



CELEBRATING THE PIPELINE: ALTERNATIVE FORMS OF LEADERSHIP

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OUTLINE

- Women's representation in leadership positions
- Barriers to women's leadership
- Policies and structures and implications for women in leadership positions
- Impact of female leaders and strategies for increasing representation
- Alternative forms of leadership

Women in S&P 500 Companies



Sources

Catalyst, *Women CEOs of the S&P 500* (2018).
EY Center for Board Matters, 2016 Top Earners in S&P 500 Companies, Unpublished data.
Catalyst, 2016 Catalyst Census: *Women and Men Board Directors* (2017).
U.S. Equal Employment Opportunity Commission (EEOC), Unpublished 2015 S&P 500 EEO-1 data.

S&P 500 is owned by S&P Dow Jones Indices, LLC.
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CATALYST.ORG

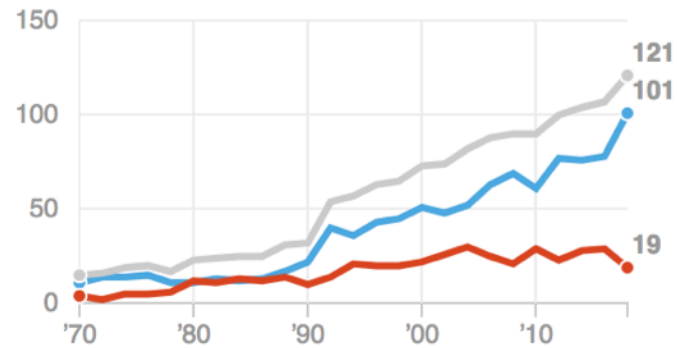
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A Record Number Of Women Will Serve In Congress

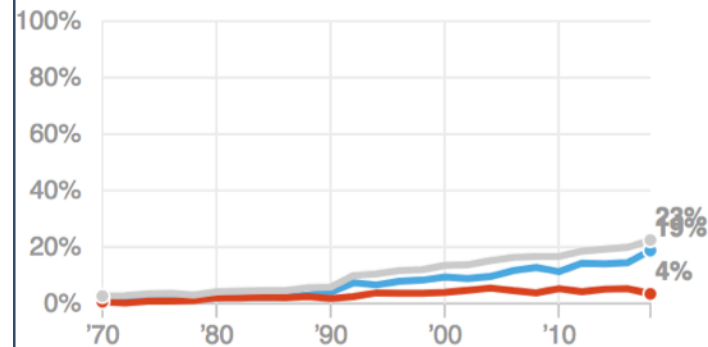
Driven by Democrats, the number of women in Congress will reach its highest level ever next year.

Democratic Republican Total

NUMBER OF WOMEN IN CONGRESS



SHARE OF SEATS HELD BY WOMEN



Source: Center for American Women and Politics at Rutgers University, NPR analysis of 2018 results

Credit: Danielle Kurtzleben and Alyson Hurt/NPR

SCIENCE

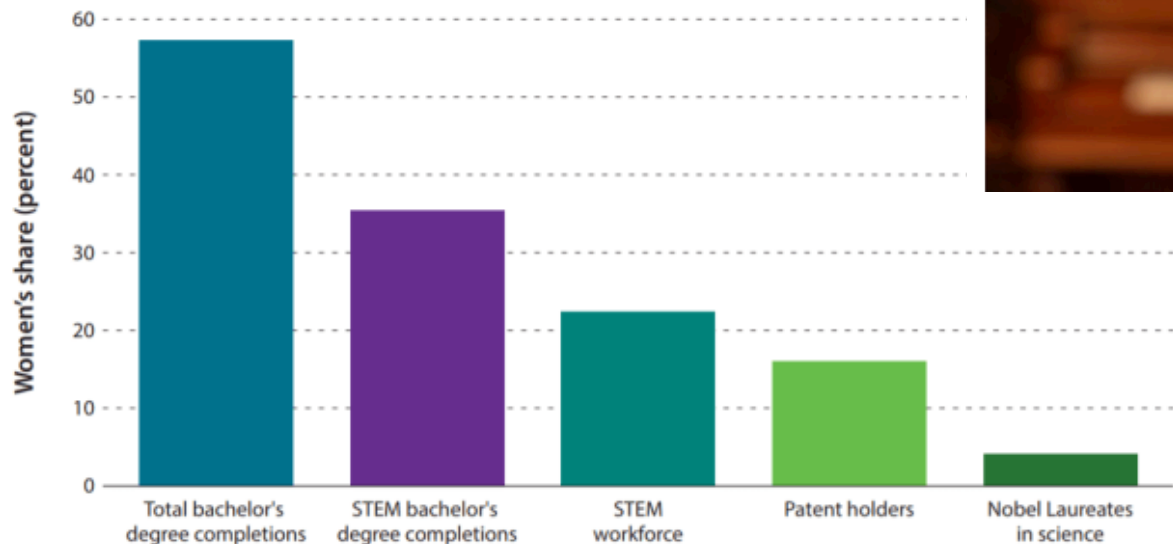
One Wikipedia Page Is a Metaphor for the Nobel Prize's Record With Women

