WOMEN & LEADERSHIP

A Compendium of Research from January 2009 – April 2014

Compiled by

Center for Gender in Organizations, Simmons School of Management
# Table of Contents

How to Use this Compendium .......................................................................................... 5
Activism .......................................................................................................................... 6
Advancement .................................................................................................................. 6
Agriculture/Farming ........................................................................................................ 7
Barriers to Leadership .................................................................................................... 7
Board of Directors .......................................................................................................... 10
Business .......................................................................................................................... 14
Career Development ........................................................................................................ 14
Communication .............................................................................................................. 18
Conflict Management ...................................................................................................... 18
Corporate Social Responsibility ..................................................................................... 19
Corrections ...................................................................................................................... 19
C-Suite ............................................................................................................................ 20
Disabilities ....................................................................................................................... 21
Diversity ........................................................................................................................... 22
Domestic Violence ........................................................................................................... 23
Economic Impact of Women Leaders ............................................................................. 23
Education ......................................................................................................................... 24
Emerging Markets ........................................................................................................... 39
Empowerment ............................................................................................................... 39
Entrepreneurship ............................................................................................................ 40
Family Business ............................................................................................................. 42
Finance ............................................................................................................................ 44
Flexible Work Arrangements ........................................................................................ 45
Foreign Service ............................................................................................................... 47
Gender Differences in Leadership ................................................................................. 47
Gender Stereotypes ........................................................................................................ 52
Girls Leadership .............................................................................................................. 56
Glass Cliff ......................................................................................................................... 56
Healthcare
Hospitality
International
Intersectionality
Labor Unions
Law
Leadership Styles
Leadership Attitudes
Leadership Development
Leadership Psychology
Leadership Style
Leadership Traits
LGBT Leaders
Management
Media
Mentoring and Sponsorship
Military
Minority Women
Negotiating
Non-Profit
Perceptions of Women's Leadership
Politics
Power
Professional Services
Race and Gender
Religion
Sex Discrimination
Sexuality
Single Sex Education
Social Work
Sports
STEM ........................................................................................................................................... 123
Teamwork ...................................................................................................................................... 126
Trades ........................................................................................................................................... 127
Transportation ............................................................................................................................... 129
Wage Gap...................................................................................................................................... 129
War ............................................................................................................................................... 130
Women’s Networks ....................................................................................................................... 130
Work Life Balance ........................................................................................................................ 132
Workforce Development ............................................................................................................... 133
Youth ............................................................................................................................................ 133
How to Use this Compendium

This collection of titles is a selective compendium of research and articles highlighting women and leadership.

There are two ways to use this compendium:

1. Navigate to the desired section using the *Table of Contents* on page 2;
2. Use the ‘search’ function in the PDF to find articles by keyword, author, publication, or geography. To use this function, simply press *Ctrl + F* and type in your search words.

To suggest changes or additions, please email cgo@simmons.edu.
Activism

In Their Own Voice: Technologically mediated empowerment and transformation among young Arab women

Author(s): Radsch, Khamis

Feminist Media Studies

This feminist, qualitative study sheds light on how young Arab women used cyberactivism to participate in the wave of political and social transformations widely known as the Arab Spring. It argues that these activists leveraged social media to enact new forms of leadership, agency, and empowerment, since these online platforms enabled them to express themselves freely and their voices to be heard by the rest of the world, particularly the global media. This resulted in a multidimensional personal, social, political, and communicative revolution. This study is based on in-depth, personal interviews with more than twenty young Arab women citizen journalists, bloggers, and activists from Arab countries that witnessed political upheaval.

Keywords: Activism  Middle East


Advancement

Barriers To Women Managers' Career Progressions In Malaysian Government Link Companies (GLCs)

Author(s): Devi Subramaniam, Arumugam

Australian Journal of Basic & Applied Sciences

The main aim of this study was to determine the barriers to women managers' career progression in Malaysian Government-Linked Companies (GLCs). A theoretical framework was developed with family related barriers, negative stereotype and glass ceiling as independent variables, talent management as mediating variable and women managers' career progression as the independent variable. A quantitative research approach in the form of a correlation study was used in this research. A total of 466 women managers from 17 GLCs constituted the sample. A structured questionnaire was used to collect data. Regression analysis indicated that all four predictor variables of family related barriers, negative stereotype, glass ceiling and talent management significantly contributed 36% to the variation in women managers' career progression. The results of the study support the direct relationship between family related barriers, negative stereotype and glass ceiling with talent management and between talent management and women managers' career progression. They also support the relationship between family related barriers and negative stereotype with women managers' career progression. Talent management was found to partially mediate the relationship between family related barriers and negative stereotype with women managers' career progression. The results have implication for individual, organizational and governmental role in reducing barriers and increasing greater appointment of women in top management positions. The direct negative relationship between family related barriers and women managers' career progression suggests that women lose out on their careers because of the choices they make to accommodate their family responsibilities. The direct negative relationship between negative stereotype and women managers' career progression can be accounted for in two ways. Negative stereotype could give rise to a self-fulfilling prophecy where the women could start believing that they do not have the capacity to hold leadership position and behave in ways that results in them not being given those roles. Negative stereotype could be operating in the decision managers make about promotions and succession planning resulting in women being side tracked from leadership positions. It is interesting to note that glass ceiling was not found to be significantly related to women managers' career progression. This suggests glass
ceiling operates through other variables to influence women managers' career progression. The relationship between family related barriers, negative stereotype and glass ceiling with talent management shows that perception of women as not having the capacity to hold top management position could result in gender biased talent management activities in the organization.

**Keywords:** Advancement  Malaysia

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=88895587&site=ehost-live&scope=site

---

### Agriculture/Farming

**The Women’s Empowerment in Agriculture Index**

**Author(s):** Alkire, Meinzen-Dick, Peterman, Quisumbing, Seymour, Vaz

**World Development**

The Women’s Empowerment in Agriculture Index (WEAI) measures the empowerment, agency, and inclusion of women in the agricultural sector and comprises two subindexes. The first assesses empowerment of women in five domains, including (1) decisions about agricultural production, (2) access to and decisionmaking power about productive resources, (3) control of use of income, (4) leadership in the community, and (5) time allocation. The second subindex measures the percentage of women whose achievements are at least as high as men in their households and, for women lacking parity, the relative empowerment gap with respect to the male in their household. This article documents the development of the WEAI and presents pilot findings from Bangladesh, Guatemala, and Uganda.

**Keywords:** Agriculture/Farming  Global

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90011813&site=ehost-live&scope=site

---

### Is a fearless female leader what U.S. agriculture needs?

**Author(s):** Roberson

**Southeast Farm Press**

The author reflects on the need of powerful leader like Katia Abreu, a Brazilian politician, farmer and an advocate of modern agriculture, for supporting the U.S. agriculture. He mentions that Abreu revolutionized the food production of the Brazil despite her little knowledge in agriculture. He also mentions that the U.S. agriculture is filled with opportunities for growth and prosperity but lacks a powerful leadership like Abreu.

**Keywords:** Agriculture/Farming  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=86059077&site=ehost-live&scope=site

---

### Barriers to Leadership

**What stops women from reaching the top? Confronting the tough issues**

**Author(s):** Melanie Sanders, Jayne Hrdlicka, Meredith Hellicar, Dale Cottrell and Joanna Kno

So what stops women from reaching the top? Why do women feel they lack equal opportunity? And more important, do women and men see the problems, as well as the solutions, in the same way? The issues are complex, subtle and difficult to tease apart. Whilst there is a rich collection of anecdotal reports and opinion papers on gender diversity, we need hard data on the issues that are getting in the way of women’s progression.

**Keywords:** Barriers to Leadership
Women, Water, + Leadership: Are We Making Progress?

Author(s): Stroope, Saundra; Hagemann, Bonnie


Are women making progress in leadership roles? It's a reasonable question. There are currently 15 Fortune 500 companies run by women—the same number as last year, though some of the names have changed. So, a hefty 38 years later, women still represent only 3 percent of Fortune 500 CEOs. Women comprise almost 50 percent of the workforce. According to Pew Research, women are rated higher than men in every area of leadership measured, except for decisiveness. Women are rated as more honest, intelligent, hardworking, compassionate, outgoing, and creative, as well as equally ambitious when compared to men. And companies with higher numbers of women at senior levels also have better organizational and financial performance according to McKinsey's "Women Matter" studies. It just doesn't add up! If all of this is true, why do women account for a mere 3 percent of Fortune 500 CEOs? It is only when we get down below the executive suite that we begin to see a more realistic representation of our female counterparts.

Keywords: Barriers to Leadership

Women In The World Of Corporate Business: Looking At The Glass Ceiling

Author(s): Berry, Priscilla; Franks, Tommy J

Contemporary Issues in Education Research

From a review of some of the literature and a brief compiling of statistics on women in positions of leadership and power, and with a quick look at the life and work of some contemporary women who have thought about and lived the life of corporate leadership, it is clear that women have made small progress into positions of power and influence. Research shows that this is true because they did not desire the positions of leadership, did not want to pay the price of the loneliness of leadership, or were derailed in some way by sex. It is the focus of this paper to show that the greatest deterioration of the corporate structure is caused by the following: Not including and/or promoting women into the ranks of leadership, policy making power not providing a female friendly environment for women, not setting up legitimate and ongoing mentoring systems for women, not recognizing the different, but significant, voice of knowledge that women bring to the table.

Keywords: Barriers to Leadership

Where are the women leaders?

Author(s): GOLD, LIZ


The article focuses on the reasons why certified public accountant women are slowly making their way into leadership position within firms. Gale Crosley, president of Crosley+Co. in Atlanta, Georgia, says that women are taught to be responders, not initiators, a characteristics needed by top accounting executives/partners. Many women accountants also start planning about starting a family when they are being primed for partner around the five-to-seven year mark.

Keywords: Barriers to leadership
What's a girl to do?

Author(s): Jamieson, Pip


The article examines the differences in the management and leadership styles of male and female senior executives in New Zealand. It was observed that the responsibility for parenting is still an obstacle that women have to overcome to become effective leaders. It was also noted that women executives try to adopt characteristics that are usually masculine in nature. According to the author, femininity may be positively accepted but it may also be construed as negative.

**Keywords:** Barriers to Leadership  Australia/New Zealand


Gender Balance in Leadership?: Reform and Modernization in the UK Further Education Sector.

Author(s): McTavish, Duncan; Miller, Karen


The further education (FE) sector employs a high proportion of women yet relatively few women progress into leadership positions. The article seeks to provide explanations for this gender imbalance and argues that despite change and modernization initiatives, the further education sector remains gendered in many aspects of leadership, governance and managerial practices. The article concludes that while change has increased opportunities for women, masculinized managerial practices have led in many instances to the re-gendering of organizational practices with unequal gender impacts.

**Keywords:** Barriers to leadership  Europe


Leadership Challenges for Women at Work

Author(s): O’NEILL, COLLEEN; BOYLE, STACEY


The article reports on the challenges women experience when trying to gain recognition or promotions in the workplace. The article discusses the implications of a lack of gender diversity in managerial leadership. Information on factors preventing women from advancing in their careers are provided as well as statistics on the number of women employed in upper management.

**Keywords:** Barriers to Leadership


Leadership Attribute among Women Employees.

Author(s): Padma, Shankar


Heightened competition world wide has raised the performance expectation of organization which women still find it difficult to meet. Women have equal access to higher education but are not treated equally in comparison to their male counterparts while climbing the corporate ladder. Their biological differences, family culture and belief are the limiting factors. There are also many stereotype beliefs which are hindering women from breaking the glass ceiling. For women struggle at work and home seems to occupy her entire life. Despite achieving many historic achievements by women, these hold little promise for the women in their long standing
battle for economic quality. This study aims to understand the hindrances perceived by women themselves with regard to their management capabilities. This study also attempts to test whether the perception of women about their leadership capabilities are dependent on their age, social status and their education.

**Keywords:** Barriers to Leadership


The traps that keep women from reaching the top and how to avoid them.

**Author(s):** Vanderbroeck, Paul


This paper aims to demonstrate that there are specific obstacles to the progression of women to top positions. Second, it aims to give advice to individual women leaders and to organizations how to go about removing such obstacles.

**Keywords:** Barriers to Leadership


Barriers remain to women reaching the top

**Author(s):**

**Barriers remain to women reaching the top.** (2011). *Equal Opportunities Review*, (210), 5.

The article looks at the obstacles faced by British women in acquiring senior positions, based on a recent Opportunity Now research. The survey, which was conducted to 857 managers in Opportunity Now-associated groups, reveals that 82 percent of women state that the main obstacle to acquiring higher positions is work-life balance. The research has suggested solutions for companies in increasing appointment of women in higher positions including devising essential goals for hiring and training of women and encouraging leaders to back diversity.

**Keywords:** Barriers to Leadership  Europe

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=buh&AN=59370857&site=ehost-live

Becoming a leader: the challenge of modesty for women

**Author(s):** Budworth, Marie-Hélène; Mann, Sara L.


While the number of women in managerial positions has been increasing, the gender composition of top management teams is skewed. There are barriers and obstacles in place that limit the movement of women into leadership roles. The purpose of this paper is to examine the relationship between modesty and access to leadership. Specifically, tendencies toward modesty and lack of self-promotion are hypothesized to perpetuate the lack of female involvement in top management positions.

**Keywords:** Barriers to Leadership


Board of Directors

Boards Dive Into Bigger Gene Pool
Author(s): Bailey, Fitzsimmons

BRW

The article discusses developments in the diversity in leadership positions at companies in Australia as of October 2013. Based on the 2012 Board Composition Study issued by corporate governance consultancy Ownership Matters on behalf of the Australian Council of Superannuation Investors (ACSI), there are 105 women occupying 144 seats in the board of the 100 biggest listed firms in the country. The opinion of Ownership Matters principal Martin Lawrence on the developments is also cited.

Keywords: Board of Directors  Australia


Pathways to leadership: Board independence, diversity and the emerging pipeline in the United States for women directors

Author(s): Colaco, Hugh M J; Myers, Paul; Nitkin, Mindell Reiss

International Journal of Disclosure and Governance

In the wake of this decade's corporate scandals, crimes and excesses, improving the effectiveness of corporate governance in the United States has become a priority. An important influence on a board's effectiveness at monitoring is its members' degree of independence from senior management. While the current definition of independence revolves around the absence of familial and economic connections between a firm and its directors, research suggests that this standard may be inadequate in ensuring independent oversight. Rather, diversity along racial, gender and other dimensions has been proposed as a potentially more effective standard for board independence. We find that women are currently more active in governance activities than prior research on corporate boards suggests and that they aspire to play a continued and expanded role in governance activities.

Keywords: Board of Directors

URL: http://0-search.proquest.com.library.simmons.edu/docview/859531581?accountid=13870

Women and corporate boards of directors: The promise of increased, and substantive, participation in the post Sarbanes-Oxley era.

Author(s): Dalton, Dan R.; Dalton, Catherine M.


Few aspects of corporate board diversity have generated the focused attention that the participation, position, and promise of women's service on the board has generated, especially in recent years. Of particular note is the extent to which women serve on large firm boards of directors (e.g., Fortune 500 firms). Increases in levels of participation have been described as glacial. Such trends suggest the continued progress of women in assuming prominent positions in the corporate governance landscape, and provide evidence that the increasingly challenging environment in the post-SOX era has not attenuated the gains noted in the pre-SOX period.

Keywords: Board of Directors


How Change Happens

Author(s): Inter-Organizational Network (ION)
Outside the United States, a growing number of countries have addressed the underrepresentation of women at the top by enacting statutes or regulations designed to increase the percentage of public company directors who are women. By imposing a quota requirement (as in France, Iceland, Norway and Spain), by requiring companies to set and disclose their own goals and explain their progress in reaching those goals (as in Australia), or by directing companies to take steps to assure some degree of gender diversity (as in Denmark, Finland, Israel and Sweden), governments, stock exchanges and industry associations have used their power to encourage gender diversity on boards. Some of the earliest measures have resulted in a substantial increase in the presence of women in public company boardrooms, and more recent actions seem destined to promote significant change. Although similar proposals pending in many other countries, there are few signs that such approaches are being considered in the United States.

**Keywords:** Board of Directors


---

**Planning for Tomorrow’s Boardroom: Making Room for More Women**

Author(s): Inter-Organizational Network (ION)

The news about women in corporate leadership positions across the United States is not encouraging this year. Only a few ION members report increases in the numbers and percentages of women in corporate leadership positions over the past year, and those increases are at best modest. In the absence of any significant change in these statistics, ION has decided to focus this year’s report on the broader issue of board evaluation and succession planning. The analysis also suggests ways in which today’s challenges can be turned into opportunities for meaningful change – change that will at the same time strengthen American corporations and open the doors wider for women leaders. We invite you to join us in effecting this change.

**Keywords:** Board of Directors


---

**Chipping away at the Glass Ceiling: Gender Spillovers in Corporate Leadership**

Author(s): Matsa, David; Miller, Amalia


This paper examines the role of women helping women in corporate America. Using a merged panel of directors and executives for large US corporations between 1997 and 2009, we find a positive association between the female share of the board of directors in the previous year and the female share among current top executives. The relationship’s timing suggests that causality runs from boards to managers and not the reverse. This pattern of women helping women at the highest levels of firm leadership highlights the continued importance of a demand-side "glass ceiling" in explaining the slow progress of women in business.

**Keywords:** Board of Directors


---

**The Contribution of Women on Boards of Directors: Going beyond the Surface**

Author(s): Nielsen, Sabina; Huse, Morten

*Corporate Governance : An International Review*

The increased attention to women on corporate boards presents new challenges to governance research. This paper goes beyond demography and opens the "black box" of board behavior by drawing upon theories of gender differences and group effectiveness. A unique survey of 201 Norwegian firms is used. The findings suggest that the ratio of women directors is positively associated with board strategic control. In addition, the positive effects of women directors on board effectiveness are mediated through increased board
development activities and through decreased level of conflict. However, results show no evidence for a positive association between women directors and open debate. Nonetheless, open debate enhances board's strategic and operational control. Women's ability to make a contribution to the board may be attributable to their different leadership styles. The presence of women on corporate boards seems to increase board effectiveness through reducing the level of conflict and ensuring high quality of board development activities.

**Keywords:** Board of Directors  
**Europe**

To Meet Norway's Goals, a Crash Course in Serving on Boards

Author(s): Scott

*New York Times*

The article focuses on Female Future which is a 16-day program all-day workshops that give women crash courses on being a director which include training in corporate governance and leadership started in 2003 in Oslo, Norway.

**Keywords:** Board of Directors  
**Norway**

Women Directors on Corporate Boards: A Review and Research Agenda.

Author(s): Terjesen, Siri; Sealy, Ruth; Singh, Val


This review examines how gender diversity on corporate boards influences corporate governance outcomes that in turn impact performance. We describe extant research on theoretical perspectives, characteristics, and impact of women on corporate boards (WOCB) at micro, meso, and macro levels: individual, board, firm, and industry/environment.

**Keywords:** Board of Directors

CEO succession, gender and risk taking

Author(s): Elsaid, Eahab; Ursel, Nancy D


The purpose of this paper is to examine, within a succession framework, the impact of the gender composition of boards of directors on the gender of the CEOs they appoint, and to assess the impact of newly appointed CEOs' gender on risk taking by the firm. The findings are novel and inform CEO succession research by demonstrating which succession process characteristics work to increase females' chances and which have no effect. Female CEOs are likely to provide leadership that reduces the risk profile of the firm.

**Keywords:** Boards of Directors
Business

CEO Gender and the Malt Brewing Industry: Return of the Beer Witch, Ale-Wife, and Brewster

Author(s): Spitz, Janet


Beer companies may not come to mind as a warm and welcoming environment for women in management. Indeed, few other mainstream industries utilize advertising as openly hostile to women. Yet in contrast to the 2% CEO positions held by women in Fortune 500 firms, 20% of U.S. large and medium sized malt brewing companies are headed by women.

Keywords: Business

URL: http://0-search.proquest.com.library.simmons.edu/docview/211503438?accountid=13870

A new way to think about leadership and a new way to read Inc.

Author(s): Schurenberg

Inc.

An introduction to the journal is presented in which the editor discusses various reports published within the issue including one about leadership, one which tells how to find the best crowd-funding site for a company, and one about the cost of manufacturing a sweatshirt in China.

Keywords: Business  US


Career Development

Leadership Gap in India Inc.: Myths and Realities

Author(s): Bagati, Deepali  Carter, Nancy M.

Despite a strong gross domestic product (GDP) growth rate of approximately 7 percent and a projected shortage of skilled labor of more than 5 million people by 2012 to sustain this growth, India Inc. continues to underutilize its female talent pool. In Leadership Gender Gap in India Inc.: Myths and Realities, the first in Catalyst's Advancing Women in India series, we focus on building awareness and offering action steps for developing and advancing women in corporate India.

Keywords: Career Development  India

URL: http://www.catalyst.org/knowledge/leadership-gap-india-inc-myths-and-realities

Unlocking the full potential of women in the US economy

Author(s): Barsh, Joanna; Yee, Joanna

By helping more women make the transition from middle management to senior roles, companies could substantially improve the odds of achieving real gender diversity all the way to the top.

Keywords: Career Development

URL: http://www.mckinsey.com/Client_Service/Organization/Latest_thinking/Unlocking_the_full_potential
Changing companies’ minds about women

Author(s): Barsh, Joanna; Yee, Lareina


The article discusses career development of women executives and means by which corporations can assist women employees and executives in reaching senior management levels. A disparity is noted between the commitment made to diversity in the workplace at corporations and policies aimed at promoting career development of women employees and the relatively small percentage of women who have become senior executives, chief executive officers and directors of corporations. The role of psychological and social attitudes within corporate cultures which contribute to that disparity is examined. The need for leadership from senior executives to effectively address the status of women executives is noted.

Keywords: Career Development


"You have power. Don't be afraid to use it."

Author(s): Bryant, Reyes, Mount, Kaplowitz, Shtull, Entel, Mathis, Matigian, Gaskins, Gregory

New York Times

The article presents interviews with four businesswomen including Amy Schulman, executive vice president of pharmaceutical company Pfizer, Lisa Price, founder of beauty product manufacturer Carol's Daughter, and Doreen Lorenzo, president of product development company Quirky. They offer advice on how women can advance their careers, leadership, and how to respond to gender-based criticism or bias.

Keywords: Career Development


Pathways to Career and Leadership Success: Part 2-Striking Gender Similarities Among $100k Professionals.

Author(s): Burke, Jude Miller; Attridge, Mark


This study examined gender differences in personal, family, personality, work style, and leadership factors among a sample of highly successful business professionals. A majority of both genders acknowledged gender-specific obstacles to career success for women in general (i.e., childbearing, greater family care responsibilities, and sexism). Being a successful leader also was defined somewhat differently for women than for men. Thus, even though a high degree of similarity was found between women and men in most background and career path characteristics, traditional gender-role expectations and sexism issues still affected many of these women, and this was acknowledged by most of the men in the study as well.

Keywords: Career Development


The Myth of the Ideal Worker: Does Doing All The Right Things Really Get Women Ahead?

Author(s): Carter, Nancy M.; Silva, Christine

Catalyst's longitudinal project, The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline, develops timely reports on the retention and advancement of high potential women
and men. The fourth report, The Myth of the Ideal Worker: Does Doing All the Right Things Really Get Women Ahead?, tackles persistent myths about the gender gap. Career advancement strategies used by women and men were compared to determine if using the same strategies ultimately leads to the same career outcomes.

**Keywords: Career Development**

**URL:** [http://www.catalyst.org/file/523/the_myth_of_the_ideal_worker_does_doing_all_the_right_things_really_get_women_ahead.pdf](http://www.catalyst.org/file/523/the_myth_of_the_ideal_worker_does_doing_all_the_right_things_really_get_women_ahead.pdf)

**Women in Management: Delusions of Progress**

**Author(s):** Carter, Nancy M.; Silva, Christine


The article discusses research on gender bias against women executives in the workplace. The study, which was sponsored by Ernst & Young company, followed master of business administration (MBA) graduates between 1996 and 2007. Information is given about the women's first post-MBA jobs, their career advances, and the reasons why they changed jobs. The issues of inequity in career development resulting from corporate culture, the disproportionate rate of career advancement for men in management, and the treatment of women by difficult managers or first bosses are discussed.

**Keywords: Career Development**


**Women's advancement: One engineering firm's pathway to leadership**

**Author(s):** Ibison, Meg; Bailey, Bob

*American Water Works Association Journal*

The far-reaching effects of the Women's Leadership Initiative continue to grow. Beyond the business rationale that specifically launched the Women's Leadership Initiative, CH2M HILL has always aspired to be the most diverse firm in its industry and the best place to work. A diverse workforce that is effectively attracted, developed, and retained in the company is more than just the "right thing to do" at CH2M HILL; it is a major focus of its CEO and executive and management teams.

**Keywords: Career Development  STEM**

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/221594680?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/221594680?accountid=13870)

**Preventing the female brain drain**

**Author(s):** Reynolds, Marcia


The article offers the author's insights on how to prevent brain drain among top-talent women in companies. The author says that women earn more advanced degrees that make them capable to share top leadership roles with men. She mentions that companies create special programs to develop women as leaders, but the programs are designed more to "fix" women. Furthermore, organizations need frequent new challenges, meaningful missions, and culture of recognition to retain top-talent women.

**Keywords: Career Development**


**Unwritten Rules: Why Doing a Good Job Might Not Be Enough Europe**

**Author(s):** Sabattini, Laura
The third report in a series on unwritten rules to advancement, Unwritten Rules: Why Doing a Good Job Might Not Be Enough Europe presents findings specific to European workplaces. The research examines European respondents’ perceptions of unwritten rules to advancement as well as how they learned to navigate these rules within their organizations. The analyses, for which methodology and sample details are provided in the report appendix, complement the previous knowledge and allow for a more in-depth understanding of how different advancement strategies might play out—and vary—across different cultural contexts.

**Keywords:** Career Development  Europe

**URL:** http://www.catalyst.org/file/419/unwritten_rules_why_doing_a_good_job_might_not_be_enough_europe_final_122210.pdf

Unwritten Rules: Why Doing a Good Job Might Not Be Enough

Author(s): Sabattini, Laura; Dinolfo, Sarah

Advancing in today’s business world is often as much about learning and playing by the rules as it is about talent and results. Some rules are explicitly stated in organizational handbooks, performance review procedures, or by senior leadership. But other rules are left implicit—unwritten—for employees to decipher on their own. Those who do not have the tools to access this maze of “unwritten rules” and the important knowledge the rules provide remain left out, no matter how competent they are. Catalyst’s first report in this series surveyed sixty-five women and men about the unwritten rules to advancement.

**Keywords:** Career Development

**URL:** http://www.catalyst.org/knowledge/unwritten-rules-why-doing-good-job-might-not-be-enough-europe-0

The Importance of Role Models and Demographic Context for Senior Women's Work Identity Development.

Author(s): Sealy, Ruth H. V.; Singh, Val


The lack of senior female role models continues to be cited as a key barrier to women’s career success. Yet there is little academic research into the gendered aspects of role modelling in organizations, or the utility of role models at a senior level. The paper starts with a review of papers examining the construction of role models in organizational settings. This leads to the inclusion of two related areas – organizational demographics as the contextual factor affecting the availability of role models and how they are perceived, and work identity formation as a possible key explanatory factor behind the link between the lack of senior female role models and the lack of career progression to top organizational levels.

**Keywords:** Career Development

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=buh&AN=52648563&site=ehost-live

Checking the Pulse of Women in Bioscience: What Organizations Need to Know

Author(s): Warren; Anika K.

Catalyst’s research on women in the bioscience industry is designed to help organizations create innovative strategies that meet market demands for more effective and inclusive approaches to talent management. Over the past four years, Catalyst has collected data; reviewed industry trends; examined labor market analyses; and collaborated with top bioscience corporations, associations, academic institutions, and individuals to gain insights into the career experiences of women working in science sectors. We found that most organizations are not maximizing their talent pool.

**Keywords:** Career Development  STEM
Communication

Beyond Bossy: How To Not Sound Like a Sexist Jerk-Even If You're a Woman

Author(s): Bennett, Jessica

Time.com

Sheryl Sandberg wants to ban the word bossy, but that’s just the tip of the demeaning language iceberg

Keywords: Communication Stereotypes US


Communication Skills For Women In The World Of Corporate Business: Getting It Right And Moving Up!

Author(s): Berry, Priscilla.


This article explores, in general, three areas for leadership communication that women in business need to master. Indeed, there are more than three, but the focus here is on: the need to master the art of successfully confronting the problem when it appears, the process of leading a team, the special requirements of communicating with men. An exploration of these three areas shows that the vital and often missing link is opportunity for females to practice and feedback from male mentors and counterparts. The report also lists the top 10 strategies that women need in order to be perceived as successful leaders and communicators.

Keywords: Communication

URL: http://0-search.proquest.com.library.simmons.edu/docview/195911311?accountid=13870

Conflict Management

Influence of Transformational and Transactional Leaderships, and Leaders' Sex on Organisational Conflict Management Behaviour

Author(s): Odetunde

Gender & Behaviour

Conflict is an inevitable organisational feature with implications for both functional and dysfunctional effects on organisational life depending on how it is managed. Effective management of organisational conflict is suggested to depend on the quality of organisational leadership behaviour. This study therefore investigated the effects of transformational and transactional leadership styles and leaders' sex on organisational conflict management behaviour. Data on measures of transformational and transactional leadership styles, leaders' sex and organisational conflict management behaviours were collected from one hundred and six male and female employees of eight service organisations in Lagos and Ibadan. Employees were accidentally selected. Results revealed that effective organisational conflict management behaviour is more related to transformational leadership than transactional leadership, there is no significant difference between male and female leaders and there is no significant interaction between leaders' sex and leadership style in effective conflict management behaviour. Implications of these findings for theory and practice are discussed
**Corporate Social Responsibility**

En-gendering Notions of Leadership for Sustainability

Author(s): Marshall, Judi


This article explores the gendering of leadership for sustainability. It first reviews the world of corporate social responsibility, illustrating how men's voices predominate in shaping discourses and practices. It is appropriate that men with access to power speak out advocating change for sustainability and yet, if this is all that happens, we risk replicating business as usual. To extend the analysis and seek more women's voices and more images associating gender, leadership and sustainability, the article reviews five novels by women authors addressing environmental issues. This exploration changes the landscape of sense-making, directing attention first to broader society rather than to organizations as the base for constructing notions of sustainability. Taking this approach, themes of social justice, equality, everyday practice, ways of knowing, embodiment and the crafts of fitting in (to nature and society) move to the foreground. These provide cues for an alternatively gendered view of leadership for sustainability.

**Keywords: Corporate Social Responsibility**


**Corrections**

Women Working in Corrections: New Questions, Different Voices

Author(s): Moss

Corrections Today

The author discusses women in corrections and argues that corrections professionals should build upon the heritage of the professionals that preceded them. Topics include historical advocates including Enoch C. Wines and Maud Booth, leadership development, associations including the Association of Women Executives in Corrections, and the impact of industry culture on women in corrections. The U.S. Prison Rape Elimination Act is mentioned.

**Keywords: Corrections   US**


Pennsylvania Empowers Women in Criminal Justice

Author(s): Smeal, Bensinger, McNaughton

Corrections Today

The article discusses the empowerment of women in the U.S. criminal justice system, focusing on the Pennsylvania Department of Corrections (DOC) and an Executive Women's Leadership Conference held on April 12, 2012. Topics include a speech from the Pennsylvania governor Tom Corbett, a speech from the DOC executive Shirley Moore Smeal, and leadership development.
Women in Juvenile Justice: Leadership Advice From Professionals

Author(s): Townsend

Corrections Today

The article discusses leadership and women in the field of juvenile justice, focusing on comments from juvenile justice specialists including Judy Cox, Timene L. Farlow, and Linda D'Amario Rossi. Topics include leadership styles, gender stereotypes, employee mentoring, and the development of staff relationships by leaders in juvenile criminal justice.

C-Suite

MIA: Women in the Executive Suite

Author(s): Galagan

T+D

The article discusses a discrepancy in the number of female and male executives in the U.S. as of July 2013 and presents a variety of recommendations for women interested in attaining leadership positions at organizations. According to the article, some people perceive women as better overall leaders than their male counterparts. Topics include career development, work-life balance, and gender stereotypes. The comments of professors such as Rick Gilkey, executives such as Sheryl Sandberg, and talent officers such as Mary Slaughter are included.

GM recall: Mary Barra's ultimate test

Author(s): Levin, Doron

Fortune.com

If she performs well during this safety investigation, she'll reinforce her leadership. Or it could become a baptism by fire

Marissa Mayer

Author(s): Schmidt

Time

The article discusses executive Marissa Mayer who has been chosen as one of “Time” Magazine’s 100 Most Influential People in the World in 2013, including information on Mayer's leadership skills and her work as Internet company Yahoo! Inc.’s chief executive officer.
Less Talk and More Action: Expand Women's Corporate Leadership

Author(s): Stavridis, James Greenberg, Marcia

Time.com

Opinion: As an opportunity to highlight women's contributions, International Women's Day has always served to commemorate the cutting edge of the global women’s movement, from demanding better working conditions in US sweatshop factories of the early 1900s, to voting rights, pay equality and, more recently, promoting women's leadership in politics and business. Recent years have featured women's economic contributions, ranging from women producing nearly 90% of the food in Africa, to 7.8 million women-owned businesses in the U.S. with $1.2 trillion in total receipts. Yet qualified women are continually stymied in their efforts to contribute at the highest levels of economic and financial leadership, while global policies and companies forego the benefits.

