

Women and Leadership

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Madeleine Albright on Women and Leadership

(run slide show - click on Madeleine for video)

(Rivera 2008)



Learning Outcomes



Upon completion of this session learners will be able to:

- Demonstrate an understanding of the research foundations that examine gender difference in leadership
- Demonstrate an understanding of gender difference in leadership
- Apply gender differences theory to workplace situations
- Compare and contrast the strengths and weaknesses of gender leadership differences theory

Key Points

- Primary research question is “Are there leadership style and effectiveness differences between women and men?” (p.350)
- “Why are women underrepresented in elite leadership roles?” (p. 350)

Gender, Leadership Styles and Leadership Effectiveness

- When considering whether there is a difference in leadership styles and effectiveness of leaders, “writers are asserting that women’s leadership is more effective in contemporary society”(Book, 2000; Helgesen, 1990; Rosener, 1995)
- Eagly and Johnson (1990) explain that even though we expect women to lead in a more “interpersonally oriented” and less task-oriented” manner that it is not the case in organizational studies
- The main difference that was found was that women led in a more “democratic, or participative, manner than men” (p.351)



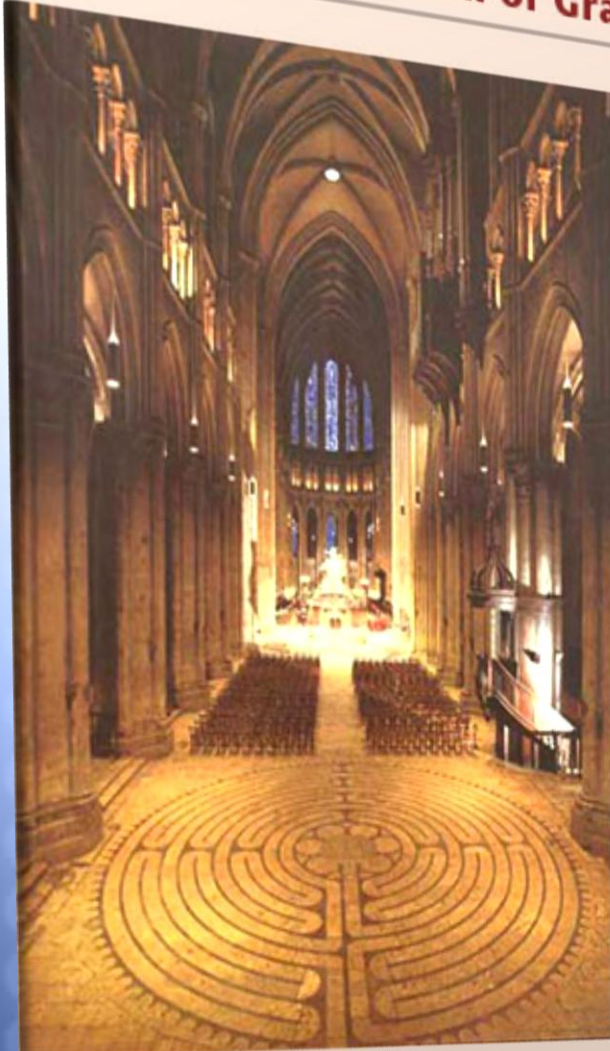
Key Points

- Eagly, Makhijani, & Klonsky (1992) found that women were less valued than men when they led in a masculine leadership role. These included athletic coaches, managers in manufacturing plants and when the evaluators were men
- Women's leadership style tend to be more transformational than men's; women engage in more contingent-reward behaviours compared to men
- Men and women are **equally effective** as leaders overall but the **effectiveness coincided with how masculinized the role** was (i.e. more effective in education but less effective in the military) (Eagly, Karau, & Makhijani, 1995)
- Women were far more effective in their leadership roles than men in middle management positions where interpersonal attributes were highly regarded



(Carbonneau-LeMoine n.d.)

The Labyrinth, A Path of Grace



A Labyrinth is an ancient symbol that relates to wholeness. It is a metaphor for life's journey.

Unlike a maze, which has several paths, a labyrinth has only one path.

The way in is the way out. There is only one choice:

To enter or not.

“Highly effective leaders have the greatest impact on financial results. Great leadership begins with the self. It is a journey within. The key lies in the competencies of Emotional Intelligence: how leaders handle themselves and their relationships.

Are you ready to enter the journey within?”

