WOMEN IN MANAGEMENT

This book presents a realistic perspective on the paradoxes employees face when navigating work and personal responsibilities for career success. The author answers the critical question of how to achieve sustainable and rewarding work–life integration from a perspective of “both/and” rather than “either/or.”

While most books focus on a fragmented, hyper-effective view of women and leadership, this book advances the need for an integrated approach. Its Competing Values Framework acts as an organizing model that aligns personal competency with organizational capability, helping readers to identify important leadership roles and competencies, break societal barriers, and choose the right set of behaviors to fit their personal and professional goals. In–chapter text boxes provide personal insight from real employees both entering and established in leadership positions, offering a varied perspective on the challenges and resolutions available to women in management. As men become more engaged with their families, they too will find this book a useful tool.

Students in diversity management, women and management, career development, leadership, and organizational behavior classes will benefit from this realistic and sustainable alternative to the “have it all” model.

Alan T. Belasen is Professor and former Chair of the Graduate Business, Management and Leadership programs at SUNY Empire State College, USA. He is the co-editor of Confronting Corruption in Business, published by Routledge in 2015.
“In today’s world, women find themselves under tremendous pressure to perform with excellence in all life domains. For many, achieving work–life integration that is both enriching and rewarding is a highly challenging task. This excellent and important book tells the story of women worldwide, and provides valuable information and research-based knowledge, with the potential to improve the lives of millions of women who struggle with work–life conflict.”

Sigalit Ronen, California State University, Northridge, USA

“Belasen approaches work–life interrelationships for women from an integration rather than a balance perspective, using the competing values framework. In this ‘both–and’ approach, paradoxes are observed as potential sources of productive tensions rather than liabilities. Strategies for facilitating leadership development for women, as well as the business case for doing so, are compellingly presented.”

Annis Golden, University at Albany, SUNY, USA
WOMEN IN MANAGEMENT

A Framework for Sustainable Work–Life Integration

Alan T. Belasen
To my daughters Amy, Anat, Amanda, and Abigail for remaining authentic to the values of “both/and” and work–life integration.
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ABBREVIATIONS

CAWP    Center for American Women and Politics
CEO     chief executive officer
COO     chief operating officer
CPS     Current Population Survey
CVF     Competing Values Framework
EEO     equal employment opportunity
EEOC    Equal Employment Opportunity Commission
EU      European Union
FLSA    Fair Labor Standards Act
FMLA    Family Medical Leave Act
GDI     Gender Diversity Index
GDP     gross domestic product
ILM     Institute of Leadership and Management
IPO     initial public offering
IWPR    Institute for Women’s Policy Research
J&J     Johnson & Johnson
MBA     Master of Business Administration
MPFC    medial prefrontal cortex
OECD    Organization for Economic Cooperation and Development
P&L     profit and loss
PLC     public limited company
QWL     Quality of Work Life
R&D     research and development
ROE     return on equity
ROI     return on investment
ROIC    return on invested capital
<table>
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<tr>
<td>ROS</td>
<td>return on sales</td>
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<tr>
<td>SME</td>
<td>small to medium enterprise</td>
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<td>SOX</td>
<td>Sarbanes-Oxley Act</td>
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<tr>
<td>STEM</td>
<td>Science, Technology, Engineering, and Mathematics</td>
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<td>TMT</td>
<td>top management team</td>
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<td>WBD</td>
<td>women board directors</td>
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My wife Susan provided the social and emotional support as well as the sounding board for many of the ideas in this book. Being surrounded by my five A’s was especially rewarding as all provided insights and suggestions from the perspectives of millennials: Ari, an accomplished scholar and professor of economics at SIUE; Amy, an author and marketing director; Anat who is pursuing her PhD in Ecology and Evolutionary Biology, University of Michigan, Ann Arbor; Amanda who is completing her MA in communication, University at Albany; and Abigail, MD Candidate, Class of 2018, Albany Medical College. One more “A” is my granddaughter Adina. I am inspired by their promising future.
In 2014, over 40 business-school deans, along with leaders from some of America’s top corporations, gathered in Washington, DC to discuss and articulate a set of best practices that business schools around the country could adopt to expend opportunities for women in business and provide “know how” for adapting to a twenty-first-century workforce. Convened by members of the Obama administration, this group of leaders engaged with senior White House officials to dialogue on the nature of a changing labor force, the needs of women and companies, and the roles of both business schools and employers in meeting tomorrow’s challenges for building a competitive and inclusive workforce.