Keywords: C-Suite Leadership US


5 women who've made it in IT

Author(s): CIO

Ahead of International Women's Day, CIO Australia speaks to five women who have made their mark in IT about their career journey, their biggest achievements, and their advice for other women in the industry.

Keywords: C-Suite Australia


Disabilities

The Youth Activist Forum: forging a rare, disability-positive space that empowers youth

Author(s): Kelly, Carson

Journal of Youth Studies

As with many movements operating in neoliberal regimes, Canadian disability movements struggle to maintain momentum and engage youth leadership. Drawing on feminist disability studies, this article presents the findings of a participatory research project on the Youth Activist Forum, an event which brought together 38 youth with and without disabilities to meet new and established leaders with disabilities. We argue that the process of planning, hosting, and attending the Youth Activist Forum forges a complex rare space that facilitates empowerment for youth. We frame the space as ‘rare’ because: the activities and leaders are overlooked by the scholars documenting Canadian disability movements; it is a new experience for many youth participants, planners, and speakers that builds community; it reveals a lack of shared frameworks through uncomfortable moments; and in some ways, it diverges from priorities on the Ontario funding and non-profit landscape. We argue that while rare and difficult to create, this space is necessary as it facilitates empowerment, recognizes existing youth leadership, and helps us imagine the future of disability movements. We conclude by discussing the value of our findings for youth studies researchers, particularly those drawing on disability studies literature and seeking to engage youth on disability issues.

Keywords: Disabilities Youth US

‘We are in Complete Agreement’: The Diversity Issue, Disagreement and Change in the European Women’s Lobby

Author(s): Bygnes
Social Movement Studies

This article analyses how leading members of a social movement organization talk about a controversial topic and looks at how the leaders relate to internal disagreement. By using the issue of women’s diversity as point of departure, the article shows how European Women’s Lobby (EWL) leaders engage in boundary making vis-à-vis multidimensional equality claims. The interviewed leaders identify women’s issues as a majority issue and contrast them with minority issues and women’s diversity. It is suggested that the arguments applied by the EWL leaders are similar to those historically articulated when issues such as women’s emancipation were marginalized within the traditional class-based labour movement. The presence of diverging opinions among the leaders with regard to how this controversial issue should be framed is subsequently used as an empirical illustration of the dynamism in movement claims. The conclusion of the article suggests that multidimensional equality claims are controversial and disputed within the organization, but that differences in opinion among the leaders coexist and form part of a continuously on-going framing process.

Keywords: Diversity Government Europe

Diversify Corporate America

Author(s): Krawcheck, Sallie
Time.com

Opinion: I wouldn’t have thought my gender affected the decisions I made on Wall Street—until I got fired twice

Keywords: Diversity Corporate US

"We Don't Want Complaining Women!" A Critical Analysis of the Business Case for Diversity

Author(s): Perriton, Linda


The author explores how the corporate discourse of "the business case" works to frame, restrict, and depoliticize the discussion of gender in the workplace. In turn, bemused and surprised by the ease with which women have been persuaded it is not "businesslike" to complain, the author explores how women's linguistic choices shape their corporate lives. By examining the didactic and embedded "gender work" of a women's leadership event and reflecting on her own, occasional, weakness for the discourse, the author contributes to the understanding of how a seemingly positive and popular communication strategy reproduces unequal gendered relationships in the workplace. The author rejects the claim that using a business case discourse is an effective strategy in improving the recognition, promotion, and rewarding of women in organizations.

Keywords: Diversity
URL: http://0-search.proquest.com.library.simmons.edu/docview/216362671?accountid=13870
Lean In, for stock photography

Author(s): TEITEL, EMMA

Maclean's

The article focuses on Sheryl Sandberg, chief operating officer (COO) of the online social network Facebook, and her organization Lean In's partnership with stock photography company Getty Images. Information is provided on the creation of stock photographs portraying businesswomen in a non-sexual manner and what Lean In and Sandberg hope to accomplish with the partnership.

Keywords: Diversity  US


Diversity drives diversity, in and outside the boardroom

Author(s):

Directors & Boards

The article focuses on a report entitled "Diversity Drives Diversity," released by professional services firm Ernst & Young LLP, which revealed that companies with female executives are more likely to have an increase level of gender diversity in the workplace. Topics include the significant impact of gender diversity in increase rate of employees renewal on the corporate boards, accelerate turnover, and proactive in succession planning.

Keywords: Diversity  Board of Directors  US


Domestic Violence

Leadership Styles of Service Professionals Aiding Women of Abuse: Enhancing Service Delivery

Author(s): Haeseler

Journal of Evidence-Based Social Work

Leadership styles of service professionals—including social workers and teachers—in the area of family abuse were investigated. Leadership characteristics of the professionals were measured by their responses to a survey. Results indicated that the interviewed service professionals demonstrated productive leadership traits. Study findings are congruent with leadership styles described in the research. Holistic and collaborative services are required to enhance care for women of abuse, as their needs are multifaceted and complex. Specific leadership styles promote better care for women; leaders need to collaboratively initiate and deliver more interdisciplinary and unified service.

Keywords: Domestic Violence  US


Economic Impact of Women Leaders

Leadership change and shareholder value: How markets react to the appointments of women

Author(s): Cook, Alison; Glass, Christy

This study examines whether the appointment of women into senior leadership positions has a more positive effect on share price than the appointment of men into equivalent positions. Our dependent variable is the degree of change in share price following the announcement of men and women into senior leadership positions. Although market reactions to corporate events represent a complex process, we argue that changes in stock price represent a barometer for how investors assess the decision's potential effect on a corporation's short- and long-term economic viability. We find a significant spike in stock price following the announcement of women into top leadership positions. The size and direction of change in stock price, however, is moderated by the gender composition of the industry.

Keywords: Economic Impact of Women Leaders


Groundbreakers Using the strength of women to rebuild the world economy

Author(s): Ernst and Young

The current financial crisis presents a real need to challenge ourselves and to rethink the way we do things. We need to draw on the widest range of talent. The vast economic potential of women as an economic force has yet to be realized. An extensive body of research shows that women make significant and proven contributions to business and economic growth. Now is the time to realize and harness the positive effect that women’s economic empowerment and leadership can have on the global economy.

Keywords: Economic Impact of Women Leaders


How Investors React When Women Join Boards.

Author(s): O’Connell, Andrew


The article reports that a study led by Harvard University sociologist Frank Dobbin found that investor bias caused a company’s stock price to drop after a woman director was appointed to the corporate board even though profitability did not decline. The reasons why blockholder institutional investors would buy more shares and the company’s value would be reduced are mentioned. The university affiliations of Dobbin’s colleagues, Jiwook Jung and Alexandra Kalev, are noted.

Keywords: Economic Impact of Women Leaders  Boards of Directors


Education

Gender and leadership in Turkish and Australian universities

Author(s):
Özlem Özkanli; White, Kate.

Journal of Higher Education Policy and Management

This paper analyses differences in perceptions of gender and leadership though qualitative interviews with 45 senior managers in Australia and Turkey. The literature suggests that masculine models of leadership are changing with both women and many men preferring transformational leadership styles. The research found
that there were different perceptions about gender and leadership in Australian and Turkish universities, reflecting different economic and social contexts.

**Keywords:** Education   Turkey and Australia
**URL:** http://0-search.proquest.com.library.simmons.edu/docview/199543833?accountid=13870

**Leadership Effectiveness in Jordanian Educational Institutions: A Comparison of Jordanian Female and Male leaders**

Author(s): Abu-Tineh

**Educational Management Administration & Leadership**

Senior leadership positions in Jordanian Ministry of Education are held predominantly by men. Women are teachers and/or school principals. This under-representation of women is primarily due to culturally derived stereotypes that see women as teachers or school principals, but not as superintendents. The purpose of this study was to investigate, in practice, the difference between Jordanian men and women in their effectiveness as leaders as rated by themselves and their direct reports in Jordanian educational institutions. In other words, this study came to examine empirically the stereotypical assumption that women are rated by themselves and others to be less effective leaders than their male counterparts. This quantitative investigation employed the survey method as its research design. A variety of statistical techniques were utilized in this research. One-way analysis of variance, t-test, means, and standard deviations were used as the main statistical techniques.

Results of the study revealed that female leaders in Jordanian educational institutions, their female direct reports, and their male direct reports underrated their leadership effectiveness compared to male leaders, their male direct reports, and their female direct reports. However, this difference in rating is very slight and not statistically significant.

**Keywords:** Education   Jordan
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=84742231&site=ehost-live&scope=site

**Gender leadership in Cape Coast Municipality primary schools.**

Author(s): Agezo, Clement K.; Hope, Warren C.


Leadership literature has over the years, included assertions about differences between female and male leadership. Although no definitive conclusion has been reached concerning one gender being more effective at leadership than another, female and male leadership characteristics have been proffered. No evidence was found supporting differences between female and male headteachers' leadership practices. That no differences were found between female and male headteachers' leadership practices erodes traditional Ghanaian belief that leadership is a male domain. Research results should serve to caution Ghana’s educational leaders who select headteachers assuming that gender has a bearing on leadership effectiveness.

**Keywords:** Education   Africa

**Female leadership and school effectiveness in junior high schools in Ghana**

Author(s): Agezo, Clement Kwadzo

**Journal of Educational Administration**

The purpose of this research is to examine female principal leadership practices that are considered crucial in the effectiveness and improvement of schools and school administration in Ghanaian junior high schools. The schools had shared visions and missions that were well articulated by the principals and other stakeholders.
The principals created a work environment that encouraged creative thinking; designed and implemented new and cutting edge programs; and challenged the status quo. The female principals were transformational leaders, a leadership style demanded in organizations during the twenty-first century.

**Keywords:** Education  Africa

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/754150514?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/754150514?accountid=13870)

**Teachers’ attitudes toward the appointment of women as school leaders: The case of the Arab education system in Israel**

**Author(s):** Arar, Abramovitz

**Management in Education**

The trend towards gender equality in principalship appointments continues to interest researchers, especially when it appears in traditional societies that maintain patriarchal, anti-feminist attitudes and values. Arab society in Israel is undergoing transition from traditionalism to modernism. Arab women hold the majority of Arab school teaching positions, but patriarchal opposition erupts when they aspire to attain principalship positions. This article reports on a study that examined attitudes of teacher colleagues towards the appointment of women principals. The findings indicated that women principals were perceived as creating a pleasant atmosphere at school, yet all the teachers agreed that women had inferior abilities to conduct relations with external bodies. Male teachers expressed significantly more patriarchal attitudes than female teachers. Surprisingly, teachers with higher-level education expressed more resistance to female leadership than those without academic degrees. The discussion suggests ways to achieve gender equality in the appointment of school principals in Arab society in Israel.

**Keywords:** Education  Israel


"I made it": Israeli-Palestinian women principals as leaders

**Author(s):** Arar, Khalid

**Education, Business and Society: Contemporary Middle Eastern Issues**

This study aims to analyze the construction of the meaning of leadership by two Arab women school principals in Israel who are "pavers of the way". Interviews in which the women exposed their life stories were subjected to discourse analysis in light of a three-layered functional approach and leadership theories. The study investigated: characteristics of the leadership development of two Arab women principals and expressions of leadership at different life stages.

**Keywords:** Education  Middle East

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/807521167?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/807521167?accountid=13870)

Stereotypes and Barriers to Women Principals in Different Cultures

**Author(s):** Aslanargun

**e-Journal of New World Sciences Academy (NWSA)**

It has been long debated that discrimination based on the gender is one of the basic barriers that hinder schools achieving the goals in democratic societies. Researches about tackling gender issues have increased recently and investigated whether there are barriers for women for administration. Since management theories are mostly resembles each other throughout the world within the times, comparative studies need to be done considering the cultural context. The purpose of the paper is to compare and contrast researches about women administration at schools and other institutions together with the barriers and stereotypes they experience in promotion. It was employed qualitative research design to analyze 39 articles published in four journals of
education, leadership and gender. The studies analyzed in this paper have concluded that women more or less, or overt or covert had to face with disadvantaged settings compared with men in administrations in different cultures regardless of developmental level of countries.

**Keywords:** Education


### A feminist critical perspective on educational leadership

**Author(s):** Blackmore  
**International Journal of Leadership in Education**

Since the 1980s, there has been a burgeoning literature on women and educational leadership. The focus has primarily been on the underrepresentation of women in leadership informed by a feminist critique of the mainstream literature. Over time, key feminist theories and research have been appropriated in education policy and are now embedded in the mainstream literature, with little recognition of their provenance or political intent. This article identifies the discursive moves that have domesticated feminist research by depoliticizing and decontextualizing leadership and argues for refocusing the feminist gaze away from numerical representation of women in leadership to the social relations of gender and power locally, nationally and internationally. A feminist critical sociological perspective treats leadership as a conceptual lens through which to problematize the nature, purpose and capacities of educational systems and organizations to reform and indeed re-think their practices in more socially just ways. Feminist understandings provide substantive and normative alternatives to how we theorize and practice leadership.

**Keywords:** Education  
**US**


### Men vs women; educational leadership in primary schools in Greece: an empirical study

**Author(s):** Brinia, Vassiliki  
**The International Journal of Educational Management**

This paper aims to present some of the persistent gender issues that cause inequities in teachers' professional development and keep women away from reaching higher levels of educational administration, although they are the majority of teaching personnel. The interest seeks to focus on the under-representation of female teachers in leadership positions and to argue on the barriers which stall female advancement and exclude women from the main "leadership pipeline". The basic rationale is that women's role is crucial in order to face the new demands of school in a dramatically changing society carrying out a different style of leadership.

**Keywords:** Education  
**Europe**

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/921010947?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/921010947?accountid=13870)

### Using feminist leadership to build a performance-based, peer education program

**Author(s):** Christensen  
**Qualitative Social Work**

This article explores the experiences of six college students learning and using feminist leadership techniques for the creation and implementation of a performance-based, peer education, sexual assault prevention program. The program was established and governed through the use of two models for feminist leadership, Visions; Building a Feminist Community and Theatre for Community, Conflict, and Dialogue. Both models emphasize a collaborative leadership style and process, which includes a strengths focus, ethic of care, and modeling responsibility to the group. Data were collected via in-depth interviews, field notes, and written evaluations focusing on the group experience. Data reveal how the creation and implementation of this
program impacts students’ engagement with feminist leadership practices and how this shapes them as leaders. Data also illustrate valuable implications for future practice, policy, and research development.

**Keywords:** Education  Sexual Violence  US  
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87519763&site=ehost-live&scope=site

### A Narrative Study of Women Leading Within the Council for Christian Colleges & Universities

**Author(s):** Dahlvig  
**Christian Higher Education**

This article is based on a 3-year narrative study that tells the stories of five women leading within the Council for Christian Colleges & Universities (CCCU). Women leaders are under-represented within this sector of higher education compared to other religious and/or private higher education institutions even though women comprise approximately 60% of college students. This article will explore 4 of the 10 themes that emerged from the women’s narratives within the context of existing research literature: (a) family-work balance, (b) transformational and androgynous leadership, (c) imposter syndrome, and (d) the complicated relationships and networks present within the CCCU. Within the women’s stories, compelling evidence suggests that cultural challenges exist for female leaders. Christian higher education institutions wishing to create inclusive environments for female (or other nonmajority) leaders should: (a) be attentive to Christian culture for both positive and negative forces impacting leaders; (b) create family-friendly policies and programs to attract and retain talented leaders; and (c) cultivate cultures that develop and sustain mentors and protégés.

**Keywords:** Education  Religion  US  
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=84919040&site=ehost-live&scope=site

### The Call for New Leaders

**Author(s):** De Los Santos  
**Diverse: Issues in Higher Education**

The article details the League for Innovation in the Community College’s (CC) achievements in providing leadership development (LD) that focus on preparing diverse CC leaders in the U.S. The league has teamed up with the American Association of Women in Community Colleges (CC) in 1980 to launch the National Institute for LD to help women in assuming policymaking responsibilities in CC. It has also developed the Executive Leadership Institute in cooperation with the University of Texas.

**Keywords:** Education  US  
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90060897&site=ehost-live&scope=site

### Conclusion: women around the world reshaping leadership for education

**Author(s):** Grogan, Margaret  
**Journal of Educational Administration**

This short essay aims to reflect on the global experiences women in education have had in becoming leaders as noted in the articles in this special issue on women’s leadership. The essay draws upon relevant historical and contemporary literature about women in the professions and in the workforce. The case is made for women educational leaders from kindergarten through higher education to reshape leadership rather than lead as men have done in the past.

**Keywords:** Education  
**URL:** http://0-search.proquest.com.library.simmons.edu/docview/754150321?accountid=13870
Putting women in the frame

Author(s): Grove, Farwell, Burkinshaw

*Times Higher Education*

The article discusses the under-representation of women in leadership roles in British universities. Dame Julia King of Aston University believes pictures in corridors reveal the male-dominated culture of institutions. She points out that part of the problem was the notion that men were more natural leaders than women. A study by Professor Pat O'Connor found that men appeared resistant to the idea of women joining their executive ranks.

**Keywords:** Education  UK

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=89985621&site=ehost-live&scope=site

"I didn’t do it the right way": Women's careers as faculty in higher education administration

Author(s): Haley, Jaeger

*Journal of the Professoriate*

This article explores the career paths of women faculty in Higher Education Administration graduate programs based on the results of a qualitative study of 18 faculty members at 14 different institutions. The majority of faculty members made their career choice during their undergraduate program, however, most participants in this study made their decision to follow a faculty career after entering a doctoral program or after completing their doctoral degree. Adding the post-doctoral decision point to Bowen and Schuster's (1997) process of career choice acknowledges the contribution of seasoned professionals to the field of Higher Education Administration and reflects the flexibility of a career path that may be conducive for women as they navigate a faculty career and family obligations.

**Keywords:** Education  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=79932928&site=ehost-live&scope=site

The Boys at the Back

Author(s): Hoff Summers

*New York Times*

The article discusses a study published in the February 2013 research journal "The Journal of Human Resources" on the gender gap in U.S. schools, which researchers argue is caused by girls developing noncognitive skills such as attentiveness and patience sooner than boys. Standardized test scores, child developmental psychology, and the effects of early academic success on girls' admission to colleges are discussed.

**Keywords:** Education  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=85241335&site=ehost-live&scope=site

Decision Making Styles of University Leadership

Author(s): Jabeen, Saeed Akhtar

*Dialogue*

Universities operate under the direction, leadership, and vision of their educational administrators. Throughout planning, implementing, and evaluating daily activities, they are continuously making decisions. Individual differences in thinking styles and information processing styles cause them to make their decisions differently. So assessing the decision making style (DMS) is vital to make administrators aware of their own style, evaluate the practicality of their style in the various tasks and finally adopt precautionary measures when
their own style is not suitable to handle the situation. The core objective of this study is to explore the age and gender differences in DMS among departmental heads (Deans/Principals, Directors, Chairpersons, Coordinators) of universities in Lahore. For this purpose, the Rational Experiential Inventory (REI) was administered to a sample of 440 participants (322 men and 118 women) of ages between 26-70 years. The statistical analyses revealed no significant differences regarding gender in utilizing rational and intuitive DMS. Post hoc (ANOVA) indicated significant mean differences among heads in the preference for rational DMS regarding age. The study also showed no significant differences among heads in preference for intuitive DMS.

**Keywords:** Education, Pakistan


**Randi Weingarten, the American Federation of Teachers, and the Challenges of Policy Leadership in a Hostile Environment**

Author(s): Kearney, Richard C.


Randi Weingarten is the president of the most vocal and influential teachers' union, the American Federation of Teachers. Since rising through the ranks to AFT president in just two years, Weingarten is now a major, if not the most prominent, nongovernmental player in national education policy. She has earned deep respect from many educational policy actors. Likewise, Weingarten elicits withering criticism from others. This fascinating profile explains why, in such a brief period, she has proved to be a fierce, fearless, and effective leader under extraordinarily difficult circumstances. Her experience offers invaluable lessons applicable for others working in similarly intense policy arenas.

**Keywords:** Education, Labor Unions


**Perspectives on Leadership from Female Engineering Deans**

Author(s): Layne, Peggy


Despite tremendous gains over the past 30 years, women are still severely underrepresented in engineering and engineering education. The advancement of women into leadership roles in engineering education has the potential to make engineering as a career more attractive to young women and to encourage women currently pursuing careers in engineering education to aspire to leadership positions themselves. This article reports on a series of structured interviews in which women deans of engineering were asked to describe their role and accomplishments as dean, their career paths, and their perspective on the impact of gender on their leadership style. The interviews provide insights into how these women saw themselves as leaders and how they were leading their institutions in creating engineers for the 21st century.

**Keywords:** Education, STEM;


**Valuing knowledge over action: the example of gender in educational leadership**

Author(s): Lumby

**Gender & Education**
Gender inequalities in educational administration attract calls for research internationally. The degree of concern and the urgent search for cause and cure are characterised as within an epidemic logic, evoking a managerialist ‘scientific’ reliance on evidence-driven change. Taking a poststructuralist approach, the paper uses a study of South African women school principals to position gender research as a tool for change. It considers one area of their experience that impacts on their leadership, marriage, as a vehicle to explore how research might be used. The paper challenges Western Enlightenment teleological cultural assumptions. It suggests that knowledge may be all we have to continue the negotiation of power where there is no solid ground of rightness about what views and actions disempower or the contrary and that it may, in itself, be a powerful force in the face of intractable problems.

**Keywords:** Education South Africa


---

**Systems of Career Influences: A Conceptual Model for Evaluating the Professional Development of Women in Academic Medicine**

**Author(s):** Magrane, Helitzer, Morahan, Chang, Gleason, Cardinali, Wu

*Journal of Women's Health*

**Background:** Surprisingly little research is available to explain the well-documented organizational and societal influences on persistent inequities in advancement of women faculty. Methods: The Systems of Career Influences Model is a framework for exploring factors influencing women's progression to advanced academic rank, executive positions, and informal leadership roles in academic medicine. The model situates faculty as agents within a complex adaptive system consisting of a trajectory of career advancement with opportunities for formal professional development programming; a dynamic system of influences of organizational policies, practices, and culture; and a dynamic system of individual choices and decisions. These systems of influence may promote or inhibit career advancement. Within this system, women weigh competing influences to make career advancement decisions, and leaders of academic health centers prioritize limited resources to support the school's mission. Results and Conclusions: The Systems of Career Influences Model proved useful to identify key research questions. We used the model to probe how research in academic career development might be applied to content and methods of formal professional development programs. We generated a series of questions and hypotheses about how professional development programs might influence professional development of health science faculty members. Using the model as a guide, we developed a study using a quantitative and qualitative design. These analyses should provide insight into what works in recruiting and supporting productive men and women faculty in academic medical centers.

**Keywords:** Education US


---

**Expanding the Conversation: Collaboration, Complexities and the Missing Pieces**

**Author(s):** Marshall, Wynn

*Educational Administration Quarterly*

This trio of books adds to conversations about women in educational leadership. Considered together, they are timely additions to the literature on women’s leadership, a way of leading that warrants much more attention that it currently gets. The authors speak to the heart of leadership with compassion and caring about the struggles and successes of a diverse group of women. Breaking Into the All-Male Club takes a novel slant, looking at the worlds of female educational administration professors who were “firsts” in their departments. Women and Educational Leadership suggests a new, nontraditional model of leadership that builds on the research from diverse areas, including the notion of power, the concept of cognitive shifts, and the need for reframing problems, solutions, and constituencies. Women Leading Across the Continents is a transnational compendium of education research and practice that provides insights into the challenges women face around...
the world and inspiration for those who care about education. All three books are useful for practitioners and scholars alike; yet, each book raises questions about representation, gender, leadership, and false separations between public and private spheres.

**Keywords:** Education  Global


---

**Policy inroads undermining women in education**

Author(s): Marshall, Young

*International Journal of Leadership in Education*

Over the last decades, policy trends have differentially and negatively affected women educators, defied, denied or repressed feminist values and missed opportunities for using feminist insights to reframe policy issues. This article provides a critical feminist analysis of educational and social policies with negative implications for women in education. Specifically, a set of recent policies were tracked and then analysed using a feminist critical framework to determine how they have been shaped by discourses and relationships of power and how they have worked, either overtly or subtly, to counter the interests of women educators. Through these methods, we demonstrate not only how trends in education and social policy are increasingly undermining women’s power, pay, status and chances to speak their voices, but also the viability of feminist critical policy analysis.

**Keywords:** Education  US


---

**Management, leadership and gender representation in UK higher and further education**

Author(s): McTavish, Duncan; Miller, Karen

*Gender in Management*

The purpose of this paper is to analyse gender representation in leadership and management in further and higher education organisations. It does this, through the lens of two perspectives on bureaucratic representation, a "liberal democratic" perspective and an alternative view which states that bureaucracies are not necessarily gender blind or women friendly. The paper reviews the reform and managerial environments, vertical and horizontal gender patterns in the sectors; undertakes empirical research which surveys staff in six case study institutions seeking responses on job roles and activities, career motivators and inhibitors, supportiveness of line managers, perceptions of organisational leadership and culture with regard to gender equality and career advance.

**Keywords:** Education  Europe

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/213158862?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/213158862?accountid=13870)

---

**Head of LeanIn.Org Pushes Women to Stick With Career Ambitions**

Author(s): Mento

*Chronicle of Philanthropy*

The article offers information on Rachel Thomas, co-founder of Subtext Inc. and president of the non-profit organization LeanIn.Org supported by the Lean In Foundation. It states that Subtext Inc. is into selling digital reading products to elementary and secondary schools and also states that LeanIn.Org helps to support women leadership and help them to maintain balance between family and professional life through educational tools and programs.

**Keywords:** Education  US

Girls Allowed

Author(s): Miranda

*Diverse: Issues in Higher Education*

The article reports that recent surveys suggest that the gender gap is starting to close at Master in Business Administration (MBA) programs across the U.S. It attributes this to the steady increase of women assuming leadership positions in some of the largest U.S. companies. The article also informs that universities and colleges are increasing their efforts to attract more women to their MBA programs.

**Keywords:** Education  MBA  US


Female educational leadership in the UK and Greece

Author(s): Mitrouss, Anastasia; Mitroussi, Kyriaki

*Gender in Management*

The purpose of this paper is to concentrate on investigating the role of gender on educational leadership in the context of two differing cultures. The focus will be on exploring whether gender appears to impact on the leadership roles in education by examining the extent of female participation in leadership across educational levels in Greece and the UK, highlighting differences and similarities between them.

**Keywords:** Education  Europe


The rules of the game: women and the leaderist turn in higher education

Author(s): Morley

*Gender & Education*

This paper engages with Diana Leonard’s writing on how gender is constituted in the academy. It offers an international review of feminist knowledge on how gender and power interact with leadership in higher education. It interrogates the ‘leaderist turn’ or how leadership has developed into a popular descriptor and a dominant social and organisational technology in academia. It considers some of the explanatory frameworks that have been marshalled to analyse women’s leadership aspirations and absences. In doing so, it attempts to unmask the ‘rules of the game’ that lurk beneath the surface rationality of academic meritocracy. It also poses questions about the relentless misrecognition of women’s leadership capacities and suggests the need for an expanded lexicon of leadership with which to move into the university of the future.

**Keywords:** Education  UK


Barriers to and facilitators of female Deans' career advancement in higher education: an exploratory study in Vietnam

Author(s): Nguyen

*Higher Education*

Although the slow progress of female academics compared to their male colleagues and the challenges that female academic leaders have to face in taking leadership roles have been well-documented, very little is known about female academic leaders and managers’ career advancement in developing countries like Vietnam. This paper reports on an exploratory study of a research project funded by the Cambridge-Viet Nam Women Leadership Programme, which aims to advance an understanding of the status of, and identify...
strategies to empower, female academic managers in Vietnamese higher education. The focus of this paper is on university leaders and female Deans' perceptions of the barriers to female academic Deanship and female Deans' reflections on the facilitators for their career advancement. The study found that the main barriers are strong family obligations, negative gender stereotypes regarding females as leaders, and female academics' unwillingness to take management positions. The major facilitators of female Deans' career advancement are self-effort, strong family support, and, what is perceived to be, a favourable or 'lucky' selection context. The paper provides empirical evidence to support the view that family support is a crucial factor for female academic career advancement in Vietnam. Women are both an agent and an object of change in empowering female academic leadership.

**Keywords:** Education Vietnam

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&AN=88349830&site=ehost-live&scope=site

---

**I Don't Want to Be a School Head**: Women Deputy Heads' Insightful Constructions of Career Advancement and Retention.

**Author(s):** Oplatka, Izhar; Tamir, Vered


In light of feminist scholars who have called for challenging the epistemology of existing theories and concepts in social sciences and recreating an innovative knowledge in which women are the focus, the current study aimed at tracing the career stories of 25 Israeli female deputy heads who explicitly do not aspire to headship. These deputies hold a stance that is in sharp contrast with widespread beliefs on career aspiration and advancement, albeit that they are considered to be competent candidates for headship. The female deputies' stories revealed that they construct a clear and sharp distinction between the deputy's role and that of the school head.

**Keywords:** Education Middle East


---

**Letters to Grandma: A Comparison of Generational Perspectives of Women's Growth as Higher Education Faculty**

**Author(s):** Palmer, Elyn McReynolds

This ethnographic compilation is the result of a course exercise in qualitative research. A current student of Texas Tech University interviewed an 87-year-old faculty member from the 1950s, comparing her experiences to those of the author in similar, present-day academic environments. The author developed the format of the paper as letters between a young faculty member and her experienced grandmother. Results of the study reflect many similarities between the experiences of past female faculty members and female faculty of today; the exercise does convey, however, many advances for women in the academic culture as well. Finally, the recorded experiences of the older woman support those scenarios highlighted in the study of higher education's history. Keywords: Higher Education, Women, Faculty, Ethnography

**Keywords:** Education US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&AN=94899499&site=eds-live

---

**The Experiences of Female Head Teachers in Rural Primary Schools in Kenya**

**Author(s):** Parsaloi, Steyn
Gender & Behaviour

The under-representation of women in leadership positions in primary schools is common in many developing countries, raising issues of equity, social justice and sustainable development. This article presents part of an investigation for a Master’s dissertation (Parsaloi, 2012). The broad research aim was to investigate the lived experiences of women heading public rural primary schools in Kenya, and to explore possible strategies that may be applied to improve women’s participation in educational leadership in rural primary schools in Kenya. This article is limited to the findings regarding the lived experiences of female head teachers in rural primary schools within Kajiado County in Kenya. The data were gathered using qualitative methods, which included interviews with 15 female head teachers, observation at their 15 schools and field-notes. The women gave rich descriptions of the various aspects of their work-lives within the context of sharing the challenges and strengths experienced in their careers. The findings revealed rich descriptions of participants’ professional and personal experiences prior to and in their head teacher positions. The study found that the participation of women in primary school leadership positions could be enhanced by means of mentoring and appropriate training programmes for the preparation for leadership.

Keywords: Education  Kenya


At the Ivies, It's Still White at the Top

Author(s): Patton

Chronicle of Higher Education

The article looks at the lack of diversity among senior leadership members at Ivy League colleges and universities in the U.S. According to the U.S. Education Department, a predominant number of leaders are white and male despite a large amount of qualified minority applicants. The author suggests that the lack of diversity is due to the highly selective hiring process at such schools while stating that minorities such as blacks and women have not received the same opportunities. Several charts are included with information on leadership at all Ivy League schools such as Harvard University, Princeton University, and Yale University.

Keywords: Education  US


Women, choice and promotion or why women are still a minority in the professoriate

Author(s): Pyke

Journal of Higher Education Policy & Management

Women remain a minority in the Australian professoriate despite decades of equal opportunity policy. This article discusses the findings of an intensive case study that investigates why women's representation declines at the most senior academic levels. Through in-depth interviews with 24 women, the study explores the extent to which women’s choices and aspirations are shaped by academic employment conditions that are ambiguous in their effects on women’s capacity to reach senior academic roles. Responses suggest that women are slowed down, in ways that men often are not, by multiple conditions. The findings draw attention to the need for equity policies that support women to reach the professoriate before retirement becomes the preferred option.

Keywords: Education  Australia


A Comparison of Family Care Responsibilities of First-generation and Non-first-generation Female Administrators in the Academy.

Author(s): Seay, Sandra E.

Greater numbers of women are entering and working in higher education. Some of these women are the first in their families to attain academic degrees. They are known as first-generation students, and the care of children and others is often responsible for their withdrawal from academic study. This study addressed the void of information concerning the post-baccalaureate work experiences of first-generation women by documenting their presence in higher education administrative positions and by determining that providing care for a greater number of dependent children than their peers remained in the profile of first-generation women who had transitioned from undergraduate students to academic administrators.

Keywords: Education


Re-thinking educational leadership: exploring the impact of cultural and belief systems

Author(s): Shah, Saeeda J. A.


This article argues that people from diverse ideological and ethnic backgrounds conceive, perceive and practise educational leadership differently, drawing upon their beliefs, values and knowledge sources. It draws on data collected by 11 in-depth interviews with female heads of ‘girls-only’ colleges in a region in Pakistan. The paper briefly introduces leadership as a concept formulated in context. It presents philosophical and theoretical underpinnings of these conceptualizations from an Islamic perspective as a case, and highlights the interplay between belief systems, educational leadership and gender. The article deliberates as to how these discourses interact to formulate 'educational leadership' in Muslim societies, and explores the implications of these constructions for women in educational leadership in a Muslim society.