A Personal Story ([click here](#))



Understanding the Leadership Labyrinth



Evidence of the Leadership Labyrinth

- Women earn 57% of the bachelor's degrees
- Women earn 60% of the masters degrees
- Women earn more than half of the doctorate degrees
- Women earn nearly half of the first professional degrees awarded in the USA
- Women make up almost half of the U.S. labour force
- Women make up more than half of the management and professional positions
- **HOWEVER** women represent less than 3% of the Fortune 500 CEO's and only hold 15.7% of the Fortune 500 board seats and 14.4% of the Fortune 500 executive officer positions



Human Capital Differences



Scant Support for the following theories:

- Women receive less education than men
- Women quit their jobs more often than men
- Women opt out of leadership roles for domestic roles

Support for the following theories:

- Women have less work experience
- Women have more career interruptions than men
- Even though men have increased their roles in domestic labor women continue to the majority of child care responsibilities and household chores
- Women receive less formal training than men and have less developmental opportunities both may be an indicator or the prejudice that exists against female leaders

Gender Differences

- “women are just different from men” (p.357)
- Research shows that the differences should not disadvantage women but rather can offer advantages to women in terms of leadership abilities
- Women show the same level of commitment to paid employment roles as do men
- Research indicates that women are slightly less likely to promote themselves for leadership positions
- Effective leadership traits favour both men and women



Prejudice

- Gender bias stereotype exists that states “women take care and men take charge” (Hoyt & Chemers, 2008)
- Women are facing cross pressures to be masculine and tough but not “too manly” (p.359)
- Gender biases detrimental in selecting elite leaders without accountability (Powell & Graves, 2003)
- The small minority of women who are in elite positions are seen as “tokens” representing all women (Kanter, 1977)



Breaking through the Glass Ceiling



[Video - The Glass Ceiling by Alice Eagley](#)

Motives for Removing the Barriers

- Existing barriers encompass non-dominant groups such as ethnic, racial and sexual minorities – not just women
- Everyone should be allowed equal opportunities of taking on leadership roles
- A richly diverse group of women in leadership roles can “contribute to more ethical, productive, innovative, and financially successful organizations that demonstrate higher levels of collective intelligence and are less rife with conflict” (p.363)



Strengths

- Developing a more feminine or androgynous style of leadership gives people an opportunity to use best practices for leadership rather than those that are appropriate to their gender
- Gender biases are less overt than they used to be and therefore make them particularly potent
- Understanding the glass ceiling (labyrinth) will allow us to combat it from individual, interpersonal, organizational, and societal approaches



Criticisms

- Researches need to focus on providing information regarding the role of race, ethnicity, sexual orientation, and other types of diversity as well as the effects of race and gender in leadership processes
- Research examining gender in leadership has taken place mainly in Western contexts and should expand globally
- Research on gender and leadership should go beyond the gender gap in leadership roles but should include closing the gender gap at home

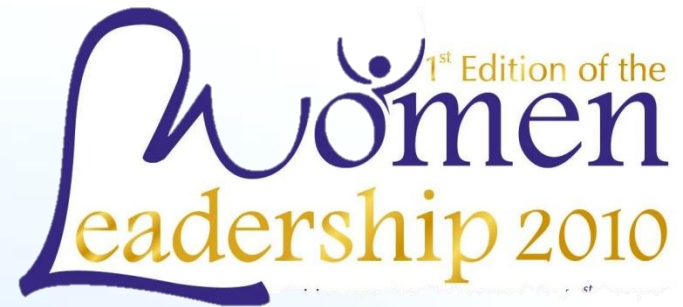


Leadership Effectiveness



Implications for workplace practise

- Gender gap in influential leadership starting to close
 - important to understand the obstacles in the way
 - will make it easier for women to reach the top
- Changes needed at many levels
 - individual and interpersonal
 - organizational and societal
- Need to become aware of prejudices
 - Hillary was faced with a “Iron My Shirt” poster during her campaign and was only a “footnote”
 - if Obama had to face the equivalent, it would have made “front page news”
- Women need to bolster their leadership competence
 - they currently make up a small minority; experience significant pressures; perceived through stereo-typed lenses



Application

- Adopt behaviours to help overcome biases
 - individualized consideration
 - inspirational motivation
 - effective negotiation techniques
- Changes occurring at micro-organizational and societal levels
 - micro-organizational
 - organizational culture
 - career development
 - mentoring
 - increase number of women in strategic positions
 - societal
 - more equitable distribution of child rearing and domestic duties



Relationship to other chapters

- Academic researchers found that gender has little or no relationship to style approach and effectiveness
- Research found that women did not lead in a “more interpersonally oriented and less task-oriented” style, contrary to stereo-typical expectations
- Women tend to use a more transformational approach by engaging in “contingent reward behaviours”
- Women are viewed as less effective in masculine roles, like military positions (situational)



Why we have too few women leaders

(run slide show - click on Sheryl for video)

(TED Talks 2010)



Sheryl Sandberg: Facebook COO looks at why a smaller percentage of women than men reach the top of their professions -- and offers 3 powerful pieces of advice to women aiming for the C-suite.

