

Center on Emerging and Pacific Economies

at the School of International Relations and Pacific Studies

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 Calitz (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 Schaeede, 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

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

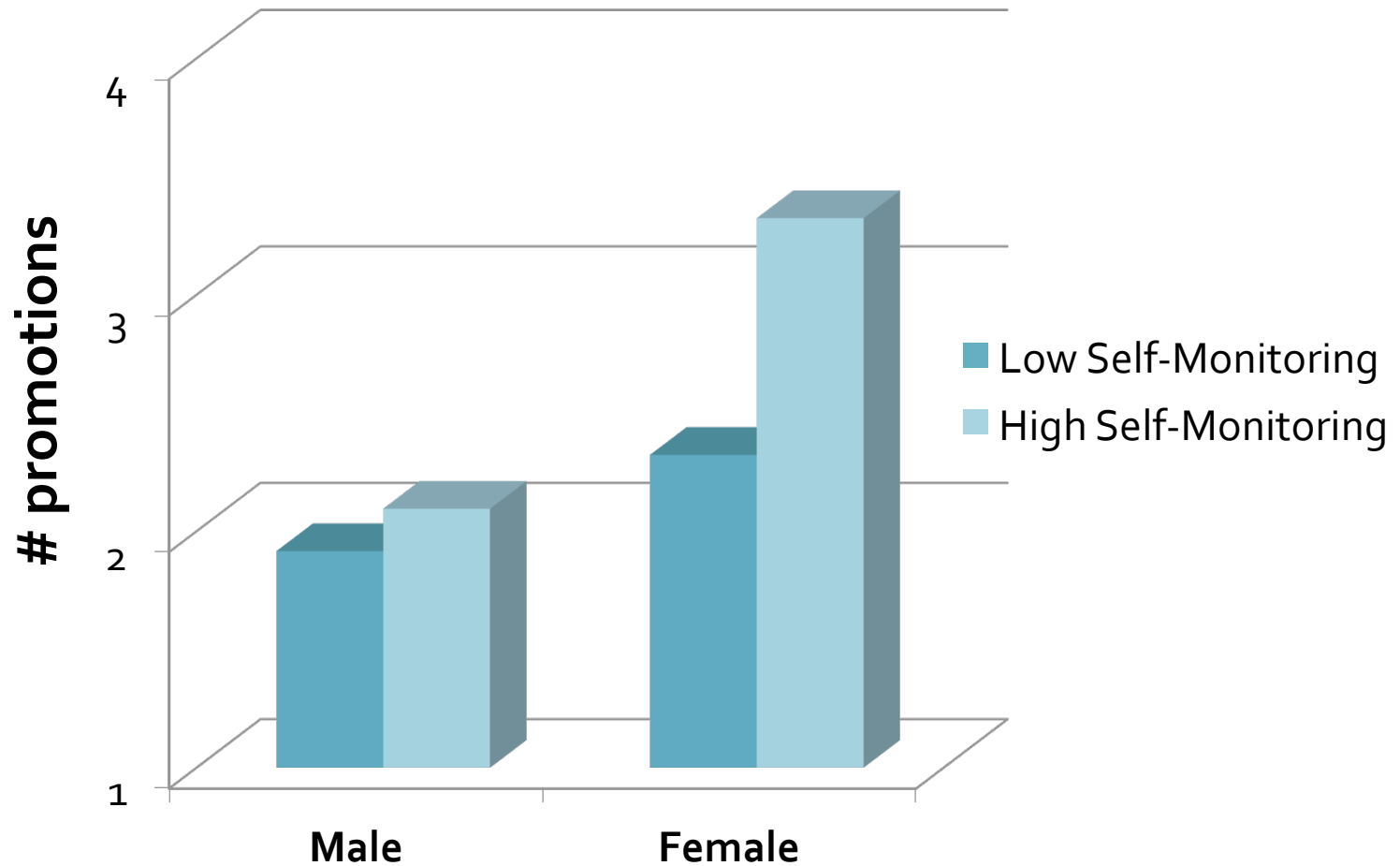
- 8 years following graduation. . .
- Women with “masculine” preferences who are high in self-monitoring will receive more promotions than other women and men

