The Clayman Institute for Gender Research Stanford University

- **Research**: testing interventions to identify what works/doesn’t work in reducing gender bias in organizational structures

- **Translation**: disseminate evidence-based solutions to advance women’s leadership and create inclusive organizations.

- **Education**: fostering the next generation of leaders.
To put it in perspective...

The 1943 guide to hiring women advised managers to:

- Pick married women for they would be less flirtatious
- Pick “husky” women for they are more “even tempered”
- Avoid older women for they are more likely to be “fussy”
- Hire a physician to screen them for “female weaknesses”
- Women lack initiative so you have to make sure to “keep them busy” so that they won’t “bother the management”
- Give women more breaks during the day to account for “female psychology” – women will be happier if they have time to put on fresh lipstick
- Be gentle – women are sensitive!
- Make sure their uniform fits well, because they will be so unhappy if it doesn’t!

The following is an excerpt from the July 1943 issue of Transportation Magazine.

This was written for male supervisors of women in the work force during World War II.
Can we move beyond the
Stalled Gender Revolution?
• There is 1 Latina Fortune 500 CEO – Geisha Williams, PG&E, as of March 2017

• There are 0 Black women Fortune 500 CEOs (since Ursula Burns, CEO of Xerox, retired)
Bias is an error in decision making.
Stereotypes are the Content of Bias

Stereotypes are generalized beliefs about a particular group or class of people.
Stereotypes function as “cognitive shortcuts.”
Google Image Search: CEO
Bias: Cognitive Function
Bias 2.0: Organizational Function
(Steinpreis, Anders & Ritzke 1999)
“I would need to see evidence that she had gotten these grants and publications on her own.”

“It would be impossible to make such a judgment without teaching evaluations.”

(Steinpreis, Anders & Ritzke 1999)
Four mechanisms of bias

1. **Higher bar**: More evidence needed to be seen as equally competent.

2. **Extra scrutiny**: New criteria raised.

3. **Shifting criteria** to whatever criteria men have more of.

4. **Double bind**: Demonstrations of competence or authority lead to a “likeability penalty.”
Likeability Penalty
Likeability – Competence Tradeoff or the Double Bind

“I have been told in my performance review that I am good at my job, but I am not fun enough, and I should ‘lighten up’.”

- Senior Woman in Tech

(Mackenzie, 2014)
Focus groups: Gender and communication style

- Early in their careers women are told they are “too nice” and “not strategic enough.”

- After moving into leadership positions these same women are criticized for not being “approachable” enough.
Power of Language
Language of Leadership

Activity

1. Describe a top performer.
   - In your browser, go to srs.campuslabs.com.
   - Enter your name (optional) and the code 12290.

2. Use words to describe behaviors and attributes.
What you said. . .
Language of Leadership

COMMUNAL

Description A

Team player
Friendly
Good relationship manager
Committed

AGENTIC

Description B

Big thinker
Influences others
Takes risks
Independent
Language of Leadership

Communal Language

Agentic Language
Language of Leadership

Communal
- Supportive
- Team Player
- Warm
- Compassionate
- Agreeable
- Friendly
- Thoughtful
- Collaborative
- Caring

Agentic
- Confident
- Ambitious
- Outspoken
- Independent
- Daring
- Intellectual
- Driver
- Influential
- Go-getter
Are you mastering the narrative?
Activity

Write an introduction/advocacy statement for yourself – how would you like to be introduced?.
• Pay attention to language.
• Focus on accomplishments, expertise, and the “adjectives” you want to be known for.

Work in pairs and provide peer coaching to produce the strongest statement possible.
Networks affect who we connect to in and outside the workplace

• Networks drive access to strategic information, which affects career advancement (Podolny and Barron, 1998).

• Exclusion from informal networks has negative career consequences (Williams, Muller, and Kilanski, 2012).

• Clayman Research: Visibility to influential others and visibility of assignments identified as top criteria for promotion.

• We tend to network with people who are like us (Ibarra, 2014).
Example

“There is a little club that goes out drinking, and there is a poker group where women don’t get invited. A lot of decision making happens there.”
Herminia Ibarra, INSEAD
Three types of networks

1. Operational
   • Relationships with people at work that allow you to get today’s work done.

2. Personal
   • Relationships of your choosing, people you like to hang out with informally.

3. Strategic
   • (most important network for career advancement) Relationships that help you envision your future, sell your ideas, and get the information and resources you need to get there.
Strategic Network

Takeaway to act on today:
1. **How can you think about growing your personal and strategic networks today? What kinds of people would you want to meet?**

2. **What kinds of resource, information, and access would someone bring to you?**
Continue the Conversation

Q & A

Contact US

Caroline Simard
csimard@stanford.edu

Erika Gallegos Contreras
econtre2@stanford.edu
Stay in touch with us

Twitter: @Clayman_Inst

Facebook: facebook.com/stanfordgender

LinkedIn: The Clayman Institute for Gender Research at Stanford University

Website: gender.stanford.edu