The convening of the expertise in the room, coupled with the significant research done by the Obama administration and scholars in Gender Studies, led to a draft of “best practices” to be adopted by business-school leaders. I attended this convening and was proud to represent Clarkson University as one of the first 40 schools to be signatories on a commitment to expand opportunities for women and work toward ensuring our “own house” was in order, in addition to working with our stakeholders (faculty, staff, students, and employers) to continuously enhance and improve the curriculum to ensure that we practiced what we preached. This included preparing all of our students to value the contributions of a diverse workforce and understand what access and measuring success actually meant, beginning with a commitment to invite the disenfranchised to be part of the conversation and ultimately innovate on policy and practice for admissions, curriculum, governance, career options, and pathways toward successful lives. Doing so would require a new way of thinking and consideration of alternative perspectives. Thinking entrepreneurially and looking for innovative solutions to old paradigms and challenges that create gender gaps, however unintentional, would be a major priority for all of us as business-school deans (or leaders in other organizations).
As employers focused on how to attract, recruit, and retain the best of a diverse workforce, were we, as business-school deans, doing our part in creating an environment where women felt enabled, and empowered to bring the best of who they are to the business school? We had to look inward and ask the difficult questions related to how we treated our own faculty, staff, and underrepresented students (women, in particular). Were we, as an institution and business school, enabling our female students to pursue the kinds of careers that their white male counterparts often eased into or were we unknowingly creating gender gaps, no matter how pure our motives? Were we eliminating the unintentional and often subtle biases that reinforced a more traditional and outdated classroom? Were we creating the same glass ceilings that we purported to be breaking well into this twenty-first century? Perhaps, even more importantly, were our business schools educating men and women to adapt to changing workforce conditions or were we reinforcing gender stereotypes, cultural biases, and institutional barriers? As deans, we were challenged to explore how we ensured access to business-school education and business careers. As faculty, we were encouraged to look at our curriculum and make the changes that prepare students for the diverse workforce of the future—a workforce of millennials with different attitudes and expectations, challenges around work and family, career paths that may mirror “lattices” rather than “ladders,” and a host of other new ways of thinking about career access, success, and how culture and strategy are inextricably linked.

Addressing the gender gap in business education would require deans, faculty, graduate program directors, and others to ensure inclusive and unbiased cultures to support educational and career growth. I was particularly struck by the adage, “Everything Speaks.” Case protagonists, textbook examples, guest speakers, tenure review processes, classroom management style, promotion processes, human resources policies and practices around flexibility and child or elder care, mentorship and sponsorships for students and junior faculty, career services that go beyond the needs of traditional students—all of these examples reflect our views on inclusiveness and diversity. Fixing the “gender gap” begins at home. As a signatory to the White House convening, Clarkson University was implicitly agreeing to review how we ensure access and inclusiveness to a diverse set of students and, explicitly, agreeing to an increased awareness on how we set policy and practice, role model behavior, and reflect the workforce of the future.

As a STEM (Science, Technology, Engineering, and Mathematics) institution, we agreed to point out the obvious and not so obvious, whether it was looking at how we role model behavior and create awareness of gender differences in dialogue, negotiation, and communication strategy, or understanding how the wall of pictures of past presidents of the institution in a conference room might suggest, however subtle, that women and people of color need not apply. In all fairness, Clarkson was one of the earlier institutions to matriculate and graduate women engineers and scientists and the precursor to business—industrial distribution specialists. We have worked hard to break down the stereotypes and
create a more inclusive culture. As the first female senior administrator on the academic side of the house, I felt welcomed and supported upon arrival. My impressions were reinforced when I challenged President Tony Collins to both sign and commit to the guidelines and best practices coming out of the “recommendations” posed by the White House convening. His enthusiastic support led our business school to integrate many of these best practices into our School of Business Strategic Plan. This served to legitimize conversation around inclusiveness and diversity as strategic imperatives for our business school and the university as a whole.

When Dr. Alan Belasen asked me to write the Foreword for this book, I was truly honored and proud to know that among our faculty Professor Belasen is an outspoken leader on inclusion and creating level playing fields for breaking down barriers and stereotypes. He is committed to ensuring that the talent pool for tomorrow’s organizations is truly representative of the demographic realities—women are half the population, are in the pipeline, and are prepared to take on leadership roles. Actively promoting equal pay and opportunity, Belasen goes beyond the obvious to explore the needs of a new generation and non-traditional career paths. While others have written about the gender gap, breaking the glass ceiling and “leaning in,” Professor Belasen presses further—exploring the research and reality in preparing for tomorrow’s workforce. He ventures into new territory, anticipating attitudinal changes of a millennial generation and understanding the often complex psychology of workplace dynamics and how these dynamics directly impact career choices and opportunities in organizations.

*Women in management: A framework for sustainable work–life integration* is a comprehensive treatise, providing readers with an in-depth understanding of factors impacting career options. The book helps all of us understand the nuances of work–life integration, exploring more sophisticated strategies for meeting organizational goals while increasing the participation of women in the workforce and leveraging the skills and abilities that women bring to the workplace. The book captures a wide variety of options for making the “business” case for different pathways for women. Whether discussing how to develop succession plans through active identification of qualified women or capturing mentoring and sponsorship strategies required to shepherd top talent to senior management roles, this book focuses on what works, what wins, and what best meets the needs of diverse stakeholders.

