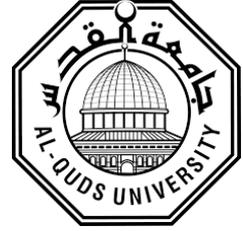


**Deanship of Graduate Studies
Al-Quds University**



**Do Women Bring Different Value to Business?
Businesswomen Leaders in the United States (2000-2016)**

Shadi Shawkat Ghattas Salameh

M.A. Thesis

Jerusalem – Palestine

2019/1440

Do Women Bring Different Value to Business?

Businesswomen Leaders in the United States (2000 – 2016)

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A thesis Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Arts in Global Studies -American
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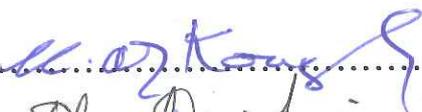
Thesis Approval

**Do Women Bring Different Value to Business?
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Master thesis submitted and accepted on 23/1/2019

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1. Head of Committee: /Dr. Sue Lanser 
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Jerusalem-Palestine

2019/1440

Declaration

I certify that this thesis submitted for the degree of Master, is a result of my own research, except where otherwise acknowledged, and that this study (or any part of the same) has not been submitted for a higher degree to any other university or institution.

Signed:

A handwritten signature in blue ink, reading "Shadi Shawkat", written over a dotted line.

Shadi Shawkat Ghattas Salameh

Date: 23/1/2019

Dedication

I dedicate this thesis to my family and friends. A special feeling of gratitude to my loving parents for their support, care and accepting the time I took from them to be able to finish my work on the thesis.

I also dedicate this work to my supervisor, Dr. Sue, whose support has been very crucial to the success of this project.

Acknowledgment

I would like to take this opportunity to thank all those who helped me to make my thesis work a success. I express my sincere and whole hearted thanks to my thesis supervisor Dr. Sue Lanser for her guidance, patience and motivation. Her continuous support and insightful comments helped me to present this work in the right perspective. Without her guidance and persistent help, this accomplishment would not have been possible.

There are no words to express my profound gratitude to my parents for their love, care and endless support. Their love has been the major spiritual support in my life. This accomplishment would not have been possible without them.

Finally, I would like to thank every individual who has been a source of encouragement and support and helped me to complete my thesis work successfully.

Abstract

My research shows that despite societal barriers such as the stereotypes of women, and the type of job women traditionally occupied, and organizational barriers, such as working hours and inflexible company policies, women who made it to leadership roles not only display an equal level of capability, but also tend to adopt a different leadership style, transformational leadership, which focuses and capitalizes on human resources (employees) to optimize the company's performance. This strategy, which my research will show that women leaders are more likely to adopt, proves to be strongly connected with the higher performance of women CEOs in terms of financial returns. If so, then an increase in women business leaders also carries the potential to change the dominant masculine stereotype of leadership in the U.S., which emphasizes masculine attributes and an authoritative approach, in favor of interpersonal skills and a more cooperative approach to leadership.

هل تجلب النساء قيمة مختلفة للأعمال؟

سيدات الاعمال القياديات في الولايات المتحدة الامريكية (2000 - 2016)

إعداد: شادي شوكت غطاس سلامة

إشراف: دكتور سو لانسر

ملخص:

تهدف هذه الدراسة إلى التعرف على معوقات وصول المرأة في الولايات المتحدة الامريكية للمناصب القيادية العليا في مجال الاعمال من خلال الإجابة على التساؤلات حول ماهية تلك المعوقات. توصلت استنتاجات الدراسة على أن هناك تحديات إجتماعية وثقافية، وقوالب نمطية حاصرت المرأة في صورة ذهنية سلبية من خلال نوع العمل التقليدي الذي اعتادت السيدات على مواظبته. اصف الى ذلك العوائق الادارية والمؤسسية من حيث ظروف العمل والسياسات الادارية لساعات العمل والعوائد المالية المتدنية التي تحصل عليها السيدات. كما اظهرت الدراسة ان السيدات اللواتي وصلن الى مراكز ادارية عليا، لم تقدم مستوى مشابه من القدرات فقط، وإنما تميل لتبني استراتيجية مختلفة عن الرجال في القيادة والتي تعتمد على المصدر البشري (اي الموظفين) وتطويرهم المهني وتحسين بيئة العمل من اجل الوصول لتحسين أداء المؤسسات. هذه الاستراتيجية التي تميل السيدات الى تبنيها، أثبتت انها مرتبطة بشكل قوي بالأداء العالي للقياديات من حيث العوائد المالية. ايضا توصلت الدراسة الى ان الزيادة في عدد القياديات النساء في مجال الاعمال سوف تعمل على تغيير الصورة النمطية للقيادة في الولايات المتحدة الامريكية، والمرتبطة بالسمات الذكورية والنهج الرسمي، لصالح المهارات الشخصية ونهج أكثر تعاوني في الادارة.

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Chapter One:

I. Introduction

The U.S. Declaration of Independence famously insists that “All men are created equal” (Jefferson, 1776). Since then, the belief that everyone has an equal opportunity to pursue his/her own dreams, succeed, and rise has been a core value of the United States. Similarly, the 14th amendment of the U.S. Constitution of 1868 stated, “No state shall make or enforce any law which shall abridge the privileges or immunities of citizens of the United States; nor shall any state deprive any person of life, liberty, or property, without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws” (U.S. Const. amend. XIV). This amendment also tells us that all citizens of the United States, men and women, must have equal treatment under the law, which again emphasizes the belief in equality. Along the same lines, the website of The U.S. Department of State clearly states, “The United States is committed to advancing gender equality and the empowerment of women ... it’s part of who we are” (U.S. Department of State, 2017). Nevertheless, the reality in the United States is not as fair as the laws suggest. Different groups in this diverse community, in terms of gender, race, ethnicity and religion, have different access to resources that limit their exposure and, therefore, their potential for success. In other words, the 14th amendment alone, was not sufficient to guarantee equal rights for women.

Over the past 100 years, advocates for gender equality in the United States have been working tirelessly for equal rights and equal opportunities, and their efforts have translated into changes that reflects higher rates of gender equality in the society in general and in the workplace in particular. Some successes have been due to historical events and others are due to the continuous efforts of feminism, a movement that aims to end discrimination that is

based on sex. During World War II, more women joined the workforce to compensate for the gap men left as they went to participate in the war. Between 1940 and 1945, the percentage of women in the U.S. workforce doubled (Ware, 2015, p. 95). Other improvements were made due to changes in public policy. Title VII of the Civil Rights Act of 1964, prohibits discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment, on the basis of race, color, religion, sex or national. This law is enforced by Equal Employment Opportunity Commission (EEOC) (U.S. Department of Labor, n.d.). Such laws empowered women to break into more areas and different job types.

New opportunities opened more pathways to women's participation and leadership. In the political arena for example, after women had obtained their right to vote in the 1920, they joined the political parties (Ware, 2015, p. 89). In 1972, Shirley Chisholm, an African American member of Congress from New York, ran for the nomination for president (Ware, 2015, p. 104). In 1991, the number of women in Congress reached 34 (U.S. House of Representatives, 2019). Since that time, women have often occupied key roles in the Cabinet; for example, Madeleine Albright, Condoleezza Rice and Hillary Clinton, have all served as Secretary of State (Ware, 2015, p. 115).

