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Survival of Women in the Business World Into the Twenty-First Century

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**SURVIVAL OF WOMEN IN THE
BUSINESS WORLD INTO
THE TWENTY-FIRST CENTURY**

Barbara Bradford, B.A.

**An Abstract Presented to the Faculty of the Graduate
School of Lindenwood College in Partial
Fulfillment of the Requirements for the
Degree of Master of Business Administration**

1997

ABSTRACT

This thesis is a review of the current literature that pertains to the everyday experiences of women in the male dominated working world. This study focuses on the barriers preventing women from advancing where men succeed.

When women enter the workforce, they are naive about the organizational culture surrounding them. The natural feminine instincts and behaviors of women are not considered as valuable in the corporate world as male instincts and behaviors.

Women are unaware of the subtle and underlying rules of the corporate game in this "man's world." They see men adapting easily and advancing up the corporate ladder. But, women seem to lag behind as if they have an additional burden at each step along the way.

Women do not think, communicate, or behave like men. This is at the core of the burden women carry. This burden is also compounded by the ingrained perceptions and stereotypes of society as to what constitutes acceptable feminine behavior. These perceptions and stereotypes do not include leadership or effective management characteristics.

Women have been welcomed into the workforce, but they have not received equal pay, recognition, or opportunity for advancement as their male counterparts have. The progress of women has been blocked by the "glass ceiling," an invisible barrier that keeps women from advancing where men of comparable skills succeed.

Many researchers have examined issues relating to gender differences in the workplace. This research confirms the hypothesis of this study: The glass ceiling exists because of perceptions and stereotypes of gender differences. It prevents women from being accepted as equals in the male dominated business world.

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Degree of Master of Business Administration**

1997

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Chapter I

INTRODUCTION

Women today face enormous pressures to squeeze themselves into organizations that are most often controlled by men and into managerial roles that have come to be defined in almost entirely masculine terms. In order to be successful, women must carefully thread their way through a contradictory set of complex expectations, constantly balancing their own and others' beliefs about what it means to be a woman with long-held beliefs about what it means to be a manager, a lawyer, or just about any other type of professional (Nichols XIII).

The very first thing that a woman must learn to manage is her femininity. From the time she enters the workforce until the day she leaves the corporate arena, she is judged not just as a manager on the job, but as a woman in the job (Nichols XIII).

Women in today's workforce nearly equal the number of men. Women are taking more chances in the workplace. They are tackling more complex, high visibility assignments. They are acting more like themselves instead of just trying to fit in. Women are taking more control over where their careers are going (Rheem 12).

Women are also taking more control of their compensation and performance reviews. They are benchmarking their careers and performance against those of male coworkers. They are building allies with men and women who will help them advance

in their careers. Women are dealing with harassment and other legal issues quietly, firmly, and with diplomacy. Women are going after equality themselves. They are not waiting for their organizations to take the first step (Rheem 13).

In the business world today, the problems facing professional women, especially women in management, are not that men use their power to intimidate women. The problems occur when the balance of power has shifted so that it is the woman who is now "on top," and some men cannot reconcile this relationship with their images of women as either subordinates or helpmates (White 4).

Some men in the workplace feel that they are the victims of nature gone awry when the woman is in the position of authority and power and the man is the subordinate. Men react to this perceived violation of nature the only way they know how -- through denial. They try to downgrade the women to their notion of women as wives. They ignore them, discount them, or patronize them. Unfortunately, many men in the workplace, unlike the often extraordinary women who comprise the majority of female executives, were raised by stay-at-home mothers who were content to fry up the bacon rather than bring it home (5).

Jay Jackson, a psychiatrist and organizational consultant said,

The undermining of women in the workplace is both common and difficult to change. It stems from a complicated interaction of men's beliefs and behaviors, women's beliefs and behaviors, the structures and procedures set up by companies, and the ways in which we organize and run our families (Nichols XVIII).

Even in situations where male executives are open to and actively seeking to create a just and equitable environment for women, changing the corporate culture can be a monumental task.

Women of all ages and in all fields must continue to reach for the top in an unrelenting desire to fulfill themselves, to serve their employers and their families, and to create economic prosperity for themselves, their companies, and their countries. This, after all, is the only true measure of success.

Current Business Culture

Most traditional organizations have at least three levels of management. These levels are: supervisor, middle manager, and top manager. Very large organizations may have a dozen or more levels, but they can usually be categorized into one of the three basic levels (Carr-Ruffino 32).

This organizational design tends to be extremely rigid and hierarchical. The power in a hierarchy flows from the top of the pyramid structure downward. The premise of the hierarchy is to subdivide large and complex tasks into manageable segments, retaining control of the activities at the higher, central level (Harragan 48). Power within the hierarchy is defined by the ability to get someone at a lower level to perform the tasks that need to be done (Schaeff 169). Therefore, with each descending level in the hierarchy, the status, power, responsibility, and authority decrease (Harragan 49).

To get ahead in a hierarchical organization, workers must prove their worthiness to move up to the next level. Since the typical hierarchical pyramid has decreasing numbers of positions as the level of the jobs increase, competition becomes an integral part of the corporate way of life (Schaefer 171).

The need for achievement and competition has been proven to be greater in men than in women. Because men are driven by competition and winning, they are more willing than women to make extreme sacrifices of time, relationships, health and personal happiness to gain and retain status, power, and success. The basic differences in how men and women approach competition contributes to the fact that women hold a disproportionately smaller number of management level positions than men (Moir 162).

The corporations of the 1990s are beginning to move toward more fluid, organic, open structures. Top management is now known as an Executive Team (or Executive Committee), with a number of Operational Teams reporting directly to them (Carr-Ruffino 34).

The Operational Teams represent various departments and functional areas. There is a free-flowing interaction and communication that each team has with other teams within the organization. There is a rich, informal communication pattern. In such a fluid structure, the teams' tasks, functions, lines of authority and responsibilities may change rapidly, and people may move frequently from one team to another (34).

Most businesses still follow the traditional hierarchical pyramid, but many are becoming more fluid in order to meet the demands of the rapidly changing global marketplace. Women tend to have a greater chance to learn about many phases of company operations and to expand their support networks in more fluid organizations. They can also become more visible to peers, through interaction of teams, and to top management because there are fewer layers of management between the workers and the top (34).

Many women must overcome both external and internal barriers in order to achieve their career goals. There are three major external barriers of the 1980s that are still with us: 1) a glass ceiling blocking women from top jobs, 2) pay disparity, and 3) lack of flexible arrangements for working mothers (12).

Organizations are welcoming the influx of women workers with open arms filling the low status, low paying positions at the bottom of the skills spectrum (Harragan 49). However, as many women move upward on the corporate ladder, they discover at some point that they have hit the "glass ceiling" and cannot progress any further.

Women are likely to hit a "glass ceiling" to top-level and even middle-level management positions. This "glass ceiling" has been created by our society's perceptions of how men and women should behave and communicate. This barrier to further advancement is invisible, but solid, like glass. Few women see it, because the organization's

leaders do not admit it is there. Because of this "glass ceiling," few women make it beyond lower-level management and may have little hope of doing so in the future (12-13).

Work Ethic

A corporation cannot be run solely on brain power and muscle power. The human heart must also be at work. More than ever before, people expect to find their worth affirmed at work. Today, 40 percent of employees believe they have a fundamental right to self-fulfillment, to develop and use their intellectual and creative abilities to the fullest (Ludeman 1).

There is no leader without followers. We succeed together or not at all. In the workplace, managers with a work ethic take a new approach to leading people. They recognize that everyone in the company wants to be capable and powerful. They empower their employees to make significant personal contributions at work by training every person to maximum potential, offering challenges at each level of responsibility, and managing every employee with a flexible organization and caring systems (5).

Many theorists and managers in today's workplace have set out to obliterate the hierarchical pyramid, changing reporting relationships and titles. The traditional organizational charts have been smashed. The pyramid is now flattened, turned upside down, or

recast in new lateral shapes such as a "wagon wheel" or a "shamrock," or even "the horizontal organization." The traditional power relationships are no longer "subordinates" or "superiors." They are now "associates," "colleagues," or "sponsors," and "advisers." The new work unit is the team, including "project teams," "cross-functional teams," "self-directed work teams," "self-managing teams," "autonomous work groups," "semiautonomous work groups," "self-regulating groups," and "self-designing groups" (Shapiro 40).

Empowerment programs are big business in today's workplace. A 1994 survey conducted by CSC Index of 497 US firms and 124 European firms, 84 percent and 70 percent respectively said that they had some sort of "employee empowerment" programs in place. Many of these programs will not succeed nearly to management's expectations, however, due to insufficient attention to one vital pre-requisite of empowerment: ensuring that the judgment used by those empowered is appropriate to the decisions entrusted to them (93).

Building the judgment reservoir for any company that believes it will profit by the broader empowerment of its employees starts at the top, with the core beliefs of the leader of the organization or unit. These core beliefs often have nothing or little to do with what is written on paper, official policies or corporate pronouncements. Rather they reflect a person's deepest convictions about the kind of actions that will lead to corporate success, about how competitors operate, what customers need, and about

the nature of human beings and what makes them tick (95).

It is these beliefs that drive, directly or indirectly, the processes and criteria used for hiring and training employees, for assigning tasks and designing jobs, for evaluating performance and providing feedback, for deciding how to motivate and compensate personnel, for determining how much and what kind of information to share, and for defining what "doing a good job" means. It is the actions that come out of these core beliefs that are a prime determinant of the size and depth of the judgment reservoir within the organization (95).

Values of Working Women

Women now account for about half of the labor force. But, most hold positions with low potential for what workers have called the elements of job satisfaction. Their jobs provide little opportunity for autonomy, independence, or decision-making. Despite low wages and little advancement, women still find satisfaction and reward in their working lives. Working for both economic and existential reasons, women find that job satisfaction increases commensurate to the skill level of their positions (Freeman 15-16).

Not all women are located at the lower levels of employment. There is a small percentage among the middle and upper ranks of the occupational hierarchy. This percentage varies with the type of occupation. There are more women at the top in

social and public service than in the scientific and private sectors. It is not surprising that women at these levels are currently a minority, given that society's changed viewpoint about women's place is barely two decades old. If our relatively new assumptions and their underlying social and political supports continue to hold fast, many more women will be preparing to climb the higher rungs of employment ladders (16).

Women who entered the workforce for the first time in the sixties after being raised to be homemakers faced a sizable task. Their struggles were external and internal. The internal blocks composed of a social belief system that said women belong in the home. Society dictated that women should be content with home and family. They were certainly not supposed to want to work. By wanting to work, women were supposed to be shirking their responsibilities to their children and families (23).

One woman described the process of entering the business world after a home-and-family hiatus:

I've had a hard time starting where I did, which was really starting over. I found it very hard to know where I stood, where I belonged... I probably had a very low opinion of myself in terms of what I could do in business. I really felt as though I was the bottom of the ladder... I had no idea what I should be making at that point with the background I had. And I only cared about working with people I liked... So I did learn from that experience that that's hardly the way to begin a job. And of course, having been away for so long, there are all those conflicts (23).

“All those conflicts” refers to the pull between a female family identity and the paid labor that was associated with men. This woman represents many who were caught between the traditional ideology of female domesticity and new messages of equal rights in the workplace.

Today's working woman does not face as many obstacles as women of the sixties did. Internal and external impediments have significantly diminished. Women can and do openly express and advocate what would have been taboo positions thirty years ago. Some avoid motherhood while others embrace single parenting. Many express their intention to have a career and not just a job. Some want to “have it all,” both family and career (24). The working women of today are helping to shape the workplace of tomorrow. Just by sheer numbers alone, their voices and ideas are beginning to be heard.

The Workplace of the Future

The question that might be asked is, “How do we get more women into the top jobs?” People who observe management trends can offer plenty of reasons why women are not making it to the top, most of which do not stand up under scrutiny.