Professor Belasen explores a wide range of issues relevant to workforce planning, creating cultures of inclusion, and understanding the demands of leadership in competitive organizations. His perspective is unique—developed from a sophisticated understanding that integration of work–life requires a shift from “either/or” decision making processes around *choice* to a “both/and” way of thinking. Leaders understanding the ground rules of effective “improvisation” may appreciate the outputs from “both/and” thinking—a proven strategy that provides organizations and their members with avenues toward more
creative decision making and innovative solutions that satisfy and maximize diverse stakeholder interest.

Discovering a new way of thinking about the interplay between career path and organizational goal attainment is a significant next step in building organizations that benefit from the very strategies and best practices we discussed in Washington, DC several years ago. Belasen’s work in this book documents the challenges and opportunities for thinking differently with practical outcomes. From women entrepreneurs to women in the Fortune 500, Belasen’s arguments are backed by thoughtful and compelling analysis. A review of labor force data, a glimpse into the extensive interviews with woman managers, and an understanding of the metrics and analytics of corporate board composition all point to considering the myriad paths career pipelines take in different types of organizations. Taken together, one appreciates Belasen’s strong thesis that change is necessary if we are to build strong networks, cultures, organizations, or even countries. Avoiding the often “simplistic” recipe of what women need to do, Belasen takes a broader perspective, and demonstrates a sophisticated approach in how we might break down institutional barriers and create true enabling mechanisms that serve all of our society. The implications of his research, findings, and framework can, if acted upon, strengthen the futures of our daughters and sons, as well.

I hope that a read of this book will enable managers and leaders (men and women) to appreciate how much they benefit their organizations when they stop looking at career “requests” as “accommodation” strategy, and, instead, consider “both/and” thinking that leads to a winning strategy for moving organizations ahead with “win–win” outcomes.

Ultimately, Belasen’s book is about creating and executing the strategy necessary for the next generation of leaders to function in an increasingly globally competitive world—a landscape that can’t afford to leave half the population behind.

Dayle M. Smith, PhD
Professor and Dean
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INTRODUCTION

Work–Life Integration

At times when organizations, industries, and markets become increasingly complex and dynamic, successful leaders must have the skills and abilities to look beyond competing tensions and communicate credibly and with high confidence. This book will assist employers in developing organizational strategies that promote work–life integration and in facilitating leadership career paths for high-potential women. While most books focus on a limited or fragmented view of women and leadership, this book advances the need for a broader, integrated approach to women’s participation and advancement.

The critical question that this book sets out to answer is how to achieve work–life integration that is sustainable and rewarding. The reality for most women is that they must find ways to combine multiple responsibilities—and they may do so in ways that bring multiple benefits (e.g., less stress, empowerment, financial security). Why not tell that message? The second factor is the notion of perfection and the ways by which the message of perfection in a variety of aspects has been (inappropriately) communicated and accountable for unattainable goals. This includes the very premise of what “all” means. Even Sheryl Sandberg, who does encourage women to “lean in” (Sandberg & Scovell, 2013), is operating from a privileged position (which she acknowledges) that does not mirror the reality of most women. The problem with “lean-in” is that it leads to hyper-effectiveness, which is unsustainable. Does it have to be the very top position in the organization? Everything at one time versus over time? Debora Spar talks about this in her book Wonder Women: Sex, Power, and the Quest for Perfection (2013). So why not focus on women who have managed to combine multiple responsibilities in ways that were right for them but do not conform to a notion of perfection (e.g., they are not the chief executive officer—CEO—but have fulfilling, challenging jobs and satisfying personal lives as well)? Combining multiple responsibilities is both
beneficial for women and feasible as part of a sustainable work–life plan. The variety of challenges faced by women in different managerial positions coupled with their own sense of priority can make for an interesting set of life choices—not the least of which would center on work–life integration.

Williams and Dempsey, in their recent book *What works for women at work: Four patterns working women need to know* (2014), categorized the set of obstacles women face at work into four overarching patterns or metaphors of gender bias that can limit women’s participation and promotion: “Prove it Again” in which women have to provide more evidence of competence to be considered as competent as their male colleagues; “The Tight Rope” where women walk a fine line between being liked but not respected—or respected but not liked; “The Maternal Wall,” which pushes working mothers out of the workplace toward full-time caregiving; and “The Tug of War,” which compels women to defend their own coping strategies and criticize those of others. They then go on to suggest strategies and lessons to aid women when faced with these patterns. This book is differentiated by combining competing values leadership theory and research with evidence and findings from empirical studies to demonstrate the economic benefits of increasing diversity in management while, at the same time, creating opportunities for inclusive leadership in organizations.

**Competing Values Leadership**

The Competing Values Framework (CVF) is used as an organizing schema for demonstrating the efficacy of the integrated approach for achieving successful outcomes for both career women and organizations. The integrative nature of the CVF allows us to chart internal and external stakeholders, identify important leadership roles and competencies, and help women choose the right set of behaviors that are aligned with their personal and professional goals and priorities.

