes are structured to prevent stereotyping is to “clearly define and communicate performance evaluation criteria. Common to many performance appraisals are evaluation criteria such as ‘innovation in approaching problems’ or demonstrated ability to execute’. We know from this study that these are specific criteria where women may be especially vulnerable to biased judgements.” (Catalyst, 2005) The study goes on to explain that “one way to reduce this vulnerability is to increase clarity and specificity about what behaviors or outcomes demonstrate problem-solving competence. The more objective organizations make their appraisal processes, the more likely they are to produce bias-free judgements.” (Catalyst, 2005)

The second way is to “create explicit decision rules about how evaluation criteria are weighted. Gender stereotypes may cause us to attend to different kinds of information depending

on whether we are evaluating a woman or a man.” (Catalyst, 2005) The study goes on to explain that when “this occurs, different performance standards may unintentionally be applied to women and men. Using specified criteria weightings can help to ensure that women are judged by the same standards.” (Catalyst, 2005) By doing this, women will be able to compete equally with men in all levels of work.

The third way is to “implement a system of ‘checks and balances’ to safeguard against stereotypic bias.” (Catalyst, 2005) As mentioned previously, people often use stereotypes to make judgments. Since “organizations may not be able to consistently prevent this automatic individual tendency on the front-end, decision-making processes should be structured to ensure ‘checks’ on the soundness of individual judgements on the back-end. People decisions should not rest with single individuals, or with business or functional units, and should be tested widely.” (Catalyst, 2005) The study goes on to mention “Wellpoint, a healthcare company, successfully adopted this sort of bias safeguard, making ‘checks and balances’ a critical part of how succession planning decisions are made.” (Catalyst, 2005) This just goes to show that companies can successfully make these types of changes in their workplace, they just need to be willing to address the issue of stereotypes and not ignore it.

The other way that companies can put an end to stereotypes in the workplace is through succession planning processes. The study demonstrates how to do this by explaining how WellPoint’s succession planning system works. WellPoint’s “succession planning system provides an exhaustive and searchable database of resume information and career aspiration profiles of its top 1,400 leaders. The individual’s leaders first enter this information about themselves. Then, their supervisors, or ‘raters,’ review the data and enter their assessments. From this data, executive leadership can generate summary profiles on individuals, produce succession

plan reports in an organization chart format, and perform special queries to generate lists of top candidates for key positions or special assignments.” (Catalyst, 2005) The study goes on to discuss that “succession candidates are presented at ‘Talent Calibration Sessions’ at least once a year. A key objective of these sessions is to minimize bias in succession planning decisions. During these sessions, teams of executives: clarify and calibrate assessments of the potential of their direct reports. Explain why they have identified specific individuals as succession candidates and are open to peer feedback. Collaborate on the development of identified succession candidates. Review and discuss the diversity of the talent pool.” (Catalyst, 2005) The anticipated outcomes of the sessions are that “attendees are expected to challenge each other about their assessments and recommendations and to ‘calibrate’ ratings accordingly. WellPoint’s overall succession planning process ensures that the company meets its strategic objectives, while fully engaging diverse talent in support of its common mission.” (Catalyst, 2005)

Another way companies can put an end to stereotyping in the workplace is through education. Companies can “educate individuals about stereotyping processes, and equip them with skills to self-monitor their perceptions. If individual employees are educated about stereotyping processes and equipped with skills to avoid their effects, organizations will be better able to limit bias at its source.” (Catalyst, 2005) The study goes on to discuss how there is evidence that people can eliminate the habit of stereotyping “if they: learn techniques to override automatic tendencies to use stereotypes. Learn to recognize the conditions that place them at risk for stereotyping. Have opportunities to ‘practice’ interacting with people who are different from themselves.” (Catalyst, 2005) The study further explains that “typical diversity training programs do not often achieve these learning objectives. By designing diversity programs that build on

principles of bias reduction, organizations can better arm themselves to address this very subtle but significant barrier to inclusion.” (Catalyst, 2005)

A company that has taken this to heart is Corning Inc. Corning is a technology company and the goal of their program is to “improve the innovation effectiveness of the R&D community at Corning. Its leadership believes that taking proactive measures against unintended stereotyping is essential to the organizational goal of leveraging the full potential and creativity of its employees.” (Catalyst, 2005) The study goes on to explain important aspects of the program. They are “teaching employees at all levels about stereotypes and about their automatic influence on how people perceive each other. Experiential, small-group settings where employees learn and practice a number of critical interpersonal skills over a series of months. These include specific techniques to help participants use more deliberate, data-based methods of interpreting what colleagues do and avoid stereotype-based judgments. Assigning employees to skill practice groups that maximize their exposure to employees who differ from themselves on a number of dimensions, from gender to organizational status.” (Catalyst, 2005)