1. Sit at the table
2. Make your partner a real partner
3. Don't leave before you leave

As the COO at the helm of Facebook, Sheryl Sandberg juggles the tasks of monetizing the world's largest social networking site while keeping its users happy and engaged.



Growing Awareness



MARCH 18, 2013

A \$6 Billion Move / The New Soft Money / Bowie's Back


TIME



DON'T HATE HER
BECAUSE SHE'S
SUCCESSFUL

Facebook's **Sheryl Sandberg** and her mission to reboot feminism

BY BELINDA LUSCOMBE



An Invitation

Quarterly Diversity Forum Breakfast

Women Leaders

Removing Barriers to Success

Friday, January 25, 2013 – 8 a.m. to 9:30 a.m.

Learn and explore vital strategies and best practices from empowering women making a difference

- ▶ **Linda Brady**, Chancellor, University of North Carolina at Greensboro
- ▶ **Michelle Gethers-Clark**, Former Executive Vice President, American Express
- ▶ **Donna Newton**, Director, Guilford Nonprofit Consortium
- ▶ **Denise Turner Roth**, City Manager, Greensboro, North Carolina

Facilitator: **Lenora Billings-Harris**, Diversity Strategist, The HR Group Inc.


RESERVATIONS REQUIRED: www.thehrgroupinc.net or 336-292-1911

\$5 Donation (Continental Breakfast 7:45 a.m.) Limited Seating
Proceeds to Women's Resource Center, Greensboro

Cone Ballroom, Elliott University Center
University of North Carolina at Greensboro
Vehicular Parking: Oakland Street Parking Structure
Free parking pass to first 100 to register

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WOMEN'S LEADERSHIP SUMMIT 2013

What women can do in this world

(run slideshow - click on Oprah for video)

(3LWTV 2012)



The **Oprah Winfrey** Leadership Academy For Girls.

2012 marks the year of the first graduating class of the groundbreaking institute.

Clearly there is no lack or limitation to she who believes! Excellence always triumphs

Why women make great leaders

(run slideshow - click on Margie for video)

(Warrell 2011)



Bestselling Author, Executive Coach and Women's Leadership expert, **Margie Warrell** discusses how all leadership begins with self leaderships.

She shares why women are effective leaders but how too often women sell themselves short.

Margie shares strategies to help women become better leaders and move up the leadership ranks.



Food for Thought

Can you think of any more powerful women and what they've accomplished? What characteristics do/did these women possess to make them this way or get where they are? Any influences?