While the CVF has been used primarily to study organizational and leadership performance, it generally encourages individuals to view work and life responsibilities from a “both/and” rather than an “either/or” perspective. In doing so, it provides a lens for both researchers and managers within organizations to identify processes, practices, and behaviors that allow for the support of integration of work and life responsibilities.

Most importantly, by using the CVF as a lens that allows scholars and practitioners alike to view workplaces through a “both/and” perspective, we can avoid the question that is regularly posed to women regarding whether they can realistically expect to “have it all” in their work and personal life domains. Rather than seeking maximum levels on each dimension (all of family, all of work), the CVF allows us to integrate domains and to raise questions about what it means to maximize outcomes in different circumstances. Additionally, some applications of the CVF caution that the display of extreme behaviors can result in negative consequences. This cautionary note is relevant as career women
seeking advancement into higher positions should also consider intended and unintended outcomes of choices.

Profile Awareness

Leaders who are able to master the behaviors and skills associated with the four domains outlined in Figure I.1 also have the cognitive complexity and behavioral flexibility to confront deception and avert corrupt behaviors (Belasen, 2016). Methods or instruments of self-assessment that also consider responses from others (e.g., internal and external stakeholders) are particularly useful for monitoring progress toward desired goals and behaviors (Belasen, 2012). They also provide stakeholders with a dashboard to review potential gaps between actual and desired behaviors, adjust or change criteria as needed, or develop new benchmarks. Social context is important because individuals in leadership positions look to others for validation of their moral judgment and motivation. Senior executives and managers can use these instruments developmentally to examine how well their ratings are balanced across various criteria, check whether important milestones have been accomplished, and revise their development plans accordingly.

The process of integrating differentiated concepts can be illustrated by examining the idea of cognitive complexity. Cognitive complexity refers to the degree of sophisticated understanding of a phenomenon that resides in a person’s mind. Individuals who are deeply experienced in a particularly activity have greater cognitive complexity about that activity than those who are novices. Cognitively complex managers are effective leaders who can see the uniqueness embedded in a situation as well as the similarities, which consequently allow them to pursue advanced management strategies. In other words, people with a greater capacity to differentiate and integrate thinking, decisions, and actions can add greater value than less effective managers.

As a diagnostic tool, the CVF helps women to see the competing tensions that exist in complex organizational environments and expand the repertoire of their behavioral responses accordingly. Assessment instruments are often used to not only highlight deficiencies in leadership style that cause major breakdowns, but also to improve organizational communication. Managers at all hierarchical levels who used multi-rater tools reportedly developed a clear understanding across hierarchical levels and functional lines and worked effectively as a management team (Belasen, 2008). An individual in a position of authority should create an atmosphere that encourages organizational members to monitor, challenge, and discuss each other’s ideas in order to stay open to better and more ethical ways of doing things. Self-assessment tools are designed to help increase self-awareness or understanding of one’s strengths and weaknesses, thinking patterns, and motivations. Stakeholders (e.g., board members) can use these instruments to evaluate whether gaps in the behavior of individuals have been addressed and make important decisions about their suitability to lead the organization.
Profile awareness is a powerful medium that allows leaders to understand their strengths and weaknesses, what motivates them, and how they make decisions. Thus, as a development tool, the CVF helps women identify personal traits, strengths and weaknesses, and develop self-improvement goals with career choices and outcomes. In other words, the CVF helps women increase their self-efficacy and at the same time link their personal and family goals with their professional needs and goals. Profile awareness and self-regulation are the starting points in a diagnostic process aimed at identifying gaps between actual and desired behaviors and a tracking plan aimed at remedying deficiencies based on input from others.

Paradoxes and Value Creation

Cameron, Quinn, DeGraff, and Thakor (2006) describe “value creation” as a primary motivation that drives both people and businesses. At a personal level, having a positive impact and making a contribution in an area of personal importance is one of the most basic human needs. Creating value is the way people achieve self-fulfillment, realize their unique potential, and reach self-actualization. According to Cameron et al., the most successful organizations and leaders are those that create superior levels of value. These successful leaders and organizations are more differentiated as well as more integrated than their peer systems. They transform themselves by combining stability and flexibility along with internal and external perspectives and by managing paradoxes.

As such, the CVF creates value at both the personal competency level and the organizational capability level, matching talents and skills with needs and goals. A version of this framework, developed specifically for this book, appears in Figure I.1. Note how the framework provides a roadmap for identifying the main issues (personal, organizational, institutional, and social) career women face, while at the same time it charts the critical domains of women’s work–life aspirations. In this way, the book enables an understanding of the paradoxes faced when navigating work and personal responsibilities and how individuals can realistically manage these sets of responsibilities.