Empirical Study

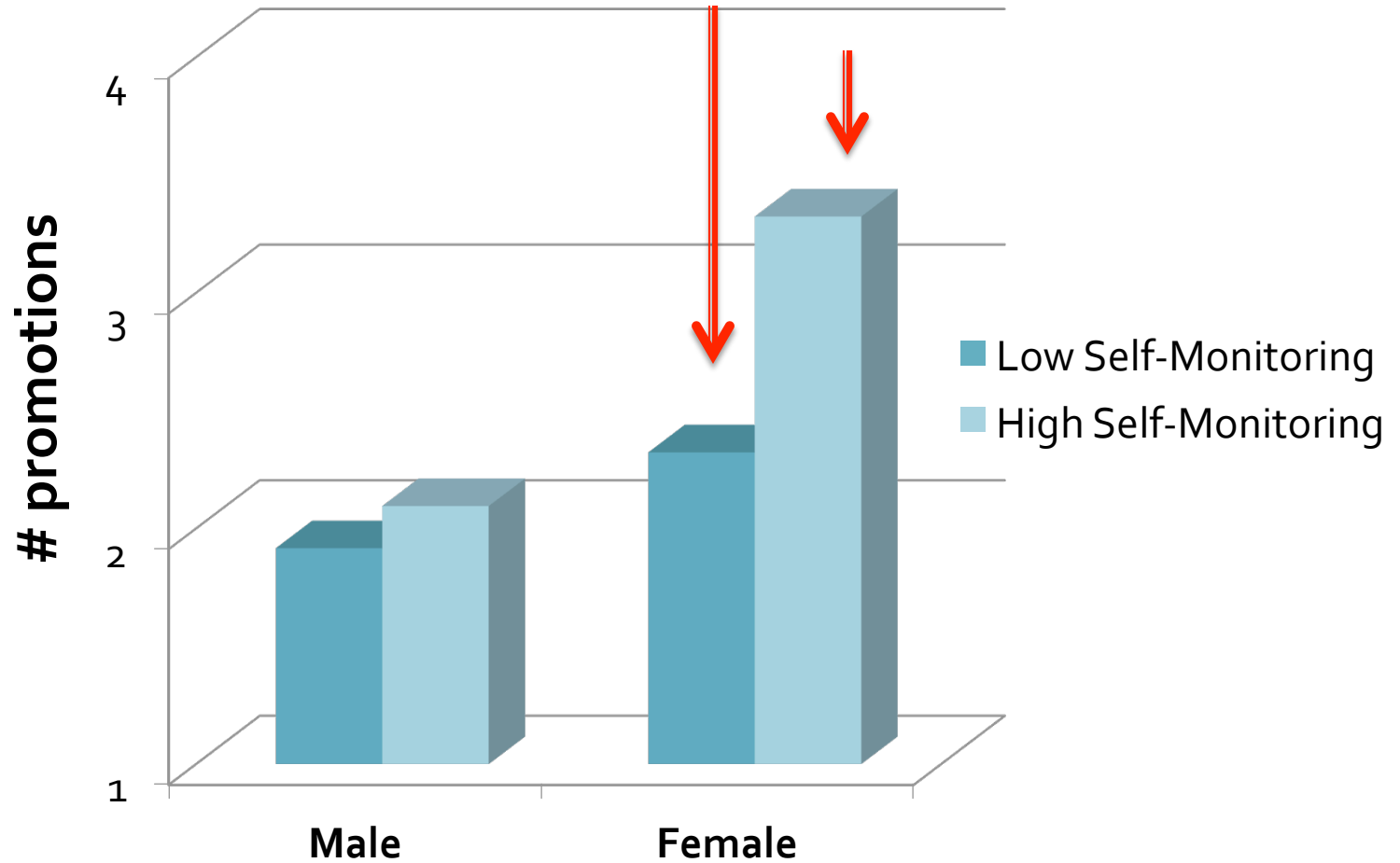
- 132 MBAs from UC Berkeley Haas School of Business
- Enrolled in weekend assessment center
 - Interviews, surveys, oral histories, personality assessments, trained rater observations
- “Masculinity” measured as preference for assertive, aggressive workplaces
 - Relative to peers
- Surveyed career movement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