Keywords: Education  Pakistan


‘They Didn’t Consider Me and No-one Even Took Me into Account’: Female School Principals in the Arab Education System in Israel.

Author(s): Shapira, Tamar; Arar, Khalid; Azaiza, Faisal


The study of women’s management and leadership in education has become a central research topic and the copious work published in many countries encompasses various issues relating to gender and educational leadership. The study of female school principals from the Arab minority in Israel has only recently begun. In-depth interviews were conducted with the seven female school principals, from different socio-cultural backgrounds, who had successfully climbed the professional ladder to senior positions in the Arab education system in Israel. Findings indicated that women principals contribute significantly to the development of Arab schools. As women in senior roles, the majority faces resistance; a change of societal norms and willingness to accept women’s leadership would enable many more women to fill public roles and to contribute to their society’s progress.

Keywords: Education  Middle East

Arab women principals' empowerment and leadership in Israel

Author(s): Shapira, Tamar; Arar, Khalid; Azaiza, Faisal

Journal of Educational Administration

This paper’s purpose is to tell the life-stories of four women who succeeded in forging paths to senior positions as principals in Arab schools in Israel and to describe the personal, professional and sociopolitical contexts of their principalship.

Keywords: Education  Middle East

URL: http://0-search.proquest.com.library.simmons.edu/docview/754150520?accountid=13870

Women teachers' aspirations to school leadership in Uganda

Author(s): Sperandio, Jill; Alice Merab Kagoda

The International Journal of Educational Management

The under-representation of women in the leadership of secondary schooling is a problem common to many developing countries, raising issues of social justice and sustainable development. It has its roots in societal understandings about leadership, the schooling and career aspirations of girls, the organizational characteristics of the education system, and the expectations and preparation of teachers for leadership positions. The purpose of this paper is to identify factors, both specific to the country and common across cultures, contributing to the low numbers of female teachers leading Ugandan secondary schools.

Keywords: Education  Africa

URL: http://0-search.proquest.com.library.simmons.edu/docview/229176094?accountid=13870

Gender and leadership styles in single-sex academic institutions

Author(s): Taleb, Hanan M

The International Journal of Educational Management

This paper aims to investigate the relationship between gender and female leadership styles in a single-sex academic institution in Saudi Arabia. Evidence suggests that the interviewed female leaders of Manar College are inclined to adopt stereotypical attributes of feminine qualities of leadership. They also tend to prefer a democratic, interpersonally-oriented and transformational style rather than autocratic, task-oriented or transactional style of leadership. In essence their leadership styles seem to agree - to a large extent - with the mainstream view on women's ways of leading.

Keywords: Education  Middle East

URL: http://0-search.proquest.com.library.simmons.edu/docview/229111732?accountid=13870

An exploration of two female principals' leadership in mainland China

Author(s): Zhong, Wanjuan; Ehrich, Lisa Catherine


The purpose of this paper is to explore two dimensions of leadership practices (i.e. teaching and learning and sources of power) used by two exemplary principals in mainland China against a background of education reform and to identify how broader contextual factors have shaped these two dimensions of their leadership.

Keywords: Education  Asia

URL: http://0-search.proquest.com.library.simmons.edu/docview/220449586?accountid=13870

Improving women's representation in senior positions in universities
Author(s): Doherty, Liz; Manfredi, Simonetta


The overall purpose of the paper is to understand the barriers to women’s progression to senior positions in universities. It aims to explore similarities and differences between the career experiences and leadership styles of men and women in middle- and senior-level positions at one university. The ultimate aim is to identify interventions to help create a more equal gender balance at senior levels.

Keywords: Education

Spaces in-between: Indigenous women leaders speak back to dominant discourses and practices in educational leadership

Author(s): Fitzgerald, Tanya


My intention in this article is not to solely ‘talk up’ or ‘talk back’ to troubling dominant discourses about, and practices in, educational leadership, but to authenticate and legitimate Indigenous women’s voices through theorising their leadership realities and by situating such knowledge in the cultural spaces that they occupy. Accordingly, this article leads with the voices of Indigenous women that shape the theoretical discussion. Finally, I offer alternative ways of seeing the relationship between community, schools and leaders from Indigenous perspectives.

Keywords: Education  Australia/New Zealand

Unwritten: young women faculty in educational leadership

Author(s): Sherman, Whitney H; Beaty, Danna M; Crum, Karen S; Peters, April

Journal of Educational Administration

As women professors of educational leadership who are involved with feminist research and the preparation of k-12 women leaders, the authors came to the realization that while they have dedicated their professional lives to advancing women leaders in the k-12 environment, they have neglected women like themselves, particularly young women, in the academy.

Keywords: Education

Modeling cultural context for aspiring women educational leaders

Author(s): Sperandio, Jill

Journal of Educational Administration

The purpose of the paper is to discuss and examine the development of frameworks and models to guide future research into studies of women’s paths to educational leadership worldwide. Past studies in this field have focused on identifying barriers and opportunities that are gender sensitive. With an increasing interest in developing educational preparation programs that are context and gender specific, there is a need to provide research frameworks to allow for meaningful comparisons between contexts to identify commonalities and differences, and for models to predict the likely outcomes of interventions in current procedures for drawing
women into educational leadership. The model presented in the paper allows for the identification of those factors in any given context that influence the success of women aspiring to leadership.

**Keywords:** Education

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/754150213?accountid=13870

---

**Emerging Markets**

**The Battle for Female Talent in Emerging Markets**

Author(s): Hewlett, Sylvia Ann; Rashid, Ripa;


The article focuses on the competition among multinational companies that need to recruit college-educated female employees in a host country. The authors' research in Brazil, Russia, India, China, and the United Arab Emirates which involved both men and women and five global companies is discussed. The five international business enterprises in the study are Bloomberg, Booz & Company, Intel, Pfizer, and Siemens. Topics include the potential of women managers in an emerging markets' workforce, the issue of a glass ceiling for female white-collar employees, the sociocultural aspects of elder care, traveling alone, and women's safety, the benefit of working in the public sector, and examples of organizational support for career women such as helping them build business and social networks.

**Keywords:** Emerging Markets


---

**Empowerment**

**Women's Empowerment and Gender Bias in the Birth and Survival of Girls in Urban India**

Author(s): Mukherjee

*Feminist Economics*

Despite improvements in women's work opportunities and educational achievements, women's survival disadvantage is a demographic reality of urban India. A temporal and cross-sectional analysis of the data from the 1991 and 2001 census of India, while reaffirming the positive association between women's employment and the birth and survival of more girls, fails to reaffirm the oft-emphasized positive connection between women's education and increased survival of girls. Relatively high levels of women's education, by being indicative of household socioeconomic status, may be associated with increased ability to discriminate against girls through prenatal sex selection, especially in the presence of cultural biases resulting in low women's rates of participation in paid work, persistence of dowry payments, and lack of women's property rights. As the educational achievements of urban Indian women improve, gender discrimination in the birth and survival of girls may intensify as a cumulative effect of socioeconomic factors continuing to favor sons.

**Keywords:** Empowerment Youth India

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=85588297&site=ehost-live&scope=site

---

**Memorandum on Coordination of Policies and Programs To Promote Gender Equality and Empower Women and Girls Globally**
Entrepreneurship

How women entrepreneurs lead and why they manage that way

Author(s): Dorothy Perrin Moore; Moore, Jamie L; Moore, Jamie W


The purpose of this paper is to present six testable propositions to guide future research on the power of the trust building, interactive transformational leadership style women employ to succeed in corporate environments and which they further refine as entrepreneurs. The propositions are drawn from findings in the fields of management, entrepreneurship, organizational behavior, leadership, teamwork and trust.

Keywords: Entrepreneurship

URL: http://0-search.proquest.com.library.simmons.edu/docview/866421521?accountid=13870

Unleashing the power of women entrepreneurs

Author(s): Ernst and Young

A key group of financial organizations is helping women seize more opportunities. They've identified four building blocks for success: financial services, training, a regulatory regime that doesn't undermine women and confidence.

Keywords: Entrepreneurship


Entrepreneurial experiences of women in Canadian high technology

Author(s): Ezzedeen, Souha R; Zikic, Jelena


The purpose of this paper is to explore how women entrepreneurs experience entrepreneurship in the Canadian technology sector and the types of obstacles posed by the field's male-dominated character.

Keywords: Entrepreneurship STEM

URL: http://0-search.proquest.com.library.simmons.edu/docview/939241007?accountid=13870

A Conversation with the Pizza Princess: Diane Barrentine on Entrepreneurial Leadership

Author(s): Hayek, Mario; Salem, Roberto

In an interview, Domino's Pizza franchise president Diane Davis Barrentine, talked about entrepreneurial leadership. Barrentine said that her leadership training started when she joined the management training program provided by a Dominos' franchise in the early 1980s. This franchise had 3 stores and Domino's Pizza had opened its 1000th location (1983). It was a time of extremely rapid growth in the franchise territory in Mississippi and Louisiana. She added that business schools have leadership development programs that are too structured: you have a program, a reading list, and a protocol, as the things through which young women have to jump. But she doesn't know whether you teach them how to develop good judgment of integrity, problem solving skills, office politics and other softer skills of communication and motivation, that she thinks are important to develop that mindset of both a good human being and business person.

Keywords: Entrepreneurship
URL: http://0-search.proquest.com.library.simmons.edu/docview/875308859?accountid=13870

Leadership Styles of Entrepreneurial Women in Eastern China: Characteristics and Differences

Author(s): Li, Bao, Jiang
Social Behavior & Personality: An International Journal

A number of studies have recently been conducted on entrepreneurship of women. In one study the researchers found that gender had an impact on entrepreneurial activity (Mueller & Conway Dat-On, 2008) and the characteristics of entrepreneurial women per se became the focus of research. In our empirical research we explored the characteristics of, and differences among, the leadership style of a sample of 225 entrepreneurial women from Zhejiang Province and Shanghai in eastern China. We found that the majority of these women adopted an achievement-oriented style of leadership, that is, a style consisting of high initiating structure and high consideration. We found differences in the consideration leadership style of the women according to the type of enterprise in which they were working; in addition there were differences in both initiating structure and consideration leadership styles of the women entrepreneurs according to the length of time that the enterprise in which the women were working had been established.

Keywords: Entrepreneurship China

Leading by Numbers

Author(s): Inc.

Statistics are presented on the percentage of leadership ability that is determined by environmental factors, the ranking of the U.S. in a list of countries with the greatest number of potential leaders, and the percentage of female business owners who believe that more women will launch companies in 2013.

Keywords: Entrepreneurship US

Portraits of Russian Women Entrepreneurs: Identification and ways of Leadership

Author(s): Aaltio, Iiris; Peltonen, Hanna
Journal of Enterprising Culture

Entrepreneurship has developed in Russia during the past two decades, which is a short time to develop a firm business culture. Women are still a minority among entrepreneurs globally, also in Russia. Our study focuses
on Russian women entrepreneurship by means of an interview and photographs of 10 women entrepreneurs in the St. Petersburg area. We ask, how do they identify themselves in the current economic situation. Further, we ask if there is a specifically Russian type of women entrepreneurship and entrepreneurial identification. Finally, in the study it is also elaborated the interviewed women entrepreneurs' perceptions concerning the Russian market economy and its transition, as well as their views for the future.

**Keywords: Entrepreneurship  Russia**

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/236433911?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/236433911?accountid=13870)

**Gendered Institutions and Cross-National Patterns of Business Creation for Men and Women.**

**Author(s):** Elam, Amanda; Terjesen, Siri


In this article, we explore how gendered entrepreneurship rates are affected by both soft (values, beliefs and expectations) and hard (institutionalized norms and practices) measures of cultural institutions. We use data from the 2001 Global Entrepreneurship Monitor for 25 265 individuals in 11 countries to examine how institutional arrangements related to women's employment (role of occupational segregation, gender wage inequality, female business leadership and public childcare support) interact with individual-level perceptions in ways that increase women's start-up. Controlling for national variations in opportunity structure, our results show that gendered institutions (female business leadership, gender wage inequality and public expenditures on childcare) influence the decision to start a business indirectly through perceptions and gender.

**Keywords: Entrepreneurship**


**Feminist attributes and entrepreneurial identity**

**Author(s):** Orser, Barbara J; Elliott, Catherine; Leck, Joanne


The purpose of this study is to examine how feminist attributes are expressed within entrepreneurial identity. The study employed a purposive sampling technique to recruit 15 self-identified "feminist entrepreneurs". This included retailers, manufacturers, exploration operators, consultants, and professionals. Qualitative data were subject to content analysis. Contrary to a feminine archetype portrayed as caring and nurturing, respondents do not describe themselves as typically portrayed in the feminist literature. Prevalent themes included participative leadership, action-oriented, and creative thinker/or problem solver.

**Keywords: Entrepreneurship**


**Family Business**

**Spotlights and shadows: Preliminary findings about the experiences of women in family business leadership roles.**

**Author(s):** Barrett, Mary; Moores, Ken

*Journal of Management and Organization*
In an earlier study (Moores & Barrett 2002) we found successful CEOs had learned leadership of family controlled businesses (FCBs) in a series of distinct learning phases. Because that study's sample did not include many women, our present study focuses on women in FCBs to better understand how they exercise leadership and entrepreneurship in the family firm context. Case study analysis of an international sample of women FCB leaders, using frameworks which avoid essentialist assumptions about women's and men's approach to leadership, suggests there are some characteristic ways women leaders learn FCB leadership and entrepreneurship roles.

**Keywords:** Family Business


**Integrating Succession and Gender Issues from the Perspective of the Daughter of Family Enterprise: A Cross-National Investigation**

Author(s): Constantinidis, Christina; Nelson, Teresa


We engage a gender analysis, including consideration of the social phenomena of separation and hierarchy, to consider the role, condition and aspirations of daughters of family enterprise as they consider the option of family entrepreneurship. From this perspective we examine the extant literature and present findings from two exploratory empirical research efforts, one in Belgium and one in the U.S., to better understand internationally how daughters perceive their leadership paths in the family business. We take into consideration growing social acceptance of women's leadership, and women's own career-mindedness, which influence traditional views of the opportunities for daughters inside and outside of the family business. Research avenues and practical recommendations to support successful succession of daughters are discussed.

**Keywords:** Family Business  Europe


**Women, Glass Ceiling and Professionalization in Family SMES. A Missed Link**

Author(s): Songini, Lucrezia; Gnan, Luca

**Journal of Enterprising Culture**

This article focuses on two main topics: the role of women in family firms and the professionalization of the company. It aims at understanding both women's involvement in governance and managerial roles, and the relationship with the family firms' professionalization. The findings reveal, on one hand, that family SMEs are a more favorable context for the removal of the glass ceiling only with regard to the roles of member of board of directors and functional director. On the other hand, they show that some managerial mechanisms, such as incentives and managerial reporting systems, are more relevant when women are involved in governance and managerial roles.

**Keywords:** Family Business


**Daughter Exclusion in Family Business Succession: A Review of the Literature**

Author(s): Wang, Calvin

In family businesses, succession is very much biased by gender and daughters are almost always excluded as candidates. This paper provides a review of the literature on daughter succession. It finds that daughter exclusion results from an interaction of macro (societal/cultural attitudes toward women) and micro (individual and family) factors that both stereotype and discriminate against the daughter, and ensures that her capabilities and contributions in the business remain largely invisible. However, ascension to leadership and control for daughters can occur under “special circumstances” such as in the absence of male heirs or when the family business encounters a crucial transition or crisis event. Notwithstanding, daughter succession is defined by "complementarity" rather than conflict and offers potential advantages over sons.

Keywords: Family Business
URL: http://0-search.proquest.com.library.simmons.edu/docview/807579320?accountid=13870

Finance

Chipping Away at the Glass Ceiling in Private Equity

Author(s): Alden
New York Times
The article looks at the transformation of the private equity firms to institutionalized public companies and its choice to start addressing the deficit of women in senior leadership roles through internal programs and recruitment efforts in the U.S.

Keywords: Finance   US

Fall From Grace Or Glass Ceiling

Author(s): Lakshminarayanan, Sambhavi
Wall Street has had few women in top leadership positions. Zoe Cruz was one of the highest ranking women in the financial services industry. She spent her career working at one firm where she rose to the rank of Co-President. However, soon after reaching the highest levels, Zoe Cruz abruptly left the firm after twenty-five years of service. Ms. Cruz’s departure proved controversial and commentators had a range of opinions. There were at least three broad interpretations of the situation: one, that she had a moral obligation to leave; two, that organizational politics had forced her out; and, three, that many of the problems she faced could be traced to the fact that she was a woman working in a domain and culture dominated by men. The case is aimed at identifying factors and forces that were at work in the situation. It also poses the question of deciding whether gender and culture related factors were at work against Ms. Cruz ’s interests or whether what happened was post-gender and simply par for the course.

Keywords: Finance
URL: http://0-search.proquest.com.library.simmons.edu/docview/893661728?accountid=13870

Women Break a New Ceiling

Author(s): Palank
Wall Street Journal
The article examine how despite the lack of women in leadership roles at U.S. law firms' bankruptcy practices, female lawyers Heather Lennox, Sharon Levine, and Babette Ceccotti will all have major influences on Detroit, Michigan's 2013 $18 billion bankruptcy case.

**Keywords:** Finance  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=89540011&site=ehost-live&scope=site

**Yellen & Co. are still the exception**

Author(s): Petrecca

*USA Today*

The top cop on Wall Street is a woman. The head of the International Monetary Fund is female. And the nomination of Janet Yellen to be Federal Reserve chief means the slot for the world's most powerful economic policymaker -- and one of the most influential people in America -- will most likely go to a woman as well. Most major companies are run by men, but the policies that frame their existence are increasingly being shaped by women.

**Keywords:** Finance  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=J0E274235877513&site=ehost-live&scope=site

**Deutsche Bank Lags On Its Gender Pledge**

Author(s): Stevens, Edinger, Torry

*Wall Street Journal*

The article discusses women executives and corporations in Germany as of April 29, 2013, with a focus on Deutsche Bank AG, Deutsche chief executive officer Jürgen Fitschen, and how the company is lagging on a pledge to hire female executives. Topics include senior executives in the banking industry, women in top management teams, and corporate responsibility reports.

**Keywords:** Finance  Germany

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87330460&site=ehost-live&scope=site

**Flexible Work Arrangements**

**Look Ma, No Clock**

Author(s): Bhattacharya, Saumya


The article discusses flexible work model in women leadership roles. It mentions that the survey conducted by consultancy firm Bain & Co. Inc. regarding the implementation of the model reveals that 87% of women and 74% of men respondents show interest in applying the model. It states that the consideration of Chitra Iyengar of International Business Machines Corp. to flexible work method begun after her encounter with her manager. Tips on how companies can offer the method are also presented.

**Keywords:** Flexible Work Arrangements


**Lean in: it's lucrative**

Author(s): Branson
BRW

The article offers suggestions to help companies design more effective policies. It suggests creativity in providing family-friendly benefits that will help the company attract and keep employees such as flexible work arrangements and guaranteed paid family leave. Companies should ensure that the women receive equal pay and given opportunities to prove themselves as capable of taking on leadership roles. Women are also encouraged to lean in and speak during meetings.

**Keywords:** Flexible Work Arrangements  UK


---

**Women at the Top**

**Author(s):** Cheung, Fanny M.; Halpern, Diane F.


How do women rise to the top of their professions when they also have significant family care responsibilities? This critical question has not been addressed by existing models of leadership. In a review of recent research, we explore an alternative model to the usual notion of a Western male as the prototypical leader. The model includes (a) relationship-oriented leadership traits, (b) the importance of teamwork and consensus building, and (c) an effective work-family interface that women with family care responsibilities create and use to break through the glass ceiling. We adopted a cross-cultural perspective to highlight the importance of relational orientation and work-family integration in collectivistic cultures, which supplements models of leadership based on Western men.

**Keywords:** Flexible Work Arrangements


---

**Why Jane Doesn't Lead.**

**Author(s):** Goman, Carol Kinsey


The author notes the efforts of organizations to develop the leadership abilities of women and create flexible work schedules, to attract women and groom them for top management positions. She says that only few women have made it to be in the senior-level leaders role because women's intellectual assertiveness elicits negative affect in a mixed-sex discussion in which they received fewer responses than male who provide the same input. To groom women for leadership, she stresses the importance of coaching, mentoring and career opportunities.

**Keywords:** Flexible Work Arrangements


---

**Motherhood, Sport Leadership, and Domain Theory: Experiences From New Zealand**

**Author(s):** Leberman, Sarah; Palmer, Farah

*Journal of Sport Management*

Mothers' voices are often silent in leisure and sport literature. This research used domain theory (Layder, 1997, 2006) to highlight the varied social domains that influence the experiences of nine women as mothers and sport leaders in New Zealand.

**Keywords:** Flexible Work Arrangements  Sports Management  New Zealand

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/195542229?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/195542229?accountid=13870)
Canaries in the Mine Shaft: Women Signaling a New Career Model

Author(s): Shapiro, Mary; Blake-Beard, Stacy; O'Neill, Regina


The article discusses personnel management in the United States and an online survey of women who attended the 2006 Simmons School of Management Women's Leadership Conference. The discussion focuses on the challenges of talent management which include economic volatility which puts a short-term excess of managers in the labor market, competition for employees after the retirement of the baby boom generation which will create a labor shortage, and the perception that professional women employees are not committed to their careers and will leave the workforce. The study found that women want flexible work arrangements.

Keywords: Flexible Work Arrangements


Foreign Service

EW@S: Supporting and Mentoring Female Leaders

Author(s): Saboe

Foreign Service Journal

The article offers information on the role of Executive Women at State (EW@S) organization in maintaining the diversity and gender parity in both the foreign services and civil services in the U.S. It mention that EW@S has several objectives including expansion in the numbers of women employees, preparing more women for senior leadership positions, and advocating for gender equality in senior positions. It also mentions discusses the role of exit interviews in administration of U.S. Navy.

Keywords: Foreign Service US


Gender Differences in Leadership

Developments in gender and leadership: introducing a new "inclusive" model

Author(s): Alimo-Metcalfe, Beverly

Gender in Management

The purpose of this paper is to assess developments in gender and leadership since 1995. The author reflects on how she developed her work as an organisational psychologist during this time and introduces an inclusive model of leadership. Statistics regarding the intransigence in progress in the representation of women means there is little to celebrate. The paper offers suggestions as to how gender bias in leadership can be eliminated or reduced.

Keywords: Gender Differences in Leadership

URL: http://0-search.proquest.com.library.simmons.edu/docview/807506351?accountid=13870

At the end of the road? On differences between women and men in leadership behaviour
This study aims to explore behavioural differences between women and men in managerial positions and suggest explanations for differences and similarities. A number of studies indicate that managers' behaviour is different in different types of organizations. This study suggests, therefore, that, independent of gender, organizational and demographic characteristics modify leadership behaviours, thus explaining similarities in leadership behaviour.

**Keywords:** Gender Differences in Leadership

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/877019927?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/877019927?accountid=13870)

---

Increasingly, human resource managers are recognizing the need to understand how the differences between men and women affect organizational culture and leadership. This study of 314 workers examines the influence of gender on the leadership and cultural dimensions identified in the acclaimed Global Leadership and Organizational Behavior Effectiveness (GLOBE) research program. The results show that gender is a significant predictor in two of the nine cultural dimensions—gender egalitarianism and assertiveness—and two of the six leadership dimensions—participative leadership and self-protective leadership. These findings can help HR managers capitalize on the strengths of both male and female employees as they design policies and practices to achieve organizational objectives.

**Keywords:** Gender Differences in Leadership


---

The present research investigates the influence of subtle death-related thoughts (i.e., mortality salience) on people's images of effective leaders (i.e., their implicit leadership theories [ILTs]). We test the prediction that mortality salience will change the content of these implicit theories to be more gender stereotypical such that individuals will conceive of effective leaders in a significantly more masculine, or agentic, manner. This work contributes to research on gender bias in leadership, ILTs, and terror management theory and has implications for female leaders.

**Keywords:** Gender Differences in Leadership


---

The present research investigates the influence of subtle death-related thoughts (i.e., mortality salience) on people's images of effective leaders (i.e., their implicit leadership theories [ILTs]). We test the prediction that mortality salience will change the content of these implicit theories to be more gender stereotypical such that individuals will conceive of effective leaders in a significantly more masculine, or agentic, manner. This work contributes to research on gender bias in leadership, ILTs, and terror management theory and has implications for female leaders.

**Keywords:** Gender Differences in Leadership


---

The present research investigates the influence of subtle death-related thoughts (i.e., mortality salience) on people's images of effective leaders (i.e., their implicit leadership theories [ILTs]). We test the prediction that mortality salience will change the content of these implicit theories to be more gender stereotypical such that individuals will conceive of effective leaders in a significantly more masculine, or agentic, manner. This work contributes to research on gender bias in leadership, ILTs, and terror management theory and has implications for female leaders.

**Keywords:** Gender Differences in Leadership


---

Gender differences in leadership - believing is seeing: implications for managing diversity

**Author(s):** Jonsen, Karsten; Maznevski, Martha L; Schneider, Susan C
Are there really gender differences in leadership? Do beliefs regarding gender differences in leadership differ across cultures? And how do these beliefs influence diversity management? This article aims to demonstrate how different beliefs regarding gender differences and leadership can influence company diversity policies and initiatives. First, the authors review the research evidence on the relationship between gender and leadership. Then they explore the effects of gender stereotyping.

**Keywords:** Gender Differences in Leadership


**Gender, management and leadership.**

Author(s): Kyriakidou, Olivia


The purpose of this paper is to introduce the special issue which presents cutting-edge research in the field of gender, management, and leadership. The studies show that gender categories are brought into being performatively, so that "naming" of a subject creates the preconditions for certain categories which then become invested with meaning. All of the studies included in this special issue show that studying gender, management and leadership in organisations is significant: we do not really leave gender at the door when entering our organisational work lives; rather, we "do" gender in specific ways, some reflexive but most perhaps not. The paper shows that the special issue highlights the fact that management jobs have traditionally been understood as being constructed according to male norms and thus creating difficulties for women.

**Keywords:** Gender Differences in Leadership


**Seniority and gender differences in 360-degree assessments of influencing, leadership and team behaviours. Part 2: Gender differences, conclusions and implications.**

Author(s): Manning, Tony; Robertson, Bob.


The purpose of this two-part paper is to present and discuss research into gender and seniority differences in 360-degree assessments of influencing, leadership and team behaviours. The originality and value of this paper lies in its examination of the relationship between three different types of behaviour (i.e. influencing, leadership and team working) and 360-degree assessments of performance, including seniority and gender differences. It combines theory and research as a basis for practice. It draws on relevant theory on influencing, team working and leadership, presents empirical evidence, examines possible interpretations, draws practical conclusions and discusses their implications.

**Keywords:** Gender Differences in Leadership


**Seniority and gender differences in 360-degree assessments of influencing, leadership and team behaviours. Part 1: Introduction and seniority differences.**

Author(s): Manning, Tony; Robertson, Bob

The purpose of this two-part paper is to present and discuss research into gender and seniority differences in 360-degree assessments of influencing, leadership and team behaviours. Our findings indicate that the behaviour of those at senior levels is of consequence and, can therefore, be expected to influence 360-degree assessments. Clear evidence was found to support the third hypothesis that male and female managers were judged by different gender stereotypes. Male managers were judged more positively when they displayed a range of "leadership" behaviours. In contrast, female managers were judged more positively when they displayed "management" and "team" behaviours. Support was also found for the fourth hypothesis that male and female managers tended to do different jobs.

Keywords: Gender Differences in Leadership


Author(s): Muhr, Sara Louise

Many studies have shown that female managers have to work harder than men to gain recognition, and that this often leads top female managers away from the leadership style characterized by soft skills and emotional understanding. Instead, another characterization can be seen; that of tough gendered machines fighting their way to the top - cyborgs. This article uses Haraway's metaphor of the cyborg to explore the way in which a top female manager tries to fight for gender equality by employing masculine strategies with a female body. However, contrary to the usual argument that women become masculinized leaders, the article argues for a reading in which female leadership becomes both excessively masculine and excessively feminine, challenging simplified readings of gendered leadership. In the case-study, this leads to a situation where high-performance behaviour from a top female leader in effect ends up reinforcing gender inequality.

Keywords: Gender Differences in Leadership

Gendered observations and experiences in executive women's work

Author(s): Murray, Peter; Syed, Jawad

This article explores gendered observations and experiences of executive women on the basis of common world views or lenses through which gender differences are interpreted and understood. Three types of lenses are identified from both the literature and the data: monocultural, statistical and structural. The discussion explores the relationships and ties between each lens noting the overlapping characteristics.

Keywords: Gender Differences in Leadership Australia;

Preferred leadership prototypes of male and female leaders in 27 countries.

Author(s): Paris, Lori D.; Howell, Jon P.; Dorfman, Peter W.; Hanges, Paul J.;
Our study shows that preferred leadership prototypes held by female leaders differ from the prototypes held by male leaders, and that these prototype differences vary across countries, cultures, and especially industries. In general, female managers prefer participative, team oriented, and charismatic leadership prototype dimensions more than males. Contrary to popular belief, both males and females valued humane-oriented leadership equally. Gender egalitarianism and industry type were important moderators of the gender-leadership prototype relationship. Gender egalitarianism increased females’ desire for participative leadership, while prototype differences between genders were magnified in the finance and food industries.

**Keywords:** Gender Differences in Leadership


---

The author focuses on a possible shift in power from men to women as a result of the global financial crisis of 2008-2009. He states the global recession has had a disproportionate impact on men, with over 80 percent of lost jobs in the U.S. since November of 2008 being of men. He accuses a machismo mindset as being responsible for the financial crisis and the political climate that allowed it. He mentions that more women are pursuing higher education than men in both the U.S. and in the rest of the developed world. He comments on the election of women leaders in Iceland and Lithuania. He suggests the housing bubble and the New Deal were both intended to create jobs for men and reinforce traditional gender roles. He speculates on possible reactions of men to the increased power of women.

**Keywords:** Gender Differences in Leadership Politicians


---

We investigated how leaders’ gender interacts with anger and sadness expression and followers’ attributions for their emotional expression on evaluations made by followers. In a laboratory study concerning hypothetical leaders, people evaluated the competence of male and female leaders differently depending on their emotional displays (anger vs. sadness). These differences were observed only when observers made high dispositional attributions for leaders’ emotional expression. Perceived leader role-based emotional expression mediated these relationships. In a field study concerning actual leaders, dispositional attributions for sadness and anger expression were negatively related to follower perceptions of the leader, and these attributions moderated the relationships between leader gender and various follower perceptions of the leader. Leader prototype fit mediated these relationships. We discuss the implications of these findings for leadership research and practice.

**Keywords:** Gender Differences in Leadership

It may not be what you think: Gender differences in predicting emotional and social competence

Author(s): Taylor, Scott N.; Hood, Jacqueline N.


Women and men leaders have been noted to be similar in terms of emotional and social competence in the workforce. We analyzed gender differences in self-ratings, others’ ratings, and predicted ratings of men and women leaders on a multi-source feedback assessment of emotional and social competence. Findings revealed that there were significant differences between how leaders were rated on emotional and social competence versus how they predicted they would be rated. Furthermore, results indicated that when asked to predict how they were rated by their managers, direct reports, and peers, women were significantly poorer at predicting others’ ratings compared with men. However, women self-rated their demonstration of emotional and social competence similar to men. Age was investigated, but not found to have an effect on men and women’s predictions of others’ ratings. The article concludes with a discussion of the implications of the findings and areas for future research.

Keywords: Gender Differences in Leadership


Gender Stereotypes

The value of centered leadership: About the research

Author(s):


The article reviews the research that went into a study of centered leadership. Centered leadership is defined as a type of authority that conveys energy and enthusiasm for a task, and a sense that a business goal is of personal meaning and satisfaction to an executive. A number of topics related to the research are addressed including a survey that assessed business leadership, leadership strengths possessed by women, general job satisfaction, and statistically significant differences between men and women in leadership roles.

Keywords: Gender Differences in Leadership


Islam, Gender, and Leadership in Ghana

Author(s): Ammah

Cross Currents

The article discusses the relationship between Islam, women’s status, and leadership role in the Muslim community of Ghana. The author begins by explaining the understanding of leadership found in the Qur’an and goes on to note the problems associated with using the hadith to determine the legitimacy of women’s leadership. She connects the lack of women’s leadership within the Ghanaian Muslim community to socialization and education processes that lead both men and women to accept patriarchy. The establishment and work of the Federation of Muslim Women’s Associations in Ghana (FOMWAG) is also addressed.

Keywords: Gender Stereotypes  Ghana

Room at the top: Advancement and equity for women in the business world

Author(s): Evans, Donna


According to The Double-Bind Dilemma for Women in Leadership: Damned if You Do, Doomed if You Don’t, a study released by Catalyst, a nonprofit organization working to advance opportunities for women and business, one of the key barriers to women’s advancement in corporate leadership is gender stereotyping. It leaves women with limited, conflicting, and often unfavorable options no matter how they choose to lead. This report, the third in Catalyst’s in-depth series examining the pervasive and damaging effects of gender stereotyping in the workplace, focuses on the consequences of gender bias and three specific double-bind dilemmas frequently experienced by women business leaders.