Donna Strickland is only the third woman in history to win the award in physics—and her research probably deserved attention a lot sooner.

MARINA KOREN OCT 2, 2018



FIGURE 9.
Share of Women, by Selected STEM and Innovation Measures



Source: Current Population Survey 2016; NCES 2016; National Women's Business Council 2012; Nobelprize.org 2017.
Note: Bachelor's degree completion data are for 2014–15, workforce data are for 2016, patent grant data are for 2010, and Nobel Prize data are for 2000–16.

THE
HAMILTON
PROJECT
BROOKINGS

MORE STORIES

When Will the Gender Gap in Science Disappear?

ED YONG



Women Are Invited to Give Fewer Talks Than Men at Top U.S. Universities

ED YONG



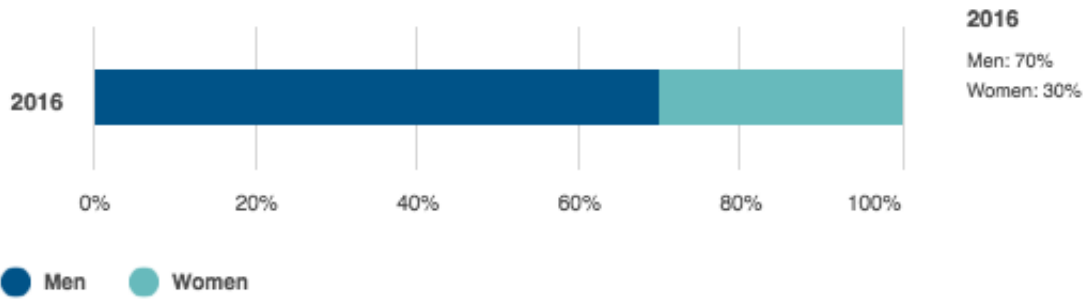
How a 130-Year-Old Technology Led to a Nobel Prize

MARINA KOREN



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Demographics: College Presidents, by Gender

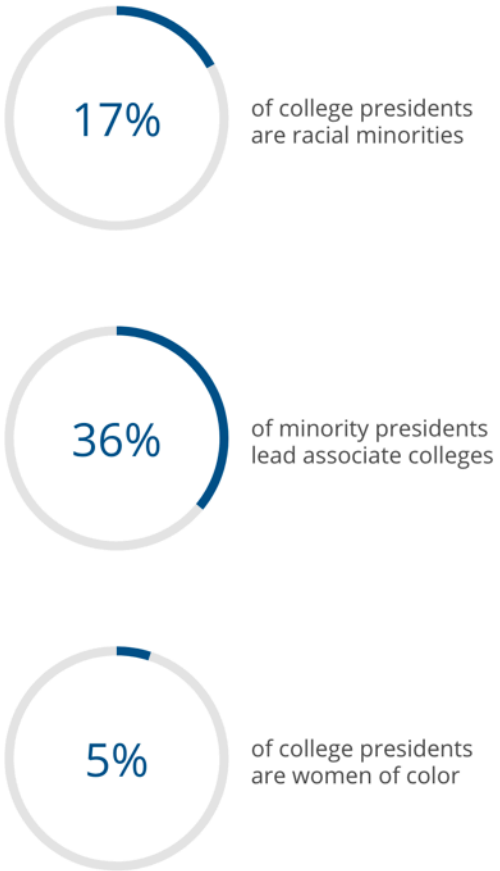


Source: www.acenet.edu/acps2017



Minority Presidents

The percentage of minority college presidents has slowly increased over the last 30 years. Women of color, however, are the most underrepresented in the presidency.



