WOMEN AT WORK:
CAREER CHALLENGES AND PROFESSIONAL ADVANCEMENT

UC San Diego
Women at Work: Career Challenges and Professional Advancement

University of California, San Diego
EmPac: Center for Emerging Economies and Pacific Studies
March 7, 2013
Panelists

- **Tara Agen**
  - Executive Director – Chief of Staff, Consumer PCs and Solutions, Hewlett Packard (HP)
- **Shawn Covell**
  - Vice President of Government Affairs, Qualcomm Incorporated (MAS-IA '12)
- **JJ Hwang**
  - Manager, International Innovation Initiative, UC San Diego Calit2 (MAS-IA '12)
- **Mandy O'Neill**
  - Professor of Management, George Mason University
- **Brook Partridge**
  - CEO and Founder, Vital Wave Consulting (MPIA '91)
- **Susan Snow**
  - Principal, Odyssey Strategic Advisory Services (OSAS) Incorporated

*Moderator:* Ulrike Schaede, IR/PS at UCSD
Can we have it all?

- Sheryl Sandberg, COO Facebook
  - Women have lower ambition, lack confidence, underestimate their abilities, and do not negotiate as aggressively for themselves
  - Close the ambition gap and “do not leave before you leave”

- Anne-Marie Slaughter, Princeton professor and former White House cabinet member
  - Women can’t have it all
  - Unrealistic standards set professional women (especially working mothers) up for failure
  - Live a happy life true to thyself, not the one others expect of you
On Sheryl Sandberg's new book:


Sandberg’s commencement speech at Barnard last summer:

http://barnard.edu/headlines/transcript-and-video-speech-sheryl-sandberg-chief-operating-officer-facebook

Anne-Marie Slaughter's article in the Atlantic Monthly


A short piece on how to balance life:

http://www.forbes.com/sites/joelpeterson/2013/01/22/crystal-balls-marathons-and-big-rocks-3-metaphors-for-work-life-balance/
Monitoring Masculinity: An edge for women in the workplace?

Olivia (Mandy) O’Neill, Ph.D.
George Mason University

Charles A. O’Reilly III, Ph.D.
Stanford University
Background

- Across all professions, women are disproportionately underrepresented at highest levels of leadership (Catalyst, 2012)
- People who are self-confident, assertive, and dominant ("masculine") are more likely to be seen as managers (Eagly & Karau, 2002)
- Yet masculine women are less likeable because they violate the expectation that women should be supportive, submissive, and sensitive ("feminine") (Rudman & Phelan, 2008)
- This so-called "backlash effect" does not occur in all situations (Heilman & Okimoto, 2007)
Purpose of the current research:

Identify a strategy for reducing the backlash effect and test its effect on future promotions.
Self-monitoring: A strategy for success?

- Individuals’ ability to accurately assess social situations and to project situationally appropriate responses (Snyder & Gangstead, 1986)

- Linked to job performance and advancement (Day et al., 2002; Kilduff & Day, 1994)

- May be more beneficial for women than men (Flynn & Ames, 2006; Anderson & Thacker, 1985)
Hypothesis

• 8 years following graduation. . .
Hypothesis

• 8 years following graduation. . .

• Women with “masculine” preferences who are high in self-monitoring will receive more promotions than other women and men
Empirical Study

- 132 MBAs from UC Berkeley Haas School of Business
- Enrolled in weekend assessment center
  - Interviews, surveys, oral histories, personality assessments, trained rater observations
- “Masculinity” measured as preference for assertive, aggressive workplaces
  - Relative to peers
- Surveyed career movement and life choices for 8 years post-graduation
Results
Self-monitoring matters...

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# promotions
...for women

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The effects are strongest...

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# promotions
...for masculine women
Strategies for increasing self-monitoring

- Increase situational and self awareness
  - “Know thyself” (Socrates)
  - Watch, learn, and improve (Drucker, 1999)
    - Self-reflection, feedback, active experimentation

- Engage in perspective-taking and empathy
  (Galinsky et al., 2008; Gilan et al., 2013)

- Capitalize on physiology
  - Facial feedback hypothesis (Strack, Martin, & Stepper, 1988)
  - Power poses or “fake it ‘til you make it” (Carney, Cuddy, & Yap, 2010)