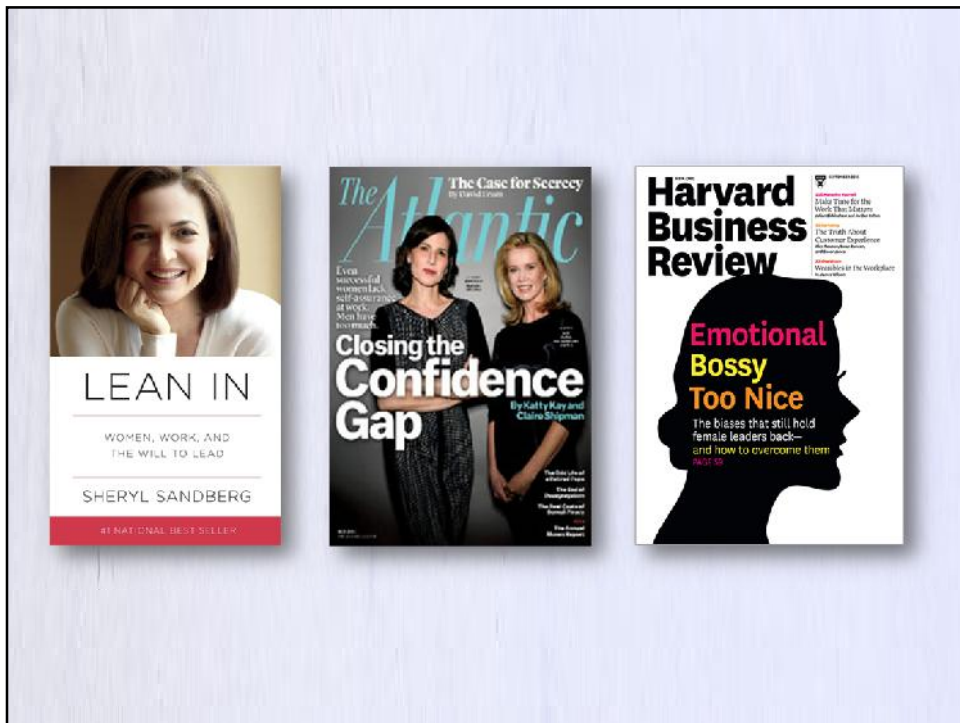



TOWARD A NEW NARRATIVE FOR THE LEADERSHIP GENDER AGENDA

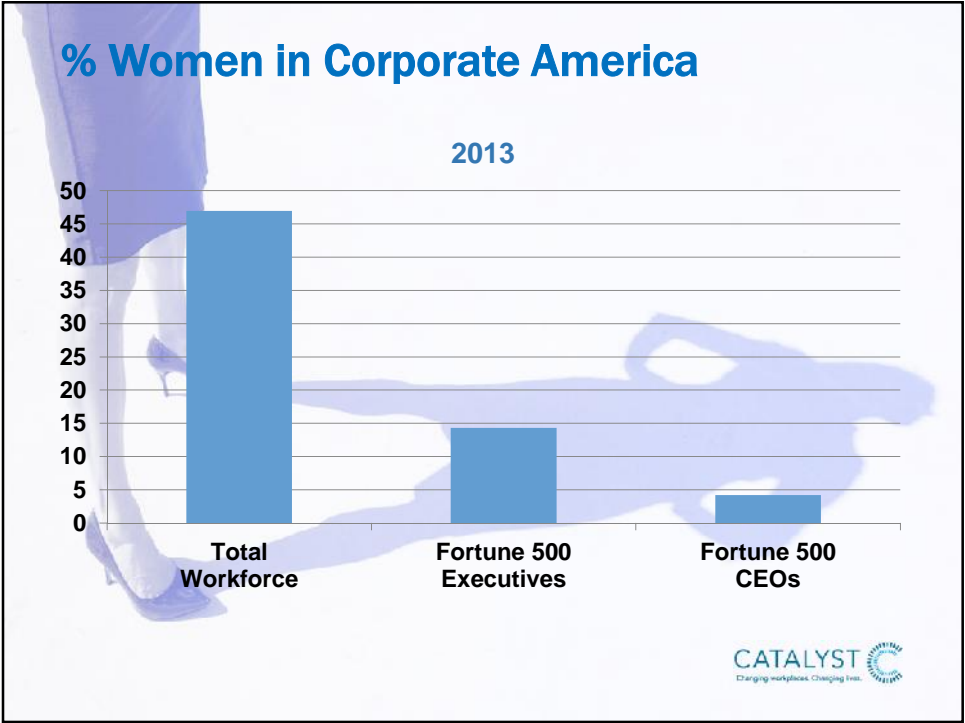
Robert B. Kaiser (Chair)
Symposium presented at the 30th Annual SIOF Conference