Keywords: Gender Stereotypes


Demanding Women

Author(s): Flanders

Nation

The article discusses the women's rights movement in the U.S. as of 2013, with information on collective bargaining for gender equality. Topics include pay equity; sex discrimination against women; reproductive rights; premiums for women's healthcare; and the extreme poverty rate among women in the U.S. The proposed updates to the Violence Against Women Act are discussed, with information on law and legislation related to abortion, the rights of pregnant women, and women in labor union leadership positions at the Chicago Teachers Union.

Keywords: Gender Stereotypes    US


The role of leadership self-efficacy and stereotype activation on cardiovascular, behavioral and self-report responses in the leadership domain

Author(s): Hoyt, Crystal L.; Blascovich, Jim


This research examines female leaders" responses to the gender–leader stereotype and the role of leadership self-efficacy in these responses. Using the biopsychosocial model of threat and challenge, this laboratory experiment examined women's cardiovascular, behavioral (i.e., performance), and self-report responses to the negative female leader stereotype as a function of leadership efficacy. This research provides greater insight into stereotype reactance effects and highlights the role of self-efficacy in moderating stereotype threat and stereotype priming effects.

Keywords: Gender Stereotypes


The impact of blatant stereotype activation and group sex-composition on female leaders.

Author(s): Hoyt, Crystal L.; Johnson, Stefanie K.; Murphy, Susan Elaine; Skinnell, Kerri Hogue

The individual and combined impact of blatant stereotype activation and solo status or mixed-sex groups on the self-appraisals, performance, and anxiety of female leaders was examined across three laboratory studies. The first study utilized a two-condition, two-stage design in which female leaders were exposed to a blatant stereotype threat or control condition after which they completed a leadership task. In the second stage, the threatened leaders received a solo status manipulation (leading a group of men) while the control condition did not. In the second study a 2 (blatant threat, no blatant threat) by 2 (solo status, all-female group) fully factorial design was used to test the hypotheses. Finally, in Study 3, a similar factorial design was used with a mixed-sex, rather than solo, condition. Across the studies it was hypothesized and found that receiving a single stereotype threat would result in a positive, stereotype reactance, response. However, when both threats were combined a stereotype vulnerability response was elicited, as expected. Theoretical and practical implications are discussed.

**Keywords**: Gender Stereotypes


Choosing the best (wo)man for the job: The effects of mortality salience, sex, and gender stereotypes on leader evaluations

**Author(s)**: Hoyt, Crystal L.; Simon, Stefanie; Reid, Lindsey


The present research investigated the impact of death-related thoughts on preferences for male and female leaders and tested alternative predictions derived from terror management theory: the stereotype bias effect was predicted to result in a global preference for male leaders (Study1) and a preference for agentic leaders (Study 2), whereas the ingroup bias effect was predicted to result in women favoring female leaders and men preferring male leaders.

**Keywords**: Gender Stereotypes


He is a Firm, Strong-Minded and Empowering Leader, but is She? Gendered Positioning of Female and Male CEOs

**Author(s)**: Katila, Eriksson

Gender, Work & Organization

The article focuses on how management and gender are done in written stories about female and male chief executive officers (CEOs). The stories were written by young Finnish business school students. The logic for studying stories written by students lies in the argument that the new generation will not reproduce common stereotypes about soft, democratic and caring female managers and hard, authoritarian and strong male managers. In the analysis, we rely on positioning theory, which focuses on how the CEOs are discursively positioned, that is, what kinds of roles and duties they are assigned and how their positions shift as the story unfolds. The analysis shows that while there is little difference in the rights and duties assigned to the CEOs, the positioning of female and male CEOs construct a very different picture of their abilities as business managers and leaders of people. The female CEOs are depicted as successful business managers but lacking in interpersonal skills. The male CEOs are also successful business managers but they are constructed as naturally
competent leaders of people. This finding is linked to the Finnish management context as well as to the institutionalized leadership and management discourses.

**Keywords:** Gender Stereotypes C-Suite Finland


**Are Leader Stereotypes Masculine? A Meta-Analysis of Three Research Paradigms.**

Author(s): Koenig, Anne M.; Mitchell, Abigail A.; Eagly, Alice H.; Ristikari, Tina


This meta-analysis examined the extent to which stereotypes of leaders are culturally masculine. This article considers the relation of these findings to Eagly and Karau's (2002) role congruity theory, which proposed contextual influences on the incongruity between stereotypes of women and leaders. The implications for prejudice against women leaders are also considered.

**Keywords:** Gender Stereotypes


**Factors Relating to Managerial Stereotypes: The Role of Gender of the Employee and the Manager and Management Gender Ratio.**

Author(s): Stoker, Janka; Velde, Mandy; Lammers, Joris


Several studies have shown that the traditional stereotype of a 'good' manager being masculine and male still exists. The recent changes in the proportion of women and female managers in organizations could affect these two managerial stereotypes, leading to a stronger preference for feminine characteristics and female leaders. This study examines if the gender of an employee, the gender of the manager, and the management gender ratio in an organization are related to employees' managerial stereotypes.

**Keywords:** Gender Stereotypes


**Gender, Generations, Leadership**

Author(s): Vezzosi

**Journal of American History**

An essay is presented commenting on the issue's featured essay "The Big Tent of U.S. Women's and Gender History," by Cornelia H. Dayton and Lisa Levenstein. The author refocuses the major points which Dayton and Levenstein addressed to expand on issues of interdisciplinary transnationalism, LGBT issues, and the generation gap seen within scholars and society in dealing with gender. The continuing importance of gender studies as an active discipline into the 21st century is then asserted.

**Keywords:** Gender Stereotypes LGBT Global

Girls Leadership

Transforming Leadership: Focusing on Outcomes of the New Girl Scout Leadership Experience

Author(s): Girl Scouts of the USA

Girl Scouting is meeting girls' definition of what it takes to be a leader with the New Girl Leadership Experience—a model that engages girls in discovering themselves, connecting with others, and taking action to make the world a better place. This model is more inclusive and empowering of girls as the experiences are, as much as possible, girl led and encourage experiential and cooperative learning.

Keywords: Girls Leadership
URL: http://www.girlscouts.org/research/pdf/transforming_leadership.pdf

Transforming Leadership Continued

Author(s): James, Toi; Archibald, Andrea B.

Transforming Leadership Continued (TLC) discusses the meaning of the three Girl Scout processes, and at each of the six Girl Scout grade levels, provides conceptual and concrete examples of how these processes can be applied—by adults and by girls—in grade-appropriate ways from the Daisy to Ambassador levels. These processes, when integrated with the 15 leadership outcomes detailed in Transforming Leadership, will provide girls with the kinds of experiences that help them become the kind of leaders they want to be today and in the future.

Keywords: Girls Leadership
URL: http://www.girlscouts.org/research/pdf/transforming_leadership_continued.pdf

Young women and the co-construction of leadership

Author(s): McNae, Rachel

Journal of Educational Administration

Young women's leadership is an area frequently overlooked in educational leadership development. This paper aims to bring young women's voices into educational leadership conversations and illustrate an alternative approach to young women's leadership development. The findings indicated that this approach challenged existing views of teaching and learning and was an active process that required significant efforts to balance input and share ownership between the researcher and the young women. This paper outlines an alternative approach to leadership development in high schools that could be used in a number of contexts as these findings related to women's youth leadership development have implications on leadership development for women at all levels.

Keywords: Girls Leadership Australia/New Zealand
URL: http://0-search.proquest.com.library.simmons.edu/docview/754150531?accountid=13870

Glass Cliff

Are Female Executives Over-represented in Precarious Leadership Positions?

Author(s): Adams, Susan M.; Gupta, Atul; Leeth, John D.

We use a sample of CEO appointments at US corporations over the years 1992–2004 to test the ‘glass cliff’ hypothesis, which posits that females are appointed to leadership positions at firms that are in a precarious financial condition. Our analysis utilizes three measures of stock-price-based financial performance and two distinct control samples of appointments of males to the CEO position. We find that corporate performance preceding CEO appointments tends to favor females, implying that females (males) are appointed to the CEO position largely at times when the firm is in relatively better (worse) financial health. Disaggregating the data by appointments in up versus down markets, at high-risk versus low-risk firms, and by calendar time yield similar conclusions. There appears to be no glass cliff facing female CEOs at US firms. Our findings suggest a need for additional research to identify where and for what types of positions this phenomenon is prevalent.

**Keywords:** Glass Cliff


---

Social resources at a time of crisis: How gender stereotypes inform gendered leader evaluations

**Author(s):** Rink, Ryan, Stoker

**European Journal of Social Psychology**

Research suggests that women are more likely than men to be selected for leadership positions when organizations are in a performance crisis, a phenomenon labeled the glass cliff. Two scenario studies demonstrate that the glass-cliff effect is attenuated when organizational stakeholders support the decision to appoint a new leader (i.e., indicating that the new leader can rely on social resources). The glass-cliff effect remains when this decision is not fully supported (i.e., indicating that the new leader is unable to rely on social resources). This moderation seems driven by beliefs that men are more likely to possess agentic leadership traits and women more communal leadership traits. When there is no performance crisis, these gendered beliefs are less influential, and thus, social resources do not inform people’s leader evaluations.

**Keywords:** Glass Cliff


---

Glass Cliffs Are Not So Easily Scaled: On the Precariousness of Female CEOs' Positions

**Author(s):** Ryan, Michelle K.; Alexander Haslam, S.


Adams, Gupta and Leeth (British Journal of Management, 2008) question the universality of the glass cliff after finding no differences in US companies' financial performance either before or after the appointment of male and female CEOs. We agree that glass cliffs are neither universal nor ineluctable, but urge caution in interpreting this null result. This is because the nature and significance of women's precarious leadership positions becomes more apparent when one goes beyond archival financial data and compares the broad circumstances of male and female leaders. Here multiple strands of research suggest that above the glass ceiling the playing field for men and women is far from level

**Keywords:** Glass Cliff


---

How Women End Up On the "Glass Cliff"

**Author(s):** Bruckmüller, Susanne; Branscombe, Nyla R.

The article discusses the glass ceiling barrier that has kept women from getting promoted to upper management positions. A study by the University of Exeter researchers Michelle Ryan and Alex Haslam is mentioned which found a "glass cliff" for women who break through a glass ceiling when the organization is in crisis. Two experiments to explore the reasons for the glass-cliff trend such as attitudes about gender and leadership are discussed.

**Keywords: Glass Cliff**


**The Glass Cliff: Exploring the Dynamics Surrounding the Appointment of Women to Precarious Leadership Positions**

**Author(s):** Ryan, Michelle K.; Alexander Haslam, S.


In this paper we explore the "glass cliff" form of discrimination. We review archival and experimental evidence of the glass cliff and identify multiple processes as having the potential to contribute to the phenomenon. We also outline a range of potential reactions to the phenomenon, and we elaborate strategies for eliminating glass cliffs, but, as with other forms of (gender) discrimination, we argue that these depend on the capacity for disadvantaged groups to overcome resistance on the part of those who are motivated to maintain the status quo.

**Keywords: Glass Cliff**


**Think Crisis-Think Female: The Glass Cliff and Contextual Variation in the Think Manager-Think Male Stereotype.**

**Author(s):** Ryan, Michelle K.; Haslam, S. Alexander; Hersby, Mette D.; Bongiomo, Renata


The "think manager-think male" (TMTM) association underlies many gender inequalities in the workplace. However, research into the "glass cliff has demonstrated that the suitability of male and female managers varies as a function of company performance such that in times of poor performance people may "think female" (Ryan & Haslam. 2005. 2007). Three studies examined gender and managerial stereotypes in the context of companies that are doing well or doing badly. Our studies illustrate the importance of context as a moderator of the TMTM association. Practical and theoretical implications for gender discrimination in the workplace are discussed.

**Keywords: Glass Cliff**


**Glass Cliffs, Empathy, and Biology: A Functional Magnetic Resonance Imaging Study in Leadership**

**Author(s):** Vongas, John G.

In commemoration of the 150th anniversary of The Origin of Species (1859), this article argues that women are endowed with a biological advantage relative to men in experiencing empathy. As such, women's sensitivity to the emotions of others may help to explain the glass cliff phenomenon (Ryan & Haslam, 2007).

**Keywords:** Glass Cliff


---

**Healthcare**

**Women in Leadership Positions Within Obstetrics and Gynecology**

**Author(s):** Baecher-Lind  
*Obstetrics & Gynecology*

The article presents a study which explored whether the proportion of women-held leadership positions in obstetrics and gynecology is consistent with expectations based on the proportion of women entering residency at the time of current leaders. It was determined that women should hold 71 of the 194 leadership positions based on the proportion of women entering residency. The total of women-held leadership positions was 41, which is considered as an underrepresentation.

**Keywords:** Healthcare  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=84014192&site=ehost-live&scope=site

---

**The status of women in naturopathy: A view from the United States and Australia**

**Author(s):** Baer  
*Health Sociology Review*

Like other professionalized heterodox medical systems in Western societies, naturopathic practitioners and the leaders of naturopathic professional associations historically appear to have been predominantly males. Conversely, this situation appears to have started to change in the 1970s. Today the vast majority of naturopathic students and naturopathic practitioners in the United States and Australia, are women. While women have moved into positions of leadership in the American Association of Naturopathic Physicians, various Australian naturopathic professional associations, and naturopathic training programs in both the US and Australia, the presence of men in positions of organizational and education leadership appears to exceed their diminished numbers as practitioners. Bearing these thoughts in mind, this essay explores why women have been drawn to naturopathy in great numbers and the political-economic and socio-cultural forces that still hinder their professional development as practitioners and professional leaders within the contexts of the American and Australian dominative medical systems.

**Keywords:** Healthcare  US; Australia

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=89768703&site=ehost-live&scope=site

---

**Facilitating the Career and Leadership Development of Women: A Potent New Research Tool**

**Author(s):** Bickel  
*Journal of Women's Health*

The author discusses a career influences model developed by Magrane and colleagues assessing the role of professional development programs in shaping women’s leadership skills within academic health centers (AHCs). She puts forth certain issues she believes are not addressed by the model including, the right situations...
to focus on developmental issues shared by men and women professionals and ways for mentors of both sexes to coach women, who are unambitious and often quit academic medicine

**Keywords: Healthcare   US**
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=83846000&site=ehost-live&scope=site

The right to health is coming of age: Evidence of impact and the importance of leadership

Author(s): Bustreo, Hunt
*Journal of Public Health Policy*

The article discusses the impact and the importance of leadership in promoting the right to health from around the world. It talks about the confirmation of Nepal’s Minister of Health and Population that his country has adopted a rights-based approach to health and the speech of South African Minister of Health about health care as a birth right. It also tackles developments to the translation of human rights law into health policies and interventions

**Keywords: Healthcare   Global**
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=91278759&site=ehost-live&scope=site

Women in Leadership Positions Within Obstetrics and Gynecology: Does the Past Explain the Present

Author(s): Cheng, Javorsky, Kimball, Baecher-Lind
*Obstetrics & Gynecology*

A letter to the editor is presented in response to the article "Women in Leadership Positions Within Obstetrics and Gynecology: Does the Past Explain the Present?" by L. Baecher-Lind in the 2012 issue of "Obstetrics & Gynecology."

**Keywords: Healthcare   US**
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=89545300&site=ehost-live&scope=site

Taking diverse paths to leadership roles

Author(s): Clarke, Barch
*Modern Healthcare*

The article reports on the diverse roads taken by the leading female healthcare executives like how they saw opportunities in gender inequality and is the main fighter for the work/life balance.

**Keywords: Healthcare   US**
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=86879919&site=ehost-live&scope=site

"Lean In" Closer: Tips for Preparing Our Future Nurses

Author(s): Fitzpatrick
*Nursing Education Perspectives*

The article presents the author’s insights on the tips in preparing the future nurses. The author says that there is no shortage of leadership advice for nurses, but people witness a larger percentage of nurses who neither lean in nor stand tall. She states states that author Sheryl Sanberg urges women to be more assertive in their professional dreams. She mentions the book of Sandberg entitled "Lean In: Women, Work, and the Will to Lead," which sparked debate.
Professional development and leadership training opportunities for healthcare professionals

Author(s): Sonnino
American Journal of Surgery

BACKGROUND: Formal leadership training is a relatively recent addition to the educational armamentarium of the health care executive. Leadership training opportunities for physicians, surgeons, and scientists have gradually appeared over the past 15 to 20 years, but information about them has been scant, with few comprehensive reviews made available to the community at large. This article describes the major opportunities available to obtain formal and informal leadership training for careers in medical school administration. Programs that are specifically targeted to women are described in detail. DATA SOURCES: Information was obtained from the author’s direct knowledge, direct communication with the leadership of each program, and the Web site of each sponsoring organization, when available. CONCLUSIONS: Many opportunities for leadership training are now available to surgeons, with several specifically designed for women. The author strongly encourages surgeons to avail themselves of these opportunities, as both anecdotal information and published data suggest that these programs are highly effective in enhancing leadership careers.

Spotlight in Leadership. Looking Through the Eyes of Nursing Leaders: The Boston Marathon Tragedy

Author(s): Vitello-Cicciu, Quin
Journal of Nursing Administration

The author reflects on her experience following the 2013 Boston Marathon tragedy. She works as associate chief nurse at Brigham and Women’s Hospital (BWH) in Boston, Massachusetts which received a total of 39 bombing victims. She describes how resiliency and hope have sustained her staff at the hospital through the weeks that their patients were with them.

Taking diverse paths to leadership roles

Author(s):
Modern Healthcare

The article offers information on the Top 25 Women in Healthcare who have brought several changes in healthcare industry and discusses the efforts of women executives in healthcare industry fighting against gender equalities.

Women leaders: the social world of health care

Author(s): Isaac, Carol A
The purpose of this paper is to illustrate a microcosm of the complexities that women face in a masculine environment. Ten women administrators were selected from one Southeastern University in the USA, using criterion sampling. The interviews of five women from male-dominated colleges (greater than 50% male faculty-MD) and five from female-dominated fields (FD) were analyzed. For further study, the texts of the four women from healthcare colleges were compared with the six from non-healthcare fields. Interviewees were asked questions about their background, leadership and power. Confidentiality was adhered to according to the university's IRB guidelines and policies. The social world of the healthcare Deans was evident and was shaped around a rigid hierarchy of authority and power that goes beyond gender and is stratified among health-related professions. This examination of the hierarchical discourse of power within the social world of healthcare gives valuable instruction for women's negotiation through adaptation.

**Keywords:** Healthcare

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/866420702?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/866420702?accountid=13870)

**Hospitality**

**Real Stories About Real Women: Communicating Role Models for Female Tourism Students**

Author(s): Gretzel, Bowser

*Journal of Teaching in Travel & Tourism*

This article identifies the lack of role models as an important factor that discourages women from taking on leadership roles in tourism communities, government agencies, companies, and academia. Based on discussions of the current literature on role models and the importance of stories, the article presents case studies of initiatives that use social media to collect and share the stories of female role models. The article then discusses opportunities to replicate such initiatives within the tourism education context to provide female students and educators with opportunities to identify with and be encouraged by the real stories of real female tourism leaders.

**Keywords:** Hospitality  US; Australia


**The Role of Hospitality Education in Women's Career Advancement: Responses From Students, Educators, and Industry Recruiters**

Author(s): Zhong, Couch, Blum

*Journal of Teaching in Travel & Tourism*

The purpose of the study was to explore the roles of hospitality education programs in preparing women for leadership roles in the industry and in reducing industry barriers to women's advancement. Literature reviews suggested both educators and industry leaders should take responsibility for preparing women for success as well as preparing education programs to create a more equitable environment for women. Data were collected through an online survey from a convenience sample of 226 hospitality students, educators, and industry recruiters. The sample groups were selected to represent the views of future leaders of the industry, the educators who prepare and mentor them, and those individuals who serve as industry gatekeepers. Major themes were identified through a content analysis of narrative responses to open-ended questions from the three groups. Themes identified for preparing women for leadership included: “focus on leadership skills,” “mentoring,” and “provide female role models.” Themes identified for reducing barriers included: “educate women about the barriers they will face” and “teach women to value their abilities.” The findings demonstrate
that hospitality education programs can contribute to the creation of a more supportive industry environment for women

**Keywords:** Hospitality  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=89552208&site=ehost-live&scope=site

---

**International**

10 Things We Should Be Talking About On This International Women's Day

**Author(s):** Forbes, Moira  
**Forbes.com**

Women are making huge strides as leaders, innovators, and money-earners. In fact, we are breaking new ground in every industry and closing, albeit slowly, the infamous wage gap every year. While there is a great deal to celebrate this upcoming International Women's Day, on Saturday, March 8th, there's no doubt that we still have a long way to go.

**Keywords:** International  Global


---

Super Potential Power: New Leaders of a New Japan?

**Author(s):** TAUZIN, Dora  

The article discusses the potential of women as business leaders to spur economic growth in Japan. It states that Japanese companies have little progress despite the passage of the Equal Employment Opportunity Law in 1986. It notes that men and women in Japan must find a better balance in life in order to renew their priorities. It also mentions the difficulty being experienced by Japanese women in finding work.

**Keywords:** International  Japan


---

**Intersectionality**

Intersectionality as a Social Movement Strategy: Asian Immigrant Women Advocates

**Author(s):** Chun, Lipsitz, Young  
**Signs: Journal of Women in Culture & Society**

The article discusses the use of intersectionality as a social movement strategy within the community organization Asian Immigrant Women Advocates (AIWA) based in Oakland and San Jose, California. Particular focus is given to intersectionality's role in AIWA's organizing model and campaigns. According to the author, intersectionality is used as a framework for understanding the relationships between gender, family, work, and nationality and between social movement theory and practice. It is also suggested that intersectionality is used within AIWA to promote new identities and forms of democratic activity among immigrant women workers. Other topics include grassroots leadership, peer leadership structures, and identity-based mobilization.

**Keywords:** Intersectionality  Social Movement  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87458017&site=ehost-live&scope=site
Labor Unions

Union Renewal, Postheroic Leadership, and Women's Organizing: Crossing Discourses, Reframing Debates

Author(s): Briski, Linda

Labor Studies Journal

This article examines leaders, leadership, and union renewal with a focus on women's leadership and organizing. First, it considers the links between union renewal and women's local and informal leadership; and second, the contribution of constituency and cross-constituency organizing to union revitalization. It scrutinizes notions of "heroic" leaders, often implicit in union discourse and practice, which undermine membership mobilization, impede the diversification of leadership demographics and the union renewal project, and contribute to the invisibility of other forms of often-gendered leadership. It explores the alternative paradigm of postheroic leadership and argues that constituency organizing is a form of postheroic practice. In so doing, this article challenges union-renewal paradigms to take more seriously women's union leadership and constituency organizing as vehicles for revisioning unions, and offers some alternative entry points into the longstanding political debates and scholarship about women and trade union leadership.

Keywords: Labor Unions

URL: http://0-search.proquest.com.library.simmons.edu/docview/905716832?accountid=13870

Women's Union Leadership: Closing the Gender Gap

Author(s): Kaminski, Michelle; Yakura, Elaine K.


Women comprise 44 percent of the labor movement, but a smaller percentage of union leaders. We discuss the importance of having a leadership that is representative of the membership, some of the differences between male and female leadership, and why the labor movement needs more women leaders. In order to promote women's leadership, we first discuss a four-stage model of how union leaders develop: finding your voice, developing basic skills, figuring out the politics, and setting the agenda. We then add suggestions about what current union leaders can do to promote women's leadership at each of these four stages.

Keywords: Labor Unions


Law

Transforming Leadership

Author(s): FEINSTEIN, DANIELLE; MALESKE, MELISSA; POST, ASHLEY; SWANTON; MARY; VORRO, ALEX


The article explores how several women lawyers became leaders in the corporate legal profession in the U.S. These women were honored at the 2011 Transformative Leadership Awards for their efforts in promoting female lawyers. Some of these women lawyers include Holland & Knight partner Kelly-Ann Gibbs Cartwright,
Thomson Reuters executive president and general counsel Deirdre Stanley, and Reed Smith partner Ellen Bastier.

**Keywords:** Law


### A Complicated Census

**Author(s):** A.K.

**American Lawyer**

The article presents a chart from a survey conducted by "The American Lawyer" magazine on the number of women lawyers serving in top leadership roles in U.S. law firms such as Fulbright and Jaworski, Reed Smith, and Shook.

**Keywords:** Law  US


### Looking Back, Moving Forward

**Author(s):** Cranston

**Perspectives: A Magazine for & About Women Lawyers**

An introduction is presented in which the editor discusses various reports published within the issue on topics including the impact of Title IX on women lawyers, the event of the 2012 Women in Law Leadership Academy, and the creation of the Gender Equity Task Force.

**Keywords:** Law  Title IX  US


### "Learning" to Advance in Legal Education

**Author(s):** G. F.

**Perspectives: A Magazine for & About Women Lawyers**

The article discusses gender differences in the workplace and courses wherein women’s access to recognize powerful assignments are a big challenge. It emphasizes the increase number of women in the law school faculty in the U.S. not just in academia but also in leadership positions. It also looks forward on having a woman president to serve on the American Bar Association (ABA) Commission on Women in the Profession.

**Keywords:** Law  US


### Storming the Private Practice Castle

**Author(s):** G. F.

**Perspectives: A Magazine for & About Women Lawyers**

The article focuses on three women lawyers in corporate world including Patricia Gillette, a partner in Orrick Herrington & Sutcliffe LLP, Arlinda Locklear, a pioneering attorney in Native american Rights Fund and Hilarie Bass, a copresident of Greenberg Traurig LLP in the U.S. It states that Gillette considers women need to focus on leadership positions and Locklear think a female solo in the area. It notes that the institutional leadership of women will continue to change.

**Keywords:** Law  US

Delegate for Success

Author(s): Joesten

*Woman Advocate*

The author addresses how mid-career lawyers can make the leap from being able to lead one or two team successfully to guiding a much larger group. Based on her experience of coaching lawyers, she learned that several of them are struggling to expand their role because what they do is not scalable. When she asked how they have risen to positions as law firm partners or senior in-house counsel, she found that the lawyers attribute their success to being able legal devise winning strategies.

**Keywords:** Law  US  

**URL:** [Link](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90426032&site=ehost-live&scope=site)

The Law of small Numbers

Author(s): Kolz

*American Lawyer*

The article discusses the number of women serving in leadership positions at the top law firms in the U.S. It addresses the results of a survey conducted by "The American Lawyer" magazine among firms in its Am Law 100 list. Law firms that had a higher proportion of women in top leadership roles include Fulbright and Jaworski, Reed Smith, and Shook Hardy and Bacon. The perception that women find it difficult to progress beyond lower middle management in law firms is also cited.

**Keywords:** Law  US  

**URL:** [Link](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=84684887&site=ehost-live&scope=site)

Showing the Way

Author(s): Li

*American Lawyer*

The article discusses the expansion of several diversity programs that target law firms in the U.S. It mentions the expected increase in enrollment in Leadership Council on Legal Diversity (LCLD) fellows program. The opportunity for first-year minority law students to join large law firms through the LCLD 1L Scholar program is addressed. Internships for prospective minority and women law students are offered through the nonprofit organization Sponsors for Educational Opportunity’s Law Program.

**Keywords:** Law  US  

**URL:** [Link](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=84684873&site=ehost-live&scope=site)

Gender and police leadership: time for a paradigm shift?

Author(s): Silvestri, Tong, Brown

*International Journal of Police Science & Management*

Despite a number of initiatives aimed at improving the representation and progression of women in the police service in England and Wales, the number of women in leadership ranks remains low. At the same time, concern over the quality of police leadership has been at the forefront of much public debate in recent years. This article focuses on recent proposals to reform the way in which senior officers are recruited through a discussion of the appointment of non-sworn/‘outsider’ officers through the adoption of direct and multiple entry models of recruitment as outlined by the Winsor Review (2012, Independent review of police officer and staff remuneration and conditions. Part 2. [link]). Hailed as an opportunity to secure an alternative face to police leadership, we reflect on the growing disquiet over police leaders and
leadership and consider the possibilities of such a reform agenda for the representation and progression of women in policing. We propose that although a multipoint system of entry for specialisation or leadership roles may offer a number of opportunities to a service in crisis, such a reform agenda may ultimately serve to threaten and further undermine women's participation and status in policing as 'outsiders'.

**Keywords:** Law  UK


---

**What Women in Law Can Learn From Women in Business**

Author(s): Stellings

*Woman Advocate*

The article offers career advancement tips for women in law, based on the study "The Promise of Future Leadership: Highly Talented Employees in the Pipeline" by research agency Catalyst. The study, which surveyed business school graduates from around the world to gain insights about career advancement that might benefit women in business, found that women are willing and able to take on mission-critical assignments that will boost their visibility and enhance their value in their firms.

**Keywords:** Law  US


---

**The Business of Law: Women on Leadership, Mentoring, and Client Service**

Author(s): Sungaila

*Woman Advocate*

An interview with Allyson Willoughby, General Counsel and Senior Vice President (SVP) of People, Glassdoor is presented. She offers advice for a junior woman lawyer interested in serving as in-house counsel. She also describes the best lesson in leadership that she had learned. In addition, she discusses how mentors or sponsors continue to play a role in advancing her career.

**Keywords:** Law  US


---

**Women's Initiatives Creating Change**

Author(s): Wayco

*Woman Advocate*

The author explores the growing women's initiatives in law firms. She discusses several reasons women in law firms are good for the law firm's business, in terms of legal capacity at the firm and in leadership positions within the firm's upper management. She also details the intentions of women's initiatives, which include providing a forum for women to discuss women's issues in law firms. In addition, she highlights statistics for women in the field of law.

**Keywords:** Law  US


---

**Lost Leaders**

Author(s): Zahorsky

*ABA Journal*

The article focuses on the issues concerning representation of minority women in the law firms in the U.S. According to Ngozi C. Okarafor, former president of the Black Women Lawyers' Association of Greater Chicago,
minority women are subjected to cultural biasness and are also offered fewer growth opportunities in law firms which decreases their number. Zaldwaynaka Scott, partner at Kaye Scholer LLP law firm, highlights the need of developing leadership values in minority women.

**Keywords:** Law  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=89414978&site=ehost-live&scope=site

### 2018: Firms have quotas for female partners

**Author(s):** Lawyer

The article forecasts on the quotas for female partners, in law firms in Great Britain. It mentions that the women will represent less than 20 percent in the companies. It mentions that the women will represent the board and leadership roles in practice area. It states that 13 percent of women are equity partners in firms.

**Keywords:** Law  UK

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90114729&site=ehost-live&scope=site

### Leadership Styles

**Facebook's chief feminist 'leans in'**

**Author(s):** Klein

*USA Today*

Sandberg combines anecdotes, information

**Keywords:** Leadership Styles  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=J0E388601312613&site=ehost-live&scope=site

### Leadership Attitudes

**Young Chinese Women Today**

**Author(s):**

*Chinese American Forum*

The article focuses on the Consumer Confidence Report issued by ACNielsen Corp., a marketing research firm, related to rising leadership and confidence in young Chinese women. According to the report, rapid social development in the country has provided opportunities to young Chinese women to improve their social condition. It also mentions that young women in China are demanding higher professional and personal achievements in present era.

**Keywords:** Leadership Attitudes  China

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87533351&site=ehost-live&scope=site

### Leadership Development

**Challenges facing women leaders in Saudi Arabia**
Author(s): Al-Ahmadi, Hanan

In spite of the considerable role of women in Saudi society, evidence suggests that women in leadership positions are facing a different reality from their male counterparts due to organizational, personal and cultural challenges that impede their effectiveness as leaders. Through a survey of 160 women leaders, this article attempts to identify the challenges that women leaders face in government sectors in Saudi Arabia. Findings indicate that the main challenges are: structural challenges, lack of resources and lack of empowerment, while cultural and personal challenges ranked last, contrary to common perception. The study ultimately provides a set of recommendations with implications for leadership development in general, in order to address challenges that women leaders face and enhance their leadership role.

Keywords: Leadership Development  Middle East

Kuwaiti Female Leaders' Perspectives: The Influence Of Culture On Their Leadership

Author(s): Al-Suwaihel, Omaymah E

This research revealed the interactions between the Kuwaiti culture, gender, and leadership from the perspective of five Kuwaiti female leaders. Within a qualitative design approach and narrative inquiry methodology, the researcher interviewed five Kuwaiti females who shared their stories of their personal and professional experiences about the interactions between culture, gender, and leadership. The analysis and interpretation of this research uncovered two key findings: 1) the influence of Kuwaiti culture on female leadership and 2) the commitment of these female leaders to have a positive impact on their culture. The development of female leadership within Kuwait represented a collaborative effort by all the country's female leaders.

Keywords: Leadership Development  Middle East
URL: http://0-search.proquest.com.library.simmons.edu/docview/196352288?accountid=13870

Wanted: Women at the Top

Author(s): Bhattacharya, Sauma

The article focuses on the recruitment of women as business leaders in India. It notes that only a few women were hired in management positions due to the insufficient selection of candidates. This suggests that few women apply for business schools in the country. For instance, girls account for a third of the 2011 class at Delhi University's Faculty of Management Studies (FMS).

Keywords: Leadership Development  India

Developing Women Leaders on Campus: A Human Resources-Women's Center Partnership at the University of Minnesota

Author(s): Bonebright, Denise A; Coltledge, Anitra D; Lonnquist, Peg
Despite significant gains in the number of women leaders in higher education, there are still challenges for developing women leaders in higher education. Effective collaboration between women's centers and other campus organizations that support women's leadership can provide opportunities to overcome these barriers. This article presents leadership development programs offered by the Women's Center at the University of Minnesota, focusing on those facilitated in partnership with the university's Office of Human Resources.