To more fully examine these paradoxes and provide tools for navigating the work–life landscape, I use the CVF because inherent in its theoretical basis is the notion that organizational and managerial performance are ultimately defined (and judged) by a set of competing criteria and that managerial leaders must consistently confront paradoxical choices that emerge from beliefs that are deeply embedded in organizational and life values (Cameron et al., 2006; Quinn, Faerman, Thompson, & McGrath, 2007). For example, managers are expected to ensure stability within the organization yet also face a need to encourage change and innovation in response to external market forces; managers need to look for ways to structure work to enhance employee satisfaction yet must also strive to maximize profitability and meet the demands of external stakeholders.

As another example, the patterns identified by Williams and Dempsey (2014) can be categorized using our framework and therefore portrayed holistically and
meaningfully with polar opposites and inherent tensions that otherwise might remain elusive: “Prove it Again” in the lower right quadrant; “The Tight Rope” in the upper left quadrant; “The Maternal Wall” in the lower left quadrant; and “The Tug of War” in the upper right quadrant. The power of using the framework is that it encourages organizational members to see these paradoxes not as “either/or” pressures but, instead, as “both/and” opportunities. In encouraging a “both/and” perspective, our framework calls for executives and organizational leaders to display a range of behaviors to meet these multiple pressures. For example, they can work with their employees to develop new and innovative processes and practices that maintain internal stability and also provide appropriate levels of flexibility.

**Role Conflict**

Individuals belonging simultaneously to multiple groups (e.g., member of organization, family, community, social club, interest group) often try to meet different responsibilities that relate to these groups (e.g., manager, parent, organizer, player, activist), and these simultaneous role demands can result in interrole conflict (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). A specific type of interrole conflict is work–family conflict, also called work–family interference. Greenhaus and Beutell (1985) discuss three forms of work–family conflict (i.e., time-based, strain-based, and behavior-based). Alternatively, some have viewed the interaction between work and family roles from a positive perspective. For example, using role accumulation theory some researchers have argued that interactions between multiple roles can have positive consequences (Greenhaus & Powell, 2006). In line with these theories, the notion of work–family enrichment explores

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**FIGURE I.1  A Framework for Sustainable Work–Life Integration**
Introduction

the ways in which the presence of and interactions between these two domains can have positive outcomes. A third approach acknowledges that perceptions of conflict and enrichment are influenced by subjective perceptions of gains versus losses of resources (Hobfoll, 1989). For example, a job promotion may be viewed as a gain in resources (e.g., enrichment through increases in money, status, self-esteem) and/or a loss of resources (e.g., conflict due to time no longer available for personal interests, family).

Fittingly, the types of conflicts between work and family interests are not mutually exclusive. That is, an individual can have simultaneous experiences of work–life conflict and work–life enrichment. For example, individuals seeking to engage in their careers and families can, on the one hand, experience conflict when the time they need to be at work conflicts with their ability to attend a family event, while, on the other hand, experiencing enrichment when time spent at work builds their sense of self-identity that then can lead to positive interaction in their family life. Individuals are likely to feel that they need to choose between two positive options, while choosing either one over the other can have extremely negative consequences. In psychology this is also known as cognitive dissonance, often leading to intrapersonal conflict due to the need to choose between two or more equally important goals. In a sense, the paradoxical choice may emerge as a question of whether a promotion will result in conflict (e.g., performance maximizing value with pressures to meet deadlines and milestones) or enrichment (e.g., greater sense of satisfaction in professional life that has positive consequences in personal life). These examples illustrate a few of the paradoxical choices within the work–life landscape that this book sets out to examine.

The four parts of this book parallel the domains of action displayed by the model, each with two chapters. Together with the introduction and conclusion, this book contains 10 chapters.

Part I: Promoting Value Congruence
Chapter 1: Challenging the Binary

Some women have simply grown accustomed to making imperfect trade-offs between the demands of professional work and personal responsibilities, yielding unnecessary dissonance, stress, and anxiety while considering their choices. On the one hand, upward obligations toward parents would drive women to succeed even more and attain the top-level position that will allow them to repay the debt to their parents that they feel they owe because of the parents’ sacrifice. On the other hand, downward obligations to children would probably deter women from succeeding because they feel torn between spending time with the family and becoming successful. Survey after survey demonstrates that women stay away from seeking managerial or senior executive positions due to lack of workplace flexibility (15%) and family as a bigger priority (26%) but also because of institutional barriers (42%), less willingness to take risks (10%), and lack of mentoring and social support (7%). Nowadays the US Bureau of Labor Statistics reports that nearly 27% of American women work flexible schedules, up from 11% in 1984 (US Bureau of Labor Statistics, 2013). Technologies such as remote server access and videoconferencing as well as telecommuting have made it easier for women to work from home.

Moreover, profound change is forcing organizations to undergo transitions as the so-called millennial generation is entering the workplace and begins to test the more traditional values of command-based structures. Millennials seem to be less motivated by career advancement and more by personal values and aspirations. Women in particular are opting out of the workforce due to absence of flexible work schedules rather than fighting their way through the “labyrinth.” To avoid brain-drain and sustain competitive advantage, many organizations will need to know more about this generational shift and its implications.