LEAN IN
WOMEN, WORK, AND THE WILL TO LEAD
SHERYL SANDBERG
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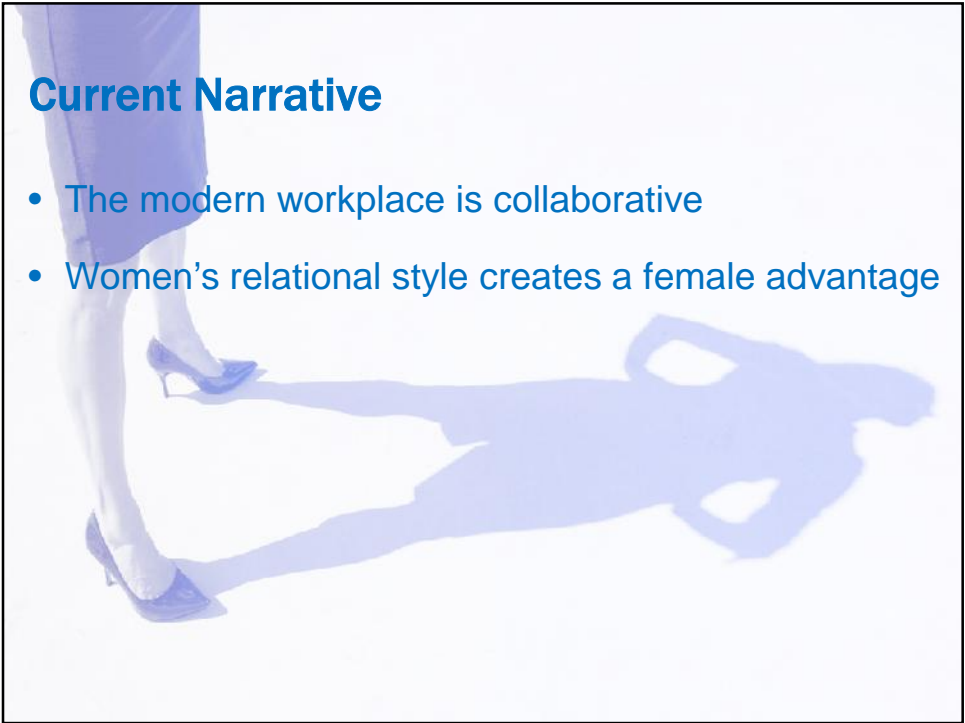
The Atlantic
The Case for Secrecy
Even successful women lack self-confidence at work. Men have to make it.
Closing the Confidence Gap
By Kelly Kay and Claire Shipman


Harvard Business Review
Emotional Bossy Too Nice
The biases that still hold female leaders back—and how to overcome them



Current Narrative

- The modern workplace is collaborative
- Women's relational style creates a female advantage





The New York Times Business Day

No Doubts: Women Are Better Managers

By Adam Bryant


This interview with Carol Smith, senior vice president and chief brand officer for the E!e Group, the media company, was conducted and condensed by Adam Bryant.

