Gender and Leadership Dr. Neal

- Can women lead?
- Do men and women lead differently?
- Are men more effective leaders than women?
- Why are women underrepresented in elite leadership roles?
- *"We still think of a powerful man as a born leader and a powerful woman as an anomaly"* Margaret Atwood
- Gender gap a global phenomenon
- 5.4% of Fortune 500 CEOs are women
- Women disproportionately concentrated in lower-level, lower authority, invisible leadership positions (Powel and Graves 2003)
- Glass ceiling
- Glass elevator (in female dominated occupations)
- Glass Cliff – when promoted women are more likely than men to be appointed precarious leadership situations associated with greater risk and criticism (Mulcahy and Linehan 2014)
- Leadership Labyrinth (Eagly and Carli 2007)
- Labyrinth posits 3 explanations for Gender Gap
  - 1. Human Capital Differences
    - Less resources invested in women.
    - Less work experiences
    - Less employment continuity (driven by disproportionate domestic responsibilities)
      - Marginalized for taking advantage of leave and flexibility
      - Re-entry difficult – often at lower level
    - Work-home conflicts
      - Superwoman
      - Part time career
      - No family
      - Self- select out of leadership tracks (no hard evidence)
    - Fewer development opportunities (Powell and Graves 2003)
      - Educationally similar -50% in MBA programs but…
      - Less likely to receive encouragement
      - Less likely to be included in key networks
      - Receive less formal on the job training
      - Fewer (formal or informal) mentoring opportunities (Ensher and murphy 2005)
      - Supportive mentoring relationships for women are seen as key to reducing leadership gender gap
  - 2. Gender Differences in Leadership Style and Effectiveness
    - Gender is a social construct

- - Perceived differences in gender are ascribed to biological sex differences and assumed to be natural
    - Women's leadership slightly more effective in contemporary society
    - Fair better at transformational leadership
    - Gender has little correlation with leadership style or effectiveness (Kaisser and Wallace 2016)
    - Women are not more interpersonal
    - Women tend to emphasize corporate responsibility and social values (Boulouta 2012)
    - Women are more democratic and participative (possibly adaptive to avoid stigma)
    - Women less likely to promote themselves
    - Men more likely to ask for what they want (Babcock and Laschever 2003)
    - Networks and negotiations favor male counterparts
  - 3. Prejudice and Discrimination
    - Women devalued when exhibit traditionally male traits
    - Women tend to be devalued by male subordinates (Ayman et al 2009)
    - Women who promote themselves face social cost/backlash
      - Women more likely to adopt informal leadership roles
      - Use of terms Facilitator rather than Leader
      - Women less likely to negotiate
      - *Note* negotiation needed to ascend the leadership hierarchy often are unstructured, ambiguous and rife with gender triggers (factors that prompt gender-related behavioral responses) – exactly the type of situation that particularly disadvantages women (Bowles and McGinn 2005)
      - Seen as less socially attractive and hirable
    - Stereotyped expectations (Heilman 20010
      - Adage women nurture, men take charge
      - Ignore actual variation in characteristics
      - Stereotypes are highly resistant to change
      - Stereotypes are automatically activated
      - Stereotypes result in biased judgements
      - Significantly alter the perception and evaluation of female leaders
      - Directly affect aspiring female leaders behavior
      - Men stereotyped with *agentic* characteristics
        - Confidence
        - Assertiveness
        - Independence
        - Rationality
        - Decisiveness
      - Women stereotyped with communal characteristics
        - Concern for others

- o Sensitivity
- o Warmth
- o Helpfulness
- o Nurturance
- Homosocial reproduction – the tendency for a group to reproduce itself in its own image (Kanter 1977). People prefer similar others and report the most positive decisions and evaluations of people who are most like them. Biases can disadvantage women when male leaders are looking for peers or replacements.

Individual Level Educate re biases, train and mentor	Interpersonal Level decrease gender stereotypes	Organizational Level Diversify	Societal Level Gender equity and role-redefinition regarding expectations