However, and despite all this progress, women have not occupied many leadership positions either in business or in politics. 2016 statistics report that women in the United States comprise 50.8% of the population, earn more academic degrees than men, and comprise 47.4% of the workforce (U.S. Census Bureau, 2016) which, from a distance, sounds fair. Studying what type of job women do, however, tells us that the highest numbers are in teaching, nursing and administrative work respectively (U.S. Department of Labor, 2015). In politics, women comprise only 20% of Congress and 25% of state legislatures (Pew Research Center, 2018b). In business, women own 36% of small businesses in the U.S. (U.S. Census

Bureau, 2016) and 21% of corporates' board seats (Catalyst, 2017), but only 6.4% of Fortune 500 companies are led by women CEOs (McGregor, 2017). All this factual data indicates that women in the United States are not fully participating in leading the country's politics and business. Among Fortune 500 companies' most important senior executives, that are usually referred to as the C-suite positions, the percentage is as low as 11.5% (Pew Research Center, 2018a).

Competition in business is very tough in today's world where international markets are open to each other. Therefore, companies' board members look for highly competent and effective leaders to lead and run businesses. But the median age of board members in the United States is 62.4 years (IRRC, 2017, p. 4), and older leaders are more likely to be influenced by gender stereotypes. A stereotype is defined as the set of beliefs about the attributes typically possessed by members of a social group (Eagly, 2005, p. 465). The stereotype of a leader in the United States is attached to a male rather than female gender role; thus "the mismatch that produces biased evaluation is between stereotypes of women and stereotypes of leaders" (Koenig, 2011, p. 617). If we assume that leadership is a masculine role, then the leader stereotype is again connected with men: "When leadership is defined in masculine terms, the leaders who emerge are disproportionately men" (Eagly, 2005, p. 463). In addition, the fact that women occupy only 12.2% of corporate boards seats (Deloitte, 2014, p. 33) makes it really hard for women to win leadership positions in business.

The statistics provided above show that in the United States, where equality is a core value of the country, women are still underrepresented in the corporate world. For women of color, who face gender and ethnicity-based discrimination along their journey, the case is even tougher, and the percentage is lower. 4% only of top corporate jobs are held by women of color (Sandberg, 2013, p. 5). Traditionally, women's sphere was centered around home and childcare. Hollywood, which affects the way people see, interpret and expect the

organization of roles in the society, has also emphasized this role for women. This traditional role has affected the way the society perceives women and put limits to what the society expect from women. Not only that, the traditional roles of women also affect how women perceive themselves and, therefore, put limits on their dreams and discourage them from pushing for different roles in the society. As a result, the types of jobs that women have traditionally performed after joining the workforce also remain centered around particular positions. Women have been mainly concentrated in service industries such as healthcare, education and leisure, followed by office support and business professionals which are the junior positions in business (Status of Women in the States, 2013). And what's common among the types of job women perform is that they are primarily reproductive - that is, they are associated with care-giving, - leaving the majority of productive work primarily to men. The type of job that women performed for decades, created a barrier for them to do something different and even to doing it differently, since the society did not expect them to perform jobs or roles other than what they had been doing traditionally. In addition to the barriers to perform jobs traditionally held by men, there has been resistance to change by women themselves and by the society as a whole. This resistance has resulted in a biased work environment that has favored a male boss over a female boss (Carroll, 2006, as cited in Ely & Rhode, 2010, p. 386). This preference then becomes a prejudgment when it comes to promoting an employee. It has sometimes also made women less willing to accept promotions. This sequence has resulted in fewer women than men holding positions at the top of organizations.

Clearly the inclusion of women in business leadership would signal equality of opportunity. However, a corporation's main goal is to make money. And here very important questions arise: Is the inclusion of women in business leadership simply a matter of reflecting

and practicing equality? Or, might the inclusion of women foster a real financial gain for businesses? These are the core questions on which my research will focus.

My research design is grounded in the assumption that the experience women have had in the workforce, the biased work environment, and in some cases the experience of women as mothers, may shape women leaders' behaviors. I speculate that women leaders tend to adopt different leadership styles and different strategies to win followers. It is possible as well that women who have experienced biased work environments tend to be more democratic leaders in order to avoid making others experience what they did. Another possibility might be that women leaders, for the purpose of overcoming resistance to their leadership, tend to adopt more democratic patterns of leadership in order to reach consensus and make followers do the job. For the purpose of overcoming resistance, and perhaps also because of traditional associations of women with reproductive labor, a woman leader may invest more in employees and their interests so that they feel connected to their leader and want to work for her. Such behavior that focuses on individuals to get the job done in the organization is called the transformational leadership style (Bass & Riggio, 2006, as cited in Hill, 2016). Such a style could improve the work environment for employees, which could also have a direct impact on their performance and, eventually, on the organization's financial success. I speculate that in the contemporary business environment, where employees are exposed to a wider body of knowledge, and when the current generation is exposed to democracy more than ever before, employees can probably perform better under a transformational leadership style. These questions did not have a firm answer in the literature, and I will be exploring them in my research.

On the other hand, it's also possible that the biased treatment of women and the stereotype of the (male) leader could make women really tough at the top to prove they can do the job as well as men. Such a strategy, however, could compromise their likability, and

thus their followers' willingness to follow. I speculate that when women leaders adopt a masculine style, their job may be even harder. And the probability of bringing any additional gain to organizations becomes less likely to happen.

These questions also have relevance for the situation of women as business leaders in Palestine. As in the United States, women do make almost 50% of the population in Palestine. They earn degrees in equal numbers to men. However, the percentage of women in paid labor in general, and of women in leadership positions in particular, is very low. Gender stereotypes, and the roles women fill traditionally, are still blocking women both from joining the workforce, on the one hand, and from breaking into managerial roles, on the other, especially in more conservative cities and communities. Moreover, once women join the workforce, there are several organizational and social barriers that block women from advancing their careers in Palestine as in the United States.

Chapter Two:

II. Research Objectives and Methodology

A report released in January 2015 by McKinsey, a global management consulting firm that consults to major corporations, found that gender-diverse companies are 15 percent more likely to outperform companies lacking gender balance (McKinsey, 2015). Similarly, other research demonstrating that gender diversity helps business perform better signals that self-interest and common interest can come together (UN Women, 2011, p. 3). Researchers at Columbia Business School and the University of Maryland, comparing the S&P 1500 companies' performance with each other over 15 years, shows a gender dividend of over 1.6 percent, representing \$35 million on average (Deloitte, 2011, p. 11). While these reports measured gender diversity in the company and not leadership alone, they indicate clearly that women are adding value. If women can do add a value within the organization, can they do it at the top? "Gender diversity among leadership unleashes the collective genius of the organization. It leverages a broader perspective, which helps you to better understand your potential market, weed out bad ideas and develop new, innovative ideas," said Tacy Byham, the CEO of the leadership training institute DDI (Huhman, 2017). The attributes of a leader are different from those from of a normal productive employee in the company, since leadership includes managing people, setting a vision, determining objectives, and developing strategy. Can women excel in those areas? If so, how different are women leaders? Is there a common pattern in women's leadership style? If yes, under what category does women's leadership style fall? Is the way women lead making a difference? Do they lead in a way that adds value to organizations? Is the value women add translated in revenues

or is it only translated in a positive working environment? Can women bear the challenges and toughness of leadership? This research will show that women are capable of leading corporations and will investigate the style that women leaders tends to adopt. This research will also show that the transformational leadership style that invests in employees and keeps the boss-employee relationship an engaging one has proved to be very effective, both in terms of working environment and in companies' returns. Then, the research will show the connection between women's leadership style and transformational leadership.