Q. What is the most important lesson you've learned about leadership?

A. The importance of winning over employees as opposed to bossing employees. I learned that lesson very, very early — in sixth grade.

Q. Tell me about that.

A. In sixth grade, I was head of the project to create a



Daily Mail science & tech

Women in top jobs are viewed as 'better leaders' than men

UPDATED: 02:49 EST 14 May 2015

Women in executive positions are perceived as better leaders than men, according to a new study.

The prevailing stereotype that women in business are too emotional or not as competent as men is being challenged through the so-called 'glass ceiling'.


However, one a scientist has analyzed that factor, those qualities actually work in her favor, according to a Duke University researcher.

Women in top jobs, such as former Birmingham City director Marina Brady, are seen as more competent and relationship-oriented than their male counterparts.

The research, published in the journal of Applied Psychology, found top women executives were credited with responsibility for their own success. They were viewed as both more competent and more relation-oriented than men.

This led them to be perceived as more effective leaders than their male counterparts.

Lead researcher, Professor Adalgisa Fiorucci, said: 'In business environments, even if women are thought to be sufficiently competent, they are frequently thought to be not



Psychology Today Find a Therapist Topics Get Help Magazine

Why Women May Be Better Leaders Than Men


Woman's leadership style more suited to modern organizations?

Post published by Ray Williams on 04/16/2012 at 10:05 AM. Edited by Sabina

The issue of the glass ceiling has been with us for some time now, yet relatively little progress is being made in North America, when it comes to senior executive positions and boards of directors, compared to other countries, where significant progress is being made in gender diversity. At the same time, there is increasing evidence that women actually make better leaders, and are more suited to the style of leadership needed today in organizations.

What is the evidence to support the contention that women are better leaders?

Kellie A. McElhamey and Sanaz Mobarresi of the Haas School of Business at the University of California, Berkeley, produced a report, "Women Create a Sustainable Future." Among the conclusions in their research and published in the report, was "companies that explicitly place value on gender diversity perform better in general, and