It is true that women face another catch-22 regarding the path they take with their lives, as criticism seems to come from both directions. Women who attempt to combine work responsibilities with family are either criticized for compromising their familial obligations or for hindering their full professional potential by spending time and effort around their personal life. Conveying a message that highlights the possibility and benefits of integration is definitely advantageous in promoting women’s leadership and a healthy outlook on one’s personal life. The practicality of this focus makes it both encouraging and relatable for women, and will help reinforce the idea that women do not need to ignore one aspect or attain perfection in both to have what they yearn for. This chapter covers the broader aspects of trends and triggers of work–life interdependence and the shift away from the binary in which the boundaries between family and career are beginning to blur.
Chapter 2: Empowering Women Entrepreneurs

The path to leadership for women in corporate America has not been easy. Despite increasing levels of participation in the workforce and the attainment of high levels of education, women have encountered resistance, prejudice, and hostility—the concrete wall. Even when the overt objections have somewhat diminished, the lingering effects of gender stereotypes have created an obscure barrier to achieving leadership roles—the glass ceiling. The rejection of women from executive suites and corporate boardrooms due to “lack” of vision or innovative thinking, paradoxically, creates opportunities for women to demonstrate their innovation and visionary skills outside corporate America. Over time, pioneering women (some would say superwomen) have succeeded in breaking through the glass ceiling, but their success has not been widely replicated. The pipeline of female middle managers did not result in the expected flood of female executives. Instead, many high-achieving women opted for entrepreneurial activities leading their startup companies from the early stages of development to the growth stage with positive high returns.

This chapter not only covers many success stories but also focuses on unjustified institutional and stereotypical barriers, particularly the second glass ceiling—the stereotype that women are perceived as incapable of leading growing businesses, which is particularly and unnecessarily pervasive among business and government leaders. Our research and analysis show a profound and consistent gender gap in entrepreneur persuasiveness. Investors prefer pitches presented by male entrepreneurs compared with pitches made by female entrepreneurs, even when the content of the pitch is the same.

Women entrepreneurs also face tighter credit availability from financial institutions to start new firms or to fuel the growth of existing small firms. Furthermore, analysis of a longitudinal survey of almost 5,000 entrepreneurial firms shows that not only do women get significantly less external debt and equity than men at firm startup, they also get significantly less capital in the subsequent two years. As a result, many women turn to bootstrap financing and personal sources of funding. However, while there are financial barriers hindering women from reaching their entrepreneurial goals, there are also many programs out there with the sole intent of funding women’s business ideas (Goldman Sachs), government (Small Business Administration) nongovernmental (World Bank), or nonprofit organizations (Gates Foundation). Some of these programs, such as Goldman Sachs’ 10,000 Women Initiative and Coca-Cola’s 5by20 Campaign, are also designed to help women and their communities in developing countries.

Still, progress is being made and the report from the Institute for Women’s Policy Research (IWPR, 2015) shows that women are steadily increasing their presence with 29% of America’s business owners, up from 26% in 1997. The number of women-owned firms has grown 68% since 2007, compared with 47%
growth for all businesses. As of 2014, there were nearly 9.1 million women-owned businesses in the United States, accounting for 37.8% generating over $1.4 trillion in revenues and employing nearly 7.9 million people. While women-owned firms remain smaller than male-owned firms in terms of average employment and revenues, they are not only showing higher percent growth in numbers but also higher absolute growth in terms of job creation adding an estimated 274,000 jobs since 2007. Leadership talents, attributes, and skills that promote social entrepreneurship are also examined in this chapter.

Part II: Reinforcing Comparable Worth

Chapter 3: Promoting Equality in Management

The four barriers to women’s promotion—structural obstacles, lifestyle choices, institutional barriers, and individual mindsets—that have traditionally been intensified by the lack of sponsorship, limited flexibility, and unconscious biases are discussed throughout the chapter. Comparable worth pertaining to workplace environments in which men are concentrated in specific job categories and women in other job categories (e.g., staff roles) is discussed. I am using the broader definition that recognizes that many jobs are segregated by gender in which men often receive higher pay in “their categories.” The focus is therefore on equal pay for comparable work. Comparable worth policies seek to remedy or reduce the effects of wage-based inequities by neutralizing gender as an invisible element.

Many companies today just seem to focus on meeting diversity requirements in the entry-level positions through equal employment opportunity employer laws; however, that is where it ends. US Bureau of Labor Statistics data show that women land 53% of entry-level jobs and make it to mid-level management in large numbers. But then female presence falls to 35% at the director level, 24% at
senior vice-president level, and 19% at the C-level (Barsh & Yee, 2012). In a report to the Equal Employment Opportunity Commission (EEOC), Google indicated that of its 36 executives and top-ranking managers, just three were women (Google, 2013). Anecdotally, managers at Google invest time and effort to persuade women engineers to nominate themselves for promotion. In fact, McKinsey’s study (Women in the Economy, 2011) shows that women, in general, opt at far higher rates than men for staff jobs, not executive positions. Some 50% to 65% of women at the vice-president level and higher are in staff jobs, compared with only 41% to 48% of men (Shellenbarger, 2012). The other issue involves succession planning and the significance of the limited pool of potentially qualified successors that are being left behind.