The objective of this research is to show how the traditional role of American women in the society as well as the patriarchal system in the late 19th and early 20th century, limited women's experiences in the corporate culture in general, and in leadership positions in particular. It will then show how and why women leaders' behaviors are different to overcome traditional societal roles and what factors have helped women leaders to succeed in business. Moreover, this research will also show the impact women leaders have on organizations in terms of working environment and financial return. And will provide the ground for a confident answer on whether women are making a difference in the corporate world. On top of that, the research will also show how women can climb the corporate ladder to attain leadership roles.

My research and conclusions are based on two type of data: secondary and primary resources. The secondary resources are the existing studies that have addressed U.S. women's employment in paid labor, women's employment in business, women's leadership in business and women's leadership style produced between the years 2000 and 2016. This includes analyzing the data and synthesize main patterns and findings. The secondary data also includes statistics obtained from the U.S. Census Bureau, the U.S. Department of Labor, the Pew Research Center, and Catalyst. The primary resources are biographies and interviews of successful women corporate leaders. I have analyzed the biographies to examine the key

events in women's journeys to business leadership positions. I also include interview material with existing or former women leaders/ CEOs, some of which were conducted by me and some of which were conducted by others. I then integrated all this data to explain and analyze the barriers to women's leadership, the paths to success and the factors that enabled women to reach the top of corporate hierarchies, the potential gender differences in leadership styles as well as the benefits of those leadership styles to businesses. My research will conclude that having women leading companies is very effective in terms of financial returns and employees' loyalty as well as to the overall business environment in the United States.

I have also interviewed some Palestinian women and surveyed Palestinian data in order to see what differences and similarities might obtain between U.S. and Palestinian women's experiences to be able to consider the implications of the American experience for Palestinian women's business leadership.

Chapter Three:

III. Literature Review

Woloch (2002) provides a comprehensive history of women in paid labor in the United States between 1900 and 1980. She shows what roles were occupied by women, what kind of work was acceptable for women to do and how they progressed from one decade to another. Woloch (2002), Ware (2013) as well as Colby (2015) tell us how historical events, such as World War II, and changes in public policy, such as the Equal Pay Act of 1963 and the Civil Rights Act of 1964, affected women's employment in the United States until the 1980s, when women started to be accepted in the workplace in almost all fields.

Considering the most recent status of women in the workforce, Koenig (2011) and Sandberg (2013) illustrate that traditional gender stereotypes are still the first barrier that women in the United States face in attaining leadership positions. In other words, the traditional gender stereotypes that picture a woman as a weak, emotional and less competent are the biggest component of what has been called the glass ceiling - the non-physical barrier that prevents women from reaching leadership roles. Eagly (2005) argued that leadership is not considered to be a gender role for women, since women's roles are always seen as sympathetic, a quality which is not seen to have room at the top of organizations. On top of that, it was found that many people favor those traditional gender roles and do not like to see them changing. There are two possible consequences to these findings; first, board members won't offer an equal opportunity to women, and the other is that followers won't accept a woman leader because they favor and are used to the traditional image. This is what Sandberg, Chief Operating Officer at Facebook, also calls the "stereotype threat," because the traditional image that is stuck in the mind shapes people's decisions and judgments in the

present. In Eagly (2007), the threat of traditional stereotypes is emphasized again. Moreover, Ely & Rhode (2010) also explain how traditional stereotypes result in double standards and double binds in the exercise of authority for women. Research released by Catalyst in 2007, as cited in Ely & Rhode (2010), also concluded that a fundamental challenge to women's leadership arises from the mismatch between the qualities traditionally associated with leaders, such as assertiveness, authoritativeness, and dominant behaviors, and those traditionally associated with women.

In Wellington & Gerkovich, (2003), a survey covering 705 women at the vice president level and above in Fortune 1,000 corporations, found that 72% agreed or strongly agreed that "stereotypes about women's roles and abilities" are a barrier to women's advancement to the highest levels of leadership in an organization. On top of that, Carroll's research (2006 as cited in Ely & Rhode, 2010) showed that Americans tend to prefer a male rather a female boss, and indeed women had an even stronger preference than men for a male boss. This data shows that a lot of work needs to be done within the American community to accept women leaders and, more extensively, to change the traditional stereotypes that are stuck at the mind and produce prejudices and replace these stereotypes with modernized and diverse images from the American community that will create higher rates of equality when it comes to gender and leadership.

In continuing to explore the barriers that women leaders face, the literature suggests that there are leadership qualities at which women are less successful. Winning followers and gaining their trust for example, is a key function of a leader. Eagly (2005) found that women leaders face more challenges in communicating values to employees. The ground of this claim is that when communicating the objectives of the organization, followers tend to follow more smoothly if they believe the objectives benefit the organizations. In the process of communicating objectives to employees, comes the process of persuasion and negotiation.

Meaning, the leader must persuade his/ her employees and negotiate the company's objectives with them. In this process of communicating objectives, comes the difference between women and men leaders, and this is when women leaders are perceived as less successful than men. As a result, according to Eagly (2005), men leaders get better support from followers than women leaders. On a different note, Eagly (2005) research also found that women tend less to break the rules and are less accepting of unethical business practices than are men. Speaking about the disadvantages of women leaders, Appelbaum (2013a) found that women are perceived as less successful than men when it comes to articulating a vision for the organization.

Stereotypical perceptions do not only affect how men, the corporation and the employees see women; they also affect how women look at themselves. Sandberg (2013) touched on this factor of confidence in oneself that limits women from achieving leadership roles, and she called this the internal barrier. Internal barriers also include women's decision of leaving the workforce. Sandberg maintains that women need to take responsibility for their own growth and advancement. She puts more emphasis on the internal than the external. From her point of view, once women get rid of the internal barriers, they can then work on the external barriers. As more women become leaders in organizations, they will break the institutional barriers for other women. Moreover, they will change policies related to women and, therefore, make a better work environment. Appelbaum (2013a) confirmed women's perception to themselves as well; her research found that women don't tend to perceive themselves as leaders.

However, in analyzing the difference in leadership styles between genders, Eagly (2005) and Appelbaum (2013b) agree that women leaders tend to adopt different leadership styles from those of men. Women tend to be transformational leaders, adopting the leadership style that focuses on employees and investing in them and their relationship to the company.

Leaders that adopts transformational leadership are marked by developing and mentoring followers and attending to their individual needs. Men tend to be transactional rather than transformational leaders, adopting the style that focuses on supervision, organization, and performance. Both Eagly (2005) and Appelbaum (2013b) also reported that women do rate themselves as transformational leaders too. Eagly (2005) indicated that women leaders are more likely than male leaders to adopt a democratic and participative style, and less likely to adopt an autocratic and directive style. Bass & Riggio's (2006) research, as well as Appelbaum (2002), also found that women tend to adopt a transformational leadership style, which motivates followers through charisma, intellectual stimulation, and consideration of the individual. Both Eagly (2005) and Koenig (2011) point out that the contemporary business environment requires transformational leadership as well as a democratic environment. The current generation of managerial experts has therefore placed more emphasis on democratic relationships, participatory decision-making, delegation, and team-based leadership. This brings our attention to the connection between the leadership styles that women leaders tend to adopt, and the effective management style for the contemporary business environment. Moreover, if we examine how women leaders react to and manage crisis, we find that women are better than men at those times as reported in Kalette (2010).