The last way that the study discusses in putting an end to stereotyping is by showcasing “the innovation successes of women leaders, especially in stereotypically masculine fields.” (Catalyst, 2005) The study goes on to explain that, “people may be less likely to stereotype if they are continually exposed to information that disconfirms their stereotypes. Therefore, to discourage stereotypes of women as poor problem-solvers, organizations can highlight women’s achievements in this specific performance area. As we learned in this report, such tactics may be particularly important in male-dominated settings where women can be more vulnerable to stereotyping.” (Catalyst, 2005)

Georgia-Pacific Corporation is a company that is doing this by “creating counter-stereotypic images of women in manufacturing.” (Catalyst, 2005) The study explains that, “the manufacturing industry has been stereotypically masculine domain. This legacy could create unconscious doubt in people’s minds about women’s effectiveness in manufacturing settings. Georgia-Pacific (G-P) recognizes that by highlighting the contributions of women, the organization can counteract any stereotypical beliefs about women that could exist. With this effect in mind, G-P has established a tradition of showing just how much women’s problem-solving expertise has benefited the organization. This recognition is given through an achievement award. Several attributes of the award are key to making it a successful defense against gender stereotyping.” (Catalyst, 2005)

There are three different awards the company gives out. The first is the consistency award. This award “is given on an annual basis and is now part of a 17-year tradition of recognizing women’s problem-solving achievements. A long list of awardees provides concrete reminders of women’s ability to deliver results, helping to portray them in a counter-stereotypic light.” (Catalyst, 2005) The second award is the legitimacy award. The “award criteria set high standards for recognition. These standards ensure that the award is a credible and powerful testament to the value of women’s contributions.” (Catalyst, 2005) The third is the wide exposure award. The “award is a company-wide recognition tool. As a result, it can provide a large and highly visible platform to showcase the bottom-line impact of women’s contributions.” (Catalyst, 2005)

Even with all of the above information at their disposal, some companies still may be unsure of how to approach stereotyping in their workplace. A company that can help them deal with stereotyping is Skyline Group Inc. Skyline Group is “the leading provider of scalable

leadership solutions with a foundation built upon decades of executive coaching with some of the most recognized companies in the world. We are revolutionizing the leadership development industry with our C4X coaching platform.” (Skyline Group) The company goes on to explain that, “C4X is the only coaching solution that gives you the ability to develop all of your leaders consistently and systematically from onboarding to executive development. C4X combines a flexible technology platform (integrated assessment, content, metrics, and coach management system) with the personalized impact and connection of 1:1 coaching.” (Skyline Group)

Skyline explains that “the problem with leadership stereotypes is they are not only predictable they are outdated, and in the same way, adhering to long-held stereotypes causes poor performing leadership. While these stereotypes have some truth, or at least employees still think there is truth in them, the key to breaking them and being more effective leader is balance.” (Skyline Group) The company goes on to further explain that, “gender aside, leaders need to develop and use both masculine and feminine expressions of a competency, depending on what is needed, instead of relying on one default set of behaviors. Leadership isn’t just about acting in a certain way to please employees, it’s about acting in a way that’s best for the team and the business. That means understanding the situation, understanding what the employees involved need, and deciding on the best approach. The perception of how effective leaders are being all about context, and every situations is different.” (Skyline Group) The “best way leaders can prepare is to develop both feminine and masculine sides of leadership traits. That way, they can use either depending on the situation, employee, and the context.” (Skyline Group)

When working together with other companies, Skyline explains how a balanced approach is best. The company explains that, “the most effective manifestation of leadership is an approach that is balanced, it falls in the middle of the spectrum, and leaders use both feminine

and masculine versions of leadership skills in different situations.” (Skyline Group) The company goes on to explain that “finding balance starts by recognizing these leadership stereotypes. Instead of focusing on what employees want from leaders, think about what they need and what will lead to the best results. Balanced leadership doesn’t happen overnight, it takes dedication to continual learning and development. But becoming more balanced will be better in the long run for you, your team, and the organization.” (Skyline Group) By partnering with Skyline, companies will be able to transition into a balanced leadership style, which will help to eliminate stereotypes in their workplace.

Traditionally, the workplace has appointed mostly men into top leadership positions. This is a result of gender stereotypes causing negative perceptions of how women lead. These perceptions not only cause a gender gap in top level c-suite executive positions, but they also hurt a woman’s psyche and in the wallet. The existence of stereotypes in the workplace prevents organizations from experiencing a diverse workforce and leadership base. Some companies have taken on the responsibility of closing the gender gap and addressing the unconscious bias that exists in the workplace. Studies also have been done that give companies recommendations on how to deal with stereotypes in the workplace, such as new hiring practices and promotion standards. By putting an end to stereotyping, companies will be able to remain competitive in today’s global business environment.

