


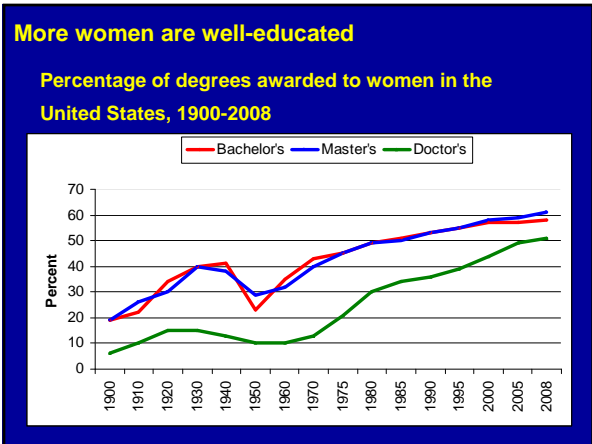
Through the Labyrinth: Pathways to Leadership

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American Association of Colleges of Pharmacy
July 21, 2009

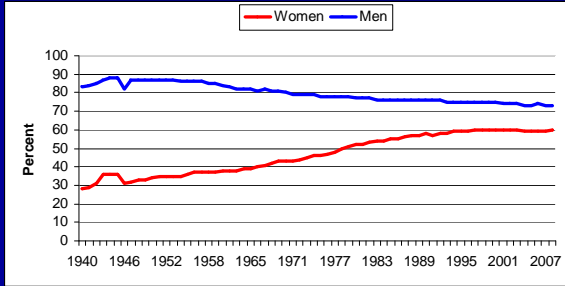


Is there still a glass ceiling?



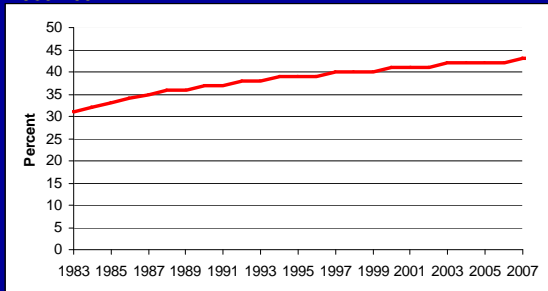
More women are working

Labor force participation of men and women in the United States, 1940-2007



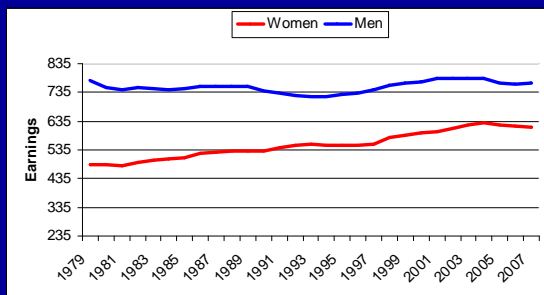
More women are in management

Percentage of managers who are women in the United States 1983-2007



Women are earning more

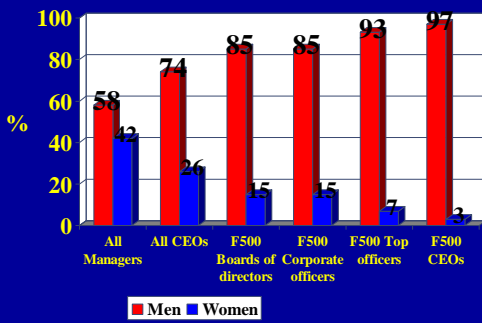
Median weekly earnings of full-time & salaried employees in 2007 dollars, 1979-2007

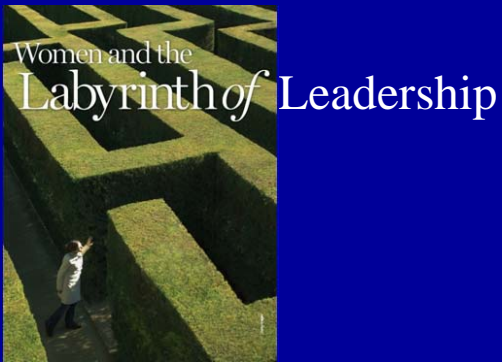


But equality has not been achieved

- Slower advancement for women
- Income gap remains
- Few women at the top of biggest corporations

Organizational leadership in USA, 2007





Some of the obstacles

- More time devoted to childcare and career breaks for family, more part-time employment
- Less access to powerful networks and mentors
- Fewer offers of appropriately challenging assignments

One major obstacle: Stereotypes

- Men seen as more agentic (competent, leader-like and assertive)
- Women seen as more communal (warm, supportive, other-oriented)— “women are wonderful effect”
- Leaders and managers seen as agentic—“think manager-think male effect”
- Women expected to be communal and disliked when they aren't communal enough

Double bind for women leaders

- To overcome doubts about agentic competence, women must perform exceptionally well.
 - But very competent women may be seen as lacking communion and thus not well liked.
- To satisfy demand for communion, women must display warmth.
 - But warm women may be seen as lacking competence and authority.