In terms of financial returns, some studies have concluded that companies managed by women leaders/CEOs have reported better revenues. A report released by Catalyst in (2007) showed that companies with more women on their board of directors achieve 66% more returns on invested capital. Consistent with this report, Fairchild 2014 reported that Fortune 1000 companies led by women CEOs are making triple the average in terms of revenue.

The bias in employees' evaluation may be a factor in women's difficulties in obtaining and succeeding in leadership roles. To avoid the bias that women experience, and

for the purpose of improving the number of women in business leadership, Sandberg (2013) and Eagly (2007) pointed out that companies need to reduce subjectivity in evaluating the performance of employees in general and in evaluating the performance of women in particular. Another barrier is the social capital, which is the informal networking that usually happens outside business hours. Eagly (2007) points out that women have less access to social capital, which allows senior people in organizations to build different relationships, increase trust and exchange ideas. On the long run in the organizations, those who have access to social capital are more likely to be promoted to senior positions because of the relationships they developed informally and the information they possess. On a different note, Sandberg emphasized that more male managers need to start sponsoring and mentoring women colleagues and give them equal chances within the organization. With regards to taking responsibility about her own advancement, Sandberg advised women to negotiate with their employers and partners to reach a fair deal when it comes to accepting or asking for leadership roles. Similarly, in her (2016) book, *Earning It*, Lublin also emphasized that success is not given to women but is earned by women's hard work and by pushing hard for their career goals.

According to a study released by McKinsey & Company, a change in behavior and mindset is the path to getting more women into positions of leadership. Their research concluded that both women and men need to put comparable effort into accepting women as leaders. It also suggested that leaders of organizations have to start this change in mindset within their communities. Leaders are influential; if they change their perception about women's capabilities and possible roles, they will affect others within the organizations. Suggestions also included adopting flexible working hours that might add pressure on working mothers who have other responsibilities towards their families and children (Devillard, 2017). Koenig (2011) and (Sandberg 2013) also agreed that the presence of

women in leadership positions will not only ease the way for other women to advance their careers, but will also change the stereotypes. Once more women are in power, they can make changes that help other women to attain leadership roles.

In light of this literature, my research will show the connection between transformational leadership style that women leaders tend to adopt and the effectiveness of leading businesses in the contemporary environment. Then, an increase in women business leaders also carries the potential to change the dominant masculine stereotype of leadership in the U.S., which emphasizes muscular attributes and an authoritative approach, in favor of interpersonal skills and a more cooperative approach to leadership. On top of this, my research will show that women CEOs are bringing financial successes to the businesses they are leading.

The data for women in Palestine shows a similar pattern in terms of the barriers to leadership roles. However, the number of women leaders is much lower compared to the number of women leaders in the United States. Women who make 49.2% of the population in Palestine, make only 19.4% of the workforce (PCBS, 2015a). These two figures alone indicate that there are barriers to women entering the workforce in the first place. As for women in leadership positions, only 12% of the Cabinet Council in the Seventeenth Palestinian Government were women (PCBS, 2015a). Only 15.6% of judges in the judiciary were women, whereas 84.4% were men. Moreover, women accounted only for 5.1% of ambassadors compared to 94.9% male ambassadors (PCBS, 2015b). I was unable to find data that show the numbers or percentage of women leaders in business in Palestine, although few businesses are led by women. However, the percentage of women in the workforce, as well as the percentage of women leaders in the public sector, could serve as indicators to the percentage of women in leadership positions in business.

In an interview with Mrs. Raheb in 2014 (Raheb, 2014), she pointed out that gender stereotypes are the first barrier to women attaining leadership positions in Palestine. In 2015, Sawafta showed how sexual harassment is a major barrier to women in the workplace in general and in leadership positions, where women are fewer.

On the other side of the story, the Palestinian Labor Law supports women. Labor law forbids discrimination in the workplace based on gender. It also forbids employing women in jobs that involve risk or require a high level of physical activities. Labor law, in contrast to that in the United States, requires employers to offer 70 days of paid maternity leave and one additional hour of paid leave each day for 18 months after the maternity, for the purpose of taking care of the baby (Palestinian Ministry of Labor, 2000). Such laws, which are favorable for women, make them less worried about their job when they decide to have a baby. However, no data were available that address women's leadership styles in Palestine.

Chapter Four:

IV. Women in the American Workplace: Historical Perspectives

Highlighting the history of women in the United States, as well as the key milestones in women's journey to equality, provides better understanding of the reasons that women still lag behind in several fields in general and in leadership roles in business in particular. As early as 1776, women were taking part in businesses in the United States, mainly in printing and trade. The U.S. Declaration of Independence itself was printed by a woman, Mary Goddard, who was working first with her brother and then continued to run the printing business on her own (Bird, 1976, p. 19 & 27). Goddard offered several opportunities for women to work with her. But Goddard was not alone. Several women, such as Elizabeth Timothy, were also involved in their family businesses (Bird, 1976, p. 28). In that era, women who worked were only working in family businesses: that was the excuse for their acting nontraditionally by working outside home. However, all were unmarried, widows or childless (Bird, 1976, p. 27 & 29). In the following paragraphs, we will see that most white women working in business and professions continued to be single women till the beginning of the 20th century.

At the end of the 19th century, the status of women in business was not far from their status at the end of the 18th century. Women were still being assigned jobs and told what to do by men, and few women were taking charge. That was usually the case in family businesses where the woman continued the work of either her father or her husband (Bird, 1976, p. 58). If this is telling us something, then it's female dependency on men. Even when the first ladies' magazine – *Ladies* - was founded, it was men who helped in circulating it

(Bird, 1976, p. 63). While this magazine that published authentic material from the American society aimed to send a message that women's sphere was not inferior to men's sphere, men who helped circulating it were concerned primarily about the money they could make out of it (Bird, 1976, p. 63). But what is important here, is that by this era, women could run this magazine, as a business and as a message.

The 1920s brought many changes, development and prosperity to the United States on many levels, societal, education, economic and technological. This was the decade when the IBM corporation was founded, when the first commercially licensed radio broadcast was heard, bringing the world closer to home, when many people started to own cars, when education became a lot more important than before and when the Nineteenth Amendment to the U.S. Constitution was passed giving women the right to vote (Silverstein, 2004). But until the 1920s, women's sphere was mainly centered on the house, childcare and household chores (Ware, 2015, p. 22). Unfortunately, these images and the connected idea about the role of a certain sex in the society, existed during the same time when women were advancing in education. The number of women with doctoral degrees reached 15.1% in 1920, and 15.4% in 1930 (Woloch, 2002, p. 266). Note that although men and women were educated together at this time, they were directed to take different paths after graduation (Woloch, 2002, p. 282). And that direction is what kept women's sphere unchanged. This takes us to Johnson's argument in his book *The Gender Knot*, about gender roles: "It's about the primary importance of husband's career and the secondary status of a wife's, about child care as a priority in women's lives. It's about the social acceptability of anger, rage, and toughness in men but not in women, and of caring, tenderness, and vulnerability in women but not in men" (Johnson, 1997, p. 85). Movies, which affected the way people think and act, also reflected the very same image of women and directed them to focus on marriage and household life (Woloch, 2002, p. 283). That's why most working women in the 1920s were

unmarried, and women in general exited the workforce at marriage (Goldin, 2006, p. 4). These gender roles became the typical images that people connect with each sex, and these images became, in turn, the basis for people's judgements and produced gender stereotypes. Later, as I'm going to explain in the next chapter, these gender roles became by themselves a barrier to women's career advancement in their professional life.