The American workforce has changed dramatically. During the 1980s, American business was after speed and quality. Top management slashed corporate staff jobs and

middle-management positions. They tried to find new ways to compete. At the same time, something else was happening in the workplace. American business realized that the workforce itself had changed. There was a whole new set of challenges for organizing, managing, and motivating a workforce that was different from any we had known before. Businesses that respond in a meaningful fashion to worker needs and concerns will obtain superior performance from the most capable and talented people in the workforce. Companies who ignore legitimate employee concerns and how these concerns are changing as the nature of the workforce changes will not attract the best workers (Boyett 77).

There was evidence back in the mid-1960s that major demographic shifts were underway. Businesses should have been prepared to handle the changing workforce and the concerns the new members of the workforce brought to the workplace. But, as we approach the twenty-first century, most American businesses are still struggling with the needs, expectations, and aspirations of the new workforce (77).

The new workforce is forcing us to rethink many of the most basic assumptions about the nature of work, the meaning of success, and the role of business in addressing major problems in society. The new workforce is demanding that we rethink the relationship between work and family life and the resolution of conflicts between work and family life (77).

Statement of Purpose

The purpose of this study is to review current literature pertaining to women as they achieve their place in the male dominated workforce. Male and female differences will be expounded upon in relation to the experiences women face in the workforce.

Chapter II

LITERATURE REVIEW

Introduction

This chapter will present a review of literature relating to the topic of women in the workforce and the changes that have come about because of their presence. It is important to first look at the existing business culture to understand the changes that women are bringing to the workforce. Since the current business world was formulated by men, and has traditionally been dominated by men, it is also important to examine some of the basic differences between men and women and how those differences influence their behavior on the job.

Current Business Culture

The shared values, assumptions, and beliefs that shape the way things are done in an organization comprise the culture of a corporation. Formed over years, corporate culture shapes management style, attitude toward risk, decision-making processes, and ultimately strategy itself (Hindle 63).

Over the past three decades, organizations have implemented a number of programs to achieve the results they want. In the 1970s, the popular programs were participative management, culture change, and quality circles. These programs were replaced in the

1980s by total quality management, empowerment, and process improvement. The priorities of the 1990s are customer satisfaction, continuous improvement, reengineering, and team structures (Ralston 140).

Employees are very skeptical of new programs. Change is very difficult. Even when there is a thin veneer of compliance and involvement, doubt is still rampant (140).

The organizational structure is the foundation on which corporations are built. Most organizations function on at least three distinct but overlapping levels, each requiring a different managerial focus and emphasis. They include the operations level, the technical level, and the strategic level (Donnelly 46).

Every organization, whether it produces a physical product or a service, has an operations function. The operations level focuses on effectively performing whatever the organization produces or does (46).

The technical level focuses on coordinating the activities at the operations level as well as deciding which products or services to produce. For the operations level to do its work, managers must make sure they have the correct materials and see that the output gets sold or used (47).

The strategic level must make sure the technical level operates within the bounds of society. The strategic level determines the long-range objectives and direction for the organization (47).

Most organizations use the terms top management, middle management, and first-level management to describe the primary focus of managers' activities at different levels. Top management corresponds to the strategic level, middle management to the technical level, and first-level management to the operations level (47).

There are certain skills needed for effective managing regardless of the level of the manager in the hierarchy of the organization. The basic skills every manager needs are: human, technical, and conceptual (48).

Managers must accomplish a lot of their work through other people. For this, human skills are essential. Human skills consist of the ability to work with, communicate with, and understand others (48).

Technical skill is the ability to use specific knowledge, techniques, and resources in performing work. Supervisors must possess the technical skills required of the people they manage in order to manage effectively (49).

Conceptual skill is the ability to see the big picture, the complexities of the whole organization and how the various parts fit together. Managers with conceptual skills understand all the activities of the organization and how they interrelate (49).

The pyramid model is used to depict the flow of power within the hierarchical structure of a corporation. Power flows downward from a single point at the top to lower layers of employees. Each layer increases in size going down the pyramid. The largest layer of employees is at the bottom of the pyramid (Harragan 48).

Within the hierarchy, there exists a clearly defined and specific chain of command. According to the principles of the hierarchy, authority and information flow downward, level by level, to the employees that are responsible for accomplishing specific tasks. Each level along the chain of command is held accountable for assigned tasks and must pass necessary information about the status of tasks to the level above (Vecchio 506).

The following table lists some of the advantages and disadvantages of the hierarchical structure:

TABLE 1

Potential Advantages and Disadvantages of Hierarchies

ADVANTAGES	DISADVANTAGES
Control	Barriers to change
Order	Reduces employee satisfaction
Efficiency	Reduced discretion
Stability	Red tape
Memory	Power seeking
Rule by reason	

SOURCE: Robert Vecchio, Organizational Behavior, (1991): 507.

Hierarchy is branded as the curse of organizations, enemy of employee empowerment, and obstacle to timely action. The hierarchy has been accused of the following:

Command-and-control management styles that allow employees little leeway to exercise their own judgment or suggest new ways of approaching problems.

One-over-one communications, in which employees can talk only to their direct supervisors.

Wholesale disregard for the ideas, input, and involvement of employees.

Excessive number of layers in the organization, leading to inappropriately small purviews for each employee and ultimately to slow, inefficient business processes.

Excessive bureaucracy and bureaucratic procedures in the organization, which also wastes time and money.

Complex job and pay-grade systems that keep employees in rigid job categories and more focused on the internal game of progressing through the system than on serving their customers well.

Only one person or a very small group of people making all the decisions, vastly underutilizing the organization's knowledge and judgment base.

Huge pay disparities that result in compensation packages for top managers that are a hundred times more than those for the lowest level employees. (Shapiro 39-40).

The hierarchy fosters competition by its very structure. Each higher level in the pyramid has decreasing numbers of positions. Competition for promotions up the corporate ladder is fierce (Schaeff 171). The competitive environment of the corporation

favors men rather than women. Most men thrive in competitive situations, while competition has a negative effect on women, because women do not like the idea of winning at another person's expense (Kenton 149).

The hierarchical structure has remained a mainstay in the corporate culture because it meets the male needs for limits and boundaries of relationships in the workplace. The hierarchy also satisfies the male value of the goal over the means by which the goal is attained (Helgesen 52). Women are asked to suppress many of their feminine and humanistic traits at work, and are pressured to conform to the rules that were written and perpetuated by men (Cohen 29).

Many organizations can be described as addictive. Work takes over employees lives leaving them powerless to break their addiction (Schaeff 57). The cultures of these organizations support, reward, and promote workaholism. Workaholics are "addicted" to the energy they get from their jobs (131). The "fix" for a workaholic is success and getting ahead (130). Just like any addiction, work becomes the primary focus of a workaholic's life. Work becomes central to the workaholic's entire being, resulting in a loss of perspective on reality (132).

Although some women have joined the men in the ranks of workaholics, most women are not as willing as men to sacrifice their time, relationships, health, and personal happiness to attain status and power (Moir 162). Many organizations expect work-

aholic behavior in the upper ranks of management. This mentality is what keeps women from entering upper management (Schaeff 43). In today's workforce, women hold the majority of the positions at the bottom of the pyramid, while men control the positions at the top (Harragan 49).

The United States Labor Department Report on the female workforce stated:

Women are without a doubt, still concentrated in the lower paying industries and occupations - secretaries, cashiers, bookkeepers, registered nurses, and waitresses, to be specific. Nearly the same groups we saw ten years ago. On the management level, things aren't much better. If fifty percent of today's entry level managers are women, only about twenty-five percent of today's middle managers are women (Cohen 64).

Women are working just as hard as their male counterparts. But, women are stopping short where men will advance. Women hit the invisible barrier known as the "glass ceiling" (64). Six men in every hundred reach the high levels of power in a corporation, but only six in every thousand women break the barriers to the top (Moir 156). Brains and competence are enough to get women to a certain point in the organizational structure. Then, their inability to fit the mold of top male executives stops them cold (Cohen 64). One female middle manager said, "I know I will never make it to the top and keep my sanity. I feel like a closet female who has to use war words and sport terms and play-act the male game all day long" (Cohen 75).

Many studies confirm the prevalence of discrimination against women in corporations. Working women continually find themselves denied equal pay, prospects for promotion, challenging task assignments, access to responsibility and authority, and opportunities for developing relationships with mentors, sponsors and peers (Greehaus 64). In a study of 1500 women managers, 43 percent said they experienced the effect of male networks and male prejudice which enabled men to help one another, gain the best jobs, and exclude women from promotion and influence (Apter 214). One study of 884 Masters of Business Administration degree holders found that the women in the sample had to work six more years than their male counterparts to receive equal pay (Schneer 405).

According to 1991 statistics from the United States Department of Labor, there were nearly six million men and nearly six million women in the "Professional" category. The average weekly earnings for men was \$748, while women in that category earned only \$559. Professional women earned only seventy-five percent of professional men's salaries. In the "Executive, Administrator and Manager" category, women's average wages were only sixty-six percent of the men's wages (\$504 compared to \$758) (Hart 16).

Women have experienced many difficulties fitting into the “man’s” workforce. Many reasons for these difficulties can be found by exploring some of the gender differences between men and women.

Gender Differences

A number of studies suggest that social conditioning begins at birth. Social psychologist Jeffrey Ruibin and his associates found that first time fathers often choose different adjectives to describe their newborns. The fathers typically used words such as “firm,” “strong,” “well-coordinated,” and “alert” to describe their day-old sons. Their newborn daughters were “soft,” “weak,” “delicate,” and “awkward” (Glaser “More Power To You...” 9-10).

Many parents continue to interact with their infants in different ways as they grow into toddlers. Rough-and-tumble play is a favorite pastime with sons. With daughters, the emphasis is less on playing and more on talking (10). Early social conditioning affects both men and women and explains many of the things we say and do as adults. Table 2 on pages 22-23 describes contrasts in typical male and female behaviors.

Table 2

Sex Role Conditioning: Why You Say and Do the Things You Do?

"Typical" of Female Behavior	"Typical" of Male Behavior
Prefers playing in small groups or in pairs where intimacy is the key	Prefers playing in large groups that are structured hierarchically
Focus in childhood is on individual play (dolls, ballet, etc.)	Focus in childhood is on team play (baseball, football, etc.)
Waits to be chosen	Creates visibility for self
Plays to exercise or socialize	Plays to win
Self-reliant; believes, "If I want something done, I'll do it myself."	Relies on others; believes, "Delegate!"
Reluctant to complain; avoids confrontation	States grievances directly
Focuses more on day-to-day problems	Anticipates problems, generates alternatives
Thin-skinned, sensitive to criticism	Thick-skinned; expects criticism and views it as helpful
Excels at carrying out plans	Excels at developing plans
Passive	Initiates
Expects to do worse than in the past	Expects to do well, regardless of the past
Discounts strengths	Capitalizes on strengths
Emotional under pressure	Cool under pressure

"Typical" of Female Behavior	"Typical" of Male Behavior
Slow to resolve differences; often holds grudges	Resolves differences quickly; rarely holds grudges
Thinks in terms of "the way it ought to be"	Thinks in terms of "the way it is"
Attributes success to luck, fate - "I was in the right place at the right time."	Attributes success to self; believes, "I did it."
Focuses on costs of risks	Focuses on benefits of risks
Hopes and waits for promotion	Actively pursues promotion
Uncomfortable with pulling rank; prefers cooperating	Comfortable giving orders
Hopes to be successful	Expects to be successful
Believes, "I can't work with people I don't like, it's phony."	Works with whoever is necessary; does not base relationships on personalities
Believes, "This is who I am, take it or leave it."	Determines, "What does the boss want?" Views fulfilling boss's expectations as game playing; has no qualms adopting a different style if it means getting ahead.

SOURCE: Connie Brown Glaser, More Power To You! How Women Can Communicate Their Way To Success, (1992): 8-9.