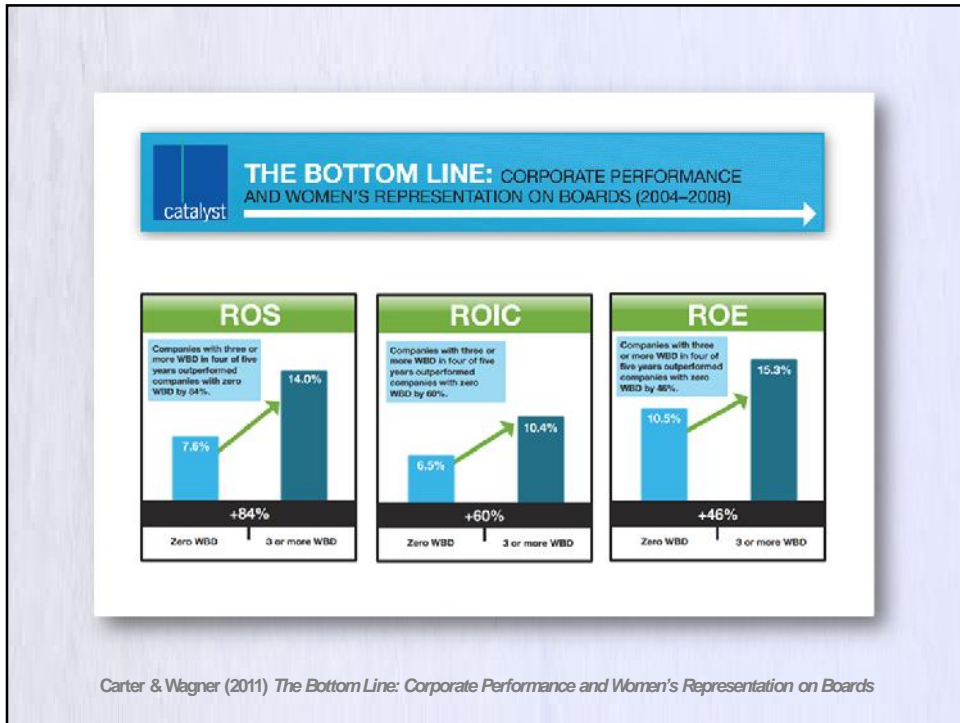


Harvard Business Review

What Women Know about Leadership that Men Don't

By Tracy Silverstein

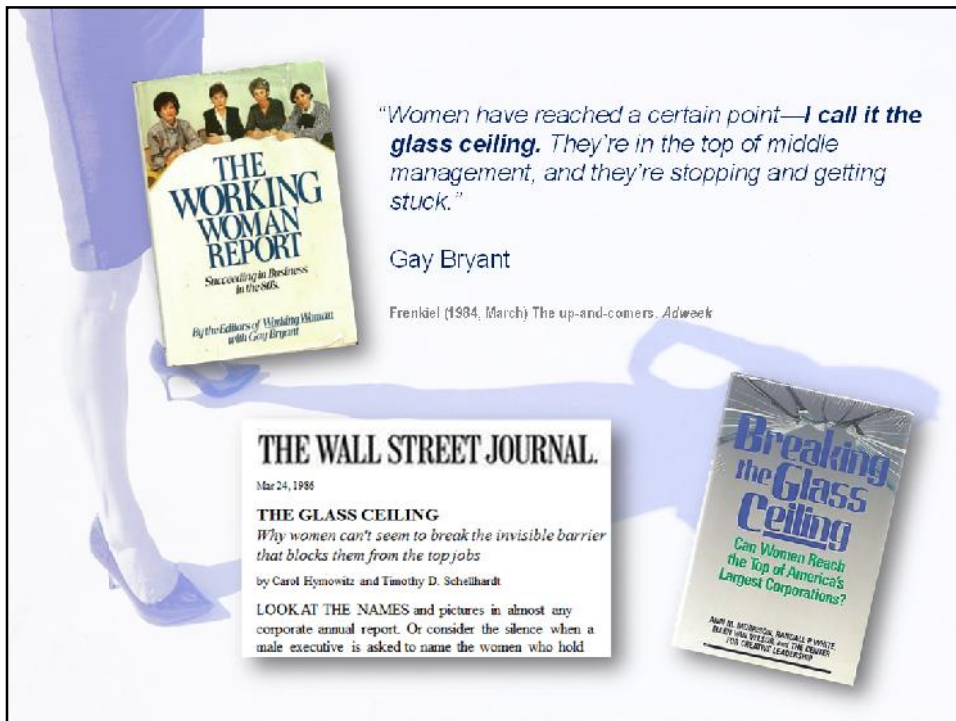
Leadership challenge has been greater for men as leaders than for women because men take better care of the people I lead, and to create a safe, supportive space in which they can thrive. Like most men I know, I grew up with very little modeling of vulnerability — the ability to recognize, experience and be sensitive to what others are feeling.

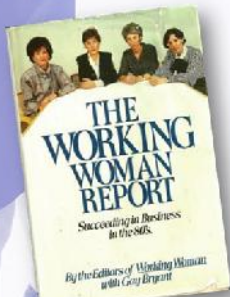


Carter & Wagner (2011) *The Bottom Line: Corporate Performance and Women's Representation on Boards*

Current Narrative

- The modern workplace is collaborative
- Women's relational style creates a female advantage
- An invisible barrier of bias prevents women from advancing into senior leadership



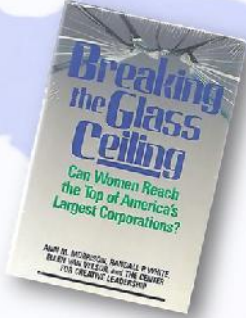


*"Women have reached a certain point—I call it the **glass ceiling**. They're in the top of middle management, and they're stopping and getting stuck."*