Appendix

Women in Labor History Timeline:

1844: The Lowell Female Labor Reform Association (LFLRA) is formed.

1869: Women shoe stitchers from six states form the first national women's labor organization, the Daughters of St. Crispin.

1879: Belva Ann Lockwood becomes the first woman lawyer to practice before the U.S. Supreme Court.

1899: The National Consumers' League, founded in 1899, sought to improve working conditions for women.

1903: The Women's Trade Union League, founded in 1903, becomes the first national association dedicated to organizing women workers.

1916: Alice Paul and Lucy Burns established the National Women's Party to work for women's suffrage.

1919: The National Federation of Business and Professional Women's Clubs was founded.

1920: The Nineteenth Amendment to the Constitution is ratified, giving women the right to vote.

1922: The Nineteenth Amendment is declared constitutional by a unanimous decision of the Supreme Court.

1932: Hattie Wyatt Caraway of Arkansas became the first woman elected to the U.S. Senate.

1938: The Fair Labor Standards Act (FLSA), also Federal Wage and Hour Law, establishes a national minimum wage for men and women alike.

1941: A massive government and industry media campaign persuades women to take jobs during world War II.

1945: The Women's Pay Act of 1945 - the first ever legislation to require equal pay - was introduced in the U.S. Congress.

1966: The National Organization for women (NOW) is founded by activist Betty Friedan to end sexual discrimination.

1972: Ruth Bader Ginsburg founded the Women's Rights Project (WRP) of ACLU.

1981: Sandra Day O'Connor becomes the first woman Supreme Court justice.

1984: Geraldine Anne Ferraro was the first female Vice Presidential candidate representing a major American political party.

1985: Wilma Mankiller becomes the first woman chief of the Cherokee Nation of Oklahoma.

1987: The US Congress declares March to be National Women's History Month.

1991: Sharon Pratt Dixon is sworn in as mayor of Washington, DC, becoming her first black woman to serve as mayor of a major city.

1997: Madeleine Albright is sworn in as US Secretary the United States.

2003: Nancy Pelosi becomes the first woman House Democratic Leader.

2005: Condoleezza Rice becomes the first African-American female Secretary of State.

2008: In a historic run for the presidency, Hillary Clinton is a leading contender for the Democratic ticket.

Table 1.1:

Gender Stereotypes

Common Stereotypes of Women and Men Based on Psychological Research

Women's Traits-Taking Care	Men's Traits-Taking Charge
Affectionate	Dominant
Appreciative	Achievement-oriented
Emotional	Active
Friendly	Ambitious
Sympathetic	Coarse
Mild	Forceful
Pleasant	Aggressive
Sensitive	Self-confident
Sentimental	Rational
Warm	Tough
Whiny	Unemotional

Table 1.2:

Table 2: How Leader Behaviors Connect to Feminine and Masculine Stereotypes	
Feminine Behaviors—Taking Care	Masculine Behaviors—Taking Charge
Supporting Encouraging, assisting, and providing resources for others	Problem-Solving Identifying, analyzing, and acting decisively to remove impediments to work performance
Rewarding Providing praise, recognition, and financial remuneration when appropriate	Influencing Upward Affecting others in positions of higher rank
Mentoring Facilitating the skill development and career advancement of subordinates	Delegating Authorizing others to have substantial responsibility and discretion
Networking Developing and maintaining relationships with others who may provide information or support resources	
Consulting Checking with others before making plans or decisions that affect them	
Team-Building Encouraging positive identification with the organization unit, cooperation and constructive conflict resolution	
Inspiring Motivating others toward greater enthusiasm for, and commitment to, work objects by appealing to emotion, value, or personal example	

Table 1.3:

Table 3: Leader Behaviors at Which Men Are Considered Better Than Women		Feminine Behavior	Masculine Behavior
Women Respondents	Men Respondents		
... consider MEN leaders better than women leaders at:			
Influencing Upward	Problem-Solving		
Delegating	Delegating		
Networking	Influencing Upward		
	Inspiring		

Table 1.4:

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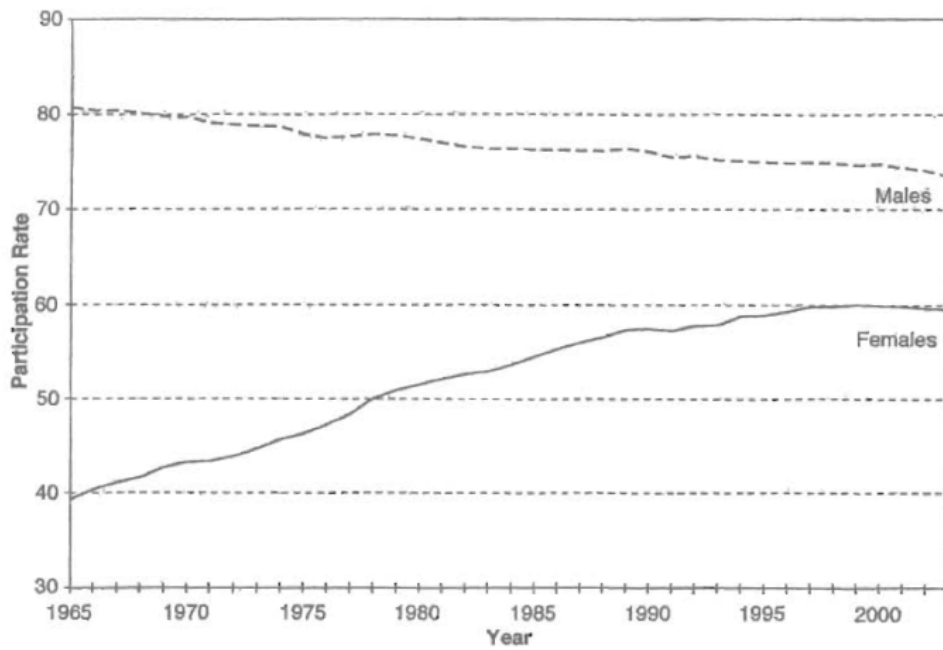


Figure 2. Trends in Female and Male Labor Force Participation Rates, 1965–2003

Table 1.5:

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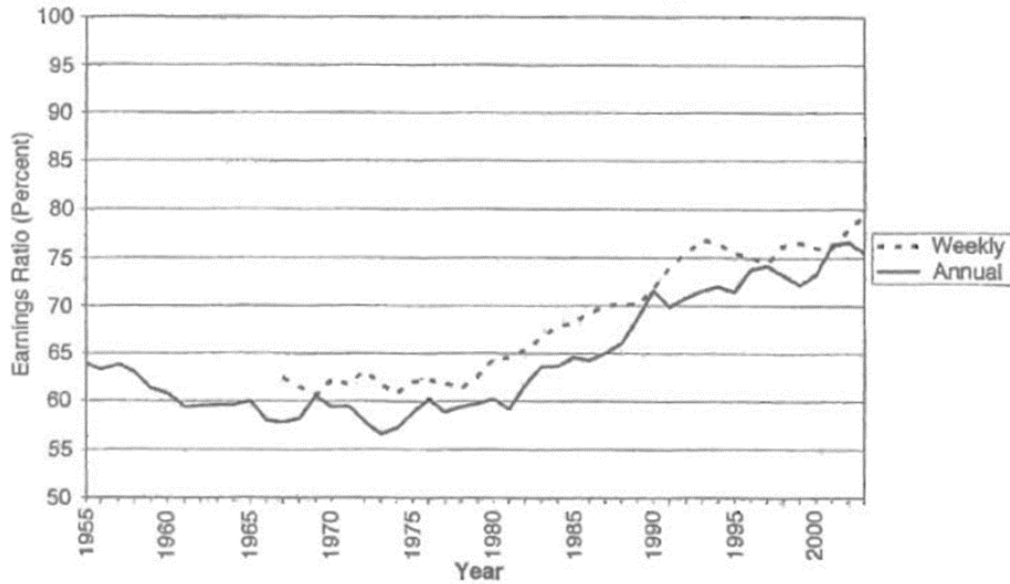


Figure 1. Female-to-Male Earnings Ratios of Full-Time Workers 1955–2003

Table 1.6:

Barbulescu and Bidwell: *Mechanisms of Application Segregation in the Market for Managerial Work*
Organization Science, Articles in Advance, pp. 1–20, © 2012 INFC

Table 2 Description of Job Types and Applicant Sorting by Job Types and Gender

	Number of applicants	Number of women applicants	% Women among applicants	Women's applications relative to men's
<i>Finance</i>				
Financial advisory	205	33	16.10	—*
Financial research	23	3	13.04	
Trading	19	1	5.26	—*
Buy-side finance	147	25	17.01	
Investment management	50	11	22.00	
<i>Management consulting</i>				
Consulting	532	95	17.86	—**
<i>General management</i>				
Business development	261	54	20.69	
Entrepreneur	37	4	10.81	—†
Human resources	8	1	12.50	
Internal consulting	20	5	25.00	
Internal finance	64	17	26.56	+†
Logistics	10	3	30.00	
Management	137	33	24.09	
Rotational programs	76	18	23.68	
Marketing	204	65	31.86	+***
Operations	57	9	15.79	
Production	7	1	14.29	
R&D	5	1	20.00	
Sales	43	10	23.26	

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