While a little change took place concerning women in the 1920s, women were striving for economic independence, combining marriage and career in support of the Equal Right Amendment (ERA), the more significant changes of the 1930s and 1940s were shaped by depression and war. In 1929, at the time of the Great Depression, many men were laid off from their jobs, and more women joined the workforce to bring income to the family. Women were paid less than men, and that was a reason why they could find a job. Moreover, the type of jobs women did were also in a low paying category and included administrative, clinical, teaching and retail jobs (Ware, 2015, p. 91). In the 1930s, married women's participation in the workforce increased by 15.5% (Goldin, 2006, p. 5). While we might think this was progress, it was not. First, the reason women were accepted to join the workforce in different roles and positions was mainly because the country needed more human resources and women were there to fulfil the need of the country. Therefore, this does not reflect any change in the society's beliefs about women and their capabilities (Woloch, 2002, p. 306). Second, women accepted lower pay, and that is also a reason why they are still getting less pay. Moreover, several companies and organizations were segregating the sexes in the workplace, which women found insulting (Woloch, 2002, p. 306). In contrast of the 1920s, however, the media in the 1930s showed women in more assertive roles (Woloch, 2002, p. 319). But given it was the Great Depression, the main focus was on family support and income with little to no attention for individualism (Woloch, 2002, p. 302), therefore, feminism was not very strong.

Between 1900s and the 1930s, the perception that women are communicative and empathetic shaped the type of job they did. Therefore, women mainly held jobs in personnel management and public relations, which were lower than managerial jobs in status (Sparks, 2017, p. 93). The gender stereotype influenced expectations, and therefore, influenced what job a woman was offered to do. Moreover, business positions give source of status to individuals in the society. Being in a senior position means being of a higher status and influence, and this is was another reason why, until 1930s, men did not accept offering women different kind of jobs (Sparks, 2017, p. 93). As far as women's leadership style is concerned, women's management style in the 1930s was concerned about employee satisfaction, a friendly working environment as well as rewarding employee's loyalty (Sparks, 2017, p. 94). Examples from women business leaders at that time show that women were managing their employees in a way that made them feel valued by the company (Sparks, 2017, p. 101). Women leaders did not do this to prove they are "caring" but to enhance productivity and efficiency.

During World War II (1939 – 1945), the country again needed the womanpower in the workforce, and women joined several industries, including the war industry, to fill the gap men left in the professional jobs on one hand, and to compensate the need gap in the workforce on another. During that time, women had the chance to occupy jobs that were previously restricted to men, which were also higher in salaries (Ware, 2015, p. 95 – 97). However, the increase in women's wages at that time which was not higher than what men earned, did not lift their status in the society (Woloch, 2002, p. 333). Although after the war women were accused of taking men's jobs, as well as being asked to return to their homes, the fact that they did occupy men jobs during the war showed that they had the capability. Although women did the job successfully when their country needed them, the traditional image of what a woman can do did not change yet (Woloch, 2002, p. 323). For example, in

1945, the head of the National Association of Manufacturers proclaimed, “Too many women should not stay in the labor force. The home is the basic American institution” (Woloch, 2002, p. 328). Suzanne LaFollette, a feminist, had written in 1926 describing women’s achievement by entering the labor force from factories to shops, schools and professions: “Invading every field that had been held the special province of men ... this is the great unconscious and unrecognized women’s movement” (Woloch, 2002, p. 262). In other words, occupying a job is by itself an advocacy for women’s capabilities and rights although it was temporary back then when the change was made only to meet the country’s economic need.

In the 1950s, the period that that was labeled as the “baby boom”, due to girls getting married at an early age which raised the number of births as well as economic prosperity in the postwar period, more women joined the workforce because by then families were bigger and needed higher income (Ware, 2015, p. 101). The 1950s did not carry much change for women. This period had an overt agenda, the return to domesticity, and a hidden one, a massive movement to the labor market (Woloch, 2002, p. 342). By 1960, one-third of women had a job outside the home, either part-time or full-time (Ware, 2015, p. 101). And two-thirds of new employees were women including married women (Woloch, 2002, p. 349). The type of jobs women performed, however, did not change yet (Woloch, 2002, p. 350).

Early in the 1960s President John F. Kennedy created the President’s Commission on the Status of Women (Woloch, 2002, p. 353). It’s also when President Kennedy introduced an Affirmative Action mandate as a specific policy to eliminate discrimination in education and employment (U.S. Legal, 2016). The Affirmative Action Executive Order adopted by the government and later by education institutions and many businesses, eased women’s entry to several fields. In 1963, president Kennedy signed the Equal Pay Act into law, which made illegal discrimination in wages between men and women performing the same job with the same effort at the same organization. (Colby, 2015, p. 37). In 1963, the President’s

Commission on the Status of Women issued a report calling for more equity in the workplace (Ware, 2015, p. 103). The Civil Rights Act of 1964 which outlawed racial discrimination, also included a provision to prohibit discrimination based on sex (Colby, 2015, p. 37). In the 1960s as well, second wave feminism – which was mainly called second wave considering that women’s suffrage was the first wave of feminism – started to gain momentum, especially that civil rights movements were very active during that period (Ware, 2015, p. 103). In 1965, loosening of immigration policy resulted in more women joining the workforce. Immigrants mainly come to the U.S. for economic reasons, so immigrants from both genders joined the workforce (Woloch, 2002, p. 403). In 1967, a Presidential executive Order prohibited bias against women in hiring by federal government contractors (WIC, 1995). The adoption during the 1960s and 1970s of several laws by the U.S. government addressing inequality, put pressure by the government on companies to hire more women which, in response, sometimes hired women simply from fear of losing government business (Woloch, 2002, p. 374). These laws protecting women’s rights encouraged women not only to join the workforce, but also to join different fields and industries. From the 1960s onward, more women entered business fields every year (Percheski, 2008, p. 500). This was also a time when more women were receiving higher education, which means that more women were qualified and ready to take positions in business. These laws were also seen as tools enabling women to file complaints about any company that did not comply with these anti-discrimination laws, and companies aligned their practices with the newly adopted laws to maintain their business status with the government and avoid any legal complaints that might affect their business. However, although these laws prohibited overt sex-based discrimination they did not completely eliminate discrimination against women, as I will discuss in subsequent chapters. By the 1960s, women’s career path as managers started to be more accepted. Yet positions held by women were mainly limited to specific functions such as

purchasing, personnel and public relations, which limited their potential growth to higher positions that require experiences in other fields such as financial management (Sparks, 2017, p.93). In the mid-1960s, women held only 4% of professional or managerial positions in fields historically occupied by men (Percheski, 2008, p. 502). Concerning women's management style in the 1960s, the example of Margaret Rudkin, a women business leader at that time, suggests that employees' needs and employees' loyalty were at the heart of her management style, and that made her company union-free since employees felt they were heard and their needs addressed, so there was no need for the work of a labor union (Sparks, 2017, p.132).