To date, women hold only 23 (4.6%) CEO positions at S&P 500 companies and 25 (2.5%) Fortune 1000 companies have women CEOs or presidents. Because CEOs are mostly men and the selection of board members is typically influenced by CEOs, many CEOs will choose board members who possess the qualities that they have. High-ranking female role models are scarce, and they are tough acts to follow. Also, access to middle management and executive positions remains elusive for most women. The most interesting and paradoxical fact is that companies that have more women on their boards and in their senior management teams aren’t just opening doors to gender equality but are also reaping greater financial rewards.

This chapter uses data and reports across industries and organizations to evaluate the imbalance of women and men at senior management levels and to suggest diversity as a source of competitive advantage.

**Chapter 4: Cracking the Glass Ceiling**

The effects of gender on leadership roles and leadership effectiveness have gained renewed attention with Eagly, Johannesen-Schmidt, and Van Engen’s (2003) seminal meta-analysis of 45 studies that compared male and female managers on measures of transformational, transactional, and laissez-faire leadership styles. In general, the meta-analysis revealed that, compared with male leaders, female leaders were more transformational as well as engaged in the contingent reward that characterizes transactional behavior. Male leaders were more likely than female leaders to manifest the two other aspects of transactional leadership: active management by exception and passive management by exception. Men were also higher on laissez-faire leadership.

Many of the difficulties and challenges that women face are the result of the incongruity of the traditional women’s role and leadership roles. This incongruity creates vulnerability whereby women encounter prejudicial reactions that restrict their access to leadership roles and negatively bias judgments of their performance as leaders. Women encounter resistance when their behaviors go against prevailing gender expectations. For example, their vision
might not be recognized if it manifests itself differently from how it is manifested in men.

Easing this dilemma of role incongruity requires that women leaders behave extremely competently while reassuring others that they conform to expectations concerning appropriate behavior for women. This double-standard requirement, observed or expected, to display extra competence in leadership roles, makes it especially difficult for women to gain recognition for high performance and outstanding achievement. Therefore, successful women leaders generally work hard and seek leadership styles that reduce the chance for criticism or that elicit resistance to their authority, challenging them to be egalitarian (Eagly et al., 2003). On the one hand, women are expected to be friendly, supportive, and skilled in socialization processes, yet agreeableness is a handicap in some career advancement (Mueller & Plug, 2006); on the other hand, men who are not friendly (agonistic) are more likely to receive promotions.

This chapter suggests remedies and best practices at the individual (e.g., using self-promotion strategies, increasing self-confidence), interpersonal (active mentoring, sponsorship), and organizational (e.g., cultural transformation, policies, and procedures) levels.

Part III: Retaining Key Positions

Chapter 5: Creating Effective Boards

Although women and men have reached numerical parity in management, fewer women than men lead from the top. Statistics show that by the end of 2013, women held just 16.9% of Fortune 500 board seats and only 4.6% of Fortune 500 CEOs were women (Warner, 2014). Women also only make 80% of what men make. However, evidence shows that companies with at least one female board
member had a return on equity (ROE) of 14.1% over the past nine years, greater than the 11.2% for those without any women. Companies that have focused on increasing gender diversity also saw better results than those who let women’s representation slip or fall, a trend that is statistically significant and consistent year after year (Women in Technology, 2015). Fortune 500 firms with a high number of women executives consistently outperformed their industry’s median firms on all measures of profitability.

According to Broderick and Keefe (2015), unprecedented economic value will be unleashed, and an unprecedented economic boom will occur, if women are afforded the same educational and economic opportunities as men. Reports have shown that as a result of women entering the workforce over the past four decades, gross domestic product (GDP) in the US is about 25% higher than it would have been. Goldman Sachs economist, Kevin Day, has calculated that eliminating the remaining gap between male and female employment would boost GDP in the US by 9%, by 13% in the Eurozone, and by 13% in Japan. In a stark contrast to this evidence and projections, women’s underrepresentation on boards has continued to persist due to unjustified reasons such as lack of qualified candidates; presumed prerequisites of CEO experience; and the belief that women’s representation is actually already on the rise (Catalyst, 2012). This chapter traces these reasons and the financial impact of the absence of women on boards on the economic performance of organizations. Mechanisms for greater representation of women on boards, including the benefits of using quotas, and ways to sustain diversity are also discussed.

Chapter 6: Rethinking Women and Leadership

Women are eminently qualified for leadership and management positions in business, government, and the nonprofit sectors. Research has indicated that women’s strengths in interpersonal and social skills, e.g., nurturing, compassion, and sharing information, contributes to their effectiveness as leaders and managers. However, I argue that organizational cultures are “gendered” and that gender bias is an invisible barrier—the glass ceiling—preventing women from breaking into the higher levels of management. As a result, women slide out or lay low while others resort to hyper-effective behaviors with considerable loss of discretionary time and feelings of powerlessness.