BARRIERS TO WOMEN'S LEADERSHIP

Gender bias reinforces existing structures

- Evaluation based on cultural beliefs rather than performance
- Less value placed on alternative forms of leadership
- Women's leadership is less likely to emerge in hierarchical societies and organizations

Managers Use More Positive Words to Describe Men in Performance Reviews and More Negative Ones to Describe Women

Words used to describe men

Analytical	
Competent	
Athletic	
Dependable	Arrogant
Confident	
Versatile	
Articulate	
Level-headed	
	Irresponsible
Logical	
Practical	

POSITIVE

NEGATIVE

IN DESCENDING ORDER
OF RELATIVE FREQUENCY

Words used to describe women

Compassionate	
	Inept
Enthusiastic	Selfish
Energetic	Frivolous
	Passive
Organized	Scattered
	Opportunistic
	Gossip
	Excitable
	Vain
	Panicky
	Temperamental
	Indecisive

POSITIVE

NEGATIVE

SOURCE AN ANALYSIS OF 81,000 PERFORMANCE EVALUATIONS, DAVID G. SMITH ET AL., 2018

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Obstacles and opportunities for female leadership in mammalian societies: A comparative perspective

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J.E. Smith et al.

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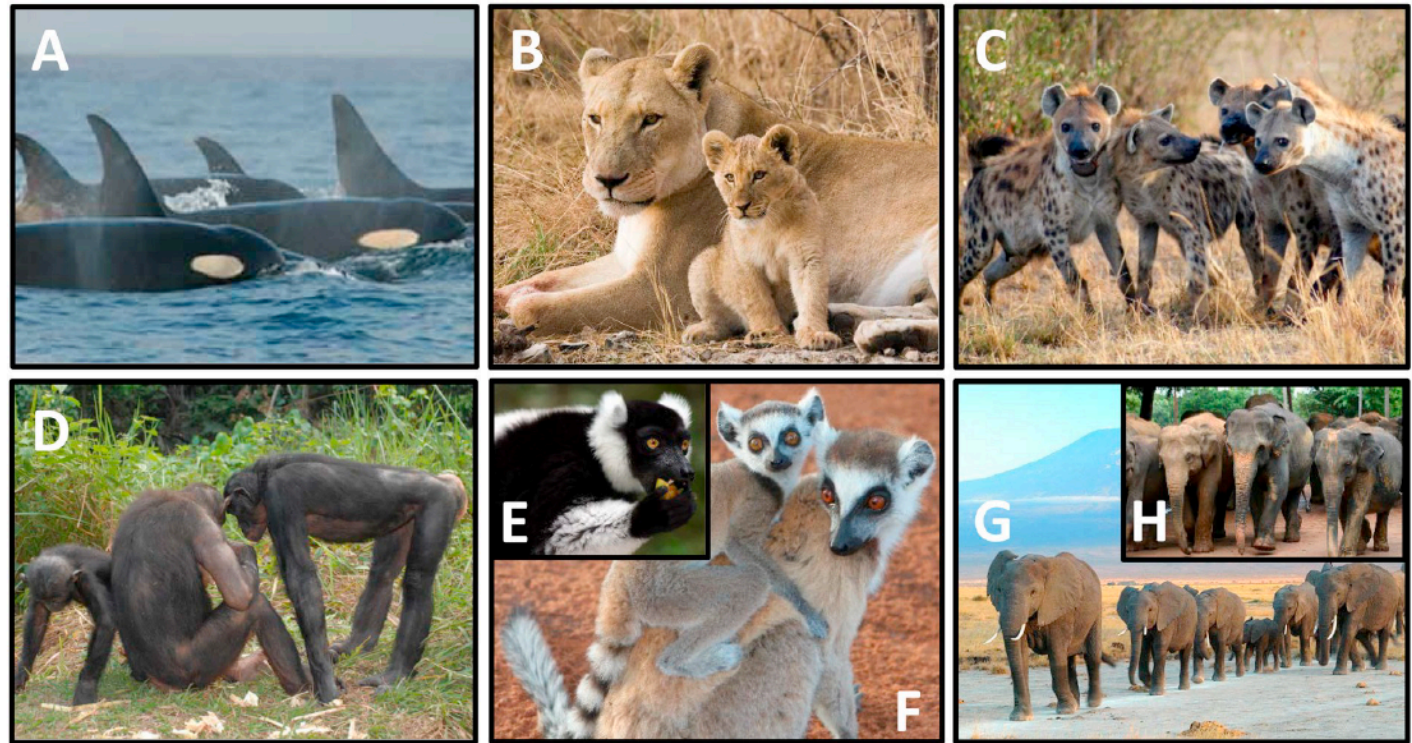
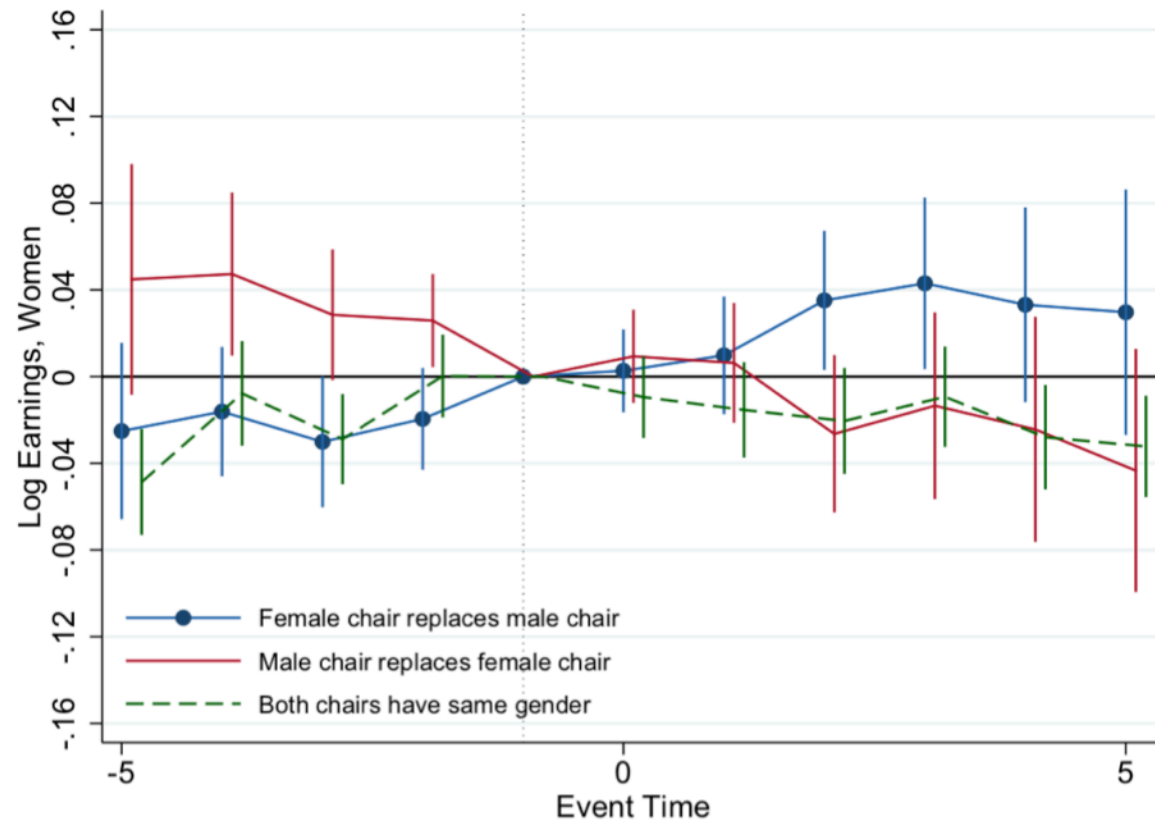


Fig. 2. Non-human mammalian societies for which females emerge as strong leaders during collective behaviors across multiple contexts include: A) killer whales (*Orcinus orca*), B) African lions (*Panthera leo*; Photo by Greg Willis via Wikimedia/CC BY-SA 2.5), C) spotted hyenas (*Crocuta crocuta*; Photo by David S. Green), D) bonobos (*Pan paniscus*; Photo by Pierre Fidenci via Wikimedia/CC BY-SA 2.5), E) black-and-white ruffed lemurs (*Varecia variegata*; Photo by Charles J. Sharp via Wikimedia/CC BY-SA 3.0), F) ring-tailed lemurs (*Lemur catta*; Photo by David Deniss via Wikimedia/CC BY-SA 3.0), G) African bush elephants (*Loxodonta africana*; Photo by Amoghavarsha via Wikimedia/CC BY-SA 3.0), H) Asian elephants (*Elephas maximus*; Photo by Steve Evans via Wikimedia/CC BY-SA 2.0). All photos are public domain under the Creative Commons License, except that used, with permission, from D.S.G.