Sex-role expectations taught by parents are often reinforced in children's literature. Studies show that picture books and grade-school textbooks have traditionally featured more stories about males than females. There was a ratio of 95 to 1 in one study. In one analysis of fifty-eight picture books used by children's literature teachers at Eastern Michigan University, 84 percent of the books portraying women showed them wearing aprons (10).

Teachers also play a large role. During psychologist Lisa Serbin's study of preschool instructors, she found that many had a tendency to foster dependency in girls. They required the girls, but not the boys, to ask for help when frustrated with a task (11).

Children also learn gender-appropriate behavior from the mass media. Newspapers and magazines tell us more about men than about women. Children's cartoons on Saturday morning also reinforce stereotypes. One study found that male cartoon characters are "adventuresome," "knowledgeable," "independent," and "aggressive." Female characters were "submissive," "emotional," "fragile," and "timid" (11).

Historically, in advertising, men have been depicted as competent, aggressive, and powerful, while women are portrayed as sex objects or housewives obsessed with cleanliness (11).

Boys and girls emerge with very different self-concepts as a result of all this early social conditioning. These differences later surface, not only in the way they play, but in the way they communicate (11).

Boys prefer to play outside in large groups that are structured hierarchically in games such as baseball, soccer, and tag. Typically their groups have a leader, and the games almost always have winners and losers. Boys like to boast about their skills and argue about "who's the best" (11).

Girls prefer playing in small groups or in pairs where the key is intimacy. In their games such as house, jump rope, or hopscotch, everyone gets a turn, and there are no winners or losers. Girls are far more concerned with being liked than boasting about who is better (11-12).

These patterns continue when boys and girls grow up and enter the workforce. Men will slide easily into the hierarchical structure. Women prefer cooperating with people rather than controlling them or being controlled by them. Men have no second thoughts about issuing orders or voicing complaints. Women, however, are uncomfortable with pulling rank. They prefer to have everyone agree in order to achieve their objectives. Men handle disagreements with self-confidence. On the other hand, women will go out of their way to avoid confrontations (13).

Men expect to be successful and they will take full credit when they are. Women hope to be successful. When they are, they ascribe it to luck or collaboration of others. According to traditional thinking, the male model of authority was considered superior. But, power communicators feel there are strengths and weaknesses with both male and female styles. They know that the real key to success is in understanding the difference between the two and focusing on a style that encompasses the best of both (13).

Men walk, talk, act, and think differently than women. While social and environmental differences are usually pointed out by authors, there is also a wealth of scientific research pointing out that men and women are different because their brains are different. The brain controls all conscious and subconscious activities of the body. It is constructed differently and processes information differently between the genders (Moir 5).

The gender of the brain is determined in the womb at the time of neural organization (181). According to scientific research:

There is solid and consistent evidence from scientists all over the world that a biochemical influence in the womb determines and directs the structure and function of our brains. Through the influence of hormones the brain cells 'acquire a "set" which is highly resistant to change after birth.' Male hormone organizes the developing brain into

a male pattern which leads to male behavior. Absence of male hormone means that the brain persists in a female pattern, resulting in a female pattern of behavior. This organization of the brain into a male or female neural network is permanent; it can only be modified by altering the hormonal milieu of the womb.

Girls who have been exposed to male hormone in the womb become more assertive and confident, preferring, as children, the company of boys and participation in active, outdoor activity. Boys exposed to female hormone in the womb have their behavior tilted towards a more female pattern. They are less aggressive, assertive and athletic (180).

The male hormone increases aggression, competition, self-assertion, self-confidence, and self-reliance. The female hormone decreases them (80). Different doses of the hormones in the womb shift male brains toward female characteristics and female brains towards male characteristics (87).

Puberty amplifies the gender differences of the brain. Hormones are activated that accentuate these differences between men and women. Aggression is attributed to the hormone testosterone. Women have some testosterone in their bodies. But, men have as much as twenty times more than women (103-104). Men will normally show more self-confidence, concentration, and single-mindedness. Their aggression is channeled toward ambition and motivation. Women feel a stronger need to develop and maintain close relationships with others (181).

Table 3 is the result of scientific research of the brains of men and women. This research shows that the brains of men and women are organized differently depending on the type of information being processed.

Table 3

BRAIN ORGANIZATION: THE DIFFERENCES

FUNCTION		BRAIN LOCATION	SUMMARY
Mechanics of language, e.g. speech, grammar	MEN	Left hemisphere front and back	More diffuse
	WOMEN	Left hemisphere front	More specific
Vocabulary Defining words	MEN	Left hemisphere front and back	More specific
	WOMEN	Both hemispheres front and back	More diffuse
Visuo-spatial perception	MEN	Right hemisphere	More specific
	WOMEN	Both hemispheres	More diffuse
Emotion	MEN	Right hemisphere	More specific
	WOMEN	Both hemispheres	More diffuse

SOURCE: Anne Moir and David Jessel, Brain Sex: The Real Differences Between Men and Women, (1991): 46.

The corpus callosum, the bank of nerve fibers that link the right and left sides of the brain, is also different between men and women. The corpus callosum in women's brains is thicker and contains more connections between the right and left hemispheres. What this means is that more information is passed between the two sides of the female brain in a shorter period of time than the male brain (47).

Scientists suggest that the biological differences between the male and female brains help explain the discrepancies in emotional responses.

Man keeps his emotions in their place; and that place is on the right side of his brain, while the power to express his feelings in speech lies over on the other side. Because the two halves of the brain are connected by a smaller number of fibers than a woman's, the flow of information between one side of the brain and the other is more restricted. It is often more difficult for a man to express his emotions because the information is flowing less easily to the verbal, left side of his brain.

A woman may be less able to separate emotion from reason because of the way the female brain is organized. The female brain has emotional capacities on both sides of the brain, plus there is more information exchanged between the two sides of the brain. The emotional side is more integrated with the verbal side of the brain. A woman can express her emotions in words because what she feels has been transmitted more effectively to the verbal side of her brain (48).

Because of these brain differences, women are happiest when they are successful at something that benefits others. Men, on the other hand, are interested in domination and power. These are both characteristics in the organizational hierarchies. Men aggressively compete for power as a measure of success. Women get more satisfaction from developing and empowering others (159).

In conversation, men tend to play for status. They attempt to secure and maintain a position of being "one-up" on others. Women will focus on the personal connections that underlie the conversation (Tannen 38). Men value their independence. Women value their interdependence (40).

While the basic communication process is the same for everyone, men and women handle each step of the process differently. Women are more tentative in sending a message. The message focuses more on connection versus status, on establishing rapport rather than reporting information, on cooperating versus competing, and on playing down expertise rather than displaying it (Carr-Ruffino 211).

Many studies have shown that men and women live in "different worlds." This creates numerous gaps in the communication process. The business world has become accustomed to an assertive male approach. Because of this fact, women's credibility is undermined by a tentative, overly polite, uncertain, or indecisive approach. Several studies point to the fact that women help perpetuate the lower-credibility stereotype with the following types of behavior:

Women ask more questions, about three times as many on average.

Women make more statements in a questioning tone, with a rising inflection at the end of a statement.

Women use more tag questions; that is, adding a brief question at the end of a sentence: "...don't you think?" "...okay?" "...you know?"

Women lead off with a question more frequently. "You know what?" "Would you believe this?" Researchers note this and other striking similarities between the conversations of men and women and the conversations of adults and children.

Women use more qualifiers and intensifiers. Qualifiers or "hedges" include "kind of, sort of, a little bit, maybe, could be, if." They soften an assertive statement, but also undermine its assertiveness. Intensifiers include "really, very, incredible, fantastic, amazing," especially when these words are emphasized. The metamessage tends to be: "Because what I say, by itself, is not likely to convince you, I must use double force to make sure you see what I mean." (Carr-Ruffino 214-215).

This seems to indicate that women express their thoughts more tentatively and to work harder to get someone's attention. This may reflect basic power differences, or at least the perceptions of these power differences. The most effective conversational style as a leader usually combines sensitivity and commitment to beliefs and statements (215).

Listening is an important part of effective business communication. Some men avoid listening because it frames them as subordinate to the speaker. Women, however, consider listening an important way of maintaining personal connections. Therefore, they pay closer attention to listening (Tannen 143).

Some of the biological and behavioral differences between men and women, along with social attitudes have combined to form specific perceptions of the working woman.

Society's Perceptions of the Working Woman

Social and historical factors have contributed to women's acceptance in the workplace, particularly to a new set of female behavior and skills. Domestic life in this country has changed. We are no longer an agricultural society in which women made a significant contribution at home. During this transition, women's influence was reduced almost exclusively into child rearing. At the same time, families were having fewer children. This factor, along with technology, resulted in new family dynamics. There were more single and divorced women supporting families and the economy often necessitated two paychecks (Ferguson 1).

Women are also becoming better educated. This factor is both a symptom and a cause for change. Roles and social dictates are constantly reinterpreted, depending on need. For example, World War II created a need for women in the workplace (1).

When young professional women entered the work world in the mid-1970s, few knew what to expect. In most of the families, fathers had discussed business only with their sons. Mothers who worked inside the home could not be the role models their daughters suddenly needed (Milwid 7).

For institutional models, these young women relied on school. They expected that the rules of behavior in the office would be clearly spelled out. They thought they would receive "grades" now in the form of raises and promotions. Most women expected

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to compete easily and effectively with men on the job. Few anticipated that gender would influence their work experience. It is not surprising that the realities and pressures of corporate life caused considerable shock (7).

Men are expected to act like men and women are expected to act like women. Gender specific perceptions and stereotypes are widespread in the corporate culture. Women are thought to be best suited for occupations that involve nurturing or teaching, such as nurses, teachers, or child care workers. But, if an occupation involves making important decisions or working with the hands, men are thought to be most qualified (Conrad 232).

Although most studies have found no differences in the management effectiveness between men and women, some differences have been observed. The differences in specific attributes suggest that women would be better managers than men (325). For example, women are more open to communication from others. They can reconcile their concern for people with their concern for bottom-line results and they do not feel threatened by empowering others (Helgesen 31).

Female leaders have more finely developed interpersonal skills, including the use of feedback, assessing personal impact, sensing skills, and management of feelings (Loden 135). Women managers lead without bruising others and do not display unnecessary ego (76). Women feel strengthened when they empower others with knowledge or responsibility. Men, on the other hand, feel threatened when they empower

others because they do not want to lose control (Cohen 25). Women look for “win-win” situations in their business dealings, while men tend to look for the “I win -- you lose” situations (9)

The following is a sample of the traditional male “good old boy” leadership behavior that still exists to some extent within organizations:

It's directive. “Do this--I don't really care about your problems at home...”

It's self-advancement at all costs. “C'mon--it's a dog-eat-dog world and bleeding hearts don't get to be CEOs.”

It's keeping space between you and others, not connecting. “Let them get too close, let them know what makes you hurt, and you're dead.”

It's always valuing the bottom line over caring. “I don't care what the compassionate thing to do is--I care about the cost effective thing to do”

It's always about facts--never feelings. “Give me rational argument--don't bother me with intuition!” (8).

Most men feel that status, prestige, ambition, and money are symbols of their success and egos. Women, however, consider money and status less important than the satisfaction of helping others and the personal relationships that they maintain at work. Success and status are not as large a part of the female ego as the male ego (Moir 161).

Stereotypes and perceptions can be rigid, limiting, and judgmental. They minimize the talents and accomplishments of the people involved. By negating people's individuality and value, stereotypes are destructive and can have a dysfunctional impact on organizations (Loden 68-69).

Women have made headway in the male-dominated business world, but they are not totally accepted as equals. For women who want to continue their pursuit of equality, the future holds many options.

Options for the Working Woman

Increasing numbers of women are entering traditionally male-dominated professions. Twenty or even 10 years ago there were few women engineers, dentists, attorneys, or physicians. Yet, in the early 1980s they entered these fields in substantial numbers. For example, in 1982-1983, 36 percent of all law degrees, 27 percent of medical degrees, 17 percent of dental degrees, and 12 percent of engineering degrees went to women (Koziara VIII-IX).