In the 1970s, several federal policies and Labor Department guidelines helped further to legitimize women's rights in the workplace and prohibit discrimination based on sex. In 1970, for example, the Labor Department issued a directive that aimed to prohibit sex discrimination in hiring (Woloch, 2002, p. 374). In 1972, the Equal Rights Amendment, which was first drafted in 1923, was passed by Congress and sent to the states for ratification. Nevertheless, only 35 States ratified the Equal Rights Amendment, stopping it from becoming a law (Colby, 2015, p. 38). However, it still empowered women to break into more areas (Ware, 2015, p. 104 – 105). General Motors, for example, since it did business with the government, made sure that its policies were compliant with the new legislation. Therefore, General Motors Institute, an experiential learning-based institute that offers bachelor's and master's degrees in science, technology, engineering and mathematics, enrolled 27 female students in 1972 where before that GMI graduated one female only (Colby, 2015, p. 38 - 39). The ERA, although not ratified, symbolized the impact of feminism (Woloch, 2002, p. 374). In 1972, the Education Amendment, referred to as Title IX, was passed. This amendment stated that “no person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any

education program or activity receiving federal financial assistance.” Due to Title IX, universities recruited and enrolled larger numbers of women (Colby, 2015, p. 38). This was also the time of a great shift in the subjects that women studied, with more women enrolling in business and law schools (Goldin, 2006, p. 10). Moreover, by 1975, the number of women enrolling for master’s degrees grew (Woloch, 2002, p. 376). By the mid-1970s, women’s employment had changed, as the number of women who worked or sought work rose 47%. Also, in the 1970s, as the new women’s movement gained momentum, changes also reached the prestigious professions such as medicine, where the percentage of women increased from 9% to 22%, and law, where the percentage increased from 4% to 14% (Woloch, 2002, p. 377). Back then, public opinion polls supported these efforts of strengthening the status of women in the society. In 1978, the Pregnancy Discrimination Act prohibited discrimination against workers based on pregnancy, childbirth, or related medical conditions (Percheski, 2008, p. 499).

By the 1980s, and despite the inequalities in the wages, women were much more fully accepted in the workforce, and many women felt that complete equality would eventually take place (Colby, 2015, p. 36). By this time, women were the majority in several jobs that were traditionally held by men, such as real-estate agents and bill collectors, and almost half of bus drivers (Woloch, 2002, p. 393). By the 1980s, women who graduated in business in the 1970s are now experienced and can take better jobs in business. But in business careers, the set of barriers to advancement known as the “glass ceiling”, blocked the progress of women to top corporate jobs. For example, 30% of personnel managers in the mid-1980s were women (Woloch, 2002, p. 397), but this type of job does not lead to higher positions in business. Thus, this is the time when women in business started to feel the gender gap in most senior jobs, and when women wanted to hold senior jobs in business and started competing with their male counterparts for these senior roles. Felice Schwartz, president of a research

group focused on women in business, wrote to the *Harvard Business Review* in 1989 advising employers to revisit their policies such as work schedules, and to eliminate the barriers to women's advancement (Woloch, 2002, p. 397). Employers, on the other hand, felt they were gaining an advantage in employees' productivity by having both men and women competing for high jobs in business (Woloch, 2002, p. 398). From her side, Olive Beech, who was in charge of Beech Aircraft in the 1980s, introduced a program that promoted equal opportunities for career advancement within the company for both genders (Sparks, 2017, p.121). Although this was just one example, it shows that attention to women in higher positions in the 1980s was growing. By late 1980s, the percentage of women in the workforce was 42% (U.S. Department of Education, 2004, p. 93), and the percentage of women pursuing higher education was 45% (U.S. Department of Education, 1997, p. 19).

By the 1990s, the law in the U.S. was in favor of women's employment and rights (Woloch, 2002, p. 413). And by this time, 58% of adult women were in the workforce (Woloch, 2002, p. 393). By 1992, 10% of the American companies adopted flexible working hours to attend the needs of working employees with families (Woloch, 2002, p. 398). Although these policies were offered to men and women equally, women who aspired senior positions were the ones who had to deal with the balance between the demands of work, family responsibilities and their aspiration to management positions. And alongside these changes, the percentage of women pursuing higher education rose to 55% in the mid-1990s (U.S. Department of Education, 1997, p. 19). Describing this era, Ware wrote, "Despite the nostalgia for the model of male breadwinner and female housewife, at the end of the twentieth century this pattern applied to a tiny minority of families. In most two-parent households both adults worked" (Ware, 2015, p. 112). However, the traditional stereotype of women did not completely disappear.

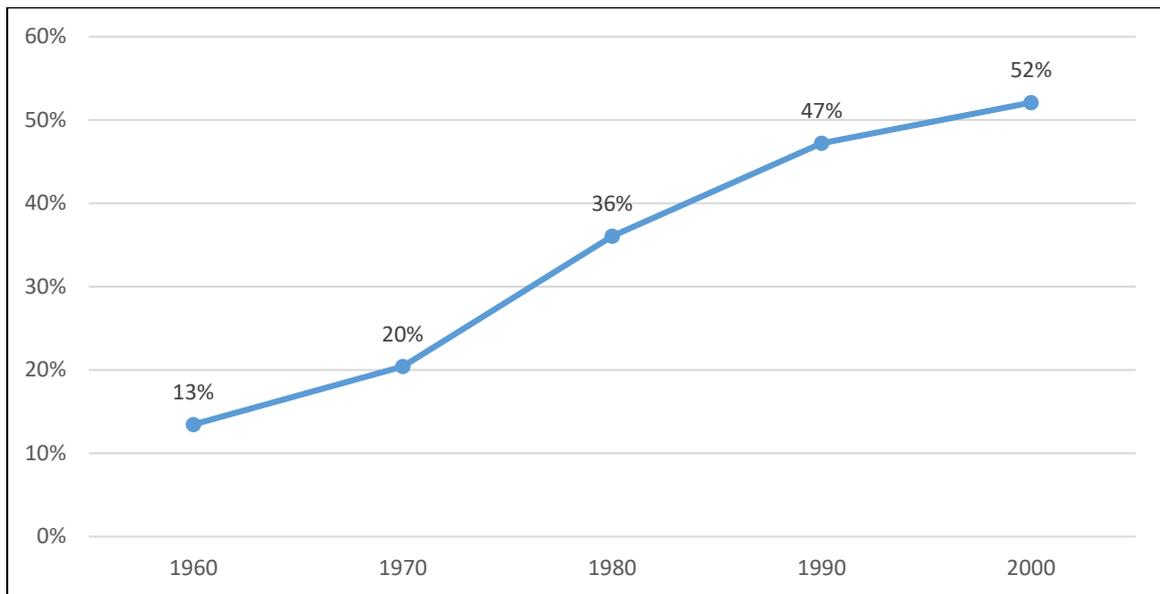


Figure 1. Percentage of women’s share employment in business professions including financial services, accounting, real estate sales and insurance: 1960 – 2000. Amalgamation of data drawn from *A Visual History of Gender and Employment*. Galka, 2015.