In the chat rooms around Silicon Valley, from the time I arrived and until long after I left HP, I was routinely referred to as a 'bimbo,' or a 'bitch'—too soft or too hard, and presumptuous, besides.

Carly Fiorina, 2006
former CEO Hewlett-Packard
In Tough Choices

Double bind part 1: Doubts about competence

- To be considered exceptional, women must exhibit higher levels of performance than men
- Real expertise is less likely to be recognized in women
- In resume studies, people prefer to hire men for all but the most feminine jobs
- For comparable performance, female leaders receive lower evaluations than male leaders

Double bind part 2: The demand for warmth

- Women who succeed in masculine domains are thought to lack communion & are disliked
- Men receive benefits (gaining approval or promotion) for being helpful but women do not
- Women are penalized more (less likeable, influential) for directness (negotiating) and dominance (disagreeing, staring, command-and-control leadership)
- Self-promoting men are accepted, but self-promoting women are penalized (disliked, less influential)



How can women overcome the double bind & other obstacles?

- **Build social capital**
 - Networking, mentors
- **Blend agency & communion**
 - Lead using a combination of masculine & feminine qualities
 - Women do this: They show higher levels of transformational leadership



We have teams of people, creative people, and it is about keeping them motivated, keeping them on track, making sure that they are following the vision. I am observing, watching and encouraging and motivating We try to set an agenda throughout the company where everyone's opinion counts, and it's nice to be asked.

Rose Marie Bravo
Then CEO,
Burberry Group

Some men lead with a transformational style too



Mike Krzyzewski, the Duke basketball coach and business guru, has some things to tell you about leadership: For starters: Release your inner woman.

*Michael Sokolove, 2006
In New York Times*

Including our president



Barack Obama understands that real strength comes from a blending of the masculine and feminine.

*Christi Parsons, 2008
In Chicago Tribune*

Benefits of the transformational leadership and use of rewards to motivate subordinates

- Greater leader effectiveness
- Greater follower satisfaction

Benefits of having women leaders

- Women more often use transformational leadership
- Diversity increases the candidate pool
- Diversity yields greater range of perspectives and points of view (but can produce conflict & stress)
- Studies predict financial performance from % of women among corporate officers and on boards of directors

Organizational strategies to increase the number of women leaders

- Increase women's social capital with networking & mentoring programs
- Creating full-time diversity staff and multi-department diversity committees to develop policy and monitor outcomes
- Establish family-friendly human resources practices
 - Give parents more time to prove themselves
 - Encourage male participation in family-friendly options

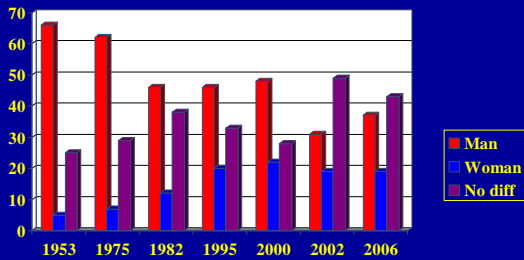
More organizational strategies

- Use open recruitment and objective performance indicators
- Offering the same opportunities to women as men—line management experience & appropriately challenging opportunities
- Increase representation of women
 - Avoid placing women in token positions
 - Awareness of women leaders shifts stereotypes about women and leaders

Evidence of changing ideas about leadership

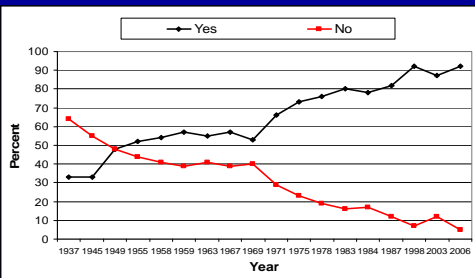
- What Experts on Leadership Write:
 - *Command-and-control leadership has given way to a new approach, often called an influence model of leadership . . . The new leader persuades, empowers, collaborates, and partners*
David Gergen, 2005

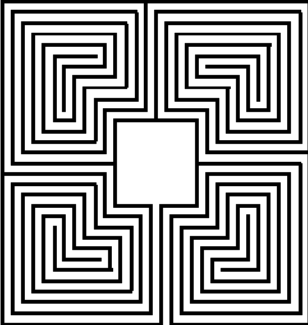
Prefer Man or Woman As Boss (U. S. Gallup Poll)



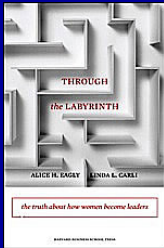
More evidence

Would vote for well-qualified woman presidential candidate if nominated by own party (U.S. Polls)





The changes in ideas about leadership should help women charting a path through the labyrinth.



Thanks to my collaborator and coauthor, Alice Eagly.

Thanks also to our students, who have helped us in our research, and the many scholars who have contributed to our knowledge about women and leadership

What does a transformational leader do?

- Demonstrates qualities that motivate respect and pride from association with him or her
- Communicates values, purpose, and importance of organization's mission
- Exhibits optimism and excitement about goals and future states
- Examines new perspectives for solving problems and completing tasks
- Focuses on development and mentoring of followers and attends to their individual needs