In actual numbers, professional women remain a small portion of the total female workforce. Sex stereotypes, and the absence of role models make it difficult for women to advance into the higher paid, more prestigious jobs. As society's views change and more women enter these fields and become visible, however, barriers weaken, in turn encouraging others to consider previously predominantly male occupations (IX).

Women have not made substantial inroads into craft, skilled, and other high-paying blue-collar jobs. Relatively few women are in apprenticeship programs, and even after they achieve training and credentials they are replaced during downturns in the economy by workers with more seniority (IX).

Women's earnings still remain in the range of 60-65 percent of men's on the average. This earnings gap shows up particularly among middle-aged women. The earnings of young women are almost equivalent to those of men of the same age, but women need more education than men to achieve comparable earnings (IX).

Women have three basic options in the workplace. They can adapt themselves to the male-dominated culture, work within this culture to change it, or become entrepreneurs in their own businesses. Each working woman must decide which of these options fits her goals. There is no single definition of success.

The first option is adapting to the corporate world. Most corporations were built and are dominated by men. The majority of women who enter business do not understand that they have stumbled onto a playing field. There are rules strictly enforced and the criteria for success is understood only by men (Harragan 23). Many women do not understand the rules of the game. This puts them at a disadvantage (79).

Women who want to succeed must make sure they have a legitimate place on the corporate team. One way for women to assess their position within an organization is to look at their job functions from upper management's viewpoint (155).

Women's concept of honesty, fair play, and teamwork can put them at a disadvantage. They often think of teamwork and cooperation as synonymous. But, in the corporate game, teamwork has more to do with following the rules and winning than with cooperation (94).

Women will very often not trust their own intuitive feelings in business settings because they are usually asked to justify this intuition with facts. Despite the pressure to suppress these intuitions, women should not ignore them. Even though the facts and data are not immediately available to justify women's intuitive feelings, the rationale can usually be found later (136).

Harragan is convinced "that women will forever be short-changed in business unless they perfect techniques and unorthodox modi operandi to compete in a world they never made" (43). Many self-help books and seminars are available today for women who want to dress for success, become more assertive, learn how to say no, avoid getting stressed out, or learn power-packed communication skills. "The pressure for women to behave like men in order to succeed is supported by studies which find that there are not significant differences in the management styles of men and women" (Loden 70).

There has been a high price to pay for women on their way up the corporate ladder.

A great majority of women executives are not married and are childless. Some of the unmarried have chosen not to marry. Others are separated or divorced. One-third of the executive women have chosen careers over children (Cohen 45).

The frustration of having to act against their natural instincts has caused many women to reevaluate their definition of success. As part of this revised meaning of success, some women are striving to change organizational cultures. Some women who have risen to middle management see the need to serve as role models for other women who are on their way up the corporate ladder.

One female middle manager has been successful in bringing her philosophy to her sales department:

Put yourself in the other person's moccasins.

Treat others as though you work for them even though they work for you.

Use incentives rather than quotas to get people to work their hardest.

Stress cooperation. People don't have to love each other, but they do have to cooperate with each other.

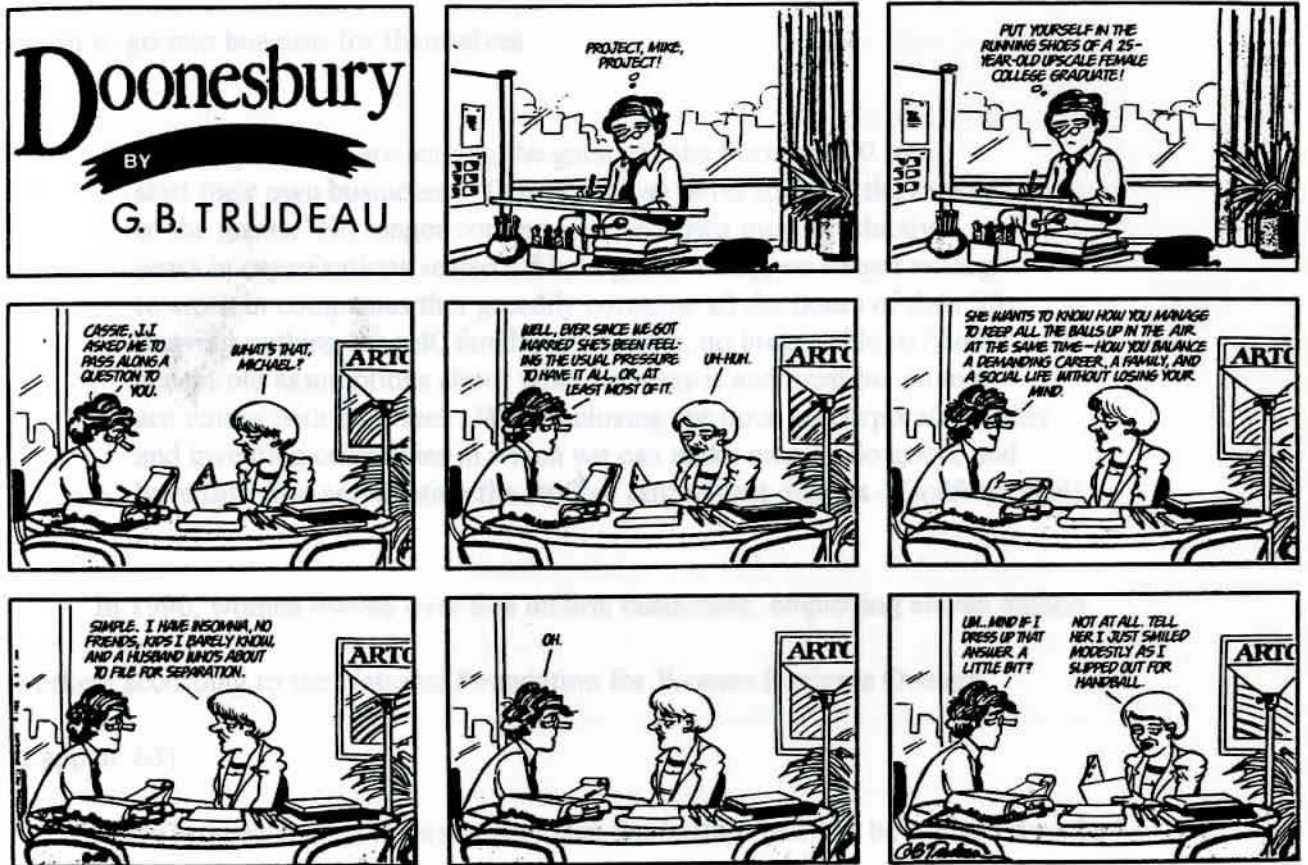
Teach, don't preach. Let other people, not just bosses, make decisions.

When you give people power, you give them strength to make you strong.

Don't spin people's wheels by challenging them; instead develop a win-win policy. When I win, you win. Do this by rewarding accomplishment and recognizing effort in tangible ways (72).

Doonesbury, on page 39, shows the personal price some women have to pay on their way up the corporate ladder.

Figure 1



Doonesbury. Copyright 1985, G. B. Trudeau. Reprinted with permission of Universal Press Syndicate. All rights reserved.

Some women have been successful in making changes in their organizations. But, not every woman feels that she has the power or endurance to change the male-dominated, ingrained cultures within organizations. Many women have left the corporate world to go into business for themselves.

Many women are leaving the giants of the Fortune 500 to start their own businesses. Others choose never to enter the ranks of the giants. No longer content to spend their most productive years in organizations sealed off by a glass ceiling, no longer willing to work in companies that greedily consume all the hours of their life (leaving nothing for self, family, or friends), no longer able to blindly accept old assumptions about what business is and must be, women are voting with their feet. We are closing the door on corporate rigidity and inventing companies in which we can make money, do good, and have fun. We are creating the stuff of our wildest dreams (Godfrey xxiii).

In 1990, women owned over five million businesses, employing eleven million workers according to the National Foundation for Women Business Owners (Lappen 63).

Many women entrepreneurs believe that the bottom line will be measured at the end of their lives, rather than at the end of each fiscal quarter. They feel the definition of wealth will be expanded beyond monetary gain. It will eventually include self-esteem, integrity, family, friends, quality products and services, and contributions to society (Godfrey xxv)

Women entrepreneurs do not always have an easy road to travel. There are difficulties obtaining financial credit, obtaining contracting opportunities, and discrimination that must be faced in many areas (213).

Women are not willing to give up the fight. While some have been able to adapt to existing corporate cultures, others have been able to change the climate of their businesses. Women are influencing change in the workforce by their increasing numbers and determination.

Job and Family Challenge

The job and family challenge is the daily struggle to balance the often competing demands of home and work lives without putting either one at risk. Most women can identify with the exhaustion of "trying to do it all."

For the first time in history, most families don't have a wife or mother at home full time. From 1950 to 1991, the number of married women with paying jobs more than tripled. Wives now account for nearly three-fifths of all employed women, up from one-quarter in 1950. The dual-earner couple is now the norm among families with children (Bravo 11-12).

Not only are most wives working, so are the majority of married mothers. This has been the largest increase of any group of women. In 1950, only 12 percent of

women with children under the age of six were in the paid labor force. By 1990, this figure had grown to 57 percent. This is due partly to the increasing need of families for the wives' income and to the growing number of families dependent on women's income alone (12).

The most striking change is the number of mothers of infants who work outside the home. In 1970, the number was so small that the Bureau of Labor Statistics didn't even track it. Today, more than half of mothers with children under the age of one year are in the workforce (12).

The daily struggles of working women mainly involve family leave, dependent care, and flexible work schedules. Some companies are reluctant to hire women of childbearing age to fill high-level positions for fear they will want to start families. Many do not want to promote women for the same reason. They rationalize that she will have children involving a long maternity leave. Then, they feel that once she has children, she will not be too serious about her work. But, there are many women in corporate America who have proven the fallacy of this line of thought (Glaser "Swim With The Dolphins..." 294).

Many women have reached the top of their professions, but still describe themselves as mothers first. The notion that women have to make a choice between work and family, or that institutions are not responsible for redefining success to include women

who decide to have children, or that there is something immutable about organizational life that requires women to choose between work and family, is insidious and distressing.

One important by-product of the changing American workplace is an increasing awareness that employees' work and family lives are interdependent. The roles of women and men are changing, and so is the possibility of interference between work and family responsibilities. The blurring of boundaries between work and family is highlighted by increasing numbers of dual-career and dual-earner couples, many with children, in the workforce. Concerns over balancing work and family life are especially important for professional women, since research has shown that women frequently continue to do the bulk of home maintenance activities in addition to their careers (Moore 150).

Organizations need to recognize the potential for interference between work and family roles among professional women and men. New ways of balancing work and family demands need to be found. A variety of organizational practices and policies may help individuals in dual-career families to manage work and family. Some of these include:

- The presentation of realistic information.
 - The development of flexible work patterns.
 - Job redesign.
 - The establishment of support services.
 - An integrated career planning/human resource management system.
- (152).

People who have a realistic idea of both the good and the bad aspects of their jobs are happier and more likely to stay with the job. Accurate information about a job also makes the work world more predictable. Accurate information about a job may help employees' career decision-making and reduce work-produced strain (152-153).

Since a considerable amount of work-family conflict is the result of time-based incompatibility, flexible work schedules can benefit employees who attempt to balance simultaneous role demands. There are a number of suggested changes in work schedules to help employees manage the work-family conflicts: permanent part-time work, job sharing, sabbaticals, parental work leaves, allowing both husband and wife to work for the same company, shortened work weeks, and alternating periods of work and family over the course of a person's life. These programs can benefit an organization in terms of increased job satisfaction and productivity (154-155).

Stressful work situations can produce work-family conflict. Adjustments in work stressors -- shorter working hours, less travel, less ambiguity and conflict, fewer activities where employees represent their company to the outside world - should help reduce the degree of work-family conflict. Proper attention to a balance between work and family is indicative of a high quality of work life. The quality-of-work-life approach is characterized by job involvement, feeling of self-control and responsibility, and reduced levels of stress (155).