The stereotypical bias that effective leadership requires masculine behaviors naturally puts women at a disadvantage and men at an advantage as men’s inherent demeanor is consistent with what is considered “good leadership.” For many women, the balancing act of maintaining masculine roles, while describing themselves as “male-like” when they receive the opportunity to fill traditionally established male leadership roles without “gender-bending,” can be quite challenging. In turn, this has led many women to downplay the relevance of
upward mobility or avoid targeting promotion to senior management positions. Organizations need to consider tailoring their corporate leadership lifestyles to allow mothers to continue a healthy work–life balance while they are raising children. This is important due to the effects of “brain-drain,” especially as many studies have shown that women in corporate leadership positions add value to their companies.

This chapter provides examples of successful leadership practices in business and nonprofit organizations and how women can navigate their careers in gendered-type organizations. Lessons drawn from their experiences to sustain family goals while at the same time succeed in their professional careers are also offered for individuals and organizations. The discussion also draws on Sheryl Sandberg’s key messages including becoming engaged in the workplace and promoting yourself; supporting stay-home dads for equal sharing of responsibilities at home; and acting more aggressively in professional endeavors.

PART IV: Breaking Societal Barriers

Chapter 7: Changing the Corporate Mindset

Despite being the majority in the population, obtaining 60% of undergraduate and Master’s level degrees, and holding almost 52% of all professional-level jobs, American women lag substantially behind men when it comes to their representation in leadership positions (Warner, 2014). A common view is that gender leadership styles reflect the power differentials seen in society as a whole (Fine, 2007) and that masculine qualities such as task focus, assertiveness, authoritativeness, and lack of emotionality, more so than communal qualities, appear synonymous with leadership in US and European cultures (Izraeli & Adler, 1994; Fine & Buzzanell, 2000).
This view will need to change as women have proven to be exceptional leaders in business, government, and nonprofit organizations, as well as political settings. Women have taken on both transformational and transactional roles that have changed the course of major corporations and political institutions. Look at Elizabeth Warren who has challenged the global financial establishment to provide a fair playing field for middle-class individuals. This has led to oversight capabilities that have brought transparency to areas that did not exist before. Similarly, it is important that women are offered the flexibility to develop their careers and family so that a broader base of thought leaders who can benefit employers and stakeholders is cultivated.

This chapter examines societal and legal norms and practices and provides frameworks for cultural transformations and change leadership. The “black box” of the boardroom and dynamics associated with board composition and women participation are also discussed.

**Chapter 8: Sustaining Diversity and Inclusion**

Women and men in organizations must act in ways that are genuine and honest to their own values and also find the right balance of agentic and communal behaviors through feedback, mentoring, and developmental plans. In most cases women are the primary caregivers and caretakers in the household in addition to being the physical carriers of children, all of which can slow down upward movement at work. This is where the proverbial “glass ceiling” situation appears—as long as standards in business are made and enforced by men, women will continue to be absent from top positions. It is also noted that companies need to systemically break down the cultural barriers and stereotypical biases that prevent women from reaching the top. This chapter offers strategies for reducing bias at work and for empowering women. These strategies include change leadership, cultural transformation, learning, and education. Other tools include teamwork, communication, training, and development.

**Conclusion: Quality of Work–Life**

The most recent trends in leadership models have sought to shift the paradigm from celebrating overachieving workaholics, to valuing balance, purpose, and mindfulness. There is growing recognition that persons, female or male, who are self-aware, collaborative, and sensitive to the needs of an array of stakeholders make the best leaders. This chapter reviews the key findings and ideas discussed throughout the book and offers a self-assessment instrument, which is based on the framework developed in this book, to help guide career women (and men, too!) achieve work–life integration.
Readership

With an emphasis on balancing theory and practice and with relevant examples that illustrate key points and ideas, this book is suitable as a primary text or important supplement for undergraduate core courses as well as graduate courses in leadership. This book is also relevant to the larger audience of women and men, leaders and managers, company executives, management development consultants, business educators, human resources directors, and trainers.

Many variants of leadership are taught in schools of business (business management, Master of Business Administration—MBA), management programs and different disciplines such as communication, public administration, women’s studies, and industrial organization in which this book will be an appealing text. Examples of courses include: Group Communication and Leadership; Organizational Behavior; Management and Leadership; Foundations of Leadership; High-performance Leadership; Leadership Communication; Leading and Managing People; Leadership Development; Women’s Leadership; Women and Management; and Managing Human Resources.

References

All weblinks in this book were last accessed on 14 November 2016.


Introduction

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Empowering Women Entrepreneurs


## Promoting Equality in Management


Cracking the Glass Ceiling


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Rethinking Women and Leadership


Changing the Corporate Mindset


Sustaining Diversity and Inclusion


Conclusion