**Keywords:** Leadership Development Education

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/923241806?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/923241806?accountid=13870)

**Women as Current and Future CIOs**

**Author(s):** Brown, Wayne; McClure, Polley

**EDUCAUSE Review**

A large number of the current generation of higher education CIOs are projecting their departure from the profession within the next 10 years. This coming retirement exodus is cause for concern and raises questions about the people in the next layer down from the CIO in the IT organization. Two surveys conducted in 2009 by the Center for Higher Education Chief Information Officer Studies may help answer the questions. The percentage of female CIO respondents was fairly consistent (between 23% and 28%) across the different age brackets in the higher education CIO survey, with two exceptions: there were no female respondents in the 26-to-30-year-old range; and women composed only 9% of the group in the 36-to-40-year-old range. In the higher education technology leaders survey, 74% of the male respondents said they wanted to become CIOs, but a much lower percentage (59%) of women aspired to the CIO role -- a statistically significant difference.

**Keywords:** Leadership Development STEM

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/218204245?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/218204245?accountid=13870)

**Pipeline's Broken Promise**

**Author(s):** Carter, Nancy M.; Silva, Christine

Catalyst's longitudinal project, The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline, develops timely reports on the retention and advancement of high potential women and men. The second report, Pipeline's Broken Promise, examines the conventional wisdom of the past two decades in which leaders have counted on parity in education, women's accelerated movement into the labor force, and company-implemented diversity and inclusion programs to yield a robust talent pipeline where women are poised to make rapid gains to the top. Findings reveal that instead of women and men being on equal footing and their career trajectories gender-blind, inequality remains entrenched.

**Keywords:** Leadership Development


**Advancing women's careers through leadership development programs**

**Author(s):** Clarke, Marilyn

**Employee Relations**

Women continue to be under-represented at higher levels of management in organisations and on boards throughout Western industrialised countries despite more than 30 years of government policies and organisational practices designed to redress this imbalance. The problem is how to ensure that more women make it to senior positions. This paper seeks to explore one approach to advancing women's careers through a women-only development program designed for those identified as high-potential leaders.

**Keywords:** Leadership Development

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/888293652?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/888293652?accountid=13870)
Learning to Be Leaders in Higher Education: What Helps or Hinders Women’s Advancement as Leaders in Universities

Author(s): Collings, Sunny; Conner, Lindsey; McPherson, Kathryn; Midson, Brenda; Wilson, Cheryl


This article examines 110 reported incidents from an online survey of 26 women from each of the eight universities in New Zealand. They responded to questions asking them to describe times when work and non-work situations have helped or hindered their advancement in university leadership roles. Five key themes, incorporating a range of factors, emerged as making a difference to advancement as leaders. These themes are: work relationships; university environment; invisible rules; proactivity; and personal circumstances. This research is a first step in the development of the L-SHIP Toolkit for good practice in leadership development in higher education.

Keywords: Leadership Development Higher Education; Australia/New Zealand


Creating a Safe Environment for Women’s Leadership Transformation

Author(s): Debebe, Gelaye


This study used qualitative data to describe how transformational learning was achieved in a women-only training (WOT) program. The article argues that an environment conducive to transformational learning for women was created from the harmonious coalescing of the presence of all-women participants and instructors with gender-sensitive teaching and learning practices. The integration of these elements created safety and participant willingness to break with habitual patterns. This article contributes to the transformational learning and WOT literatures by proposing a holistic explanation for creating safety and fostering women’s transformational learning in training settings. It also develops an analytic framework that expands current conceptions of the transformational learning process.

Keywords: Leadership Development


Kayan-Feminist Organization

Author(s): Deeb, Rula


The article describes the process followed by the Israel-based nonprofit organization Kayan-Feminist Organization to develop an efficient organizational model for the Women's Leadership Development and Sustainable Community Activism Program in the country. It says that the model was created as a result of activities that started in 1998 when the group worked with around 180 Arab women's groups with at least 3,000 women from around 50 villages and towns in Israel. The author mentions that this model solidified and improved through repeated testing and evaluations of the goals of the program in general.

Keywords: Leadership Development Middle East

Taking Gender Into Account: Theory and Design for Women's Leadership Development Programs

Author(s): ELY, ROBIN J. IBARRA; HERMINIA; KOLB, DEBORAH M.

We conceptualize leadership development as identity work and show how subtle forms of gender bias in the culture and in organizations interfere with the identity work of women leaders. Based on this insight, we revisit traditional approaches to standard leadership topics, such as negotiations and leading change, as well as currently popular developmental tools, such as 360-degree feedback and networking; reinterpret them through the lens of women's experiences in organizations; and revise them to meet the particular challenges women face when transitioning into senior leadership. By framing leadership development as identity work, we reveal the gender dynamics involved in becoming a leader, offer a theoretical rationale for teaching leadership in women-only groups, and suggest design and delivery principles to increase the likelihood that women's leadership programs will help women advance into more senior leadership roles.

**Keywords:** Leadership Development


PricewaterhouseCoopers: increasing the number of female partners

Author(s): Foster, Carol

The article examines how the Women's Leadership Programme has helped improve the promotion rates of women at the more senior levels in British organisations. Implemented by PricewaterhouseCoopers (PwC), the programme's objectives include raising awareness of gender issues among both men and women and offering practical guidance on behaviour change. According to the author, the partnership of PwC with the executive board, to which it sends quarterly updates on diversity, enables it to set targets for improvement.

**Keywords:** Leadership Development Europe


Do Women's Initiatives Work?

Author(s): Graham
ABA Journal

The article discusses women initiatives at professional organizations and highlights the role played by Catherine Chaskin, member of executive committee, Reed Smith LLP, in growth of Reed Smith. It mentions her efforts in removing the gender disparity among the senior associates of the firm as well as improving the status of women lawyers in the firm. It presents information related to women's forum tea organized by law firm Sedgwick.

**Keywords:** Leadership Development US


Leadership Development for Women in New Zealand Universities: Learning From the New Zealand Women in Leadership Program

Author(s): Harris, Candice A; Leberman, Sarah I
Advances in Developing Human Resources
Women continue to be underrepresented in senior academic and general staff positions in universities internationally, and New Zealand universities are no different. In addition, there is limited empirical research on leadership development programs for women. This article adds to knowledge in the area by describing and discussing the outcomes of the national New Zealand Women in Leadership (NZWIL) program, which is now in its 5th year of operation. A longitudinal case study approach has been adopted including surveys, phone interviews, and an independent evaluation. The findings suggest that the program has been successful on both an individual and organizational level. Individually, participants have increased their self-confidence and networking skills, enabling them, for example, to apply for promotion and gain it. Postsecondary leaders, human resource development (HRD), and leadership development professionals can learn from the findings of this program and adapt them to their context.

**Keywords:** Leadership Development Education Australia/New Zealand

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/923241804?accountid=13870

**Age - and Gender-Based Role Incongruence: Implications for Knowledge Based Mastery and Observed Leadership Potential among Personnel in a Leadership Development Program.**

**Author(s):** HIRSCHFELD, ROBERT R.; THOMAS, CHRISTOPHER H.


Using archival data from 972 military officers who participated in a 5-week team-based leadership development program, the authors tested 5 hypotheses concerning the implications of age- and gender-based role incongruence for individuals' mastery of 2 knowledge categories and their observed leadership potential (OLP). The overall pattern of results revealed that an intrapersonal consequence (i.e., knowledge mastery) of demographic-based role incongruence overshadowed any interpersonal bias in evaluation, pointing to a new direction for theory and research.

**Keywords:** Leadership Development Military


**Leadership Development for Faculty Women at The Ohio State University: The President and Provost's Leadership Institute**

**Author(s):** Hornsby, Eunice Ellen; Morrow-Jones, Hazel A; Ballam, Deborah A

**Advances in Developing Human Resources**

Universities struggle to create cultures that provide a welcoming home for women and underrepresented minorities. Department chairs often emerge reluctantly from among the faculty and are ill prepared to engage faculty and staff to achieve deep culture change, yet their role is vital if such change is to occur. Recognizing a need for a completely new type of leader, Ohio State created the President and Provost's Leadership Institute (PPLI) to develop a pool of women and underrepresented minority faculty who might move into leadership positions. The PPLI can provide a useful template for HRD practitioners who wish to tailor leadership development and succession planning strategies to address higher education's unique culture and leadership pool challenges. For institutions interested in broadening the diversity of individuals prepared to lead, and developing leaders prepared to lead change, the PPLI is an example of one successful approach.

**Keywords:** Leadership Development Education

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/923241802?accountid=13870

**Guys Who Get It: Business Leaders Who Understand the Value of Diversity at the Top**
In an effort to provide role models to corporate leaders who would like to diversify their leadership teams, ION is devoting the majority of this annual report to eleven highly influential business leaders who have demonstrated a clear understanding of the business case for diverse leadership and who can attest to the value of having included talented women in leadership positions. These “Guys Who Get It” were nominated by members of ION from among the business leaders in their respective communities.

**Keywords:** Leadership Development


This paper examines how practices of leadership have been negotiated and have changed over time in the context of a grassroots health promotion project in Lima, Peru. Tracing these trajectories in the context of the evolution of women's organising in Peru informs a broader analysis of the changing role of grassroots women in development projects, feeding into debates around the professionalisation and depoliticisation of grassroots activism and providing new empirical material on gendered experiences of grassroots leadership. The paper recognises the increasing dominance of neoliberal management mechanisms but argues that the depoliticisation of grassroots women leaders is not simply a straightforward trickledown of neoliberal development practices but is produced through the interplay of local socio-political processes and personal biographies of activism with more macro-level development trends and discourses.

**Keywords:** Leadership Development  Latin America

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/899275228?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/899275228?accountid=13870)

There is a meagre body of research addressing the role educational leadership preparation programs in colleges and universities play in preparing women leaders. Also educational leadership preparation research has yet to explore ways in which mentorship provides additional capital for female graduate students. This study seeks to understand the challenges facing, and the opportunities available to, female graduate students in educational leadership departments.

**Keywords:** Leadership Development  Education

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/754150072?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/754150072?accountid=13870)

To consider designing future efforts toward developing leadership programs for women in the United Arab Emirates, it is important to understand how these women learn and develop. Transformational learning theory provided a valuable theoretical lens to guide this study. In-depth, qualitative interviews were conducted with women Emirati college students to investigate how their experiences have changed these women through important influences (e.g., individuals, support systems, activities, teaching methods), struggles and challenges...
(e.g., new environment, learning English), and internal processes (e.g., reflection, discovery of new roles and relationships). Implications for developing leadership programs are also outlined.

**Keywords:** Leadership Development  Middle East

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/203153162?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/203153162?accountid=13870)

---

**Women at the top of corporations: Making it happen**

Author(s): McKinsey

McKinsey's fourth Women Matter study provides focused analysis on how to achieve gender diversity at top management levels.

**Keywords:** Leadership Development


---

**Women Matter: Making the breakthrough**

Author(s): McKinsey

Many companies are making serious efforts to improve the number of women in top jobs. Some detect progress. But others say change is frustratingly slow. This report looks at what companies can do to make a breakthrough.

**Keywords:** Leadership Development


---

**A Tool for WILDer Leadership Development**

Author(s): Melcher, Dale; Winning, Susan


The article presents an examination of a set of guidelines established by the Massachusetts-based women's organization the Women's Institute for Leadership Development's (WILD) titled the "WILD Guidelines for Individual Leadership Development." It examines the leadership checklist and discusses how the checklist can serve as a tool for individual assessment as well as a means of developing women leaders. Additionally, the article discusses WILD's success in developing leaders for labor movements, unions, organizations and community-based groups.

**Keywords:** Leadership Development  Labor Unions


---

**Women's Leadership Development**

Author(s): Mercer

Despite organizations’ efforts to achieve a diverse workforce, the majority – 71% – do not have a clearly defined strategy or philosophy for the development of women into leadership roles, according to the Women's Leadership Development Survey conducted by Mercer in conjunction with Talent Management and Diversity Executive magazines. Conducted in December 2010, the survey received responses from more than 1,800 human resource, talent management and diversity leaders worldwide about their leadership development practices for women. Organizations representing a broad cross-section of industries throughout North America, EMEA and Asia Pacific answered questions about their current commitment to women’s leadership, plans for the future and obstacles to success.

**Keywords:** Leadership Development

---

---
Why Succession Shouldn’t Be a Horse Race.

Author(s): Mulcahy, Anne
From the moment Mulcahy stepped into her job as CEO, in 2001, the Xerox board of directors began discussing who would succeed her. Looking back on the long process of choosing and grooming her successor, she acknowledges the wisdom of having started that conversation a lot earlier than might have felt comfortable.
Keywords: Leadership Development

Motivational bases for managing diversity: A model of leadership commitment

Author(s): Ng, Eddy SW; Wyrick, Cheryl R
Given the limited effectiveness of equal employment opportunity and affirmative action programs in promoting minorities in the U.S., the onus to advance women and minority groups may depend on the voluntary efforts from corporate America. In this paper, we apply a general theory of commitment to help explain why top executives may be committed to managing diversity in organizations. We propose that top executive commitment can stem from instrumental, normative, or affective bases.
Keywords: Leadership Development

Successful Leadership Development for Women STEM Faculty

Author(s): O’Bannon, Deborah J.; Garavalia, Linda; Renz, David O.; McCarther, S. Marie
The Leadership Institute, funded by the National Science Foundation to encourage women faculty in engineering and science to prepare for academic leadership roles, was designed to increase the accessibility of such training for faculty in the Midwest by providing short-term workshops within their geographic area at low cost. The leadership training was limited to women who had already received tenure and focused on the portable business and leadership skills women need to make a successful entry into department chair and dean positions. The participants learned about budgeting conventions at their home campuses, but most of the training was designed to generally equip them for academic leadership roles. This article describes the training and reports the results of longitudinal data collection to document the movement of women faculty into named leadership positions and assess the effectiveness of the leadership training.
Keywords: Leadership Development STEM Education

Gender Diversity and Leadership Inclusion: The Keys to Workplace Success.

Author(s): Singh Deo, Aditya Narayan
The article discusses how HSBC Holdings PLC in India has effectively used workforce policy and culture in creating a gender diverse organizational structure in one of its departments. It cites how the elements of gender diversity and leadership inclusion were enforced through business cases, realizable work models, and internal and external networking forum. It also notes how the initiative created an impact on the engagement of the employee and led to the recognition of other organizations.

**Keywords: Leadership Development**


**Women at the Top: How Women at the Top Elevate the Bottom Line**

Author(s): U.S. DEPARTMENT OF THE STATE,

The report surveys the contributions of women as leaders of corporations and organizations, including their impact on a company's bottom line and the success of an organization's operations. The report provides a set of insights and recommendations gleaned from numerous studies on the topic, a compendium of exemplary current programs and projects to move woman to the top, and suggested next steps for moving forward. These findings highlight the programs and policies that have worked in numerous organizations to move women ahead and to support the United States' global economic agenda.

**Keywords: Leadership Development**


**HERS Institutes: Curriculum for Advancing Women Leaders in Higher Education**

Author(s): White, Judith S


At this critical time, higher education needs more women prepared to assume senior leadership roles, both to fill the openings from anticipated presidential retirements and to provide higher quality decision making through more diverse perspective at all levels of leadership. This article examines the historical development of HERS, recent revisions, and future plans for expanding programs. Revisions to HERS Institutes suggest implications for those developing women in HRD, conducting research on leadership development, or concerned about higher education as a new leadership cadre faces the demands of the future.

**Keywords: Leadership Development  Education**

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/923241805?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/923241805?accountid=13870)

**Women's leadership academy**

Author(s):

Times Higher Education

The article reports on the planned establishment of the Asian Women's Leadership University in 2015 in Malaysia by Asian University for Women founders.

**Keywords: Leadership Development  Malaysia**

Leadership Psychology

The Moderating Effect of Gender on Leadership Intervention Impact: An Exploratory Review

Author(s): Avolio, Bruce J; Mhatre, Ketan; Norman, Steven M; Lester, Paul

Avolio, B. J., Mhatre, K., Norman, S. M., & Lester, P. (2009). The moderating effect of gender on leadership intervention impact: An exploratory review. Journal of Leadership & Organizational Studies, 15(4), 325. A total of 57 intervention-based leadership studies that included sufficient data on leader and follower gender were included in this meta-analysis. By intervention, the authors mean any study where the researcher overtly manipulated leadership as the independent variable through training, assignment, scenarios, or other means. Results showed a significant difference in the effect sizes for leadership interventions conducted with all-male and majority-male participants versus all-female and majority-female participant studies; however, these differences varied based on the setting of the intervention, the theoretical basis of the intervention, and the type of outcome. Implications for further research on gender differences with respect to examining cause-effect impact of leadership interventions are discussed.

Keywords: Leadership Psychology

URL: http://0-search.proquest.com.library.simmons.edu/docview/203162735?accountid=13870

Psychological capital and authentic leadership: Measurement, gender, and cultural extension

Author(s): Caza, Arran; Bagozzi, Richard P; Woolley, Lydia; Levy, Lester; Brianna Barker

Asia - Pacific Journal of Business Administration

The purpose of this paper is to test the measurement properties of the psychological capital questionnaire (PCQ) and the authentic leadership questionnaire (ALQ). Both scales' properties are tested in a diverse sample of working adults, compared across genders, and assessed for their performance in a new national culture. This paper uses survey data from a random, nationally representative sample of working New Zealand adults. Structural equation modeling is used to conduct confirmatory factor analysis and to test for measurement invariance in both scales. The results confirm the hypothesized second-order factor structure of both scales, with psychometric properties comparable to those in samples from other cultures. The results further suggest that the PCQ and ALQ exhibit measure equivalence for men and women. This paper provides the first test of both scales in a diverse representative sample. It demonstrates that the PCQ and ALQ are useful for diverse samples and equally valid for both genders, as well as performing as expected in other cultures.

Keywords: Leadership Psychology Australia/New Zealand

URL: http://0-search.proquest.com.library.simmons.edu/docview/356965381?accountid=13870

Leadership Style

An investigation of female and male constructs of leadership and empowerment

Author(s): Alimo-Metcalfe, Beverly

Gender in Management

The purpose of this paper is to investigate female and male constructs of leadership and empowerment. The paper describes the findings from two recent UK studies which investigated female and male constructs of leadership qualities. Very different models emerged. The women’s descriptors related directly to notions of transformational leadership, and the men’s to transactional leadership. The implications for assessment
practices are considered, as is the concept of empowerment, which is central to the notion of transformational leadership and fast becoming the organizational buzz word. Less obvious, and of particular concern are the observations that empowerment, like so many other values, is a gendered concept, and that beneath its attractive humanistic guise may be hidden a more sinister interpretation. The paper offers insights into female and male constructs of leadership and empowerment.

**Keywords: Leadership Style**


Preference for Leaders with Masculine Voices Holds in the Case of Feminine Leadership Roles

Author(s): Anderson, Klofstad

PLoS ONE

Human voice pitch research has focused on perceptions of attractiveness, strength, and social dominance. Here we examine the influence of pitch on selection of leaders, and whether this influence varies by leadership role. Male and female leaders with lower-pitched (i.e., masculine) voices are generally preferred by both men and women. We asked whether this preference shifts to favor higher-pitched (i.e., feminine) voices within the specific context of leadership positions that are typically held by women (i.e., feminine leadership roles). In hypothetical elections for two such positions, men and women listened to pairs of male and female voices that differed only in pitch, and were asked which of each pair they would vote for. In previous studies, men and women preferred female candidates with masculine voices. Likewise, men preferred men with masculine voices. Women, however, did not discriminate between male voices. Overall, contrary to research showing that perceptions of voice pitch can be influenced by social context, these results suggest that the influence of voice pitch on perceptions of leadership capacity is largely consistent across different domains of leadership.

**Keywords: Leadership Style**


Is Transformational Leadership Always Perceived as Effective? Male Subordinates’ Devaluation of Female Transformational Leaders

Author(s): Ayman, Roya; Korabik, Karen; Morris, Scott


This study investigated the impact of the gender composition of the leader–subordinate dyad on the relationship between leaders' transformational leadership behavior and their subordinates' ratings of the leaders' effectiveness. There were 109 dyads of leaders (58 male, 51 female) paired with a subordinate who was either the same or a different gender from themselves. The relationship between a leader's self-report on transformational leadership and their subordinates' evaluation of their performance was significantly less positive for female leaders with male subordinates than for female leaders with female subordinates. The male and female subordinates of male leaders rated their performance as equally effective, regardless of their levels of transformational leadership.

**Keywords: Leadership Style**


Do women followers prefer a different leadership style than men?

Author(s): Bellou, Victoria

In an era that leadership is a key to organizational success, several researchers have tried to identify the 'best style.' This study aims to make a contribution toward this direction by examining followers' perceptions of the preferred leader profile from a gendered perspective. Evidence from 2008 individuals employed in the Greek public sector revealed that men and women do hold different views of how the ideal leader behaves. Furthermore, the need for achievement is responsible for greater variations in perceptions of the preferred leader profile, confirming the fact that men and women cannot be considered as uniform groups when examining leadership preferences.

Keywords: Leadership Style  Europe

Between Venus and Mars

Author(s): Buchanan Inc.

The article suggests that the most effective leaders are those who embrace traits that were once considered feminine. In his book "The Athena Doctrine," author John Gerzema argues that empathy, vulnerability and other traits classically considered feminine are essential to effective leadership. A 2011 survey by leadership development firm Zenger Folkman found that women rated as better overall leaders than their male counterparts.

Keywords: Leadership Style  US

Culturally Universal or Culturally Specific: A Comparative Study of Anticipated Female Leadership Styles in Taiwan and the United States

Author(s): Chao, Chin-Chung; Tian, Dexin
Journal of Leadership & Organizational Studies

Guided by Bass and Avolio's leadership frameworks and Hofstede's modified cultural dimensions, the present cross-cultural study aims to compare and explore the relationships between cultural values and anticipated female leadership styles in nonprofit organizations in Taiwan and the United States. The research findings indicate that culture alone cannot account for the anticipated female leadership styles. Therefore, a combination of Bass's culturally universal approach and Hofstede's culturally specific approach is proposed to tackle more variables in future female leadership studies.

Keywords: Leadership Style  Asia
URL: http://0-search.proquest.com.library.simmons.edu/docview/847633995?accountid=13870

The moderating role of leader and follower sex in dyads on the leadership behavior–leader effectiveness relationships.

Author(s): Douglas, Ceasar

Transformational leadership (TL) and leader–member exchange (LMX) literatures provide theoretical frameworks and accompanying empirical evidence for studying the relationship between leader behavior and effectiveness. Although prior attention has been given to gender differences in leadership style and leader effectiveness, the moderating effects of the sex of the leader and subordinate on the leadership–leader
effectiveness relationship have not been investigated. In a field study of employees from a manufacturing plant, we examined whether leader and subordinate sex, and the sex composition of the leader–subordinate dyad, moderated the linkages of each set of leader behaviors (i.e., TL and LMX) with actual evaluations of leader effectiveness provided by the leader's subordinates and direct supervisor. Although female leaders were rated as more effective than male leaders overall, a fine-grained analysis of leader–subordinate dyads revealed that the male leaders benefited more than the female leaders from the use of transformational leadership in the leader behavior–leader effectiveness relationship. Implications and future research directions are discussed.

**Keywords:** Leadership Style


Discriminate analysis gender public school principal servant leadership differences

**Author(s):** Fridell, Max; Rebecca Newcom Belcher; Messner, Phillip E

**Leadership & Organization Development Journal**

This paper seeks to apply discriminate analysis to determine principal's leadership styles differences between genders in USA Midwest public schools. A distinction is to be made between servant (seen as aligned with emotional intelligence) and traditional (or top-down) leadership. The debate between the traditional (or, top-down) leadership approach, versus the servant (which is seen as aligned with emotional intelligence) leadership approach is ripe for investigation. The paper shows that four Servant-leadership styles lend understanding to the field, and help begin a discussion of feminine servant-leadership style. These four newly identified styles are: daily reflection; consensus building; healing relationships; and drive sense of self worth. The feminine leader is more likely to hold and practice these values than male leaders.

**Keywords:** Leadership Style  Education

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/226929746?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/226929746?accountid=13870)

Rising Above the Glass Ceiling

**Author(s):** Jay, Barnes

**T+D**

The article discusses talent development as a competitive strategy for organizations seeking to develop and retain leaders, focusing on the Leadership Circles Program of the Metropolitan Life Insurance Co. According to the article, the program was developed to retain and engage women by advocating leadership practices which include taking action, maximizing time, and building a team. Topics include group learning, employee coaching, and the book "The Inner Edge: The 10 Practices of Personal Leadership," by Joelle Jay.

**Keywords:** Leadership Style  US


A PUSH FOR DIVERSITY

**Author(s):** Juergen, Michelle

**Entrepreneur**

The article discusses 85 Broads, a company that produces workshops, networking events, and Webinars aimed at helping women develop their leadership skills and presents commentary on diversity in the workplace from the firm's chief executive, Sallie Krawcheck

**Keywords:** Leadership Style  Corporate  US


Active Listening Leads to Business Success
The article discusses active listening as a leadership skill that can be used to increase business success. According to the article, 360-degree assessments sometimes indicate that employees believe their supervisors should develop better listening skills. The article states that listeners remain quiet when conversing with others, demonstrate respect, and challenge assumptions. The author describes his experiences developing listening skills and recommends asking clarifying questions and maintaining eye contact with conversation partners.

**Keywords: Leadership Style**

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=88269625&site=ehost-live&scope=site

**Essential Leadership Traits of Female Executives in the Non-Profit Sector**

Author(s): Lansford, Mari; Clements, Vicki; Falzon, Tobi; Aish, Dina; Rogers, Rosie

*The Journal of Human Resource and Adult Learning*

In this study, research was conducted to identify common leadership themes among female leaders in non-profit organizations. The research consisted of fieldwork involving interviews with nine women leaders, all occupying senior level positions within a non-profit organization. The research efforts focused specifically on four areas: (a) leadership approaches and styles, (b) assumptions regarding the leadership abilities of employees, (c) views of women in leadership roles, and (d) approach to decision making.

**Keywords: Leadership Style Nonprofit sector**

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/867266582?accountid=13870

**Successful female leaders empower women's behavior in leadership tasks**

Author(s): Latu, Mast, Lammers, Bombari

*Journal of Experimental Social Psychology*

Women are less likely than men to be associated with leadership, and the awareness of this stereotype may undermine women’s performance in leadership tasks. One way to circumvent this stereotype threat is to expose women to highly successful female role models. Although such exposures are known to decrease women’s leadership aspirations and self-evaluations, it is currently unknown what the effects of role models are on actual behavior during a challenging leadership task. We investigated whether highly successful female role models empower women’s behavior in a leadership task. In a virtual reality environment, 149 male and female students gave a public speech, while being subtly exposed to either a picture of Hillary Clinton, Angela Merkel, Bill Clinton, or no picture. We recorded the length of speeches as an objective measure of empowered behavior in a stressful leadership task. Perceived speech quality was also coded by independent raters. Women spoke less than men when a Bill Clinton picture or no picture was presented. This gender difference disappeared when a picture of Hillary Clinton or Angela Merkel was presented, with women showing a significant increase when exposed to a female role model compared to a male role model or no role models. Longer speaking times also translated into higher perceived speech quality for female participants. Empowered behavior also mediated the effects of female role models on women’s self-evaluated performance. In sum, subtle exposures to highly successful female leaders inspired women’s behavior and self-evaluations in stressful leadership tasks.

**Keywords: Leadership Style Europe**

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=86254936&site=ehost-live&scope=site

**The Relationship between Transformational Leadership and Emotional Intelligence from a Gendered Approach**
Author(s): Lopez-Zafra, Esther; Retamero, Rocío; Berrios Martos, M. Pilar


Studies on both transformational leadership and emotional intelligence have analyzed the relationship between emotions and leadership. Yet the relationships among these concepts and gender roles have not been documented. In this study, we investigated the relations among transformational leadership, emotional intelligence, and gender stereotypes.

Keywords: Leadership Style

Lessons Learned in Looking Back: Perspectives from Trailblazers

Author(s): McGinn, Newman

Behavior Therapy

Although this is in many ways a good era for women, many things have yet to improve. Women continue to lag behind men with regard to salaries, are under-represented in position of leadership, and still take on greater responsibility for child rearing and family responsibilities. Careers dominated by women tend to be associated with lower salaries and lower prominence and by the same token, women tend to dominate leadership positions when the field becomes less prestigious. Although women now outnumber men in graduating classes, the feminization of clinical psychology brings new challenges. This special series comes out of the 2009 trailblazer panel held at the ABCT convention in New York City, which explored the experiences faced by pioneering women in behavior therapy and discussed ways to help women overcome the glass ceiling. This introductory paper summarizes the lessons learned by these trailblazers with a view toward helping women in academia today.

Keywords: Leadership Style  US

Are workplaces with many women in management run differently?

Author(s): Melero, Eduardo


Are workplaces with a high percentage of women in management run differently? This paper uses data from the British 1998 Workplace Employee Relations Survey (WERS98) to analyze empirically the relationship between the percentage of female workplace managers and people-management practices. The results show that workplace management teams with a higher proportion of women monitor employee feedback and development more intensely. Such teams also tend to promote more interpersonal channels of communication and more employee participation in decision-making, although the evidence is weaker for these last two practices. Overall, the findings suggest that the concept of good workplace management practices converges on female leadership styles when the percentage of female managers increases.

Keywords: Leadership Style  Europe

Aspiring to leadership: a woman's world? An example of developments in France

Author(s): N/A
The purpose of this paper is to review and analyze current research in the field of women leadership. It deals with fundamental changes observed in the past 20 years and tries to establish any common traits and tendencies. The question of whether changing leadership styles, emotional intelligence and different organisational requirements have favoured the emergence of women leaders is addressed. Attention is then switched to France to determine whether this country is in line with the general trends or not.

Keywords: Leadership Style  Europe

Women Empowerment Through Transformational Leadership: Case of Satya Jyoti

Author(s): Paninchukunnath, Ajith
The article presents case studies related to women empowerment through transformational leadership. The first case study offers the leadership style of Satya Jyoti that makes her a transformational leader, and also defines leadership in terms of style or personality rather than function. Moreover, another case study focuses on fulfilling the specific needs of each individual member of the farm, including Physiological needs, safety, and love or belongingness.

Keywords: Leadership Style

Gender and leadership style: A field study in different organizational contexts in Germany

Author(s): Rohmann, Anette; Rowold, Jens
Equality, Diversity and Inclusion: An International Journal
The purpose of this paper is to analyze whether German male and female leaders differ in their leadership behavior, focusing on transactional vs transformational leadership styles. A field study in which followers were asked to evaluate their respective leaders was conducted in three different organizational contexts in Germany using questionnaires. Results in all four samples show that female leaders were perceived as exhibiting more transformational leadership behavior than male leaders. Moreover, female leaders were evaluated as more effective and as producing more satisfaction than their male counterparts.

Keywords: Leadership Style  Europe

When Leaning In Doesn't Pay Off

Author(s): Schieman, Schafer, McIvor
New York Times
The article offers the author's insights on the reasons associated to women's refrain from leadership positions in the workplace such as job opportunity, and stronger link of men to feel influential at work.

Keywords: Leadership Style  US
Gender Differences in Leadership Role Occupancy: The Mediating Role of Power Motivation

Author(s): Schuh, Sebastian; Hernandez Bark, Alina; Van Quaquebeke, Niels; Hossiep, Rüdiger; Frieg, Philip; Dick, Rolf

*Journal of Business Ethics*

Although the proportion of women in leadership positions has grown over the past decades, women are still underrepresented in leadership roles, which poses an ethical challenge to society at large but business in particular. Accordingly, a growing body of research has attempted to unravel the reasons for this inequality. Besides theoretical progress, a central goal of these studies is to inform measures targeted at increasing the share of women in leadership positions. Striving to contribute to these efforts and drawing on several theoretical approaches, the present study provides a contemporary examination of (a) whether women and men differ in their levels of power motivation and (b) whether potential gender differences in this motivation contribute to the unequal distribution of women and men in leadership positions. Results from four studies provide converging support for these assumptions. Specifically, we found that women consistently reported lower power motivation than men. This in turn mediated the link between gender and leadership role occupancy. These results were robust to several methodological variations including samples from different populations (i.e., student samples and large heterogeneous samples of employee), diverse operationalizations of power motivation and leadership role occupancy (self- and other ratings), and study design (cross-sectional and time-lagged designs). Implications for theory and practice, including ways to contribute to a more equal gender distribution in leadership positions, are discussed.

**Keywords:** Leadership Style  US


Integrated Leadership

Author(s): Shambaugh

*Leader to Leader*

The author offers opinions on leadership. It is stated that existing models of leadership are no longer sufficient to allow business enterprises and organizations faced with an increased pace of social and economic change. The concept of integrated leadership, or group decision making by groups containing both men and women executives and employees, is said to be a new model of leadership based on the concept of gender intelligence. Organizations are seen as needing to create a corporate culture which will recognize and use gender intelligence.