Stress cannot be entirely eliminated. There has been a dramatic increase in the number of employee assistance programs offered by organizations. Employee assistance programs are intended to help employees with personal problems that hinder job performance, attendance, or off-the-job behaviors. Typical problems handled by employee assistance counselors might be alcoholism or marital problems. Employee assistance programs can also help in diagnosing excessive work-family conflict in the lives of professional women and men (156).

In addition to developing programs to help employees cope with stress and conflict, organizations may help meet employees' child care needs more directly. Researchers have outlined a number of child care strategies, including in-house day care, after school programs, care for sick children, and vouchers for parents to pay for the type of child care they find most appropriate (156).

Most of the critical conflicts between work and family come at career path junctures, where major changes in life-style are likely to occur. A delicate balance of concession and demand must be achieved to keep employees and their families loyal and committed. Many major employers operate as though there is only one breadwinner in the family. They interpret an employee's reluctance to leap at an advancement opportunity as evidence of disloyalty (157).

The successful integration of work and family roles requires a human resource planning and development system that is consistent with individual career and life goals. As more women climb the corporate ladder, there will be more and more companies becoming family-friendly (Glaser "Swim With The Dolphins..." 294).

As organizations take a more humanistic approach toward the way they do business and treat their employees, new guidelines are being formulated and accepted. The new guidelines are replacing traditional attitudes where the primary focus was success at any cost (Godfrey 53). The following table provides a list of new rules of doing business compared with some of the old conventional rules:

Table 4

OLD AND NEW RULES OF DOING BUSINESS	
OLD RULES	NEW RULES
Work, work, work	Work, live, love, learn
Seek money -- alone	Seek meaning and money
The pyramid	The web
Buyer beware	Do no harm
Use it or lose it	Sustain it
Grow fast	Grow naturally
Work or family	Work and family

SOURCE: Joline Godfrey, Our Wildest Dreams: Women Entrepreneurs Making Money, Having Fun, Doing Good, (1992): 53.

Regardless of whether women choose to adapt to current corporate cultures, try to change them, or start their own companies, the working women of today are helping to shape the working world of tomorrow. By the year 2000, forty-seven percent of the workforce will be women, with white males accounting for only thirty-two percent of the entering workforce. Changes are coming (Edwards 45).

Strategy For Change

Change is inherent in life. We face constant change at work and home. We live in a rapidly changing society and world. Change is neither good nor bad; it simply is (Heifetz 3). We have a choice regarding change. Either we can let it operate on its own, affecting our lives as it will, or we can choose to manage change the best that we can. By choosing to manage change, we're choosing to use our will and capability to create the kind of life we desire (3).

In business, change management assures that new products, services, and technological innovations are continually being developed. Conscious change management is like having a whole organization full of people thinking about improvements and about how to make those improvements real. Once an organization has this outlook, change is looked upon as desirable and healthy rather than something to be feared and avoided (4).

The culture of the American corporation is changing dramatically. Companies that cling to the old ways and attitudes are doomed.

Old Corporate Culture

Maximum short-term return on invested capital for shareholders.

Replaceable employees, expedient methods.

Environmental waste, aging factories, assembly-line production.

Central line authority, manage one-on-one (Waitley 3).

New Corporate Culture

Meet ever-increasing customer demands.

Rapidly changing world markets.

Highest quality products and services.

Educated, dedicated, skilled, performance-compensated teams who transmit their core excellence and value in their contribution.

Maximum long-term return on invested capital for shareholders (3).

“The new global leaders will be people who can transmit knowledge and power to each member of an organization” (4).

Change is part of our everyday lives. We experience more change on a daily basis than our great-grandparents saw in decades. What worked yesterday no longer works today.

Yesterday natural resources defined power. Today knowledge is power.

Yesterday hierarchy was the model. Today synergy is the mandate.

Yesterday leaders commanded and controlled. Today leaders empower and coach.

Yesterday leaders were warriors. Today leaders are facilitators.

Yesterday leaders demanded respect. Today leaders encourage self-respect.

Yesterday shareholders came first. Today customers come first.

Yesterday managers directed. Today managers delegate.

Yesterday supervisors flourished. Today supervisors vanish.

Yesterday employees took orders. Today teams make decisions.

Yesterday seniority signified status. Today creativity drives process.

Yesterday production determined availability. Today quality determines demand.

Yesterday value was extra. Today value is everything.

Yesterday everyone was a competitor. Today everyone is a customer.

Yesterday profits were earned through expediency. Today profits are earned with integrity. (2-3).

Women help initiate change by setting priorities. Putting "first things first" is an issue at the very heart of life. Almost everyone feels torn by the things we want to do, by the demands placed on us, and by the many responsibilities we have. We all feel challenged by the day-to-day and moment-by-moment decisions we must make regarding the best use of our time. Decisions are easier when it's a question of "good" or "bad." But, for most of us, the issue is not between the "good" and the "bad," but between the "good" and the "best." Most often, the enemy of the best is the good (Covey "First Things First" 18).

Most of the time our first things aren't first. For years we have been given methods, techniques, tools, and information on how to manage and control our time. But, for most people, the result is increased frustration and guilt.

I need more time!

I want to enjoy my life more. I'm always running around. I never have time for myself.

My friends and family want more of me - but how do I give it to them?

I'm always in crisis because I procrastinate, but I procrastinate because I'm always in crisis.

I have no balance between my personal life and work. It seems like when I take time from one for the other, it just makes matters worse.

There's too much stress!

There's too much to do -- and it's all good. How do I choose? (11-12).

Time management traditionally suggests that by doing things more efficiently, you will gain control of your life, and that increased control will bring peace and fulfillment (12).

We can control our actions, but we cannot control the consequences of our choices. We constantly have to make choices about the way we spend our time. We also have to live with the consequences of those choices. Many of us don't like the consequences, especially when we feel there is a gap between how we are spending our time and what we feel is deeply important in our lives.

Almost all of us feel torn by the things we want to do, by the demands placed on us, and by the many responsibilities we have.

"No one can persuade another to change. Each of us guards a gate of change that can only be opened from the inside. We cannot open the gate of another, either by argument or by emotional appeal." We can only change ourselves (Covey "The 7 Habits..." 60-61).

The effect of opening this "gate of change" is increased self-confidence. As a person lives their values, a sense of identity, integrity, control, and inner-directness will infuse both exhilaration and peace. There will be a definition from within, rather than by people's opinions or comparisons to others (61).

Old, self-defeating habits can be changed "with new patterns, new habits of effectiveness, happiness, and trust-based relationships" (61).

Stephen Covey, in his book The 7 Habits of Highly Effective People, presents a step-by-step pathway for living with fairness, integrity, honesty, and human dignity. These principles help us adapt to change and give us the wisdom and power to take advantage of opportunities that change creates.

The first habit is to be proactive. Being proactive means more than just taking initiative. It means we are responsible for our own lives. Our behavior is a function of our decisions, not our conditions. We can subordinate feelings to values. We have the initiative and responsibility to make things happen (70-71). People who are highly proactive recognize responsibility. They do not blame circumstances, conditions, or conditioning for their behavior. Their behavior is based on their own conscious choice, based on values, rather than a product of their conditions, based on feeling (71).

It is not what happens to us, but rather our response to what happens that hurts us. Our basic nature is to act, and not be acted upon. This enables us to choose our response to particular circumstances and empowers us to create circumstances. Taking initiative does not mean being pushy, obnoxious, or aggressive. It means recognizing our responsibility to make things happen (75).

Table 5 shows how being reactive and proactive can increase our self-awareness.

Table 5

REACTIVE LANGUAGE	PROACTIVE LANGUAGE
There's nothing I can do.	Let's look at our alternatives.
That's just the way I am.	I can choose a different approach.
He makes me so mad.	I control my own feelings.
They won't allow that.	I can create an effective presentation.
I have to do that.	I will choose an appropriate response.
I can't.	I choose.
I must.	I prefer.
If only.	I will.

SOURCE: Stephen R. Covey, The 7 Habits of Highly Effective People, (1989): 78.

The choice between being proactive or reactive is the transfer of responsibility.

What will the consequence be between the choice of having to do something or choosing to do it.

The second habit is to begin with the end in mind. This means to start with a clear understanding of where you are going so that there is a clear understanding of where you are now and the steps being taken are in the right direction (98).

“It’s incredibly easy to get caught up in the busy-ness of life, to work harder and harder at climbing the ladder of success only to discover it’s leaning against the wrong wall. It is possible to be busy - very busy - without being very effective” (98).

Habit 2 is based on personal leadership and management. Management is a bottom-line focus of how to best accomplish certain things. Leadership deals with the top line of what things do I want to accomplish (101).

In the words of both Peter Drucker and Warren Bennis, “Management is doing things right; leadership is doing the right things. Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.”

The most effective way to begin with the end in mind is to develop a personal mission statement. It focuses on what you want to be or do. One woman seeking to balance family and work expressed the following personal mission:

I will seek to balance career and family as best I can since both are important to me.

My home will be a place where I and my family, friends, and guests find joy, comfort, peace, and happiness. Still I will seek to create a clean and orderly environment, yet livable and comfortable. I will exercise wisdom in what we choose to eat, read, see, and do at home. I especially want to teach my children to love, to learn, and to laugh - and to work and develop their unique talents.

I value the rights, freedoms, and responsibilities of our democratic society. I will be a concerned and informed citizen, involved in the political process to ensure my voice is heard and my vote is counted.

I will be a self-starting individual who exercises initiative in accomplishing my life's goals. I will act on situations and opportunities, rather than to be acted upon.

I will always try to keep myself free from addictive and destructive habits. I will develop habits that free me from old labels and limits and expand my capabilities and choices.

My money will be my servant, not my master. I will seek financial independence over time. My wants will be subject to my needs and my means. Except for long-term home and car loans, I will seek to keep myself free from consumer debt. I will spend less than I earn and regularly save or invest part of my income.

Moreover, I will use what money and talents I have to make life more enjoyable for others through service and charitable giving (107).

In order to live with change, people must have a changeless core within themselves.

“The key to the ability to change is a changeless sense of who you are, what you are about, and what you value” (108).

The third habit is to put first things first. The best way to describe this habit is to “organize and execute around priorities” (149). Effective management is “putting first things first.” Leadership helps us decide what “first things” are, but it is management that puts them first, day-by-day, moment by moment. Management is discipline, carrying it out (148).

In addition to self-awareness, imagination, and conscience, the fourth human endowment, independent will, helps make self-management possible. Human will is the ability to make decisions and choices and to act in accordance with them. It is the ability to act rather than be acted upon (147-148).

E.M. Gray writes in his essay "The Common Denominator of Success," "The successful person has the habit of doing the things failures don't like to do. They don't like doing them either necessarily. But their disliking is subordinated to the strength of their purpose."

The fourth habit is to think Win/Win. Win/Win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions. In this way of thinking, everyone feels good about the decision and feels committed to the plan of action. This type of thinking sees life as cooperative, not competitive. Win/Win is based on power and position rather than on principle. One person's success is not achieved at the expense or exclusion of the success of others. It is a belief that "it's not your way or my way; it's a better way, a higher way" (207).

The fifth habit is to seek first to understand, then to be understood. By listening to each other, differences in perception will be discovered. It will be possible to work together in interdependent situations (253).

Knowing how to understand is the other half of the fifth habit and is equally critical in reaching Win/Win solutions. When you can present your own ideas clearly,

specifically, visually, and contextually, you greatly increase the credibility of your ideas (255,257).

The sixth habit is to synergize. Synergy simply defined is that the whole is greater than the sum of its parts. "It catalyzes, unifies, and unleashes the greatest powers within people" (262-263).

Valuing the mental, emotional, and psychological differences between people is the essence of synergy. The key to valuing those differences is to realize that all people see the world, not as it is, but as they are (277).