Gay Bryant

Frenkiel (1984, March) The up-and-comers. *Adweek*

THE WALL STREET JOURNAL.
Mar 24, 1986
THE GLASS CEILING
Why women can't seem to break the invisible barrier that blocks them from the top jobs
by Carol Eynowitz and Timothy D. Schellhardt
LOOK AT THE NAMES and pictures in almost any corporate annual report. Or consider the silence when a male executive is asked to name the women who hold

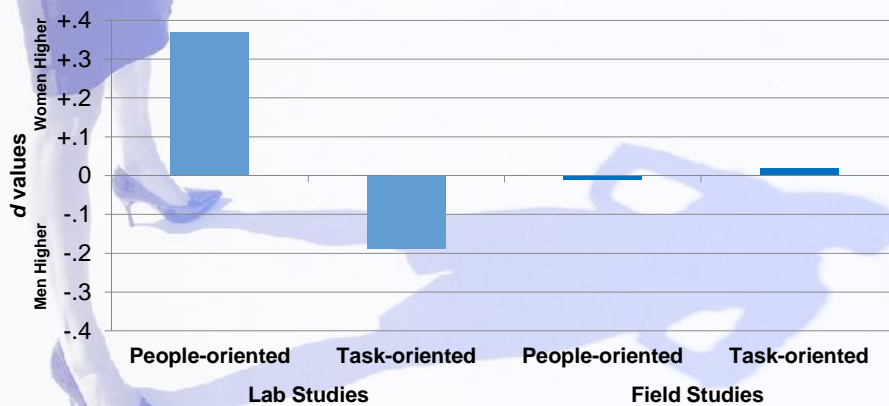




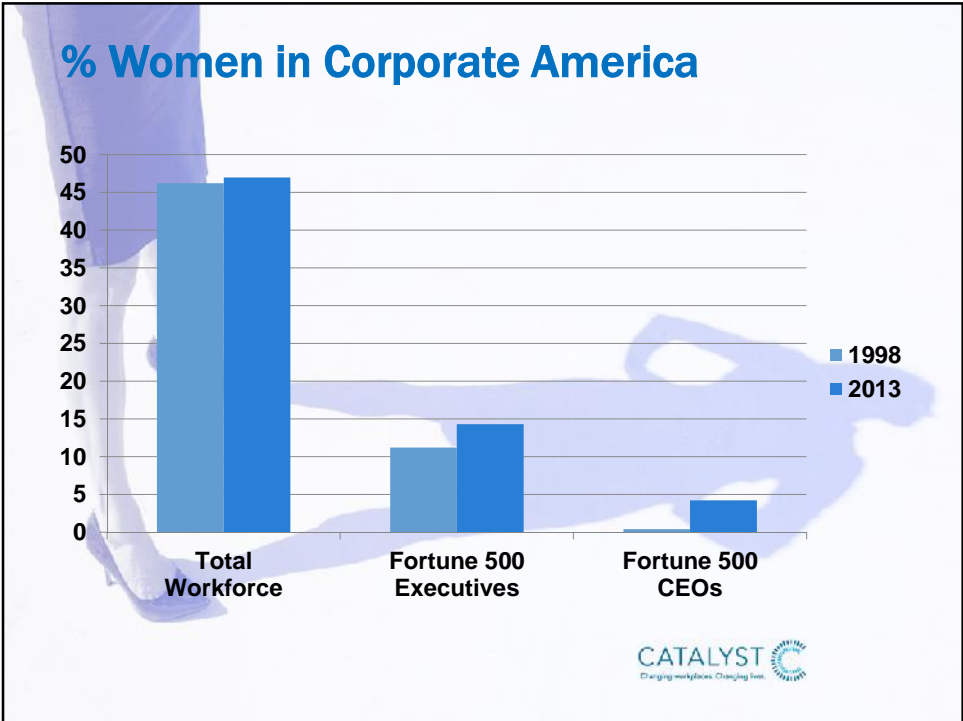
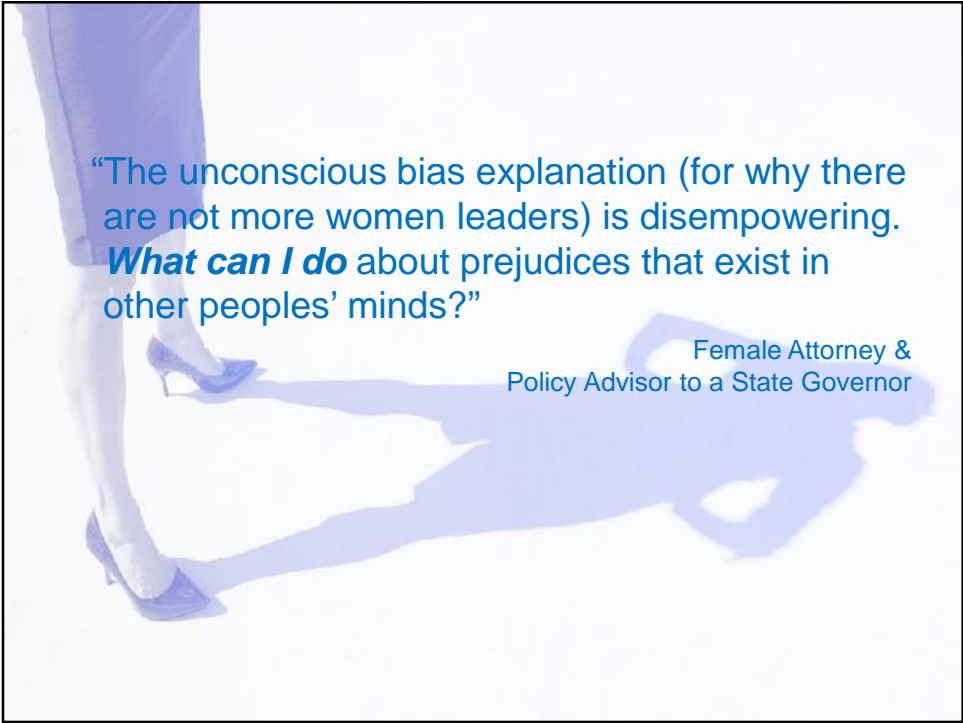
Current Narrative

- The modern workplace is collaborative
- **Uses common stereotypes to offer a tidy explanation for a messy problem**
- Women's relational style creates a female advantage
- An invisible barrier of bias prevents women from advancing into senior leadership


Gender differences in leadership style




Eagly & Johnson (1990) Gender and leadership style: A meta-analysis. *Psychological Bulletin*




Symposium presented at the 30th Annual SIOF Conference




TOWARD A NEW NARRATIVE FOR THE LEADERSHIP GENDER AGENDA

 **Beyond Stereotypes: Personality Differences between Women and Men Leaders**
Jackie VanBroekhoven-Sahm

 **Gender Bias and Substantive Differences in Leadership Behavior**
Robert B. Kaiser

 **Old Myths, New Narratives, and Practical Results**
Wanda T. Wallace

 **Discussant**
Peter Wright

Presentation decks + articles at

www.kaiserleadership.com

Wallace, W. T. & Kaiser, R. B. (2015, March). Feedback women leaders need—but aren't getting. *Talent Quarterly*, 2(1), 25-29.

Kaiser, R. B., & Wallace, W. T. (2014, Sept.). Changing the narrative on why women aren't reaching the top. *Talent Quarterly*, 1(3), 15-20.

See also:

Wallace, W. T. (2008). *Reaching the Top: Factors that Impact the Careers and Retention of Senior Women Leaders*. Lulu.com