Results

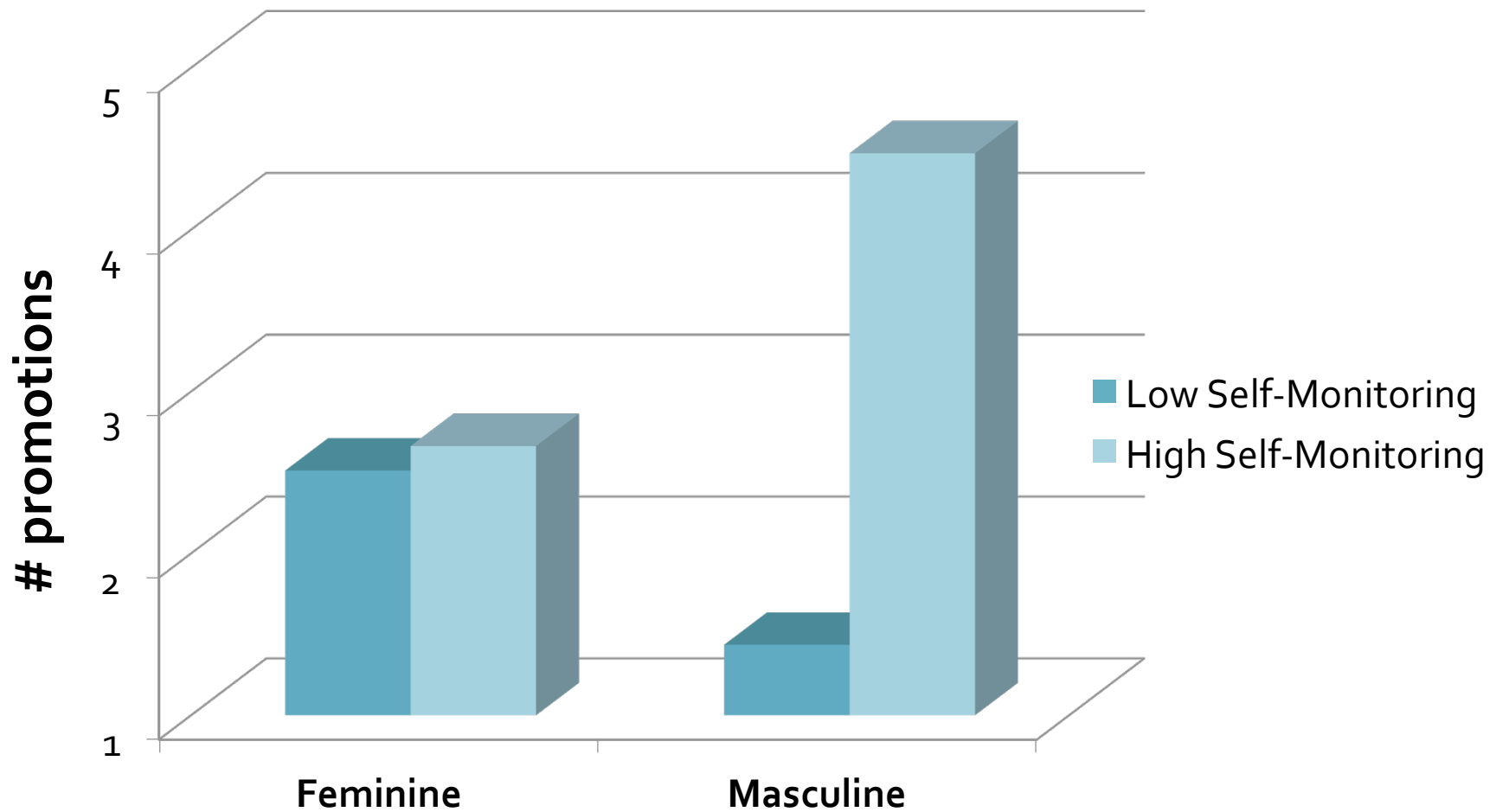
Self-monitoring matters...