IMPLICATIONS FOR WOMEN'S LEADERSHIP

- Women are more likely to be successful leaders when forming strong coalitions within their social networks
- We need to recognize the role of female leaders as repositories of knowledge (mentoring and role models)
- In organizational environments in which people mediate conflicts within and between groups, there is a niche for women to emerge as leaders

Figure 1: Event Study – Women’s Earnings Around a Chair Transition

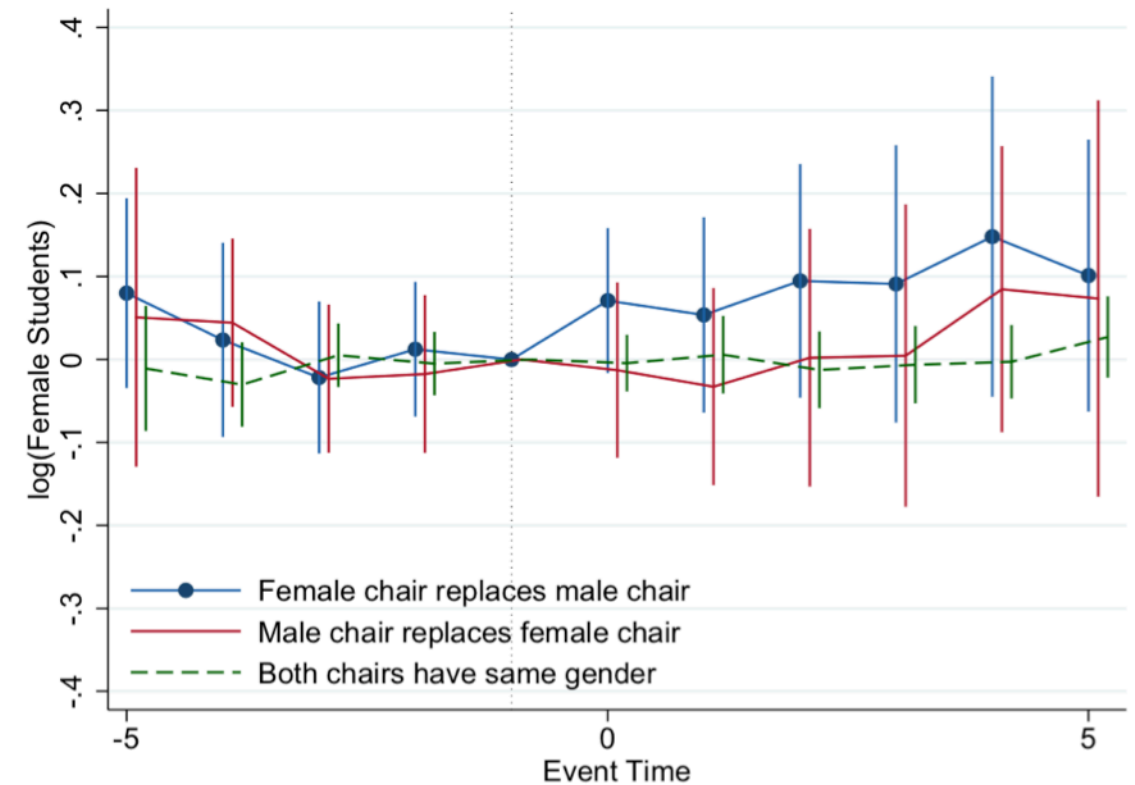


...female department chairs reduce gender gaps in publications and tenure for assistant professors and shrink the gender pay gap. Replacing a male chair with a female chair increases the number of female students among incoming graduate cohorts by ten percent...

Citation:

Langan, Andrew. “(Job Market Paper) Female Managers and Gender Disparities: The Case of Academic Department Chairs”. (Working Paper). Web.

Figure 4: Women in Incoming Graduate Cohorts Around a Chair Transition.



STRATEGIES

- Recognizing women's voices
- Watch out for glass cliffs
- Smaller, more egalitarian self-organizing teams
- Recognize importance of emotional intelligence and labor
- Strong alliances, networking and coalition-building
- Mentoring and role models

MODES OF LEADERSHIP

Traditional modes

- generally hierarchical
- top down
- unilateral decision-making
- based on charisma

Alternative modes

- collaborative
- democratic,
- participatory
- relational
- distributed
- authentic
- courage and humility
- emotional intelligence

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THANK YOU

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