By 2000, women had accomplished a lot in terms of education, employment and the type of job they could pursue. In education, the percentage of bachelor’s degrees earned by women went from 24% in 1949 to 57% in 2000, and the percentage of master’s degrees earned by women went from 29% in 1949 to 58% in 2000 (U.S. Department of Education, 2017). In terms of employment by 2000, 82% of women with a bachelor’s degree or higher were employed full time (U.S. Department of Education, 2004, p. 93). Exploring the type of job women did, which determines their career path, we find that women by 2000 were active in almost every field but with big differences from one occupation to another, and women were still concentrated in particular occupations and industries. For examples, 97% of secretarial or clerical work was held by women in 1960. In 2000, this percentage went down only to 96% (Galka, 2015). In medicine, the percentage of women doctors and dentists was

7% in 1960, 19% in 1990 and 27% in 2000 (Galka, 2015). In business, the percentage of women went up from 13% in 1960, to 36% in 1980, to 52% in 2000 (Galka, 2015). Women who are managers (in all industries not only business), went up from 15% in 1960 to 37% in 2000 (U.S. Census Bureau, 2009, p. 11). In terms of earning, the wage gap between men and women doing the same job became smaller but women remained earning less in 2000 in all jobs (Galka, 2015). In business leadership, in 2000, only 3 women were CEOs at Fortune 500 companies (Wolfe, 2018).

Chapter Five:

V. Women in The American Workplace: Barriers to Career Advancement

Although the progress of women in the workplace in the United States is significantly ahead of many other countries, complete equality in the workforce, including equal pay and equal representation in leadership, hasn't yet been achieved. (Bush, 2016). And even though the number of women with at least one advanced degree exceeds that of men, when it comes to leadership positions in business the percentage is very low and does not reflect equality. Women, who make up 51% of the population in the United States (U.S. Census Bureau, 2016) and 47% of the workforce (as illustrated in figure 2), comprise 23% of the Senate (Pew Research Center, 2018b), 21% of corporates' board seats (Catalyst, 2017), and only 6.4% of Fortune 500 companies are led by women CEOs (McGregor, 2017). And even though 13% of all employed women have a middle management position, very few reach the executive level (Eagly & Carli, 2007, p. 17 -18). These figures confirm how low women's leadership is and invite us to study why this developed country that is built on equality is not putting more women in leadership roles, despite the fact that, according to Fairchild, companies performed better and achieved 103.4% returns during the period when the company was led by a woman CEO, while the average is 69.5% returns according to a research for Fortune 1000 companies (Fairchild, 2014).

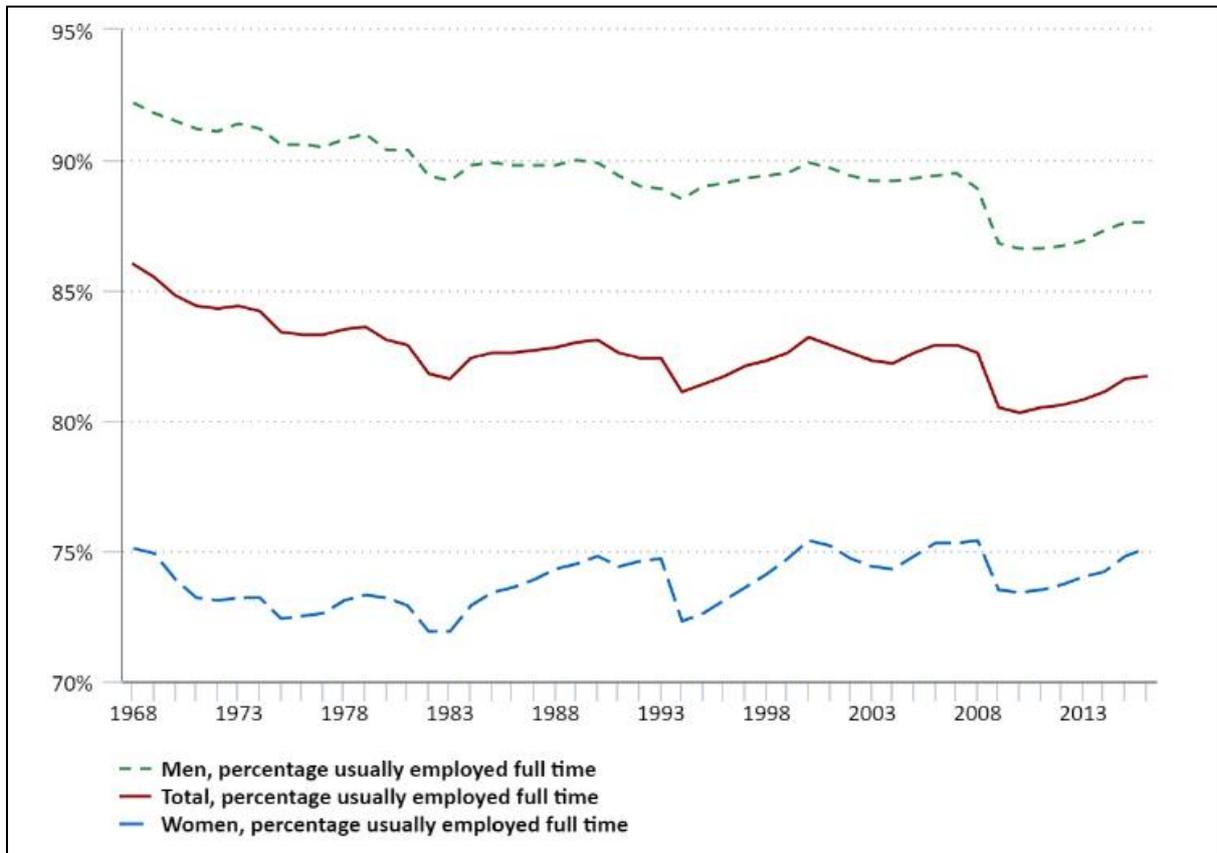


Figure 2. Percentage of Employed People Working Full Time, by Sex: 1968 - 2016. Adapted from *The Economics Daily*. Copyright 2017 by Bureau of Labor Statistics, U.S. Department of Labor.

There are several reasons that have led to low numbers of women in business leadership. Apart from the field in which women decide to pursue higher education come several structural and organizational barriers such as working hours and relocation, and other societal barriers such as the stereotype of a woman in the U.S, access to social capital and sexual harassment. This section will discuss each factor separately.

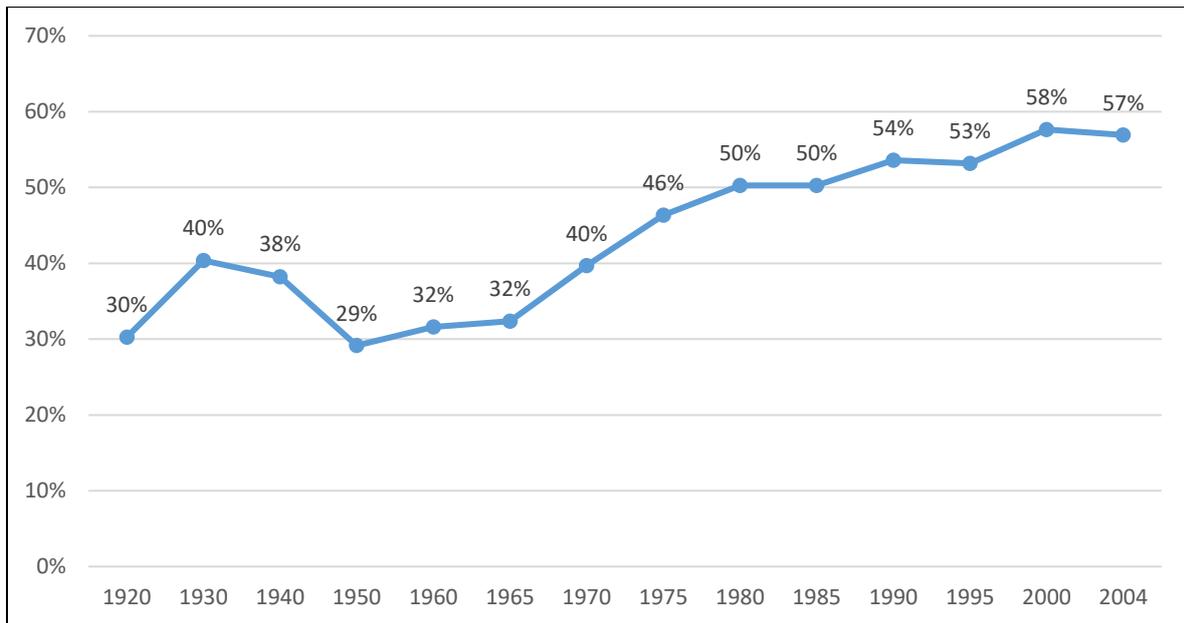


Figure 3. Percentage of all master's Degrees Earned by Women in all fields: 1920 - 2004. Amalgamation of data drawn from U.S. Department of Education 2016.