**Keywords:** Leadership Style  Global


Appalachian Women Leaders: Products of Culture and Life Events

Author(s): Smith, Devona G; Reed, Kendra

*Journal of Leadership & Organizational Studies*

This study explores the effects of cultural expectations and critical life events on women’s leadership influence in Appalachia, a unique subculture of the United States. Using a sample of 347 female MBA students, the researchers examined the impact of education, gender bias, family/work issues, and family violence on leadership influence. Not only did results demonstrate significant relationships between education and gender bias with leadership influence, but also these relationships were moderated by culture-leadership style fit. In both researching and developing leaders, special attention needs to be paid to the culturally specific ideologies, events, and other idiosyncrasies within national subcultures.
Leadership beyond the glass ceiling: does ownership matter?

Author(s): Tibus, Cheryl

*Leadership & Organization Development Journal*

The purpose of this paper is to compare the transformational leadership style of women business owners and those women in the top position of organizations with women executives who are not in the top leadership position of organizations. The findings support the relationship between a woman owning a business or being in the top position and the increased use of transformational leadership behaviors.

**Keywords: Leadership Style**

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/203148741?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/203148741?accountid=13870)

An exploration of stereotypical beliefs about leadership styles: Is transformational leadership a route to women's promotion?

Author(s): Vinkenburg, Claartje; van Engen, Marloes; Eagly, Alice; Johannesen-Schmidt, Mary


Two experimental studies examined whether gender stereotypes about the transformational, transactional, and laissez-faire leadership styles constitute an advantage or an impediment for women's access to leadership positions in organizations. Consistent with these stereotypical beliefs about leadership, women interested in promotion may be well advised to blend individualized consideration and inspirational motivation behaviors.

**Keywords: Leadership Style**


A comparative study of perceptions of gender and leadership in Australian and Turkish universities.

Author(s): White, Kate; Ozkanlı, Ozlem


This paper analyses differences in perceptions of gender and leadership though qualitative interviews with 45 senior managers in Australia and Turkey. The literature suggests that masculine models of leadership are changing with both women and many men preferring transformational leadership styles. The research found that there were different perceptions about gender and leadership in Australian and Turkish universities, reflecting different economic and social contexts.

**Keywords: Leadership Style   Turkey/Australia**


Gender-typicality of economic sectors and gender-composition of working groups as moderating variables in leadership research

Author(s): Wolfram, Hans-Joachim; Mohr, Gisela
Gender in Management

Meta-analytic evidence exists that the numerical dominance of one gender group among employees can affect the behaviour of female and male leaders. The purpose of this paper is to hypothesis that leaders will show more transformational behaviour when they hold a minority status. Transformational behaviour might help to mitigate discrepancies between male leaders' gender and the feminine context, as well as between female leaders' gender and the masculine leadership role.

**Keywords:** Leadership Style

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/367206207?accountid=13870

Leadership styles of men and women in the Arab world

**Author(s):** Yaseen, Zahi

**Education, Business and Society: Contemporary Middle Eastern Issues**

Disagreement amongst Arab writers, researchers, politicians, and others exists regarding the Arab woman's struggle to take on a leadership role traditionally dominated by Arab men. For many, discussions on whether Arab women should work and lead, be a housewife or work with restrictions are continually under controversy. The purpose of this paper is to examine Arab women leadership style based on transformational, transactional, and laissez-faire styles of men and women.

**Keywords:** Leadership Style  Middle East

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/231966404?accountid=13870

Multiplication

**Author(s):**

**AFP Exchange**

An interview with Liz Wiseman, author of the book "Multipliers: How the Best Leaders Make Everyone Smarter" and former finance professional, is presented. She discusses her transition from finance to doing research and consulting about leadership. She comments on how finance professionals and treasurers can use their intelligence and skills to increase the skills of those around them. She says this kind of a leader can be known as a multiplier.

**Keywords:** Leadership Style  US

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/231966404?accountid=13870

Leadership Traits

**Gender, management and leadership**

**Author(s):** Kyriakidou, Olivia

**Equality, Diversity and Inclusion: An International Journal**

All of the studies included in this special issue show that studying gender, management and leadership in organisations is significant: we do not really leave gender at the door when entering our organisational work lives; rather, we "do" gender in specific ways, some reflexive but most perhaps not. The paper shows that the special issue highlights the fact that management jobs have traditionally been understood as being constructed according to male norms and thus creating difficulties for women. These include the material part of their work as well as the stereotypical expectations and perceptions and reactions from others. The taken-for-granted point of departure is that women and men are essentially different, as shown by the ascribed congruency between men and management jobs.
Do leadership role occupancy and transformational leadership share the same genetic and environmental influences?

Author(s): Li, Wen-Dong; Arvey, Richard D.; Zhang, Zhen; Song, Zhaoli

Li, W., Arvey, R. D., Zhang, Z., & Song, Z. (2012). Do leadership role occupancy and transformational leadership share the same genetic and environmental influences?. Leadership Quarterly, 23(2), 233-243. doi:10.1016/j.leaqua.2011.08.007

Using data collected from 107 pairs of identical and 89 pairs of fraternal female twins, this study examined the genetic and environmental associations between transformational leadership and leadership role occupancy. The results suggest that multiple manifestations of leadership (i.e., transformational leadership and leadership role occupancy) are differentially heritable. Although the association between these two variables is largely due to overlapping genetic rather than environmental factors, unique (i.e., non-overlapping) genetic and environmental influences still play an important role in impacting these leadership variables.

The Female Awakened Leader: Connecting with the Inner-Sage

Author(s): Marques, Joan


Leadership remains a popular theme in our human society, most likely because it is such a flexible concept that keeps evolving, just as much as the workforce does. While all leaders, male and female, encounter challenges, there are specific issues women encounter when advancing in their careers. This article encourages female leaders to keep abreast of important developments in leadership, but not to stray from their innate qualities for the sake of popular trends. Rather, they are reminded to maintain their innate awareness about interconnectedness, relationships, nurturing, empathy, respect, soberness, authenticity, growth, and their understanding of the ephemeral nature of everything.

Agentic Women and Communal Leadership: How Role Prescriptions Confer Advantage to Top Women Leaders

Author(s): Rosette, Ashleigh Shelby; Plunkett, Leigh


The authors contribute to the ongoing debate about the existence of a female leadership advantage by specifying contextual factors that moderate the likelihood of the emergence of such an advantage. The investigation considered whether the perceived role incongruence between the female gender role and the leader role led to a female leader disadvantage (as predicted by role congruity theory) or whether instead a female leader advantage would emerge (as predicted by double standards and stereotype content research).
Leadership Through A Gender Lens: How Cultural Environments and Theoretical Perspectives Interact with Gender

Author(s): Rowley, Sam; Hossain, Farhad; Barry, Paul


The purpose of this article is to present a theoretical overview of what makes a leader effective using the theoretical lenses of behavioral and contingency theories and the theory of transformational leadership. We then analyze these theories from a gender perspective. The presence and effects of gender discrimination in the workplace, managerial and subordinate preconceptions and attitudes as identified in the current body of literature and the possible consequences for potential female leaders are discussed.

Keywords: Leadership Traits

URL: http://0-search.proquest.com.library.simmons.edu/docview/206624806?accountid=13870

Gender ratio, societal culture, and male and female leadership

Author(s): van Emmerik, Hetty; Wendt, Hein; Euwema, Martin C.


Top management teams are worldwide largely composed of men, with relatively few female members. The gender ratio in top management is indicative of the position of women in management within the organization, as well as related to leadership behaviours of male and female managers. In the present study, the relative importance of societal culture, organizational, and individual characteristics in explaining leadership behaviours and the associations of gender and gender ratio with leadership behaviours are studied.

Keywords: Leadership Traits


Defining the Alpha Female: A Female Leadership Measure

Author(s): Ward, Rose Marie; Popson, Halle C; DiPaolo, Donald G

Journal of Leadership & Organizational Studies

The change in women's social roles has led to the development of the concept of the alpha female, but currently there is no way to measure the construct. The present study discusses the development of a 14-item measure of an alpha female personality that is consistent with current definitions and examines the measure with respect to similar constructs (e.g., self-esteem, emotional intelligence, leadership, and sex-role). The three scales of the Alpha Female Inventory (leadership, strength, and low introversion) were positively related to self-esteem, emotional intelligence, the Student Leadership Profile Inventory, and masculine traits as measured by Bem's Sex-Role Inventory. The Alpha Female Inventory can be used to identify women who embody alpha leadership qualities and to aid in our overall understanding of women as leaders.

Keywords: Leadership Traits

URL: http://0-search.proquest.com.library.simmons.edu/docview/617379782?accountid=13870

Breaking into the Men's Room: Five Traits of Women Engineers with a Boardroom Seat

Author(s): Wirth, Jeannine j

Wirth, J. (2010). Breaking into the Men's Room: Five Traits of Women Engineers with a Boardroom Seat. Leadership & Management In Engineering, 10(4), 162-166. doi:10.1061/(ASCE)LM.1943-5630.0000087
The engineering industry is welcoming more women into the ranks, but few have made it through the boardroom door. It is imperative that companies incorporate more women into all levels of employment, but especially upper leadership positions, for three reasons: the labor pool is shrinking, lack of women among leadership dampens an organization’s productivity, and bottom-line results are better for organizations with women on the board. This article discusses these reasons and then describes five traits women (and men) can develop in preparation for effective leadership: persuasively communicate, lead with heart, take care of yourself, see the big picture, and know yourself.

**Keywords:** Leadership Traits  STEM


### Leadership

**Author(s):** Ayman, Roya; Korabik, Karen


For decades, understanding of leadership has been largely based on the results of studies carried out on White men in the United States. We review major theories and models of leadership as they pertain to either gender or culture. We focus on 3 approaches to leadership: trait (including leadership categorization or implicit leadership theory), behavioral (including the two-factor, transformational-transactional leadership, and leader-member exchange models), and contingency (i.e., contingency model of leadership effectiveness and normative decision making). We discuss how dynamics related to either culture or gender (e.g., stereotypes and schemas, ingroup-outgroup interaction, role expectations, power and status differentials) can have an important impact on many aspects of leadership.

**Keywords:** Leadership Traits


### The heritability of emergent leadership: Age and gender as moderating factors.

**Author(s):** Chaturvedi, Sankalp; Zyphur, Michael J.; Arvey, Richard D.; Avolio, Bruce J.; Larsson, Gerry


In this study, we examined the moderating influences of gender and age with respect to testing the heritability of leadership emergence. A large data base of 12,112 twins from Sweden was used in the current study to decompose the variance of emergent leadership into an unobservable genetic component and environmental components that are either common or unshared among twin pairs. Consistent with prior leadership research on genetics, we found that a genetic factor is able to explain a significant proportion of the variation across individuals in predicting how twins perceive their emergent leadership behavior (about 44% for women and 37% for men). Furthermore, we also found that the magnitude of genetic influence on emergent leadership varied with age, but only for women with the heritability estimate being highest for the mid-age women versus lowest for the older women. Implications for advancing research on the genetic and environmental influences on leadership emergence are discussed.

**Keywords:** Leadership Traits


### Emotional Intelligence: A Study of Female Secondary School Headteachers

**Author(s):** Cliffe, Joanne

The notion that emotional intelligence can be correlated with work success is well documented, particularly with regard to leadership in the business world. However, there are few empirical studies which detail the interplay of intelligent use of emotions in school leadership. This article explores the relationship between emotional intelligence and educational leadership by drawing on the responses of seven female secondary school headteachers to emotional intelligence domains as defined by Goleman (1995). While ‘positive’ correlations were found, notably that these headteachers had been able to, knowingly or subconsciously, make intelligent use of their emotions; the issue of ‘negative’ aspects or the ‘dark side’ of emotional intelligence is considered.

**Keywords:** Leadership Traits  Education


The influence of general mental ability, self-esteem and family socioeconomic status on leadership role occupancy and leader advancement: The moderating role of gender.

Author(s): Li, Wen-Dong; Arvey, Richard D.; Song, Zhaoli


We examined the influence of general mental ability, self-esteem and family socioeconomic status on leadership role occupancy and leader advancement (defined as the increase in supervisory scope via the number of employees supervised), as well as the moderating role of gender in these relationships. Our results suggest that self-esteem plays an important role in leadership role occupancy and leader advancement and that the influence of family socioeconomic status on leader advancement is contingent on gender.

**Keywords:** Leadership Traits


Lost opportunity: Is transformational leadership accurately recognized and rewarded in all managers?

Author(s): Loughlin, Catherine; Arnold, Kara; Crawford, Janet Bell


This study aims to test how senior leaders recognize and reward the same leadership behavior in male and female managers. Findings support arguments in the literature for a "feminization" of leadership, whereby both male and female managers are now penalized for not engaging in individually considerate leadership behavior. However, they also question the extent to which women will get credit for engaging in some of the same transformational leadership behaviors as men.

**Keywords:** Leadership Traits


Perception of Leadership Styles and Trust Across Cultures and Gender: A Comparative Study on Barack Obama and Hillary Clinton

Author(s): Quader, Mohammed Shahedul

The race to be the 56th President of the United States has conjured an unprecedented contest in the American Democratic Party between Senators Barack Obama and Hillary Clinton. The purpose of this study is to quantify and examine the perception of the contrasting leadership styles between these two candidates using a survey method. There appears to be a shift away from the skill-based leadership traits of decision making and experience to a preference for a more intangible evaluation of a leader's character: the level of their moral compass. No significant gender or cultural differences were found between the trustworthiness and likelihood of voting for either Obama or Clinton’s leadership styles. Finally, there was also a noticeably high association between the perception of trust and the likelihood of voting for a leader.

**Keywords:** Leadership Traits, Politics


**Leadership: Cultivating Feminine Presence**

Author(s): Regine, Birute

*Interbeing*

Women's mastery often remains unseen, like the teacher in a cave, a world of hidden arts. To uncover some of these hidden arts the author interviewed over sixty women from many parts of the world: US, Canada, England, Italy, Colombia, Australia, Israel, Lebanon, and Iraq. They come from all walks of life and include doctors, artists, a federal judge, a novelist, businesswomen, a governor, a wine maker, a priest, CEOs, lawyers, professor, housewife, a Nobel Peace Prize laureate, nurses, politicians. These women, although they have succeeded in a largely male world, emphasize their feminine skills as they usher in a new era of cooperation. The author refers to them as "Iron Butterflies".

**Keywords:** Leadership Traits


**Leadership attributes, masculinity and risk taking as predictors of crisis proneness**

Author(s): Sheaffer, Zachary; Bogler, Ronit

*Gender in Management*

The purpose of this paper is to examine the extent to which leadership attributes, masculinity, risk taking and decision making affect perceived crisis proneness. The paper draws mainly on the literature about gender, leadership and organizational crisis to explore whether masculinity predicts crisis proneness, and the extent to which leadership attributes as well as risk-taking and decision-making style are efficient predictors of perceived crisis preparedness (CP). Utilizing pertinent literature and concepts, the paper evaluates a database of 231 female and male managers. As hypothesized, masculinity is positively associated, whereas transformational leadership is inversely associated with perceived crisis proneness.

**Keywords:** Leadership Traits

URL: [http://0-search.proquest.com.library.simmons.edu/docview/855079803?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/855079803?accountid=13870)

**LGBT Leaders**

**Cycles of Fear: A Model of Lesbian and Gay Educational Leaders’ Lived Experiences**

Author(s): deLeon, Brunner

*Educational Administration Quarterly*

Purpose: The article’s purpose is to highlight a national qualitative study that generated a model for understanding how society’s actions and attitudes affect and inform the lived experiences of lesbian/gay (LG)
educational leaders. Research Methods/Approach: Three bodies of literature informed the methods of the study: queer legal theory, critical phenomenology, and poststructural hermeneutics. Seventeen volunteer participants identified as out or closeted LG educational leaders and replied via e-mail (to a safe contact) to a national invitation to participate. To provide anonymity, a virtual laboratory allowed participants to interact anonymously through the use of focus groups, interviews, written responses, and private/public messaging tools. Data analysis was conducted after themes or categories emerged and data was coded and categorized.

Findings: The findings culminated in conclusions illustrated in the Cycles of Fear model. First, study participants moved from silence to voice and back again, with varying intensity. Second, participants move beyond oppression was extremely difficult. Third, participants conquered fear and oppression, thereby creating gains. Fourth, experiences of fear were integrated into participants’ very being—their identity. Fifth, as leaders’ strength/visibility increased, society’s homophobic fears created increased intolerance and hostility. Finally, when a new fear cycle began, the leaders became stronger and more resilient.

Implications for Research and Practice: The discussions, conclusions, and the model drawn from this study’s findings are instructive for (a) LG educational leaders who have had very little support in their professional and personal lives, (b) leadership preparation programs/professors that/who in the past have ignored this populations’ existence and oppression, (c) policy makers, and (d) further research—the model can serve as a data analysis tool for future studies, and the anonymous research design could be duplicated to lower the risk for LGBT participants.

Keywords: LGBT Leaders    US


Toward an Affirmative Lesbian, Gay, Bisexual, and Transgender Leadership Paradigm

Author(s): Fassinger, Ruth E.; Shullman, Sandra L.; Stevenson, Michael R.


This article presents an affirmative paradigm for understanding the leadership of sexual minorities—that is, lesbian, gay, bisexual, and transgender (LGBT) people. We propose a new, multidimensional model of LGBT leadership enactment that incorporates sexual orientation (particularly regarding identity disclosure), gender orientation (including leader gender), and the situation (conceptualized here as group composition); the model also is embedded in context, the most relevant factors that affect the enactment of leadership being stigma and marginalization. We explicate this model with findings and concepts from relevant literatures, and we conclude the article with recommendations for building a scholarly literature in LGBT leadership.

Keywords: LGBT Leaders


Lesbian presentations and representations of leadership, and the implications for HRD

Author(s): Gedro, Julie


This paper seeks to identify, examine, and discuss the unique challenges for lesbians who serve in leadership positions in corporate America. The paper provides implications for human resource development to assume a stronger and more active role in uncovering tacit issues embedded in leadership so that organizational workplaces become locations of greater equity, access, and fairness for all who aspire to leadership positions.

Keywords: LGBT Leaders

Management

Meeting the demands of leadership today

Author(s): Brightman
Christian Science Monitor

Women. Leadership. Humanity. What a potent source for good when these are combined!

Keywords: Management

Assessing the Hypotheses Against Women Leadership in African Christianity

Author(s): Makanjuola, Mepaiyeda Solomon
Cross-Cultural Communication

Despite the undisputable roles of women as home-makers and nation-builders, many hypotheses had been advanced in support of male chauvinism mostly prevalent in African society. Such discrimination is attributable to two sources: culture and religion. The prejudices, inequalities and injustices suffered by women seem to be deep-rooted. What is even more unfortunate and scandalous is that religion has been and is still being misused to reinforce the oppression and subordination of women. Equally disconcerting is the fact that among the womenfolk themselves there are quite a number who have accepted these conditions as normal and therefore have had no inclination to demand and work for a change. Such women have resigned themselves to an inferior status and sincerely believed that such is their divinely ordered fate. This paper, therefore, is aimed at evaluating the theological, cultural and philosophical hypotheses that serve as roadblocks against women leadership in order to disprove their logical veracity; and to establish that leadership in the church should transcend the factor of gender but be based on God's prerogative and infinite grace.

Keywords: Management Africa

Managing under the abaya

Author(s):
Economist

The article discusses the challenges associated with teaching leadership to women in Saudi Arabia in 2013, focusing on the British Council’s launch of a leadership-development programme, as well as information about the ability of women who wear abaya cloaks to show assertive body language.

Keywords: Management Saudia Arabia

Media

Competent Enough, But Would You Vote for Her? Gender Stereotypes and Media Influences on Perceptions of Women Politicians

Author(s): Bligh, Michelle C.; Schlehofer, Michèle M.; Casad, Bettina J.; Gaffney, Amber M.
Though research has demonstrated that media coverage of men and women politicians differ, fewer studies have examined the dual influence of gender stereotypes and types of media coverage in influencing public perceptions of women politicians. Our results suggest the media has particular influence on judgments of women politicians' likability (the 'competent but cold' effect), providing evidence that women politicians need to be vigilant in monitoring their media depictions.

**Keywords:** Media Politicians


---

**Busy Bee, Tough Mom, Farmer's Daughter: The Canadian Business Press Portrayal of Annette Verschuren**

**Author(s):** Grandy, Karen


This article challenges assertions made by business magazine editors that the business press plays no role beyond reporting on women's executive advancement—or lack thereof. The study begins with the latest reported statistics on women's leadership roles in corporate Canada and a summary of the most common explanations for these numbers. The second half of the paper goes on to examine the Canadian print media coverage of Annette Verschuren, a woman who defied the executive odds. It argues that although Verschuren is prominently featured in the business press, gendered stereotyping, which has been identified as a major obstacle to women's promotion, is reinforced in that coverage by both the framing of her story and the language and imagery used to describe her and her accomplishments.

**Keywords:** Media

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/807511818?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/807511818?accountid=13870)

---

**Fed-up with Blair’s babes, Gordon’s gals, Cameron’s cuties, Nick’s nymphets: Challenging gendered media representations of women political leaders**

**Author(s):** Mavin, Sharon; Bryans, Patricia; Cunningham, Rosie


The purpose of this paper is to highlight gendered media constructions which discourage women’s acceptability as political leaders and trivialise or ignore their contribution. Media analysis of UK newspapers, government web sites, worldwide web relating to the UK 2010 government election, women MPs and in particular representations of Harriet Harman and Theresa May. Media constructions of UK women political leaders are gendered and powerful in messaging women’s (un)acceptability as leaders against embedded stereotypes.

**Keywords:** Media Politicians Europe

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/761425395?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/761425395?accountid=13870)

---

**The World's Most Influential People**

**Author(s):** Poehler, Jones, Newmark, Kebede

Time

The article presents comments by former nominees on their choices for the "Time" magazine list of the world's most influential people in 2013. Topics include comments by actor Amy Poehler on her nomination of Jane
Aronson, founder of the Worldwide Orphans Foundation (WWO), comments by plant breeder Monty Jones on his nomination of Ernest Bai Koroma, President of Sierra Leone, and comments by mental health advocate Liya Kebede on her nomination of Franca Sozzani, editor of the Italian "Vogue" magazine.

**Keywords:** Media  Global

**URL:** [link](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87000727&site=ehost-live&scope=site)

---

**Exploring the effect of media images on women’s leadership self-perceptions and aspirations**

**Author(s):** Simon, Hoyt

**Group Processes & Intergroup Relations**

Across two experimental studies, the present research explores how media images depicting counterstereotypical roles for women, compared to those that depict stereotypical roles for women, affect women’s gender role beliefs (Study 1) and responses to a leadership situation (Study 2). Study 1 predicted and found that women exposed to images depicting counterstereotypical roles subsequently reported stronger nontraditional gender role beliefs than women exposed to images depicting stereotypical roles. Study 2 then directly assessed the effect of media images of women on female participants’ self-reported responses following a leadership task. Women exposed to media images of women in counterstereotypical roles reported less negative self-perceptions and greater leadership aspirations than women exposed to images of women in stereotypical roles. Moreover, negative self-perceptions mediated the relationship between media images and leadership aspirations. Implications for increasing women’s representation in the leadership domain are discussed.

**Keywords:** Media  Leadership Aspirations  US

**URL:** [link](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=85740147&site=ehost-live&scope=site)

---

**Mentoring and Sponsorship**

**When I Hire You, I'm Hiring Your Mentors' Judgment**

**Author(s):** Bryant

**New York Times**

The article presents an interview with Ingredion Inc. chief executive officer (CEO) Ilene Gordon who discusses the leadership lessons that she has learned from her mentors, her strategies to develop younger managers, and the qualities that she looks for in job candidates.

**Keywords:** Mentoring/ Sponsorship  US

**URL:** [link](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=86139024&site=ehost-live&scope=site)

---

**Mentoring: Necessary But Insufficient for Advancement**

**Author(s):** Carter, Nancy M.; Silva, Christine

Catalyst’s longitudinal project, The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline, develops timely reports on the retention and advancement of high potential women and men. The third report, Mentoring: Necessary But Insufficient for Advancement, examines the impact of mentoring on the career advancement of high potentials. Findings reveal that having a mentor before starting a first post-M.B.A. job results in greater compensation and a higher-level position—but the payoff is greater for men than for women. Mentors continue to impact careers over time, but men’s mentors are more senior, which results in more promotions and greater compensation.
Sponsoring Women to Success

Author(s): Foust-Cummings, Heather; Dinolfo, Sarah; Kohler, Jennifer

While mentoring is essential for leadership development, it is insufficient for advancing to top levels. Recent research has pointed to a more influential and specific professional relationship: sponsorship. Lately, organizations and the media have given sponsorship widespread attention, but questions abound. Sponsoring Women to Success addresses many of these questions and clarifies what sponsorship is—and isn’t—based on the experiences of people well-positioned to provide answers: executives acting as sponsors and high-performing employees currently being sponsored. The report also presents data, practices, and participant insights that provide actionable advice on how to foster sponsorship within organizations.

Keywords: Mentoring/ Sponsorship
URL: http://www.catalyst.org/publication/458/mentoring-necessary-but-insufficient-for-advancement

Women given 'wrong' support

Author(s): Hall, Liz

Coaching at Work

The article presents a research conducted by Dr. Ines Wichert of Kenexa's High Performance Institute as of March 2014, which showed that businesses in Great Britain failed to take the right steps in resolving the low number of women being promoted to executive positions. Among the recommended solutions is offering mentors to women. The other recommendations include make mentoring meaningful, make career pathways clear, and embed cultural change.

Keywords: Mentoring/ Sponsorship  UK

Can e-mentoring take the "gender" out of mentoring?

Author(s): Rockwell, Leck, Elliott

Cyberpsychology

Mentoring has been identified as a key strategy for career development and organizational advancement, and has been argued to be indispensable for women to succeed. E-mentoring has increased in popularity as a means of reducing some of the challenges associated with being mentored by men. Numerous studies conducted on formal mentoring programs have concluded that there are serious implications to consider in traditional cross-gendered mentoring schemes. A sample of six mentees and seven mentors (three female and four male) were interviewed after a year-long e-mentoring program was created to promote women to leadership roles within the Information Technology (IT) sector. The paper explores whether gender-biases encountered in traditional mentoring schemes are transcended when using an e-mentoring platform. Results from this qualitative study suggest that mentor gender still impacts the mentoring relationship even in a virtual environment. The study's findings indicated male mentors tended to be more methodological in solving problems with their mentees, unlike female mentors who took a more indirect approach. Further, female mentors improved their mentee's confidence through encouragement and relating to their mentee on a more personal level, a practice often avoided by their male counterparts. A summary of these findings is provided below, followed by a detailed discussion of the results and a section offering possible future research avenues to explore.

Keywords: Mentoring/ Sponsorship Technology Canada
Why Men Still Get More Promotions Than Women

Author(s): Ibarra, Herminia; Carter, Nancy M.; Silva, Christine


Though companies now invest heavily in mentoring and developing their best female talent, all that attention doesn’t translate into promotions. A Catalyst survey of over 4,000 high-potentials shows that more women than men have mentors -- yet women are paid $4,600 less in their first post-MBA jobs, hold lower-level positions, and feel less career satisfaction. To better understand why, the authors conducted in-depth interviews with 40 participants in a mentoring program at a large multinational. All mentoring is not created equal, they discovered. Only sponsorship involves advocacy for advancement.

Keywords: Mentoring/Sponsorship

The corporate sponsor as hero: advancing women into leadership roles

Author(s): Ernst and Young

Although the business case for women's advancement has been proven time and time again, women currently make up 34% of senior management and comprise only 3% of Fortune 500 CEOs, according to The Sponsor Effect, a research report published by the Center for Work-Life Policy (CWLP). The obstacle to senior management, as identified in that study and other research, is an absence of proactive support from senior leaders. In other words, there is a shortage of sponsorship. Senior leaders — both male and female — should take concrete steps to minimize gender disparities and help advance women into leadership positions in their organizations.

Keywords: Mentorship/ Sponsorship

Military

The Power of Gendered Stereotypes in the US Marine Corps

Author(s): Archer

Armed Forces & Society

Gendered stereotypes in the US military context often result in the creation of barriers for women. Constant confrontation with these barriers may negatively impact a servicewoman’s career. The author argues that gendered stereotypes in the US Marine Corps (USMC) have the potential to undermine a female Marine’s performance, and sometimes the performance of others around her. Through the application of ethnographic content analysis to thirty-five in-depth interviews (seventeen female and eighteen male Marines), this article investigates the possible consequences of gendered stereotypes in the USMC. Four themes regarding the origination, socialization, and reinforcement of gender-role stereotypes in the USMC emerge through the interview process. Findings suggest gender-role stereotypes influence (1) the perceived abilities of female Marines, (2) the initial socialization of Marines, (3) camaraderie and opportunities for female Marine mentorship, and (4) a culture of double standards. The aforementioned themes are compared to findings in the literature and implications for camaraderie, shared sense of mission, and leadership are discussed.

Keywords: Military    US
In the Company of Men

Author(s): Clift
*Newsweek Global*

The article discusses a reported increase in the number of female Senators in the U.S. and a call for the nation's military to change its policy in regards to the number of military leadership roles that are filled by women as of June 2013. Sexual assault allegations are addressed in relation to the American military and the U.S. Senate Judiciary Committee's questioning of Anita Hill in October 1991. It states that there are 20 women in the nation's Senate as of 2011, including Barbara Boxer.

*Keywords: Military  Politics  US*

Breaking the Kevlar Ceiling

Author(s): Escobar
*Military Review*

The article focuses on the current status of women in the U.S. Army and the historic impact of women in leadership roles. The author discusses the history of women's military service from 1948 to the present day, explores how women contribute to organizational behavior and success, and argues that women's military leadership is necessary for U.S. national security.

*Keywords: Military  US*

Women in war zones take risks but don't reap rewards

Author(s):
*USA Today*

*Keywords: Military  US*

Minority Women

Historicizing the "End of Men": The Politics of Reaction(s)

Author(s): Mayeri
*Boston University Law Review*

An essay is presented on men in America, Hanna Rosin's book "The End of Men" And the Rise of Women," and then-U.S. presidential administration member Daniel Patrick Moynihan's 1965 report entitled "The Negro Family: The Case for National Action" about federal employment and anti-poverty measures in the relation to African Americans. Civil rights leaders and female household leadership in America are mentioned, along with the social conditions of women in black families in America.

*Keywords: Minority Women  Politics  US*
100 Black Women launches leadership initiative

Author(s): New York Amsterdam News

The article reports that the New York Coalition of 100 Black Women, a community service organization, has launched its Young Women's Leadership Initiative to promote the development of leadership skills in women and girls.

Keywords: Minority Women  US


Negotiating

Negotiating in the Shadows of Organizations: Gender, Negotiation, and Change

Author(s): Kolb

Ohio State Journal on Dispute Resolution

The article focuses on the study of gender dynamics in negotiation concerning gender gap in wages and achievements regarding women's in organization. It informs that negotiation involves the activities related to designing jobs, avoiding work and achieving status, and establishing boundaries of authority and responsibility. It emphasizes to change organisational practices, policies, and procedures that have potential to enhance gender equity and organizational effectiveness.

Keywords: Negotiating  US


Non-Profit

It's Time for Charities to Hire Women CEOs and Pay Them Fairly

Author(s): Eisner

Chronicle of Philanthropy

The author comments on women leadership of nonprofits. It makes reference to a survey of leadership of nonprofits federations, Jewish denominations and groups that concern Jews published in December 2012 issue of the "Forward." She expresses her disappointment with the gender gap and pay inequality of women in Jewish organizations as well as other nonprofits. She proposes that women be not excluded from the pool of applicants for executive positions.

Keywords: Non-Profit  US


Strategy Adopted for the NGO for Empowerment of the Women

Author(s): Kumari, Singh

Journal of Dairying Foods & Home Sciences

Several NGOs are active in Bhagalpur district of Bihar for the cause of empowerment of women. The strategy adopted by these NGOs to achieve their objective was investigated. The data were collected from the personnel of 10 purposively selected NGOs with the help of a structured interview schedule. The findings
revealed that although the personnel had rich experience about the localities, an operational area for taking up the work was generally decided on the basis of the results of the survey (80%) conducted for the purpose and the beneficiaries were selected mostly after an interview (70%). Similarly programmes were decided on the basis of assessment of need and interest of the women folk. The voluntary organizations worked with the women by forming their Self Help Groups. The 80% of NGOs adopted participatory approaches to empower the women. Motivation was the main approach of the NGOs to enlist and involve the women to participate in the programmes

**Keywords:** Non-Profit  Empowerment  India


---

**Female Leadership in French Voluntary Associations**

Author(s): Prouteau, Lionel; Tabariés, Muriel


Drawing on a recent national survey, this article focuses on the female representation on executive committees in French voluntary associations. To begin with, we observe that this representation is very unequal according to the different officer positions. It is especially low among presidents while it is markedly higher among secretaries. Then, we study the relationship between the associations' attributes and the likelihood of women being appointed as executive committee members.

**Keywords:** Non-Profit  Europe

URL: http://0-search.proquest.com.library.simmons.edu/docview/753892496?accountid=13870

---

**Perceptions of Women's Leadership**

The height leadership advantage in men and women: Testing evolutionary psychology predictions about the perceptions of tall leaders

Author(s): Blaker, Rompa, Dessing, Vriend, Herschberg, van Vugt

*Group Processes & Intergroup Relations*

Research suggests that tall individuals have an advantage over short individuals in terms of status, prestige, and leadership, though it is not clear why. Applying an evolutionary psychology perspective, we predicted that taller individuals are seen as more leader-like because they are perceived as more dominant, healthy, and intelligent. Being fit and physically imposing were arguably important leadership qualities in ancestral human environments—perhaps especially for males—where being a leader entailed considerable physical risks. In line with our expectations, our results demonstrate that by manipulating an individual’s stature height positively influences leadership perception for both men and women, though the effect is stronger for men. For male leaders this height leadership advantage is mediated by their perceived dominance, health, and intelligence; while for female leaders this effect is only mediated by perceived intelligence.