A person who is truly effective is able to recognize his or her own perceptual limitations and to appreciate the resources available through interaction with the hearts and minds of other human beings. These differences add to the knowledge and understanding of reality (277).

Differences in perception must be valued and accepted. Each person may see the same picture in a different way. Both views may be right. The picture on page 56 has been used in classes and seminars as an aid in understanding perceptions. What do you see? Do you see a woman? How old is she? At first glance, you would probably describe her as a young woman about 25 years old. But, what if I told you that you were wrong? The picture is of a woman in her 60s or 70s.

Figure 2



SOURCE: Covey, Stephen R. The 7 Habits of Highly Effective People. (1990): 26.

Who is right? Can you see the old woman? Can you see the young woman?

If you cannot, keep trying. The necklace on the young woman becomes the old woman's mouth. Now can you see the difference?

If we were talking face to face, we could discuss the picture and our perceptions. You would describe to me what you see, and I would describe what I see. We would communicate until we could show each other clearly what we see in the picture.

This perception demonstration yields many deep insights into personal and interpersonal effectiveness. As Stephen Covey puts it, "If ten seconds can have that kind of impact on the way we see things, what about the conditioning of a lifetime? The influences in our lives - family, school, church, work environment, friends, associates.... all have made their silent unconscious impact on us and help shape our frame of reference, our paradigms, our maps. As clearly and objectively as we think we see things, we begin to realize that others see them differently from their own apparently equally clear and objective point of view. Where we stand depends on where we sit" (28).

Maybe all I can see is the old woman. By becoming aware of the differences in our perception, I can ask you to help me see what you see. You see the young woman. We can communicate because you see it differently. We value these differences. This creates an environment for synergy (278).

The seventh habit is to sharpen the saw. This habit makes the previous six possible. It is renewing the four dimensions of a person's nature - physical, spiritual, mental, and

social/emotional. "Sharpen the saw" means expressing all four motivations. These four dimensions of our nature must be exercised regularly and consistently in wise and balanced ways (288-289).

The most powerful investment we can make in life is investment in ourselves. "We are the instruments of our own performance, and to be effective, we need to recognize the importance of taking time regularly to sharpen the saw in all four ways" (289).

Leadership and management are words used interchangeably. But, these processes are very different.

Management involves: planning and budgeting; organizing and staffing; and controlling and problem solving (Kotter 4).

Leadership within an organization can be described as: establishing direction; aligning people; and motivating and inspiring (5).

Management and leadership have many similarities. "They both involve deciding what needs to be done, creating networks of people and relationships that can accomplish an agenda, and then trying to ensure that those people actually get the job done" (5).

But, leadership and management differ in their primary function. "The first can produce useful change, the second can create orderly results which keep something working efficiently" (7).

Change is the primary function of leadership. Being able to generate highly energized behavior is as important as setting direction and alignment. Setting direction identifies an appropriate path for movement. Effective alignment gets people moving down that path, and a successful motivational effort assures that people will have the energy to overcome obstacles in their way (61).

The motivational aspect of leadership can manifest itself in many ways. But, most often it comes in a package that includes:

The articulation of a vision in a manner that stresses the values of the audience being addressed (and thus makes the work important to these individuals).

The involvement of those people in deciding how to achieve that vision or the part of the vision that is most relevant to them (giving people a sense of control).

The enthusiastic support of their efforts at achieving that vision, supplemented by coaching, feedback, and role modeling (which helps them grow professionally and enhances their self-esteem).

The public recognition and rewarding of their successes (providing them with recognition, a sense of belonging to an organization that cares about them, and a feeling of accomplishment) (63).

Motivational and inspirational processes help push people in the right direction. They help satisfy very human basic needs: for achievement, belonging, recognition, self-esteem, a sense of control over one's life, and living up to one's ideals. These processes touch us deeply and elicit a powerful response (63).

According to Peter Drucker, one of the leading management authorities, the keys to managing the future will be a thorough understanding of team dynamics. With the increasing number of knowledge workers, frustration with the traditional hierarchical organization will increase. Organizations of the future will be comprised of equal members, without rank. The concept of boss and subordinate will be replaced with teams of associates (Colonna 38).

Corporations that wish to compete successfully in a business environment characterized by global competition, information technology, fast-paced change, and new employer-employee relationships will be forced to make major adjustments in the way they operate (Brill 12).

Interviews of more than 1000 senior executives and academics by experts at the University of Pennsylvania's Wharton School helped develop a set of twelve hallmarks that will characterize the leading corporations of the twenty-first century (12). These hallmarks include:

Having a key set of principles that influence the company's operation and give employees a strong sense of pride in their organization.

Having a culture in which the old functional silos have disappeared and integrated teams of employees from various areas work together to carry out activities such as developing new products and servicing customers.

Having flattened hierarchies, with individuals at every level of an organization empowered to make decisions.

Instead of carrying out every function, partnering with other firms to handle certain activities.

Highly dependent on computer technology and communications systems for internal operations and to maintain relationships with customers and suppliers.

Responding not only to the needs of shareholders and employees but to the demands of the larger community.

Having a culture that constantly adapts to change, incorporating new ideas into the fabric of its operations and providing employees with abundant opportunities to develop new skills.

Recognizing the advantages of globalization, from buying services and materials in low-cost areas abroad to developing new overseas markets.

Having a complete understanding of the customer's business so that not only can current demands be met but future needs anticipated.

Having a culture in which doing things right the first time is a way of life.

Developing new products quickly and bringing them to the marketplace ahead of the competition.

Having an entrepreneurial spirit that enables the company to identify and take advantage of market opportunities (151-152).

These twelve hallmarks provide a set of criteria that managers can use to benchmark their own organization and determine whether it has the characteristics needed to succeed. An organization must begin to prioritize the hallmarks, determine which ones are the most critical to acquire, and incorporate them into a change strategy (152).

Change is a social process that must begin with a well-defined goal that is clearly communicated by a persuasive leader. It should take into account the situation that exists inside the organization and use this situation to provide the basis for change. The human needs and feelings of employees must also be taken into consideration in the design of the social process. The leader must also be aware of the power dimensions involving the group members. Finally, a program of activities must be designed and presented in the proper sequence to enable employees to reach the desired goals (162).

The change effort is not a single event that begins and ends in a single year. It is a highly complicated process. It takes a long time for new beliefs and cultural values to be fully impressed upon employees. Change is a struggle for the hearts and minds of human beings. It is a struggle that never ends (164).

There is a growing need for leaders who can stimulate the diverse group of employees with spirit and zest. Such leaders will create a working environment that reflects human values, encouraging and nurturing human growth (Helgensen 235). The female values of empowerment, cooperation, and relationships are emerging as valuable leadership qualities for the future (233).

Because the climate of the workplace is changing, and because of changes in male and female values, there is a need for leaders capable of stimulating employees to perform their best. These new leaders must create an environment that reflects human values while it encourages and nurtures human growth (235). Women have the ability to instinctively foster and sustain the human spirit (239).

Accepting the female style of leadership does not necessarily mean overthrowing the traditional competitive male leadership model. Organizations which encourage both leadership styles would be most effective and responsive to changing business demands (Loden 14).

It is time for the blinders to come off. What made American industry grow and prosper in the past was its ability to capitalize on new ideas and move in new directions. To regain our prominence in the world market-place, new ideas and new approaches to leading and managing are needed once again. Given the high demand that exists today for interpersonal skills, it seems obvious that feminine leadership is precisely the kind of new approach that can help American business manage change more effectively and prosper once again. The resources required to implement this approach already exist. Thousands of women managers are ready. All that is required now is for organizations to let them manage with their heads and with their hearts (Loden 157).

It is only a matter of time before a new generation of women shatter the glass ceiling once and for all (Morrison 156). Until then, women must remain true to their inner voices. They are in the workforce to stay and as such, represent the voice of change for the twenty-first century.

Statement of Hypothesis

Women entering the workforce are generally naive about the organizational culture that surrounds them. They bring their natural feminine instincts and behaviors with them. These are not considered as valuable as men's instincts and behaviors.

Women are entering a "man's world." They do not understand the underlying rules of the corporate game. These rules can be very subtle. Men seem to adapt easily and advance for their efforts. Women on the other hand seem to lag behind as if they are carrying additional burdens at each step. Women do not think, communicate, or behave like men. Society's ingrained perceptions and stereotypes of acceptable feminine behavior have not helped. These perceptions and stereotypes do not include effective management characteristics for women.

Women who want a successful career are forced to abandon their feminine qualities and to accept the male model of corporate behavior. Even then, many women are still not accepted in the circle of male executives. Women who choose to retain their feminine beliefs and behaviors are not seen to have potential for advancement.

Women have been welcomed in the workforce, but they have not received equal pay, recognition, or opportunities for advancement as their male counterparts. Despite all their efforts, the progress of women has been blocked by the glass ceiling, the invisible barrier that keeps women from advancing where men who possess equal skills and abilities succeed. The hypothesis of this study is: The glass ceiling exists because of perceptions and stereotypes of gender differences. It prevents women from being accepted as equals in the male dominated business world.

Chapter III

SELECTIVE REVIEW AND EVALUATION OF RESEARCH

Introduction

This chapter contains a selective review and evaluation of the research studies pertaining to the hypothesis of this study. The research methods used in the studies will be evaluated, including experimental control, sampling techniques, validity, and support of conclusions. Limitations of the research studies will also be discussed.

The Glass Ceiling

The glass ceiling is a barrier to women's further corporate advancement. It is invisible, but solid, like glass. It applies to women as a group who are kept from advancing higher because they are women (Morrison 13). Despite the passage of time, the increasing number of women in management and professional positions, and the replacement of over-fifty male executives with younger men, this glass ceiling continues to exist (xii).

“Since the early 1970s, women have made tremendous gains in the business world. In 1991, women composed nearly half of the U.S. workforce. The representation of women in management has also steadily grown over the past two decades. The percentage of all executive, administrative, and managerial positions held by women rose to more than 40 percent in late 1991 from only 19 percent in 1972, according to government figures. More women have started their own small businesses. A 1990 article in Nations Business reported that more than 4.5 million women in the United States are sole proprietors of small businesses, and

that nearly half of all small businesses in this country will be owned by women by the year 2000. In 1990 alone, 80 percent of all new business start-ups were by women" (5).

Cohen quoted the United States Labor Department Report on the current status of females in the work force which stated:

Women are, without a doubt, still concentrated in the lower paying industries and occupations--secretaries, cashiers, bookkeepers, registered nurses, and waitresses, to be specific. Nearly the same groups we saw ten years ago. On the management level, things aren't much better. If fifty percent of today's entry level managers are women, only about twenty-five percent of today's middle managers are women (64).

There are still few women at the top of America's large corporations. According to data collected by Mary Ann Von Glinow at the University of Southern California, only 2.6 percent of the Fortune 500 companies' corporate officers were women in 1990. When the companies were narrowed down to the Fortune 50, the figure dropped to 2.2 percent. Two-thirds of these companies had no women at the vice-president level or higher. Of the top five -- General Motors, Ford Motor, Exxon, IBM, and General Electric -- only IBM had any female officers (6).

Catalyst, a New York-based research organization, surveyed 1251 female executives to find out why so few women have managed to rise to the top of the corporate ladder. These female executives said the two biggest factors holding them back were male stereotyping and preconceptions of women (52 percent) and exclusion from informal networks of communication (49 percent). Only 23 percent of the female executives felt that opportunities had improved (Ciabattari 20).

Sheila Wellington, the president of Catalyst said, "The women talk about what they've seen, heard, and felt going up the corporate ladder.....and the fact that they have to consistently exceed performance expectations in order to advance....." (Ciabottari 20).

In another survey conducted by Catalyst, 10 percent or 1,303 out of 12,885 corporate officers at the 500 largest U.S. companies were women which was only up from 8.7 percent in 1994. About 100 of the Fortune 500 companies have no women corporate officers at all (The Associated Press C1).