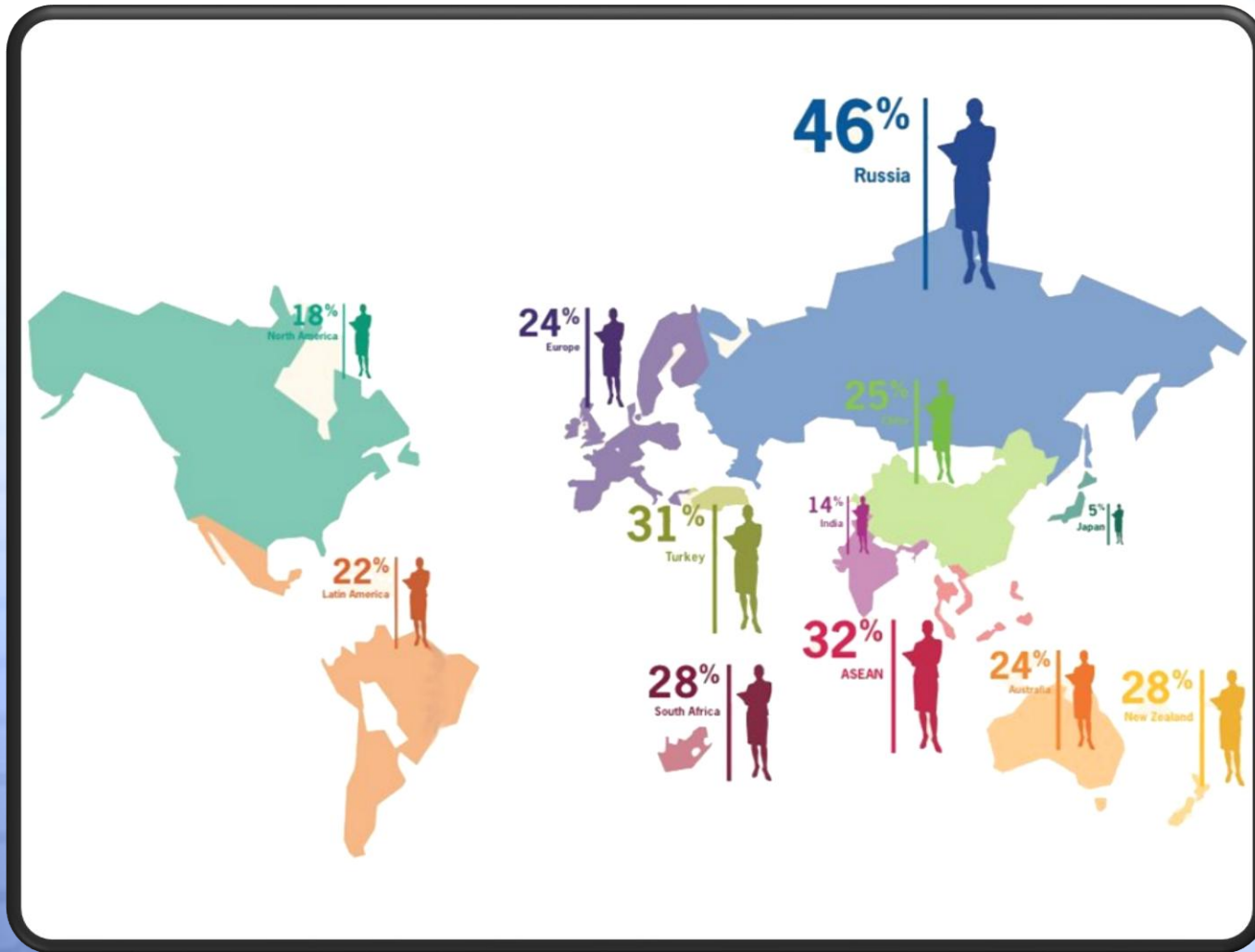
- Queen Elizabeth
- Princess Diana
- Margaret Thatcher
- Michelle Obama
- Hillary Clinton



Percent of Women in Leadership Roles

(click on map for website)

(Kasperkevic 2012)



Summary

- Research began in the 70's that investigated gender differences in leadership
- Results indicated that women use democratic and transformational styles
- Women are significantly underrepresented
- Barriers known as leadership "labyrinth"
- Women lack human capital investment
- No argumentative proof that women are less educated
- Women are no less effective at leadership





Please post your responses to the following slides

QUESTION ANSWER



Leadership & Gender



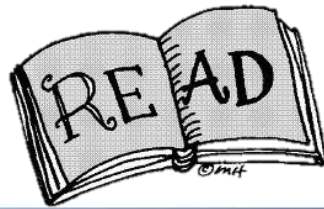
- Debate the following statement:

Gender has no relevance to leadership style or effectiveness. If there is no difference, explain the lack of female CEOs.



**Post your responses in the Session 10:
Women & Leadership: Leadership & Gender Debate**

Case Study



- Read Case 14.1, p.366, The “Glass Ceiling”, about Lisa Weber, a market analyst in a Wall Street firm and respond to **ONE** of these questions:
 - What advancement barriers did Lisa encounter?
 - What should the firm's top executives, including Michael, have done differently to retain Lisa?
 - What type of organizational policies and opportunities might have benefited Lisa and Pamela?
 - What could the organization do to raise the gender consciousness of Michael and Lisa’s male colleagues?



Post your responses in the Session 10:
Women & Leadership: Case 14.1

Videos



Choose ONE of three videos and answer the corresponding question (*run slideshow; click on the name to go to the slide*)

- [Sheryl Sandberg](#)
 - Why do we have too few women leaders?
- [Oprah Winfrey](#)
 - What can women do in this world to make their mark?
- [Margie Warrell](#)
 - Why do women make great leaders?



**Post your responses in the Session 10:
Women & Leadership: Video**

Leadership Instrument



- IAT – Implicit Association Test
 - measures automatic association by examining reactions when people classify pictures or words
 - text version examines gender stereotypical associations that contribute to bias against women as leaders
 - try practise test and then 2 test trials – see text p.370-373 or download the attached pdf file named iat.
 - or try it online at: <https://implicit.harvard.edu/implicit/demo/>
 - **What was your reaction to this test and it's association to women as supporters vs leaders?**



**Post your responses in the Session 10:
Women & Leadership: Implication Association Test**


We've come a long way, baby !



"No one can make you
feel inferior without
your consent."

Eleanor Roosevelt, longest-serving
First Lady of the U. S.

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