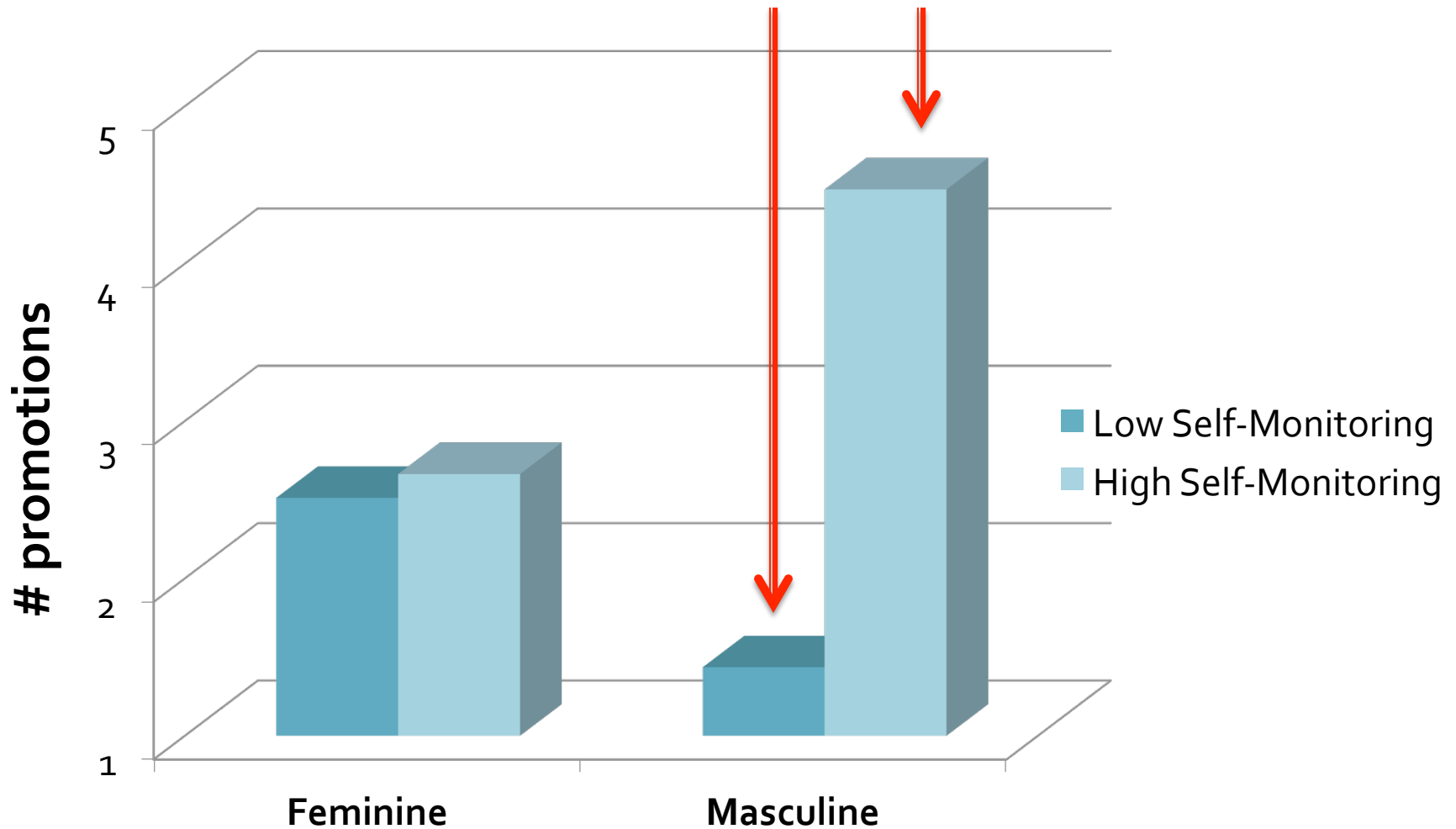
...for women



The effects are strongest...



...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)