In 1987, the Center for Creative Leadership published the results of a three-year study of top female executives in Fortune 100-sized companies (Morrison 7). The study was started under the premise that there might be a glass ceiling that prevented women from rising above a certain level in organizations (13). The research was designed using a survey format. One questionnaire was designed for female executives. A second questionnaire was given to higher level executives who were responsible for selecting candidates for top positions.

The researchers established specific criteria for identifying qualified respondents. This helped ensure a relevant and representative sample population. Finding women holding executive positions took some effort on the part of the researchers. It was accomplished by establishing the sampling frame of organizations within the Fortune 100. Each company was contacted and their assistance was requested for the research project. The researchers conducted personal interviews with seventy-six women executives and

twenty-two higher level executives (16 men and 6 women). Answers to the questions were transcribed by the interviewers (9). This method of in-person interviews helped guarantee the rate of response. But, it could also have been a source of some inherent biases. For example, the interviewer's tone of voice, appearance, or question rephrasing could have influenced the respondents' answers. Also, the transcription skills of the interviewers could have an impact on the accuracy and completeness of responses (Cooper 278).

The researchers in this study presented some of the possible shortcomings of their research.

As is true of any research, our study is subject to the vagaries of timing and other factors; it is an imperfect study. Our method relies heavily on memory and perception, not simply on facts. Therefore, we can't expect that our data could fulfill all measures of accuracy. And because we guaranteed the confidentiality of the individuals we interviewed and the companies they worked for, we couldn't "check" the stories they gave us. However, accuracy per se is ephemeral in all areas involving people, particularly in management development. Every detail of our results may not hold for every person, yet the patterns found in our analysis, which we report in this book, are solid (Morrison 12).

Authors of other articles and books stated the existence of the glass ceiling by citing statistics on the percentages of women in executive positions. Some authors stated the source of their statistics, while others presented the statistics without providing the source from which the information was derived.

An example of statistical information without its source, Madden said, "More than fifty million (women) are working, but only two-and-a-half million have made it to middle management" (xv). "Nationwide, women above middle management can be counted without getting out the calculator" (xv). Madden then stated later on, "Although women are nearly a majority of the employees in Fortune 1000 companies, they hold only 3-4 percent of corporate boardroom seats. And only 25 percent of the companies that have female directors have more than one" (83). Madden provided no sources in her entire book.

The statistics quoted in the articles and books, without providing their sources, may be accurate. But, without any sources, the validity and reliability of the information cannot be confirmed or assessed. For example, a term like "middle management" can be defined differently by various researchers. Without knowing the scale upon which the research was measured, (i.e. what constitutes middle management, pay, tenure, benefits) the validity cannot be proven. Also, without knowing the circumstances behind the research, the reliability of the measurement cannot be judged. For the purpose of research study, information that is presented without providing a source must be excluded from support of any hypothesis. But, statistical information that is quoted from reliable sources can be utilized. Sources used for this study utilized research and statistical information to conclude that the glass ceiling does indeed exist. Many sources reported that the percentage of women is not consistent at all levels of

organizations. Women hold more positions than men in the lower levels of organizations and fewer positions in the upper levels.

Gender Differences

All the female executives interviewed for the Center of Creative Leadership study differed from their male counterparts in one fundamental way. Throughout their careers, they had to operate with three levels of pressure constantly pushing on them (Morrison 15).

The first kind of pressure is the pressure of the job itself. "For women and for men, general management is frequently an overwhelming burden that taxes and frustrates even the most overachieving soul. They frequently face no-win decisions, confront angry customers and disgruntled employees, and make endless phone calls -- and they escape home late each night only to feel, often, that they haven't accomplished anything" (15).

The second level of pressure is that of being a female executive. In the study, it was discovered that "female executives performing in a "glass house" dreaded even the thought that they might fail on the job because it would not only affect their own progress but also limit the opportunities given to the women who come after them" (17).

Being a woman where few, if any women have been before, is a liability that creates stress.

The third level of pressure has to do with managing the demands in life outside of work.

“Women are still expected to take major responsibility for maintaining a household, raising children, even nurturing an intimate relationship. The time demands alone are ominous. But there is also the strain of switching from the role required at the office - tough, no-nonsense, efficient, and so on - to the personal sphere, which includes being tender, undemanding, even playful or sexy” (17).

The “DOWNTIME” cartoon on page 73 pictures a reality check of a mother and her children when the mother failed to “switch hats” between home and office and the ensuing results.

Page 74 portrays the “Professional Woman” who is trying to “do everything” and “be everything” to everybody. She must have an assistant in order to slow down and say “Who am I?”

Moir and Jessel’s book, Brain Sex: The Real Differences Between Men and Women encompassed a large amount of research. Among the sources listed were 94 books and 312 journals and magazines published over thirty years, from 1960 through 1991. Some sources verify biological differences of the brains of men and women, including Progress in Brain Research, Journal of Clinical Endocrinology and Metabolism, and Human Neurobiology. Behavioral differences were researched in sources such as The Behavior of Women and Men, The Inequality of Man, and Sex Differences in Behavior.

Figure 3

DOWN TIME

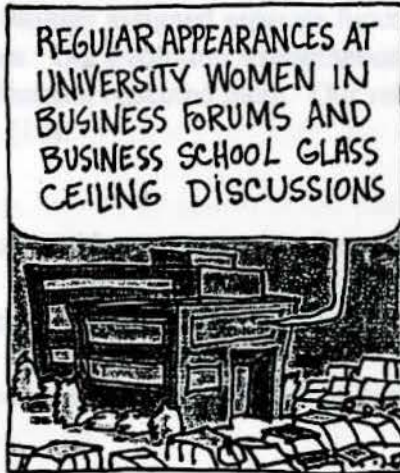
SIGNE WILKINSON



Figure 4

PROFESSIONAL WOMAN

SIGNATURE



The following ideas on gender perceptions were presented in the introductory chapter of the book:

Many women in the last thirty or forty years have been brought up to believe that they are, or should be, "as good as the next man," and in the process they have endured acute and unnecessary pain, frustration and disappointment. They were led to believe that once they had shaken off the shackles of male prejudice and oppression -- the supposed source of their second-class status -- the gates of the promised land of equal achievement would be thrown open; women would be free at last to scale and conquer the commanding heights of the professions.

Instead, in spite of greater emancipation in terms of education, opportunity, and social attitudes, women are not noticeably "doing better" than they were thirty years ago (6).

The truth is that for virtually our entire tenancy of the planet, we have been a sexist species. Our biology assigned separate functions to the male and female of *Homo Sapiens*. Our evolution strengthened and refined those differences. Our civilization reflected them. Our religion and our education reinforced them (10).

The authors presented significant evidence to support these claims. They cited both behavioral and scientific research to provide biological reasons behind the differences in the behavior of men and women. One example of this is:

Men and women have different approaches of decision-making. For the female, it is a more complex business, because she is taking in more information and taking account of more factors than a male. A woman's strength, and her weakness, is her capacity to perceive, for example, the human dimension of a business decision. Her mind, with its greater sensitivity to personal and moral aspects, and the greater facility with which it connects the elements to be considered, makes the decision altogether more complex than it is for the man, who relies more on calculated, formulaic, deductive processes (168).

This book presents an interesting and well-researched view of gender differences. Independent research was conducted in a variety of controlled environments. Because of this fact, the authors contended that social and environmental influences were not sufficient to fully explain the differences between the behavior of men and women. Their position was presented logically and was supported by a great amount of research.

Summary

This chapter has presented a selective review and evaluation of research studies pertaining to the main hypothesis of this study. The research methods that were used and the conclusions that were presented in the studies were evaluated.

Some research sources reviewed were found to be valid and reliable. Other sources did not provide enough information to be able to assess their validity or reliability. Many authors presented research and statistics without providing the sources from which they got the information. At the same time, others were very thorough in citing their sources. Studies were reviewed that had conclusions substantiated by research. Other studies presented unsupported conclusions.

The evaluation of this thesis will only use the studies that were found to be valid, reliable, and supported by previous research. Sources and conclusions that were not valid, not reliable, or not supported by research will not be used.

Chapter IV

RESULTS

Introduction

This chapter will report as accurately as possible the results of the research presented. It will contain a summary of the results from the most pertinent and valid research studies cited.

Conclusions about the Glass Ceiling

Breaking the Glass Ceiling: Can Women Reach the Top of America's Largest Corporations by Morrison, White and Van Velsor was the result of their three-year research study through the Center for Creative Leadership of women in top executive positions. The analytical and statistical results of the study, along with the questionnaire surveys themselves, were published in the forty-two page appendix of the book. Throughout the book, the authors discussed specific responses and results of the research study, drawing conclusions about their results. One of the conclusions supporting the existence of the glass ceiling was, "The glass ceiling is not simply a barrier for an individual, based on the person's inability to handle a higher-level job. Rather, the glass ceiling applies to women as a group who are kept from advancing higher because they are women" (13).

Cohen, in the chapter "Under the Glass Ceiling: The View from Below," stated that, "It's a tough place to be -- just under that impenetrable barrier one can see through but cannot pass through to the scene above" (63).

To prove the existence of the glass ceiling, Cohen used United States Labor Department statistics which stated that even though fifty percent of the entry level managers are women, only twenty-five percent of middle managers are female (64).

The following conclusion was presented by Cohen based upon statistics and other supporting research:

Working just as hard as our male counterparts, trying to get into the male mode, we're still stopping short where men advance. As the men push forward, unhindered by anything but their own talents, for women, there suddenly appears the oft-touted "glass ceiling." It's invisible, but inviolable (64).

Sheila Wellington, the president of Catalyst, a New York based study group that works to advance women in business, said of their survey:

It is time to stop wasting the talent, time to dispel the myths...that women have made it in the corporate world. There is still a glass ceiling...(The Associated Press C1).

This study showed that even though women now account for nearly half, or 46.1 percent of the workforce in the United States, only 3 percent to 5 percent have managed to rise to the top of the corporate ladder (Ciabattari 20).

The authors cited here have joined many others who affirm the existence of the glass ceiling. Perceptions, stereotypes, and expectations of women in the workforce have made significant contributions to the glass ceiling.

Gender Perceptions and Stereotypes

Breaking the Glass Ceiling by Morrison, White, and Van Velsor, presented the following analysis and conclusion about the gender perceptions and stereotypes that are in the workplace:

Mounting evidence indicates that, when careers are matched, women are remarkably similar to men in their characteristics, abilities, and motives. Yet the enormous and sometimes contradictory expectations that people have of women are the result of sex role stereotypes that continue to pervade the thinking of otherwise rational individuals. Stereotype-driven perceptions have led to unrealistic expectations of executive women, and these expectations are part of the environment in which the women must work and live. This environment is qualitatively different from the environment executive men operate in, and this difference may be the crucial--and the only meaningful--difference between male and female executives (69).

Workforce America: Managing Employee Diversity as a Vital Resource by

Loden and Rosener presented quotes from several research studies that pertained to the stereotyping of women in business. The conclusions of these studies demonstrate that perceptions influence how men and women are treated in business situations. In the following conclusions, the term "others" refers to people who do not belong to the group of white males that commands the power within most organizations.

Women leaders receive negative, nonverbal feedback when displaying behaviors positively reinforced in men.

People who display negative, nonverbal reactions to others are seemingly unaware that they are doing so.

Even when the performance of men and women was perceived to be equal, participants asked to give hypothetical pay raises consistently gave men more.

Counteracting negative impressions by becoming more assertive may not work well for others. In fact, the more women talked in one study, the more they were ignored (72-3).

One of the most important factors to the success of women in business lies in the understanding that both men and women encounter problems in their careers. In many respects, women face the same work-related problems that men do.

As women's roles in the world have changed, there has been an inevitable movement toward shared values, beliefs, and thoughts on the part of the men and women in business (Mitchell 3).

Morrison, White and Van Velsor cited another advancement in the Department of Labor's "Glass Ceiling Initiative" which began in the fall of 1989 with a study involving compliance reviews of nine corporations that were doing contracted work for the government. Findings released in the 1991 report showed that a glass ceiling was still present in all of these companies and it existed at a much lower level than first thought (xiii).