**Keywords:** Perceptions of Women's Leadership  Netherlands


---

**Exploring the Dynamics of Incongruent Beliefs about Women and Leaders**

Author(s): Bosak, Janine; Sczesny, Sabine

People tend to have similar beliefs about leaders and men but dissimilar beliefs about leaders and women. A decrease in this perceived incongruity between beliefs about women and leaders might follow from perceived changes in either or both of these stereotypes. In two experiments we investigated the dynamics of this stereotype incongruity by examining cross-temporal perceptions of change in women’s roles and leadership demands.

**Keywords: Perceptions of Women’s Leadership**


---

**No Backstabbing, Please. Just Be Direct.**

**Author(s):** Bryant

*New York Times*

The article presents an interview with advertising agency Deutsch New York’s (NY) chief executive officer (CEO) Val DiFebo who discusses her leadership roles when she was a child, her first management role, and behavior at work that she has low tolerance.

**Keywords: Perceptions of Women’s Leadership**


---

**Cultural Observations facing Women Managers: A South African Perspective**

**Author(s):** Chiloane-Tsoka

*Gender & Behaviour*

The South African National Policy Framework for Women’s Empowerment, Gender Equality and women emancipation by government, present the opportunity for women to make useful of business and political advantages to their benefit. A knowledge gap was identified during literature study regarding factors that affect women in leadership positions. Also barriers inhibiting women’s advancement beyond glass ceiling. The policy document on women advancement is a direct attempt by government to influence and direct the course of events in the labour market today, by introducing measures that can promote the success of professional women towards their career path. The methodology used was of a quantitative approach. The findings showed that there are many cultural barriers and recommended some organisational change approach that could be relevant in addressing the current problems faced by management in providing solutions in addressing their diverse workforce, especially women in leadership positions.

**Keywords: Perceptions of Women’s Leadership South Africa**


---

**Does gender bias against female leaders persist? Quantitative and qualitative data from a large-scale survey**

**Author(s):** Elsesser, Kim M.; Lever, Janet


The present study of 60,470 women and men examined evaluations of participants’ current managers as well as their preferences for male and female managers, in general. A cross-sex bias emerged in the ratings of one’s current boss, where men judged their female bosses more favorably and women judged male bosses more favorably. The quality of relationships between subordinates and managers were the same for competent male and female managers. A small majority (54%) of participants claimed to have no preference for the gender of their boss, but the remaining participants reported preferring male over female bosses by more than a 2:1
ratio. Qualitative analysis of the participants’ justifications for this preference are presented, and results are discussed within the framework of role congruity theory

**Keywords: Perceptions of Women’s Leadership**


Revisiting leadership styles and attitudes towards women as managers in Greece: 15 years later

Author(s): Galanaki, Eleanna; Papalexandris, Nancy; Halikias, John

*Gender in Management*

The purpose of this paper is to deal with the attitudes towards women as managers, and the leadership style that women managers adopt. By replicating a study that was conducted in 1990, it is intended to explore how things have changed during the last 15 years, in terms of attitudes towards women in management, as well as in terms of the leadership style that each gender tends to apply at work. A longitudinal survey, first run in 1990 and repeated in 2006, with a similar to the original sample of 229 Greek middle managers. Three very popular research scales are used to study the phenomenon: the women as managers scale, the satisfaction with the supervisor and the Likert four types of leadership styles.

**Keywords: Perceptions of Women’s Leadership**

Europe


Women and the Vision Thing

Author(s): Ibarra, Herminia; Obodaru, Otilia


Are women rated lower than men in evaluations of their leadership capabilities because of lingering gender bias? No, according to an analysis of thousands of 360-degree assessments collected by Insead’s executive education program. That analysis showed that women tend to outshine men in all areas but one: vision. Unfortunately, that exception is a big one. At the top tiers of management, the ability to see opportunities, craft strategy based on a broad view of the business, and inspire others is a must-have. To explore the nature of the deficit, and whether it is a perception or reality, Insead professor Ibarra and doctoral candidate Obodaru interviewed female executives and studied the evaluation data. They developed three possible explanations.

**Keywords: Perceptions of Women’s Leadership**


Gender and managerial level differences in perceptions of effective leadership

Author(s): Muchiri, Michael K; Cooksey, Ray W; Di Milia, Lee V; Walumbwa, Fred O


This paper seeks to examine gender- and management- level differences in perceptions of effective leadership within a framework of new leadership models that focus on the processes of influencing self and others rather than leadership based on hierarchy.

**Keywords: Perceptions of Women’s Leadership**


Six ways of seeing the elephant: the intersection of sex, gender, and leadership
Author(s): Powell, Gary N

Gender in Management

The purpose of this paper is to review six different ways that have been used to "see the elephant" that constitutes the intersection of sex, gender, and leadership. The managerial playing field continues to be tilted in favor of men and behaviours associated with the masculine gender stereotype, a phenomenon that occurs despite what leadership theories and field evidence would suggest.

Keywords: Perceptions of Women's Leadership

URL: http://0-search.proquest.com.library.simmons.edu/docview/926016759?accountid=13870

Measuring women's beliefs about glass ceilings: development of the Career Pathways Survey

Author(s): Smith, Paul; Crittenden, Nadia; Caputi, Peter

Gender in Management

The purpose of this paper is to develop a new measure called the Career Pathways Survey (CPS) which allows quantitative comparisons of women's beliefs about glass ceilings. This new measure can be recommended for studies of women's and men's attitudes towards gender inequality in organizational leadership. Also, it could play a role in identifying sexist cultures in organizations.

Keywords: Perceptions of Women's Leadership

URL: http://0-search.proquest.com.library.simmons.edu/docview/926016758?accountid=13870

Politics

Powerful Women: Does Exposure Reduce Bias?

Author(s): Beaman, Lori; Chattopadhyay, Raghabendra; Duflo, Esther; Pande, Rohini; Topalova, Petia


We exploit random assignment of gender quotas for leadership positions on Indian village councils to show that prior exposure to a female leader is associated with electoral gains for women. After ten years of quotas, women are more likely to stand for, and win, elected positions in councils required to have a female chief councilor in the previous two elections. We provide experimental and survey evidence on one channel of influence — changes in voter attitudes. Prior exposure to a female chief councilor improves perceptions of female leader effectiveness and weakens stereotypes about gender roles in the public and domestic spheres.

Keywords: Politics  India


Don't Chase Everything That Shines

Author(s): Bryant

New York Times

An interview with Sandra L. Kurtzig, the chief executive officer (CEO) of Kenandy which is a software management firm based in Redwood City, California is presented. When asked about her approach to leadership, she cites that it is one of the most important things in working with anybody. She believes that two-way conversations are an important factor for building a company. She states that she is conservative in hiring, she interviewed someone who is seriously talking about politics.
Poll: Do Women or Men Make Better Leaders in Government?

Author(s): Catalini, Roarty, Bell

The article presents the results of a poll survey on the question "Do women or men make better leaders in government?" Results are broken down according to whether one is a Republican or a Democrat. It also offers reasons given by poll responders as to why they answered "women," "men" or "no difference."

Are Female Leaders Good for Education? Evidence from India

Author(s): Clots-Figueras, Irma

This paper shows that the gender of politicians affects the educational levels of individuals who grow up in the districts where these politicians are elected. A unique dataset collected on politicians in India is matched with individual data by cohort and district of residence. The political data allow the identification of close elections between women and men, which yield quasi-experimental election outcomes used to estimate the causal effect of the gender of politicians. Increasing female political representation increases the probability that an individual will attain primary education in urban areas, but not in rural areas, and not in the sample as a whole.

Parliaments as Gendered Institutions: The Irish Oireachtas

Author(s): Connolly

This article examines the Irish Parliament (Oireachtas) as a gendered institution through an analysis of the gendered pattern of portfolio allocation in leadership roles (cabinet ministers, ministers of state and parliamentary committee chairs) from the late 1970s to 2012. Its aim is to analyse the extent to which the political leadership roles allocated to women have been clustered into a narrow band of portfolio areas that can be identified as being in line with world views based on a high level of gender difference, and that assigns caring and nurturing roles to women. The international literature suggests that this type of gender stereotyping in parliaments has reduced over time. However, the Irish case does not conform to this trend. The article demonstrates that since the end of the 1970s the Irish Parliament has had a degree of gender stereotyping that is high by international standards, and has deepened during the past decade.

One woman to rule them all

Author(s): Editorial
The article focuses on German Chancellor Angela Merkel and why she deserves to be reelected in 2013. Topics include her handling of the global economic crisis and the European sovereign debt crisis, the popularity of her main opponent Peer Steinbrück, and the coalition government within Germany. Information is provided on the possibility that Merkel will become more of a reformist if reelected.

**Keywords:** Politics  Germany

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90250825&site=ehost-live&scope=site

---

**Step Aside, Gentlemen -- the Ladies are Leading**

Author(s): Filisko

*ABA Journal*

The article focuses on emergence of women leadership in professional organizations in the U.S. and states that in 2013 women will lead five major professional organizations. According to Molly H. Craig, soon to be president of the International Association of Defense Counsel, this emergence of women in leadership roles will motivate the women coming behind them. It reflects on the developments made by women in legal profession

**Keywords:** Politics  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87975319&site=ehost-live&scope=site

---

**GOP success strategy: Recruit more Hispanics (like Marco Rubio) and women**

Author(s): Gillespie

*Christian Science Monitor*

Without even saying a word, Sen. Marco Rubio is sending an important message to Republicans in his response to President Obama’s State of the Union address tonight.

**Keywords:** Politics  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=85464962&site=ehost-live&scope=site

---

**Surviving Genocide, Thriving in Politics: Rwandan Women's Power**

Author(s): Herndon, Randell

*Cosmopolitan Civil Societies: An Interdisciplinary Journal*

Rwandan women have given their nation new status as a world leader in gender equality, having achieved a 56 per cent majority in Parliament. Women have reached this level of political power for many reasons, including the current government's political will and women parliamentarians' conscious decision to emphasize pre-colonial traditions of leadership as an alternative to prevailing patriarchal notions of women's capacity. Highlighting women's historical roles as behind-the-scenes advisors effectively promoted gender equality in the public sphere. Not only have women in Parliament taken leadership in promoting laws that protect women against gender-based violence, but also civil society organizations have participated in rebuilding and unifying the country following the trauma of horrific sexual violence and killing during the 1994 genocide. Interviews conducted in Kigali and Butare in 2009 and 2010 inform this study of perceptions of women's power at the parliamentary and the grassroots levels. Women's visibility in national government has not immediately translated into empowerment in the home, in agriculture, in the office or in social life. Formal education is central to providing girls and women the tools to analyze and dismantle remaining obstacles to gender equality in the professional, social and private spheres, building on their political achievement.

**Keywords:** Politics  Rwanda

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90038710&site=ehost-live&scope=site

---

**Women Leadership in the Arab World: The Case of Queen Rania Al- Abdullah**
This paper explores the phenomenon of leadership with the intent to improve the practice, to understand, and to influence people while focusing on gender issues. Queen Rania Al Abdullah, the Queen of Jordan, presents a substantial representation of effective women in power, an inspiration to all women, and most importantly a Female Leader in the Arab World. The paper analyzes the Queen’s practices to reveal how concepts and ideas of leadership can be shaped and applied in societal reality.

**Keywords:** Politics  Middle East

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/347545294?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/347545294?accountid=13870)

---

**Strategies for Strengthening Women's Position and Political Participation in Local Self Government: An Exploratory Study**

**Author(s):** Jane, Ganiger

**Golden Research Thoughts**

Gender equality in political participation is a fundamental aspect of modern democratic governance wherein both men and women should have equal rights and opportunities to participate fully in all endeavors and especially at political process. Politics in India should be democratic, participatory, accountable & transparent so that it creates civilized and equitable society. Political system should incorporate the interests of & be accessible to all sections of society, of which women constitute half of the population. The 21st century can be said as an era of women because they are having greater opportunities in social, political, commercial, constitutional and legal provisions endeavors. Empowerment is the only key factor in determining their success in all these activities and to achieve this it must be a united approach, a genuine cause that require continued attention and recognition by all. The situation created by the Constitutional Act was so drastic that it brought out women straight from the kitchen into the fray of politics & administration with no training or experience whatsoever in public life. In recent decades we find that there is a growing demand for increasing presence of women in political decision making because her participation in main stream of political activity has important implications for the broader arena of governance in any country. Women have been given power but they are not seen as political entities. They are seen as a source of status enhancement. Often she is encountered by high cost of electioneering, improper & illegal practices, violence & corruption which gives hindrances and prevents women from participating in politics. Their development status and position would elevate women in the society. However, the paucity of female legislators means that the interests of women are not adequately represented in the highest body of the State. Unless women gain leadership in the State governance, market and civil society it will be difficult to transform or shape forces of social, political and economic processes to work in favor of women and gender equality. This paper attempts to evaluate the status of women's representation and participation, opportunities and challenges in maintaining her position and participation independently in Panchayats in Karnataka. Finally, the paper concludes in the ways of analyzing women representation and political participation which leads to her empowerment and good governance with suitable suggestions.

**Keywords:** Politics  US


---

**War on Women Wages On**

**Author(s):** King

**Ms. Magazine**

The article offers the author’s insights on the continuous assault on women by state legislators in U.S. controlled by Republicans through the passage of reproductive health and rights law. Among these laws were
abortion ban during at the earlier stages of pregnancy, the proposed personhood rights to fertilized eggs, and Targeted Regulation of Abortion Providers (TRAP). The author adds the Redistricting Majority Project (REDMAP) plan developed by the Republican State Leadership Committee.

Keywords: Politics  US

Thatcher: The herald of polarized politics

Author(s): Lindberg
USA Today
To the many accomplishments for which the late Margaret Thatcher is now rightly being celebrated, let us add one that is usually less remarked but no less remarkable: Her iron leadership style inaugurated the era of modern political polarization.

Keywords: Politics  UK
URL: http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=J0E081183715413&site=ehost-live&scope=site

Merkel's Miracle

Author(s): Mayer, Newton-Small
Time International
The article discusses German Chancellor Angela Merkel and her leadership during an economic crisis in Europe, focusing on her role in the Christian Democratic Union (CDU) party in the lead up to the September 22, 2013 elections in Germany. It states that Merkel, who is the country's first female Chancellor, is favored by 63 percent of German voters in a poll published on August 23, 2013. Former German bodybuilder and actor Ralf Möller is mentioned, along with Germany's economy.

Keywords: Politics  Germany

Leading with Luck

Author(s): Minogue
National Review
The article considers the career of former British Prime Minister Margaret Thatcher, with a particular emphasis on the role luck played in it. The author notes that unfortunate circumstances surrounding Conservative party politician Sir Keith Joseph enabled her to gain leadership of that party. He also says Thatcher was fortunate to be Prime Minister during the U.S. Presidency of Ronald Reagan.

Keywords: Politics  UK

Latin American Attitudes toward Women in Politics: The Influence of Elite Cues, Female Advancement, and Individual Characteristics

Author(s): Morgan, Buice
American Political Science Review
This article outlines three theoretical arguments—socialization, status discontent, and elite cues—that generate competing predictions about the way context shapes gender attitudes. Using hierarchical analysis, we assess the power of these arguments in Latin America, a region that manifests considerable variation on our central explanatory variables and thus offers important theoretical leverage. We find men's gender
attitudes to be highly contingent on elite cues and susceptible to backlash effects in response to women's economic advancement. Also, where women lack national representation, distrust of government promotes support for female leadership as an alternative to the discredited (male) establishment. The analysis supports existing individual-level explanations of gender attitudes and demonstrates a connection between diffuse democratic values and gender egalitarianism. The findings suggest that recent advances for female politicians in Latin America may be susceptible to reversal, and they illuminate strategies for strengthening women's equality in the region.

*Keywords: Politics  US*


---

**Will Clinton's Agenda Survive?**

Author(s): Parker  
*Newsweek Global*

The article presents the author's views regarding the foreign policy views of Hillary Clinton, the first woman to be U.S. Secretary of State, with a focus on the women's rights movement as of 2013. Topics include politician John Kerry's succession of Ms. Clinton as Secretary of State, the succession of Melanne Verveer by Cathy Russell as the U.S. women's ambassador at large, and concerns that women's issues will be secondary under Kerry's leadership.

*Keywords: Politics  Global*


---

**Sex, gender, and the US presidency: ready for a female President?**

Author(s): Powell, Gary N; Butterfield, D Anthony  

The purpose of this paper is to examine perceptions of the "Ideal President" and candidates in the 2008 US presidential election in relation to gender and leader prototypes. Our results suggest the continued presence of sex-related biases in leader evaluations in the political context. Such biases influence whether specific groups are excluded from political leadership because of their personal characteristics (e.g. women), which would dilute the talent of the pool of available candidates.

*Keywords: Politics*


---

**Say It Louder or Lower?**

Author(s): Rertsche  
*New York Times Magazine*

The article looks at research by political scientist Kathleen Dolan which found that male and female subjects preferred women with lower octave speaking voices in leadership roles and for political candidates.

*Keywords: Politics  US*


---

**Why do women vote for women? An exploration of decision criteria in the Australian 2010 federal election**

Author(s): Rodgers-Healey
Purpose – The purpose of this paper is to explore if women who are in positions of leadership are influenced by gender when voting for a party led by a female candidate and if perceptions of the media's portrayal of a woman candidate influences the voting preferences of women leaders. Design/methodology/approach – The paper reports the results of an online survey of women leaders to provide a pre-election analysis about how they would vote and what was influencing their vote for Gillard, if they chose to vote for her. Data were analysed using Content Analysis and Descriptive Statistical Analysis. Findings – Although gender does influence the vote of women leaders for a woman candidate, they use different decision criteria to influence their voting preferences of a female candidate, of which the woman candidate's views and priorities play a major part. Research limitations/implications – The small sample size was not statistically representative and the data were self-reported and not validated post voting. A random and larger sample is required as well as further research comparing how Abbott was portrayed in the media and how men would vote for the party leaders. Practical implications – The paper highlights that female candidates need to clearly assert their views and priorities during an election campaign and foreshadows women's evaluation of Gillard's achievements for women, in the next election. Originality/value – Based in a unique time in Australia's political history which led to a woman being elected prime minister of a minority government and it explores how women in leadership perceived and reacted to the electoral environment at the time.

Keywords: Politics Australia


Author(s): Steinhauer

New York Times

The article discusses the political power of women in the United States Senate as of March 22, 2013, highlighting an increase in the number of women senators. Topics addressed include women senators' legislative concerns and leadership of committees, the bipartisan efforts and attitudes of women senators, and the history of women in the Senate.

Keywords: Politics US


Israel-Palestinian Women and Politics in Israel

Author(s): Talhami, Ghada


Women have improved their status perceptibly as they proved themselves worthy allies of the male population in its endless struggle against Israeli land confiscations and subtle racist practices. Palestinian feminism is also challenged by the confusing trajectory of the Islamic Movement, which is encouraging the wearing of the hijab, while at the same time supporting female candidates in municipal elections. Attempts to organize a Council of Palestinian Women have failed as these wavered between a nationalist, feminist, secular, religious, or civil rights agenda.

Keywords: Politics Middle East

URL: http://0-search.proquest.com.library.simmons.edu/docview/218504930?accountid=13870

Hillary Dominates 2016 Chatter in Washington

Author(s): Torregrosa
The article discusses the speculation on Hilary Clinton as presidential prospects. It says that Clinton's name kept popping in political circles, cable news programs, blogs, and newspaper articles. Laura A. Liswood, the secretary general of the Council of Women World Leaders, said that Clinton built a reservoir of trust of world leaders and senators, which is important to be a successful leader.

*Keywords: Politics  US*

*URL: http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=84138472&site=ehost-live&scope=site*


Author(s): Trimble, Wagner, Sampert, Raphael, Gerrits

*International Journal of Press/Politics*

Our study examines the phenomenon of personalization in news coverage of candidates for the leadership of Canadian national political parties. Because the politicization of the personal through newspaper coverage of bodies and intimate lives has different meanings for women and men politicians, we argue that it is important to account for gender differences in levels of personalization. Our analysis of the Globe and Mail newspaper reporting of thirteen party leadership races held between 1975 and 2012 includes eleven competitive women candidates, four of whom won the leadership contest. Conducting a content analysis of 2,463 newspaper articles published over the course of this thirty-seven-year period facilitates comparison of the levels of personalized coverage over time, by leadership contest, and by candidate gender and success. Findings reveal that the amount of personal coverage did not increase over time, as the personalization literature hypothesizes. However, reporting was significantly more likely to “make it personal” for women candidates, as suggested by the literature on media coverage of women politicians. We argue that gendered mediation is largely driving the personalization of political reporting in the Canadian national context

*Keywords: Politics  Canada*

*URL: http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90364240&site=ehost-live&scope=site*

‘A living testimony of the heights to which a woman can rise’: Sarojini Naidu, Cissie Gool and the Politics of Women's Leadership in South Africa in the 1920s

Author(s): van der Spuy, Clowes

*South African Historical Journal*

A leading force in the Indian National Congress, Sarojini Naidu arrived in Johannesburg, South Africa, at the end of February 1924 after receiving an invitation to support South African Indian political organisations in their struggle against the Class Areas Bill. Intending to leave South Africa after two weeks, Naidu remained for several months. In this paper we explore Naidu's relationship with ‘the Joan of Arc of District Six’, Cissie Gool. We suggest that Naidu's visit was significant for South African women's political histories in general and Gool's in particular. Insisting that women be respected as political activists, Naidu's visit redefined the place of women, not only as participants in politics, but also as leaders. She provided a role model for women, such as Gool, who might otherwise not have imagined it possible to exercise power and authority within South Africa's profoundly patriarchal political mainstream. Against the broader context of South African women's activism Sarojini Naidu's South African visit expands our vision to encompass the doubly marginal: women acting at the margins of women's political history and at the margins of patriarchal politics – and further marginalised within the historiographies of each

*Keywords: Politics  South Africa*

*URL: http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=76634002&site=ehost-live&scope=site*
Female Empowerment as a Core Driver of Democratic Development: A Dynamic Panel Model from 1980 to 2005

Author(s): Wyndow, Li, Mattes

*World Development*

We investigated the causal effects of female empowerment (female educational attainment, female labor force participation, and total fertility rates) on democratic development for 97 countries from 1980 to 2005. Using Polity IV as an indicator of levels of democracy, our results show that female empowerment was strongly associated with democratic development over this period. The effect of female education increased with lags of 5 and 10 years, suggesting that democracy is more likely to occur in nations with a history of educating girls and a longer experience of the social and economic conditions that have occurred because of this investment.

**Keywords:** Politics Empowerment


What made Margaret Thatcher special in her time

Author(s):

*Christian Science Monitor*

Of the few women who led a nation during the 20th century, Margaret Thatcher stood out more than most. Her leadership qualities were so remarkable at the time that, even though she resigned as Britain’s prime minister more than two decades ago, her actions and style are still debated well into this century.

**Keywords:** Politics UK


Power

What's on Powerful Women's minds?

Author(s): Marklein

*USA Today*

They talked about power and leadership. They shared advice and offered inspiration. Many of them also mentioned their kids, spouses, parents. At Fortune magazine's 15th annual Most Powerful Women Summit, attended by more than 450 professionals at the top of their fields, there were no sessions about how to balance the personal with the professional. The topic just became part of the conversation, sandwiched between discussions about government shutdowns, entrepreneurship and corporate boards.

**Keywords:** Power US


The Balance of Power

Author(s): Rothkopf

*Foreign Policy*

The article focuses on the underrepresentation of women in positions of power throughout the world. Topics include the lack of women in the 'global power elite' class of leaders, the rate of women service as corporate directors of chief executive officers (CEOs) in 2013, and the lack of women in military leadership roles.
Information is provided on the importance of female representation in politics, and the rate of human rights abuses against women in modern society. The article discusses the pervasiveness of discrimination against women worldwide.

**Keywords:** Power Military Global

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87456649&site=ehost-live&scope=site

---

**Professional Services**

**Lessons from female leaders in professional service firms**

Author(s): Julie Coffman; Karen Welt Steeves; Emily Miller

In many respects, professional business services are a bright spot for women in the workforce. Women now comprise more than 40 percent of employees in services such as consulting, finance, and private equity, far more than in the past. This trend is likely to continue, since women now earn more than 50 percent of higher education degrees in the US.

**Keywords:** Professional Services


---

**Race and Gender**

**Fostering an Ethic of Care in Leadership: A Conversation with Five African American Women**

Author(s): Bass, Lisa

This article is a qualitative, exploratory, multicase study that examines the leadership of five educational administrators and teachers serving students of various levels. This study addresses the following questions: How do African American women leaders’ experiences with intersectionality (race, class, and gender) inform an ethic of care in responding to social injustices within the educational system? How do African American women in these situations define caring? This study offers new perspectives to feminist care-focused frameworks by including the intersection of race, gender, and class in the conversation. Central to the discussion is African American women's sensitivity of issues that emerge from the intersection of race, gender, and social class in large organizational systems as a result of their own marginalized status in society. Although this study examines educational leaders, the implications are similar across other professions where African American women are leaders and demonstrate an ethic of care.

**Keywords:** Race and Gender Education

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/221131219?accountid=13870

---

**The Other Within': race/gender disruptions to the professional learning of white educational leaders.**

Author(s): Blackmore, Jill

Leslie Roman states ‘white is a colour too’. Yet the whiteness of educational leaders is rarely questioned, although masculinism—the enduring capacity of different masculinities to remain the norm in leadership—is increasingly under scrutiny. Rarely do white men or women leaders question their whiteness, whereas indigenous and other minority groups, as a consequence of their being 'other than white', are expected to explain their exclusion. Instead, the 'problem' is depicted as the lack of 'the Other', and therefore a problem for and of 'the Other'. This article confronts normative whiteness in educational administration from the perspective of feminist and critical race theory, considering how foregrounding whiteness in leadership is a necessary condition of inclusive education and leadership.

**Keywords:** Race and Gender  Education

**URL:** [Link to the article](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=buh&AN=48795062&site=ehost-live)

---

**Navigating barriers: A qualitative examination of the under-representation of Black females as head coaches in collegiate basketball.**

**Author(s):** Borland, John F.; Bruening, Jennifer E.


Although sport management researchers have produced findings with regard to diversity in the leadership positions of college athletics, this examination has focused separately on gender (; Inglis, Danylchuk, & Pastore, 2000;) or race (). The current study, framed by intersectionality, identifies barriers contributing to the under-representation of Black women in head coaching jobs in Division I women’s basketball in the United States. The assistant coaches cited access discrimination, lack of support, and prevalent stereotypes as barriers. In negotiating these barriers, the women discussed the importance of networking, mentoring and presenting “a proper image” for big-time athletics. To eradicate these barriers, the women recommended expanding job pools; more mentoring by athletic department personnel; and more development programs offered for young Black females.

**Keywords:** Race and Gender  Sports Management

**URL:** [Link to the article](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=buh&AN=53795261&site=ehost-live)

---

**Telling Our Stories of Leadership: If We Don't Tell Them They Won't Be Told**

**Author(s):** Byrd, Marilyn Y.


The article presents a qualitative study which analyzes the interconnection of race, gender and social class on the experiences of African American women in U.S. organizations. It mentions the use of a qualitative method to interpret the experiences of ten African American women occupying executive or senior-level management positions in organizations dominated by white Americans. Result show that African American women gain support when their leadership abilities are proved by the members.

**Keywords:** Race and Gender

**URL:** [Link to the article](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=buh&AN=48407123&site=ehost-live)

---

**Bringing the Voices Together**

**Author(s):** Byrd, Marilyn Y.; Stanley, Christine A.

The article presents the author's insights on the challenges facing the African American women in exercising their leadership. It states that factors including gender, social class and race are the elements that makes it hard for African American women to practice their powers. It features the experiences of women leaders with intersectionality. The author notes that the experiences of African American women leaders is aimed to bring new perspectives in understanding leadership.

**Keywords:** Race and Gender


### Black Women's Leadership Experiences: Examining the Intersectionality of Race and Gender

**Author(s):** Jean-Marie, Gaetane; Williams, Vicki; Sherman, Sheila


The article presents a study which analyzed the intersectionality of race and gender among the Black women educational leaders. Narrative inquiry of the life stories of Black women was conducted. Results show that participants' transcendence of racial and gender stereotypes became the drive for leadership style development. The study concludes that the experiences of Black women in higher education brighten their success stories in educational and professional settings.

**Keywords:** Race and Gender


### Fifty years later Mid-career women of color against the glass ceiling in communications organizations

**Author(s):** Pompper, Donnalyn


The purpose of this paper is to examine identity intersectionalities of age, ethnicity, and gender among US professional women of color working in upper management as they challenge the glass ceiling in order to change organizations from the inside out.

**Keywords:** Race and Gender


### Women and Women of Color in Leadership

**Author(s):** Sanchez-Hucles, Janis; Davis, Donald


This article describes the challenges that women and women of color face in their quest to achieve and perform in leadership roles in work settings. We discuss the barriers that women encounter and specifically address the dimensions of gender and race and their impact on leadership. We identify the factors associated with gender evaluations of leaders and the stereotypes and other challenges faced by White women and women of color. We use ideas concerning identity and the intersection of multiple identities to understand the way in which gender mediates and shapes the experience of women in the workplace. We conclude with suggestions for
research and theory development that may more fully capture the complex experience of women who serve as leaders.

Keywords: Race and Gender

Giving Voice From the Perspectives of African American Women Leaders

Author(s): Stanley, Christine A
The article discusses various reports published within the issue including one by Shirley A. Walker on the spiritual and cultural backgrounds of African American women leaders, one by Sheila L. Sherman and colleagues on the race and gender intersection of Black women educational leaders, and one by Lisa Bass on the ethic of care in leadership of Black women.

Keywords: Race and Gender

Reflections on Leadership from the Perspective of an African American Woman of Faith

Author(s): Walker, Shirley A.
The article focuses on the aspect of faith and spirituality in the experiences of African American women leaders particularly in organizations predominated by white people. It discusses the role of faith and spirituality in addressing adverse situations within White organizations, and examines their historical and cultural background in relation to leadership. It states that faith and spirituality help women leaders to endure different adversities, and provide them new voices and perspectives.

Keywords: Race and Gender

Religion

Leadership as a Virtuous Practice: Reflections on Women and Stained-Glass Ceilings

Author(s): Andronovien

Baptistic Theologies
In this article, the author reflects on the discrimination against women to appoint them in the leadership role in the Church. She mentions that women can become ministers, priests and chaplains but cannot become bishops in the Church of England and states that the first woman priest in the Church of England was not ordained until 1994. She informs that Roman Catholic religious sister Mother Teresa and Roman Catholic saint Joan of Arc exhibited exemplary leadership roles.

Keywords: Religion Glass Ceiling UK

Leadership as a Virtuous Practice: Reflections on Women and Stained-Glass Ceilings

Author(s): Andronovien
**Baptistic Theologies**

In this article, the author reflects on the discrimination against women to appoint them in the leadership role in the Church. She mentions that women can become ministers, priests and chaplains but cannot become bishops in the Church of England and states that the first woman priest in the Church of England was not ordained until 1994. She informs that Roman Catholic religious sister Mother Teresa and Roman Catholic saint Joan of Arc exhibited exemplary leadership roles.

*Keywords: Religion  UK*


---

**Diversity Works**

**Author(s):** Haddad

**Mutuality**

The article offers the author's insights the diversity in the leadership of the early church. She says that analysts conclude that better choices would have been made if more women had been involved in the decision-making. She adds that the early Christian churches were advance when it came to diversity in leadership. She mentions to consider the church in Antioch, the first church founded for Gentile believers.

*Keywords: Religion  Global*

*URL: http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&AN=90362688&site=ehost-live&scope=site*

---

**What About the Women?**

**Author(s):** Keehan

**Sojourners Magazine**

The article discusses the state of female leadership in the Catholic Church since Francis was elected as pope. Female church advocates root for him to enable the right of women to serve as ministers and leaders in the Catholic Church as he opposes the status quo policies promoted by his predecessors. Pope Francis has also promoted transparency and service to the poor as he promotes the Catholic Church as the servant church.

*Keywords: Religion  Global*

*URL:*

---

**Moving Beyond the Stained Glass Ceiling: Preparing Women for Leadership in Faith-Based Higher Education**

**Author(s):** Longman, Karen A; Lafreniere, Shawna L

**Advances in Developing Human Resources**

While a variety of factors have historically limited access by women to top-level leadership positions across higher education, these factors become more complicated when juxtaposed with the theological commitments that influence the leadership journeys of women in these settings. This article reviews the literature related to women in higher education leadership, with a particular focus on the state of women in leadership found in faith-based colleges and universities -- as represented by the 110 member institutions of the Council for Christian Colleges & Universities (CCCU). It describes the results of in-depth research on the impact of a CCCU Women’s Leadership Development initiative, launched in 1998. Qualitative and quantitative evaluation data are discussed and implications outlined. The lessons emerging from this initiative and research can be helpful for postsecondary leaders, HRD and leadership development professionals, and all those who focus on developing women in higher education settings.