Barriers identified in this study included recruitment by networking, lack of opportunities for...women to take advanced education programs and career-enhancing assignments, and the lack of accountability for equal opportunity within the leadership ranks. Inadequate monitoring of systems such as performance appraisal and compensation and of practices in general that affect managerial-level employees was also cited as a major problem in these corporations (xiii).

These findings by the Department of Labor were translated into guidelines that have been enforced since early 1992 by the Office of Federal Contract Compliance Programs (OFCCP). The prospect of a government audit has prompted some executives to increase their own internal monitoring of systems that may have been blocking the upward movement of women (xiii).

The combination of a recognizable business imperative and government enforcement of anti-discrimination laws is a powerful incentive for managers to pay attention to many of the practices that have traditionally excluded women from the executive ranks. Employers are also working with women in increasing numbers to break the glass ceiling (xiv).

Kenton focused on perceptions of gender differences in another study of business communication. Kenton concluded that: 1) women tend to be perceived higher on the "goodwill and fairness" dimension due to their focus on concern for others; 2) because of higher expectations for women, men tend to be perceived higher on the dimension of "expertise" even when the credentials are comparable; 3) men tend to be perceived higher on the "prestige" dimension because of expectations and socializations; and 4) men tend to be ranked higher on the dimension of "self-presentation" because of psychological dispositions and social expectations (150-152). Kenton summarized that men tend to be perceived as having more credibility as speakers than women (153).

Moir and Jessel based their research on the differences in the brains of men and women. They felt that the brains of men and women are constructed differently. This causes men and women to process information in different ways which results in different perceptions, priorities and behavior (5). They presented the following analysis and conclusions about male and female behavior:

The motivation of men and women is different both in degree and direction. There is an inherent difference between men and women in the values either sex assigns to specific achievement, and the effort worth expending in its pursuit.

The bias of the adult male brain expresses itself in high motivation, competition, single-mindedness, risk-taking, aggression, preoccupation with dominance, hierarchy, and the politics of power, the constant measurement and comparison of success itself, the paramountcy of winning.

To the women -- to the average woman, that is -- this all matters rather less. Men who fail will often offer the excuse that 'Success isn't worth the effort.' To the female mind, this is not so much an excuse as a self-evident truth. Her conceptual horizons are wider, just as she is more receptive in most other respects of her sensitivity (159).

Throughout the world of work, differences between the sexes echo the differences in the bias of their brains. Women gravitate towards work which has a socially fulfilling and personal dimension, in the same way that they are demonstrably more interested in people from their earliest hours. Men, for the same biologically determined reasons, are interested in the worlds of things and of power. Women can predominate numerically in a trade or a profession because it reflects their priorities, but when men enter it they will demand and achieve a disproportionate amount of authority -- because hierarchies and dominance are in the male scheme of things (157-158).

Many researchers have studied a wide variety of issues relating to gender differences. This research confirms that a glass ceiling does exist preventing women from rising above a certain level in organizations. Researchers have also concluded that there are distinct gender perceptions and stereotypes that exist towards men and women in the workforce.

Chapter V

DISCUSSION

Introduction

The purpose of this chapter is to discuss the results of this study. A summary of the results of the most valid studies will be presented along with a discussion of limitations of this study. Also, suggestions for further research will be presented.

Summary

The corporate world has typically been a man's domain. Men built the existing hierarchical structures and remain predominantly in control of them. Women entering this male dominated corporate world are often naive about the environment in which they find themselves. They are not prepared to play the corporate games that men instinctively engage in.

When women try to move up within organizations, they typically experience more roadblocks than their male counterparts. Women can advance within certain limits. But, sooner or later they hit the invisible glass ceiling which prevents further advancement.

The following conclusions about the existence of the glass ceiling were presented in the previous chapter:

The glass ceiling is not simply a barrier for an individual, based on the person's inability to handle a higher-level job. Rather, the glass ceiling applies to women as a group who are kept from advancing higher because they are women (Morrison 13).

Working just as hard as our male counterparts, trying to get into the male mode, we're still stopping short where men advance. As the men push forward, unhindered by anything but their own talents, for women, there suddenly appears the oft-touted "glass ceiling." It's invisible, but inviolable (Cohen 64).

These sources described the glass ceiling in slightly different terminology.

But, the meaning is consistent. The glass ceiling prevents women from advancing within organizations where men succeed.

Comparing the statistics of men and women in the upper ranks of corporations helps prove the existence of the glass ceiling. These statistics, which can be obtained in a variety of sources, speak for themselves. Although women make up almost half of the workforce in America, the percentage of women decreases with each higher level in the corporate hierarchy. Less than two percent of top executive positions are held by women (Cascio 61).

Research and statistics of women in business confirm the existence of the glass ceiling. The hypothesis of this study is that the glass ceiling exists because of perceptions and stereotypes of gender differences. It prevents women from being accepted as equals in the male dominated business world.

The glass ceiling is a mind-set deeply embedded in management today that persistently encourages hiring, grooming, mentoring, promoting, and working only with people who are like themselves--meaning white and male, because those are the people who largely populate management today. It is rarely given voice--rather it is a complex web of subtle attitudes and prejudices. In its less malignant form, it takes the shape of relying on word-of-mouth and employee referrals to fill management and executive positions. In all cases, talented people are passed over and organizations are deprived of those capabilities and skills (Leatz 69).

Although all public organizations have to adhere to governmental equal employment opportunity guidelines, there is great leeway in how those standards are implemented and enforced. The height of the glass ceiling varies from business to business, industry to industry, and sometimes even within a company (69).

Because this web is so subtle, it is hard to prove that it exists or that a specific person has been plateaued because of it. The person who is held at a plateau by the glass ceiling experiences additional stress because the questions never go away. Is it because I don't have the right skills? Why don't I have the right skills? Is it because management is afraid I might get pregnant and take off work?... Asking yourself why all the time can make you crazy (69).

Most people who hit the glass ceiling regroup, work harder, work longer, and try to break through it a second time. They may even try a third or fourth time. But, eventually they give up. Not only will the affected employee suffer. The organization suffers as well by not taking advantage of the capabilities these people bring to the workplace (69).

Society has formed perceptions of "men's work" and "women's work." Men are expected to act like men and women are expected to act like women. Examples of this include: men are the bosses and women are the secretaries; men are doctors

and women are nurses; men are the bread-winners and women take care of the home and family.

Besides society's stereotypes, research has proven the existence of gender perceptions of behavior. Men are expected to be strong, aggressive, and in control. Women are expected to be caring, cooperative, and understanding. If a man appears logical, direct, forceful, masterful, or powerful, his value as a man is enhanced. If a woman appears logical, direct, forceful, masterful, or powerful, her value as a woman is undercut (Tannen 241). Women are perceived as less credible than men in both written and verbal communication.

There have been many research studies on gender specific behavior in the business environment. Samples of these research conclusions state:

Women, and their behavior in the corporate setting, are judged on the peerage of male standards. Positive proof of women's ability to perform is always subject to this skewed criterion and to the two-tiered measure of all women's achievements. As stated before, what a woman does is not yet separable from the fact that a woman is doing it (Easton 45).

Mounting evidence indicates that, when careers are matched, women are remarkably similar to men in their characteristics, abilities, and motives. Yet the enormous and sometimes contradictory expectations that people have of women are the result of sex role stereotypes that continue to pervade the thinking of otherwise rational individuals. Stereotype-driven perceptions have led to unrealistic expectations of executive women, and these expectations are part of the environment in which the women must work and live. This environment is qualitatively different from the environment executive men operate in, and this difference may be the crucial--and the only meaningful--difference between male and female executives (Morrison 69).

These conclusions help support the hypothesis of this study. The perceptions and stereotypes of how women are to behave put them at a disadvantage in the corporate world. It is more difficult for women to meet the expectations placed upon them because they are not perceived as possessing the favorable masculine qualities of the men in power. The feminine qualities that women are able to contribute to the corporate environment are not perceived as valuable as masculine qualities.

Society has developed and accepted gender perceptions and stereotypes pertaining to ways in which men and women should behave. These perceptions and stereotypes prevent women from being accepted as equals in the male dominated business world. This, in turn, contributes to the glass ceiling that keeps women from succeeding where men advance.

Limitations

Most of the literature on women in the workforce has been written by women. This study tried to include both male and female viewpoints. Some of the sources were written by men or by men and women together. But, the most well-known authors on this subject are women.

Women have been the primary researchers and authors about the glass ceiling. This fact may not be a limitation to some people, but research has shown that men are perceived to be more credible than women (Kenton 153). Because of

this perception, the research may not receive the attention and credibility it deserves. As a result, men may not be convinced that the glass ceiling exists or see the consequences of the invisible barrier. They see it as a woman's problem that does not affect them. The research would be more credible with additional input from men.

Suggestions For Further Research

Women have made significant progress in the workforce over the past two decades. Attitudes toward working women have changed greatly during this time. A generation ago, women were expected to stay home and raise families. Today, women are expected to contribute to the financial support of their family. Because of these changing attitudes, additional research will be needed to measure the changes in perceptions. Statistics on the status of women in business should continue to be tracked. Pay scales of women and men of comparable qualifications should be monitored over the next five to ten years to see how closely they compare.

Many male managers are not aware of the problems women face in the corporate world. The glass ceiling is often acknowledged only by the women who find themselves hitting this invisible barrier.

Management textbooks written by male authors often ignore the problems of women in the workforce. The textbook Management by male authors Wehrich and Koontz provided less than a page on the problems of women in management

and they provided no suggestions for male or female managers to understand or lessen the problems women experience.

Another male author, Cascio, only devoted two pages of his 650 page textbook Managing Human Resources to the subject of women in the workforce. The primary emphasis was on how organizations can cope with family demands placed upon women by providing flexible work schedules, paternity leaves and quality day care (72-75). He did present statistics representing the lack of opportunities for women in the higher levels of organizations. But, he did not address the problems from a management viewpoint.

Vecchio's textbook, Organizational Behavior, did cite research on gender differences in the workplace, but he did not devote any attention to the problems that women face when they try to climb the corporate ladder.

Management textbooks need to explore the different experiences of men and women managers. Education of men and women will help organizations realize the existence of the glass ceiling and the problems it causes for women. The first step in resolving any problem is recognizing that it exists.

Since women are personally affected by the limitations of the glass ceiling, they must maintain their vision of what the corporate world should be like. The prejudices and stereotypes preventing individuals from attaining their highest aspirations must be overcome.

As we begin to move through this last decade of the twentieth century, we find that the workplace is being radically altered. Companies are beginning to cast aside old-culture values, trimming the pyramid and doing away with bureaucratic structures because of the pressures of global competition and a fast-changing technology characterized by flexibility and innovation (Helgesen xviii).

In their study of corporate change, Reinventing the Corporation, John Naisbitt and Patricia Aburdene note, "Significant change occurs when there is a confluence of changing values and economic necessity" (51). As companies reinvent themselves, they need to find new structures and values. The most successful companies in the future will be those that are aggressive in their hiring, training, and promotion of women (Helgesen xx). In the words of Naisbitt and Aburdene, "Women can transform the workplace by expressing, not by giving up, their personal values" (51).

There is an old Chinese proverb: Women Hold Up Half the Sky. This means that half the work and half the thinking in the world is done by women. For the sky to be complete, both halves must work together; nothing can be truly human that excludes one half of humanity. Until recently, the half of the sky assigned to women has been the private half; the public half has been ceded to men. But as women assume positions of leadership in the public realm, they are bringing their values with them, and the ancient dichotomies--between male and female, between public and private--are dissolving (Helgesen xxi).

Women will make headway into middle and upper management as they continue to pour into the workforce throughout the 1990s. Time will be on their side. One of the most positive aspects of having men and women in managerial roles side-by-side in the twenty-first century will be what each will learn from the other.

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