*Keywords: Religion  Education*

*URL: http://0-search.proquest.com.library.simmons.edu/docview/923241803?accountid=13870*
Assessing the Hypotheses Against Women Leadership in African Christianity

Author(s): Makanjuola
Cross-Cultural Communication

Despite the undisputable roles of women as home-makers and nation-builders, many hypotheses had been advanced in support of male chauvinism mostly prevalent in African society. Such discrimination is attributable to two sources: culture and religion. The prejudices, inequalities and injustices suffered by women seem to be deep-rooted. What is even more unfortunate and scandalous is that religion has been and is still being misused to reinforce the oppression and subordination of women. Equally disconcerting is the fact that among the womenfolk themselves there are quite a number who have accepted these conditions as normal and therefore have had no inclination to demand and work for a change. Such women have resigned themselves to an inferior status and sincerely believed that such is their divinely ordered fate. This paper, therefore, is aimed at evaluating the theological, cultural and philosophical hypotheses that serve as roadblocks against women leadership in order to disprove their logical veracity; and to establish that leadership in the church should transcend the factor of gender but be based on God's prerogative and infinite grace.

Keywords: Religion  Africa

Gender, power, and religious transnationalism among the African diaspora in Canada

Author(s): Mensah, Williams, Aryee
African Geographical Review

Stimulated by a wide range of factors, the sons and daughters of Africa have relocated to Canada in significant numbers in recent years, and have, in turn, prompted research and public discussions about the extent to which they are incorporated in the host society. While the racism-laced economic challenges faced by these African immigrants have featured prominently in the burgeoning Canadian literature on immigrants, only a handful of scholars have examined how Africans in Canada use their cultural and religious practices to facilitate their settlement and integration processes, and fewer still have explored how gender roles are enacted and justified within the African diasporic church. With empirical data from Ghanaian churches in Toronto, this article examines the degree to which African immigrant churches are gendered, paying particular attention to how male–female differentials in power and transnational positionality play out in these churches. Our findings indicate that while women are very active in the immigrant church, they wield lesser power than men when it comes to leadership positions. At the same time, there appears to be some power convergence between Ghanaian men and women in Toronto, in general, and this convergence is steadily permeating the Ghanaian immigrant church.

Keywords: Religion  Canada

A Woman’s Place

Author(s): Murphy-Gill
U.S. Catholic

An introduction to the journal is presented in which the editor discusses various articles published within the issue including one on contributions of women theologians, one on stereotypes of Catholic women, and one on the leadership of women since the ancient church.

Keywords: Religion  Global
She Works Hard(er) for the Money: Gender, Fundraising, and Employment in Evangelical Parachurch Organizations

Author(s): Perry
Sociology of Religion

In this study, I demonstrate the enduring significance of traditionalist gender ideologies in shaping work experiences within evangelical parachurch organizations. Drawing upon qualitative data from a large sample of evangelical parachurch workers (N = 736), I analyze the fundraising experiences of women and men across marital statuses to assess the ways in which evangelical gender ideologies differentially shape their fundraising endeavors and, ultimately, their employment. Findings reveal that evangelical gender ideologies and gender dynamics embedded within personal fundraising appointments affect the fundraising experiences of parachurch workers in four significant ways: three external, one internal. Externally, single women, relative to men and married women, experience complementarian bias that casts suspicion on their motivations and commitment to the organization; soft-patriarchy in which evangelical males express a desire to provide financially for single women, but often only until they find a husband; and gender dynamics endemic to fundraising appointments that place a unique burden on women fundraisers to be well-planned, appropriate, and cautious. Internally, both married and single women grappled with their own internalized essentialist views that shaped their expectations about their personal fundraising experiences and outcomes.

Keywords: Religion  US


Quantum Leadership of Religious Congregations: A Model for Interesting Times

Author(s): Schuster
Human Development

In this article, the author discusses the Leadership Council of Women Religious (LCWR) meeting in the U.S. in which the quantum principles of church are discussed. He mentions that the present religious congregations are no longer the obedient agents of hierarchical church. He further mentions that members of LCWR expects that open and honest dialogue creates more possibilities for the laity, particularly women religious leaders to have their voice in the church.

Keywords: Religion  US


Gendered Congregations, Gendered Service: The Impact of Clergy Gender on Congregational Social Service Participation

Author(s): Stewart-Thomas, Michelle


Using data from the 1998 National Congregations Study, I present empirical evidence that shows that the gender of a congregation's leadership makes a difference in the likelihood that a congregation will participate in a social service programme. The results from binary logistic regression indicate that the odds of congregations with women head clergy participating in a social service programme are four times greater than those with men head clergy. In addition, as the percentage of women on a congregation's governing board increases the probability that a congregation will participate in a service project also increases. The specific types of social service programmes a congregation pursues also differ by gender of leadership, with women-led congregations significantly more likely to pursue service projects that could be labelled feminine while
avoiding programmes that are clearly feminist. To explain this gendered behaviour I incorporate Acker’s (1990) theory of gendered organizations.

**Keywords:** Religion

“He Wouldn’t Know Anything”: Rethinking Women’s Religious Leadership

Author(s): Thompson
*Journal of the American Academy of Religion*

Scholarship on women’s religious leadership focuses primarily on public leadership roles, but micro-level analysis demonstrates that women perform important leadership activity in the home. Such activity aligns with traditional American gender roles in place since the Victorian period. Because these gender roles also presume that women's work takes place in the “private” sphere, while men's work takes place in the “public” sphere, the vital religious activity that women perform in the home is not recognized as leadership. Ethnographic case studies of women from non-Jewish backgrounds leading their Jewish families in religious activity show that essential religious leadership takes place at the family level.

**Keywords:** Religion  US
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90018123&site=ehost-live&scope=site

Sex Discrimination

**Decoding Civility**

Author(s): Stone
*Berkeley Journal of Gender, Law & Justice*

If women outnumber men in graduate schools and are entering professional and other workplaces in unprecedented numbers, and if Title VII has aimed to eradicate workplace discrimination for almost fifty years, why are women still so woefully underrepresented at the highest levels of power, leadership, wealth, and prestige in the contemporary workplace? This Article is about abusive speech in the workplace. It explores how the expression of bias in the workplace has evolved and been shaped by antidiscrimination legislation and jurisprudence. It identifies a category of biased speech that eludes prosecution under Title VII. Moreover, this Article seeks to provide explanations as to why this category of speech goes uncaptured by the law. It posits that changes in workplace behavior and demographics, as well as narrow judicial interpretations of the law, are responsible for the law’s failure to recognize and acknowledge the nexus between some abusive workplace speech and actionable Title VII harassment and "because of" claims. Is it the case that the strictures of Title VII, the benefits of free speech, and the unobstructed marketplace of ideas make this the appropriate result? Or is it the case that Title VII’s objectives simply cannot be met by mechanically relegating some biased speech in certain contexts to the realm of the unlawful, while allowing other, possibly equally corrosive, speech to taint and poison workplace operations and experiences?

**Keywords:** Sex Discrimination  US
**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=90538930&site=ehost-live&scope=site

The Power of Courage for Women Leaders

Author(s): Treasurer, Adelman, Cohn
*T+D*
The article discusses the role of courage and courage training in compensating for sex discrimination at organizations, describing potential barriers that may prevent some women from attaining employment in top leadership positions. According to the article, the programs of the training firm Giant Leap Consulting aim to teach trust, feedback receptivity, and leadership. The article states that women who have the courage to speak up against policies such as inflexible work scheduling policies can sometimes instigate positive change. INSET: Tips for Supercharging Leadership Development Programs for Women.

**Keywords:** Sex Discrimination  US


---

**Sexuality**

**The Sexual Politics of Power**

Author(s): Summers

*Meanjin*

The article focuses on the participation of women in Australian politics. Labour Prime Minister Julia Gillard came to power in 2010 and is facing reelection in September 2013. Her thrust to national leadership was wrought with controversy when she succeeded then Prime Minister Kevin Rudd. Her parliamentary colleagues have given the impression that she is a transitory figure. There had also been nine state premiers, all of whom had to contend with gender prejudices.

**Keywords:** Sexuality  Australia


---

**Single Sex Education**

**Reimagining gender through policy development: the case of a ‘single-sex’ educational organisation**

Author(s): Douthirt Cohen

*Gender & Education*

In 2005, a feminist educational organisation in the USA for young women, ages 14–21, adopted a policy in order to clarify their target constituency of girls and young women. The policy defined ‘girls and young women’ not as a designation associated with fixed biological sex, but instead as a self-determined identity label creating an explicit policy of inclusion to gender non-conforming students, including transgender youth, who self-identified as ‘girls’ or ‘young women’. This article traces the series of influences that prompted the development of the policy, as well as the learning curves for this feminist educational all-girls’ community, and the discussions that led to both the unanimous adoption of the policy and a subsequent larger cultural shift within the organisation. This analysis seeks to add to an understanding and exploration of policies that address the de facto exclusion of gender non-conforming, intersex, and transgender youth from gender-based educational settings.

**Keywords:** Single Sex Education  Youth  US

Social Work

Leadership Styles of Service Professionals Aiding Women of Abuse: Enhancing Service Delivery

Author(s): Haeseler

*Journal of Evidence-Based Social Work*

Leadership styles of service professionals—including social workers and teachers—in the area of family abuse were investigated. Leadership characteristics of the professionals were measured by their responses to a survey. Results indicated that the interviewed service professionals demonstrated productive leadership traits. Study findings are congruent with leadership styles described in the research. Holistic and collaborative services are required to enhance care for women of abuse, as their needs are multifaceted and complex. Specific leadership styles promote better care for women; leaders need to collaboratively initiate and deliver more interdisciplinary and unified service.

*Keywords: Social Work Leadership Style US*

*URL: [Link](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=85221358&site=ehost-live&scope=site)*

Sports

Longitudinal Stability of the Leadership Scale for Sports

Author(s): Fletcher, Roberts

*Measurement in Physical Education & Exercise Science*

This study evaluated the invariance properties of the Leadership Scale for Sport in a sample of 219 female netball players over four time points within a 10-week playing season. Support was found for Chelladurai and Saleh’s (1980) hypothesized 5-factor structure of the Leadership Scale for Sport. Furthermore, differential stability and partial invariance was found for the Leadership Scale for Sport when all four time periods were included. Players perceived slight changes in their coach’s autocratic behavior and social support over the season; however, the three other leadership dimensions showed larger changes. The motivational aspects of training and instruction and positive feedback behavior were perceived to increase, while democratic behavior simultaneously decreased in the second half of the season. Furthermore, perceptions of leadership within teams showed a high level of homogeneity with the exception of positive feedback behavior.

*Keywords: Sports New Zealand*

*URL: [Link](http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=86009502&site=ehost-live&scope=site)*

Gendered Races: Implications for Interracial Marriage, Leadership Selection, and Athletic Participation

Author(s): Galinsky, Hall, Cuddy

*Psychological Science*

Six studies explored the overlap between racial and gender stereotypes, and the consequences of this overlap for interracial dating, leadership selection, and athletic participation. Two initial studies captured the explicit and implicit gender content of racial stereotypes: Compared with the White stereotype, the Asian stereotype was more feminine, whereas the Black stereotype was more masculine. Study 3 found that heterosexual White men had a romantic preference for Asians over Blacks and that heterosexual White women had a romantic preference for Blacks over Asians; preferences for masculinity versus femininity mediated participants’ attraction to Blacks relative to Asians. The pattern of romantic preferences observed in Study 3 was replicated...
in Study 4, an analysis of the data on interracial marriages from the 2000 U.S. Census. Study 5 showed that Blacks were more likely and Asians less likely than Whites to be selected for a masculine leadership position. In Study 6, an analysis of college athletics showed that Blacks were more heavily represented in more masculine sports, relative to Asians. These studies demonstrate that the gender content of racial stereotypes has important real-world consequences.

**Keywords**: Sports  US


**Billy Jean King**

**Author(s)**: Naify

**Lesbian News**

The article focuses on athlete, humanitarian, and activist Billie Jean King. The author describes King’s biggest legacy is her sense of purpose and her total dedication to fight for justice and equality. She adds that King played a key role in raising the image of athletes and professional tennis sports. Kings’ views about feminism and leadership, her own battle of growing in a homophobic family, and her other career highlights are provided.

**Keywords**: Sports  US


**Gendered paths to technology leadership**

**Author(s)**: Adams, Susan M.; Weiss, Joseph W.


Results indicate that more than men, women aspiring technology leaders are heeding expert advice by assuming roles that focus less on technology and more on business and change management. The stereotype that women are better at working with people may be working in their favour in preparing them for advancement.

**Keywords**: STEM


**In Silicon Valley, a conference for female founders**

**Author(s)**: Bessette, Chanelle

*Fortune.com*

A gathering of hundreds of women in Mountain View demonstrated that being female in the technology industry should be celebrated, not excused.

**Keywords**: STEM  Entrepreneurs  US


**Pursuing Professional Changes**

**Author(s)**: Bonhomme-Biais, Romano

*Computer*
Connecting with a community of women helped drive two Google software engineers to make important career transitions, merge their personal and professional interests, develop their leadership and speaking skills, and find greater career fulfillment. This is one of five articles providing personal perspectives on gender diversity in computing. The first Web extra at http://youtu.be/DomqOa0pyos is a video interview in which Alice Bonhomme-Biais, a staff software engineer on the Google Crisis Response team, discusses the importance of gender diversity in computing with Alfred C. (Alf) Weaver, the director of the University of Virginia's Applied Research Institute. The second Web extra at http://youtu.be/RD68hzf1f10 is a video interview in which Raquel Romano, a senior software engineer on the Google Crisis Response team, discusses the importance of gender diversity in computing with Alfred C. (Alf) Weaver, the director of the University of Virginia's Applied Research Institute.

**Keywords:** STEM  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=86642490&site=ehost-live&scope=site

---

**Washington State's I-405 Project: Women in Industry Leadership**

Author(s): Giraldo, Diana


Within the engineering profession, women have traditionally been in the minority, especially in management and leadership roles. In Washington State, however, three women engineers, Denise Cieri, Stacy Trussler, and Wendy Taylor, lead a multibillion-dollar roadway design and construction project to ease congestion and improve traffic flow on the state's second-most-traveled corridor, I-405. This paper provides excerpts from interviews with Cieri, Trussler, and Taylor in which they discuss the factors that influenced their successful careers and lives. In addition, Mr. Kim Henry, the Eastside Corridor project director, describes what it has been like for him to work with these three women.

**Keywords:** STEM


---

**Maximizing the Potential of Scientists in Japan: promoting equal participation for women scientists through leadership development**

Author(s): Homma, Motohashi, Ohtsubo

*Genes to Cells*

In order to examine the current status of gender equality in academic societies in Japan, we inquired about the number of women involved in leadership activities at society conferences and annual meetings, as these activities are critical in shaping scientific careers. Our findings show a clear bias against female scientists, and a need to raise consciousness and awareness in order to move closer to equality for future generations.

**Keywords:** STEM  Japan

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=88263567&site=ehost-live&scope=site

---

**The Shared Experiences: Facilitating Successful Transfer of Women and Underrepresented Minorities in STEM Fields**

Author(s): Jackson, Starobin, Laanan

*New Directions for Higher Education*

This chapter addresses critical issues related to the transfer success of women and underrepresented minorities (URMs) in STEM disciplines and will highlight implications for fostering a successful transfer experience for these populations.
Women and Men in the IT Profession

Author(s): McKinney, Vicki R.; Wilson, Darryl D.; Brooks, Nita; O’Leary-Kelly, Anne; Hardgrave, Bill


In this article a discussion is presented on the issue of gender underrepresentation in the information technology (IT) profession. In the IT sector women are outnumbered by men six to one in leadership positions. The researchers report on a similar study that they conducted in 2003 that examined the attitudes and experience of 815 male and female IT professionals working in various firms throughout the U.S. The research seeks to determine whether women share the same motivations or for entering the IT sector, whether women are as well socialized as men into the profession, and do women have the same types of experience as men.

Engineering is for boys. Pink is for girls

Author(s): Panetta, Kasey

ECN: Electronic Component News

A blog from the periodical, regarding the toys marketed towards girls, which do not encourage them to learn the basic concepts of engineering and they have no interest in it when it comes to choose career are presented

Most Men Think It’s OK to Check Texts in Meetings. Most Women Don’t

Author(s): Rayman

Time

Women in STEM Majors and Professional Outcome Expectations: The Role of Living-Learning Programs and Other College Environments

Author(s): Szelényi, Denson, Inkelas

Research in Higher Education

Using data from the 2004–2007 National Study of Living Learning Programs, the only national dataset offering longitudinal information on outcomes associated with living-learning (L/L) program participation, this study investigated the role of L/L programs and other college environments in the professional outcome expectations of women in science, technology, engineering, and mathematics (STEM) majors. Specifically, we examined an overall measure of professional outcome expectations, along with participants’ anticipation of the chances that they will “get a good job in their field,” “achieve success in their career,” and “combine a professional career with having a balanced personal life.” Findings indicated that attending a coeducational STEM L/L program and discussing academic and career issues with peers were positively related with three of the outcome measures. Additional findings spoke to the importance of self-efficacy and interactions with diverse peers in the development of professional outcome expectations among women in STEM. Implications are presented for
higher education institutions’ efforts to support coeducational and women-only STEM-related L/L programs, peer and faculty interactions, and diverse peer interactions

**Keywords:** STEM  

**Leaders of men: women 'managing' in construction**

**Author(s):** Watts, Jacqueline H  

Although women's experience of working in management has been studied extensively, the particular challenges they face in this role within male-dominated professions merits further attention. This article draws on research into the career experiences of women civil engineers in the UK to critically discuss the possibilities for women to pursue a management pathway within construction. The study highlights cultural issues of visibility and the presenteeism ethos of the sector as well as the material constraints of construction sites. Women are taking up senior management posts but only in very few numbers. Their success depends on assuming 'male' norms and in these roles they straddle a marginal territory that is bordered by exclusion and resistance.

**Keywords:** STEM  
**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/205259055?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/205259055?accountid=13870)

**Teamwork**

**Gendering the Eye of the Norm: Exploring Gendered Concertive Control Processes in Two Self-Managing Teams**

**Author(s):** Hawkins  
*Gender, Work & Organization*

This article is the result of an ethnographic research project exploring the workplace interactions of two self-managed teams of recruitment consultants. I use data from participant observation and recorded interviews to show the gendered nature of what Barker terms concertive control: the social processes by which team members regulate each others' conduct in line with negotiated team values. My analysis examines how team members negotiate core team values, translate these into specific actions and regulate these actions through concertive control interactions. I then set out three ways in which gender acts as a resource for these concertive control processes. These are: team members' assumptions about men's and women's relative skills and capacities, the ‘tough’ masculinity of the haulage industry in which one of the teams operates and the regulation of performances of heterosexuality during customer interactions. Building on research by others, I show gender to be not only embedded in the values and managerial style associated with teamwork but also integrated into the collaborative process of team-working itself. I emphasize that social categories like gender become resources in the regulation of conduct at work and can reify hierarchies even in so-called participative practices like self-managed teamwork.

**Keywords:** Teamwork  UK  

**Follow the Leader: A Relational Demography, Similarity Attraction, and Social Identity Theory of Leadership Approach of a Team’s Performance**
Gender Issues

While voluminous research exists on managerial successions and the decline of female head coaches, limited research has evaluated the impact of the coach’s gender on a team’s performance. Therefore, this study focused on gendered coaching successions to determine if the gender of the head coach influenced the team’s performance when controlling extraneous variables (e.g., revenues, expenses, and team statistics). Utilizing the theoretical foundations of relational demography (Tsui et al. in Productivity and interpersonal relations in work teams characterized by diversity, American Psychological Association, Washington, DC, pp 97–130, 1995), similar-attraction paradigm (Byrne in The attraction paradigm. Academic Press, New York, 1971), and social identity theory of leadership (SITL; Hogg in Pers Social Psychol Rev 5:184–200, 2001), we hypothesized coaching successions to similar demographic leader-member dyad relationships would positively impact team performance. Data from the National Collegiate Athletic Association and Equity in Athletic Data Analysis websites were collected on all Division I women’s basketball head coaching successions from 2003 to 2010. Coaching predecessors and successors were coded by gender, win-loss ratios, and performance statistics. Analysis of variance and repeated measures analysis of covariance were used to analyze the data. Results indicated demographic similarities in leader-member dyadic relationships do not advance team performance.

Keywords: Teamwork Identity


Trades

Women in the Leadership and Decision Making Processes of Trade Unions in Nigeria: Issues and Prospects

Author(s): Adefolaju

Asian Social Science

Nigerian women had been active in the socio-economic development of their various societies long before colonisation. Their activities situated primarily within their families and communities. Things have however changed in favour of women participation in wage employment and by extension, in trade union activities. This is because membership of the labour force makes one automatic member of the respective organisation's trade union. Being an organisation with patriarchal structures and attitudes, this paper examines the involvement of women in the decision making processes of trade unions in Nigeria. A total of six hundred and forty (640) women in wage employment were chosen for this study through a multi-stage random sampling technique across five industrial unions in the country. Data were generated using the qualitative method wherein copies of a questionnaire were administered on the respondents. This was complemented by in-depth interview sessions with fifteen other female workers. Relevant literatures were reviewed and the study is situated in the pluralist perspective. Findings revealed that while women now play active roles in trade union activities, they are less involved in the decision making processes of their respective trade unions due to inhibiting cultural attitudes and structures. Ameliorative steps that could enhance women greater involvement in the policy-making processes of these trade unions are put forward.

Keywords: Trades Nigeria

URL: http://0-search.ebscohost.com/library.simmons.edu/login.aspx?direct=true&db=a9h&AN=84953145&site=ehost-live&scope=site

The overworked site manager: gendered ideologies in the construction industry

Author(s): Styhre, Alexander

Organizations are sites where gendered ideologies are established and played out and in the case of the construction industry there is a strong underrepresentation of women and ethnic minorities in certain positions such as site managers. Masculine ideologies here denote the totality of norms, belief and assumptions that serve to enact specific images of e.g. leadership work.

**Keywords:** Trades

**URL:** http://0-search.proquest.com.library.simmons.edu/docview/899636294?accountid=13870

**Crashing the Boys' Club**

Author(s): Goldhagen, Mirviss

Architectural Record

An essay is presented on the place of women in architecture. The essay offers statistics concerning the amount of women in architecture programs and the lack of women in leadership position at architectural firms such as partner or principal architect. The author goes on to address discriminatory practices in architecture, the industry-wide bias against women and the way in which being an architect interferes with having a family and children for women.

**Keywords:** Trades  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=88397195&site=ehost-live&scope=site

**Women Share Strategies on Leadership in Construction**

Author(s): Rubin

ENR: Engineering News-Record

The article discusses the May 2013 Groundbreaking Women in Construction conference held in New York City by the magazine "Engineering News-Record" (ENR), which covered topics such as stereotyping of women in the construction industry. Executives such as Kiran K. Gill from PARS Environmental Inc., Pamela Ward O'Malley from Gilbane Building Co., and Denise Pease from the U.S. General Services Administration are quoted, and mentoring, gender differences in industry, and training are discussed.

**Keywords:** Trades  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87934567&site=ehost-live&scope=site

**A blueprint for women architects to overcome doubt, discrimination**

Author(s): Scharphie

Christian Science Monitor

Women make up almost half the graduating architecture classes, but only 17 percent of architecture-firm leadership. Even as women have made great strides in the field over the last several decades, that disconnect hasn't gone away.

**Keywords:** Trades  US

**URL:** http://0-search.ebscohost.com.library.simmons.edu/login.aspx?direct=true&db=a9h&AN=87442361&site=ehost-live&scope=site
Transportation

Women Leaders in Transportation

Author(s): DEPARTMENT OF THE US WHITE HOUSE
While it is true women have not always been as well represented in transportation as we would like, the White House Council and this program are steps to change that. Transportation is one of the most challenging and exciting industries in the country right now, and we would love to see more and more women pursue careers at DOT, such as air traffic controllers, highway engineers and safety inspectors - all good paying jobs - or other opportunities in the transportation field. With Spelman, which has produced exemplary women leaders since 1881, we could not have asked for a better partner.

Keywords: Transportation


Wage Gap

The Minimum-Wage War

Author(s): Dickinson, Tim
Rolling Stone
The article discusses the minimum wage in the United States as of March 13, 2014. Topics include income inequality in the U.S., the shift in demographics of minimum-wage workers following the U.S. economy's Great Recession, and the effect of minimum-wage legislation on the Democratic and Republican parties in the U.S. senate elections in November 2014.

Keywords: Wage Gap Politics US


Who gets the carrot and who gets the stick? Evidence of gender disparities in executive remuneration.

Author(s): Kulich, Clara; Trojanowski, Grzegorz; Ryan, Michelle K.; Alexander; Haslam, S. Renneboog, Luc D. R.
This paper offers a new explanation of the gender pay gap in leadership positions by examining the relationship between managerial bonuses and company performance. Drawing on findings of gender studies, agency theory, and the leadership literature, we argue that the gender pay gap is a context-specific phenomenon that results partly from the fact that company performance has a moderating impact on pay inequalities.

Keywords: Wage Gap


Author(s): Vieito, Joao Paulo Torre

This study is among the first to investigate the impact of gender on the relationship between the compensation gap of the CEO and Vice-Presidents on company performance, testing if companies managed by a female CEO or a male CEO follow tournament or behavioral theory. Tournament theory suggests that a large compensation gap between CEO and company Vice-Presidents (VPs) leads to higher company performance; behavioral theory states that higher performance may be achieved with a small compensation gap between CEO and VPs.

**Keywords:** Wage Gap


### War

**Women and war**

Author(s): Isaacs

*Journal of Paediatrics & Child Health*

The author reflects on the hypothesis of Nobel laureate Gabriel Garcia Marquez regarding correlation between the status of women in a country and war. He affirms Marquez’ insights that when a country allows women to become leaders, a country may have better social support for families and may have more of a vested interest in preventing conflict. An overview of some of the examples where women in power dominated or exceeded the aggression of men is offered

**Keywords:** War | Global


### Women's Networks

**Networking to Leadership in Higher Education: National and State-Based Programs and Networks for Developing Women**

Author(s): Baltodano, Josefina Castillo; Carlson, Susan; Jackson, Leah Witcher; Mitchell, Wanda

*Advances in Developing Human Resources*

Women continue to be underrepresented in the leadership of higher education, a particularly pressing problem given the aging of college presidents and growing numbers of women students. The American Council on Education and its Office of Women in Higher Education (OWHE) provide leadership training and support to thousands of women interested in leadership in higher education through a state-based, volunteer network; women of color summits and training; and national and regional leadership forums. The primary purpose of this article is to highlight the structure of these OWHE-supported leadership development programs and networks. These leadership development programs provide solutions for higher education institutions seeking to provide leadership training for their women leaders. The programs, structures, and strategies highlighted offer a model for consideration by HRD and leadership development professionals charged with diversifying leadership in other professions, business, and industry.

**Keywords:** Women’s Networks | Education;

**URL:** [http://0-search.proquest.com.library.simmons.edu/docview/923241807?accountid=13870](http://0-search.proquest.com.library.simmons.edu/docview/923241807?accountid=13870)
If These Women Can Do It, I Can Do It, Too: Building Women Engineering Leaders through Graduate Peer Mentoring.

Author(s): Bhatia, Shobha; Amati, Jill Priest


To address the dropoff of women in engineering at the graduate level, the Women in Science and Engineering (WiSE) program at Syracuse University collaborated with the Graduate School and Colleges of Engineering and Computer Science and Arts and Sciences to create a program for women graduate students in science and engineering. This paper provides an overview of available data on women in engineering and of the barriers they encounter. It then discusses the authors' experiences with the WiSE Future Professionals Program (WiSE-FPP). Assessment data showed that WISE-FPP provided a strong peer support network for program participants and gave the women an opportunity to engage with other women in STEM going through the same experiences. The peer mentoring offered by the program helped address barriers of isolation and the lack of successful women role models at the graduate level.

Keywords: Women's Networks  Higher Education; STEM


Women-only (homophilous) networks supporting women leaders in education

Author(s): Coleman, Marianne

Journal of Educational Administration

This paper aims to consider what all-women networks have, and might offer, in terms of support and development of women in educational leadership. Two networks emerged at the beginning of the 1990s in the context of second wave feminism and the isolation experienced by women in leadership roles. The interview data show how strong the support function has been and continues to be, but despite this, these networks appear to be in terminal decline. Amongst reasons for the decline is the aging profile of the membership accompanied by lack of interest from younger women who may believe that gender issues are no longer relevant. Finally there is less support for the networks from universities and local authorities than was the case in the past.

Keywords: Women's Networks  Education

URL: http://0-search.proquest.com.library.simmons.edu/docview/754150647?accountid=13870

Leveraging women's networks for strategic value

Author(s): Donnellon, Anne; Langowitz, Nan


Corporate women's networks have existed for more than 25 years, with varying results. Understanding how networks can be more effectively focused is important to talent management and professional development, particularly as women comprise an increasingly significant portion of the leadership pipeline. This study aims to provide new ways to assess and enhance the strategic value of women's networks in terms of both talent and business development.

Keywords: Women's Networks

URL: http://0-search.proquest.com.library.simmons.edu/docview/194379873?accountid=13870

Creating Knowledge through Networks: a Gender Perspective.
Author(s): Durbin, Susan


This article offers a theoretical analysis of knowledge creation through networking, specifically drawing upon the example of female senior managers as potential knowledge creators. The article constructs a model of networks and their corresponding knowledge and organizational types. It highlights the importance of differentiating between formal and informal networks and shows that senior women have limited access to and are often excluded from strategic informal networks, such as the old boys' network. Restricted network access denies involvement in the exchange and creation of tacit knowledge and ultimately, organizational resources and power. The strength of network ties may also impact upon the quality of knowledge exchanged within networks, its level of complexity and strategic relevance.

**Keywords:** Women's Networks


---

Do women's networks help advance women's careers? Differences in perceptions of female workers and top leadership

Author(s): O'Neil, Deborah A.; Hopkins, Margaret M.; Sullivan, Sherry E.


The use of women's networks is emerging as one method of advancing women's careers within organizations. However, the value of these networks has been questioned. The purpose of this study is to examine how potential differences in the perceptions of network members and the firm's executive leadership about the purposes and anticipated outcomes of a women's network may impact women's career advancement.

**Keywords:** Women's Networks


---

**Work Life Balance**

New Front in Mommy War: Other Moms

Author(s): Bamberger

USA Today

The message from Yahoo and Facebook executives is guilt. Don't buy it.

**Keywords:** Work Life Balance


---

Long Way to Go for the FairerTechs

Author(s): Fitzsimmons

**BRW**

The article discusses the influence of leadership training, flexible work options and mentoring on the dominance of male employees in the technology industry of Australia. It states that women employees can also succeed in the industry if they are provided with technology training and mentoring. According to the author, strategic planning and project delivery can also help women lead technology companies.
She's (Rarely) The Boss

Author(s): Kristof  
New York Times

The article presents the author's views on the need for women in leadership positions and the advice of Facebook Inc. chief operating officer Sheryl Sandberg for women to set their own goals and men to take part to support women in the workplace and home.

Keywords: Work Life Balance  US

Problem with 'work-life balance'

Author(s): Vanderkam  
USA Today

All this talk of 'balance' is hurting women's careers. Chucking it might actually help instead.

Keywords: Work Life Balance  US

Working moms reject one-size-fits-all solution

Author(s):  
USA Today

Keywords: Work Life Balance  US

Workforce Development

Educated, Ambitious, Essential: Women Will Drive the GCC’s Future

Author(s): Hoteit, Leila; Shehadi, Ramez; Lamaa, Abdulkader; Tarazi, Kamal

Private-sector companies in GCC countries have an opportunity to address several pressing issues, including nationalization imperatives, local unemployment, and their own talent gaps, by attracting more national women into their workforce.

Keywords: Workforce Development  Middle East

Youth

Women's participation as leaders in society: an adolescent girls' perspective

Author(s): Archard  
Journal of Youth Studies
This paper explores the adolescent female perspective on women’s participation as leaders in society. Using a qualitative approach, the study outlined in this paper investigated this phenomenon through the use of student focus groups. Participants were students in their final year of schooling from secondary girls’ schools located in Australia, with one school located in South Africa. This study found that students identified the patriarchal nature of leadership positions, women’s possible lack of desire to hold a leadership position, and the impact of gender stereotypes as concerns. However, students were mostly positive with regard to their ability to overcome these issues in the future. It is recommended through the findings of this study that girls are given voice through their formal schooling in order to discuss issues of gender and leadership, and as a consequence, an awareness of issues concerning gender inequity may be created.

**Keywords:** Youth Australia; South Africa


---

**Strengths vs. Stressors**

**Author(s):** Damour, Klotz  
**Independent School**

The article discusses the Center for Research on Girls (CRG) at the Laurel School in Ohio and its efforts to assist female students manage stresses. According to the authors, the CRG focuses on promoting resilience while ensuring that academic achievement levels are maintained even during periods of stress or grief. In addition, they note the use of creativity, self-care, and interpersonal relationships to act as supports for girls.

**Keywords:** Youth US


---

**Maya and Malala**

**Author(s):** Scherer  
**Educational Leadership**

An introduction is presented which discusses the topics of resilience and learning in education in light of the childhood trauma inflicted on African American poet Dr. Maya Angelou and Pakistani teenager Malala Yousafzai, who was shot by a Taliban terrorist for advocating education for women.

**Keywords:** Youth; Education; Global