Since occupants of most senior positions in business tend to be older than 45 years old, I calculate that the women most likely to hold senior positions after the year 2000, would have completed higher education, a factor that qualifies and enables employees for a senior role, by the mid-1970s. As illustrated in figure 3, this is the time when the percentage of master's degrees earned by women rose from 32% in mid-1960s to 46%, and continued to rise until it reached 58% in 2000. Looking at the subject that women were studying as illustrated in figure 4, which determines their probable career path and future opportunities, we notice higher percentages in education and health professions and related sciences, and a lower percentage in business. Therefore, by 2000, and in terms of relevant education, there were more men than women qualified for senior roles. Olivia Smith, who has recently retired from her position as a department general manager at General Motors, commenting on the fact for her generation more men were getting higher degrees in business said, "I had been in classes with largely men throughout high school and college and managed very well by both

working very hard and performing very well” (Smith, 2018). This has not only been the case in the past, but is true even in 2016 data; although the number of graduate women in business has increased, men continued to earn more MBA degrees than women; 54% MBA earned by men compared to 44% earned by women (Perry, 2017). While a report produced by Catalyst showed that 3% of women MBA graduates only, compared to 6% men MBA graduates, are in management and operations (Catalyst, 2000, p. 26). This path after the MBA degree is another factor that determines women direction and advancement. Since those who are in sales and marketing are less likely to land a CEO job.

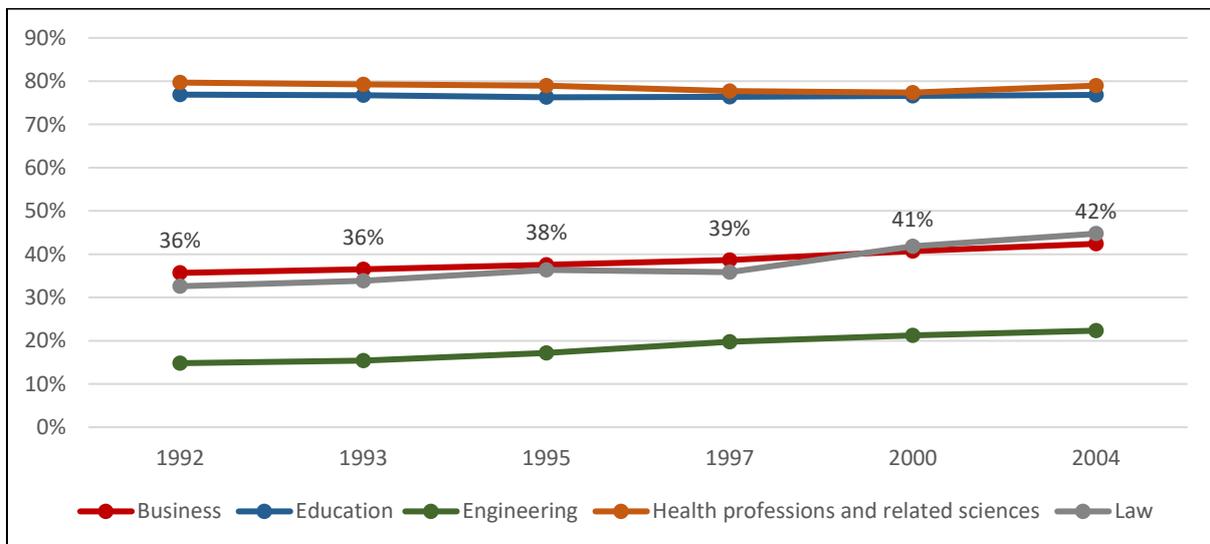


Figure 4. Percentage of master’s degrees earned by women by subject: 1992 – 2004.

Amalgamation of data drawn from U.S. Department of Education 2016.

To start with, the structural barriers that come in different forms make it harder for women to advance their careers. One of those are business working hours that may conflict with parental responsibilities, since schools and nurseries finish before the end of the business hours. At the same time, the U.S. government statistics show that one fifth of men engage in housework on an average day, while more than half of women do (U.S. Bureau of Labor

Statistics, 2006). So, women worry about their housework, and women who are mothers add the childcare to that. Other research showed that women spend twice as much time on childcare as men (Bianchi, Robinson, and Milkie, 2006, as cited in Ely & Rhode 2010). If the job requires travel or relocation, women with family responsibilities may not be able to accommodate as much mobility as the work might require. As a result, they may turn down any promotion that requires frequent travel or relocation. Moreover, women tend to less favor late meetings and working beyond working hours. This will reduce their chances to acquire leadership roles. In interviewing women CEOs, women admitted that they did not favor late meetings and working in office after the end of business hours (Luscombe, 2015). “A job change that includes moving to another city may be a nonstarter for a woman in a relationship. The result is the unfortunate tautology that the tendency to stay put leads to staying put,” wrote Sandberg extending on the same point (Sandberg, 2013, p. 62). Moreover, the United States is the only developed country that has no legal provision for paid maternity and parental leaves (International labor Organization, 2014, p. 16). All these burdens require a lot of sacrifices from women to keep advancing their career.

If we talk to women who have been in senior positions, or currently are in senior positions in business, we quickly realize that number of sacrifices they had to do on daily basis to keep up with the responsibilities they have in office. “I was a strong achiever, worked very long hours, took much time from family” said Olivia Smith, the former General Motors executive. Although it’s true that she reached a very senior position, here is she admitting that many times she had to sacrifice time with her family for time in her office. In an article illustrating the burdens of mothers who are CEOs, the author wrote, “Some of the attention on CEO moms is warranted, because they’re the ones breaking new ground. Dad CEOs manage having kids the same way they’ve done it for decades” (Luscombe, 2015). Women who became CEOs made several sacrifices at home to maintain their job and maintain their

progress in office. Without these sacrifices, they wouldn't have become role models. Men CEOs did not have to do the same since childcare and several house responsibilities wasn't their primary responsibility unless they choose to cooperate with their wives.

Research confirms that 37% of highly educated and qualified women who were employed drop out of the workforce for family reasons, compared to 24% of men dropping out from the workforce for the same reason, and the percentage is higher in terms of related experience and education, for women with children (Eagly & Carli, 2007, p. 56). As one scholar described it, "Professional work and families are both greedy institutions that demand undivided commitment" (Coser, 1974, as cited in Percheski, 2008, p. 497). Moreover, according to a report released by the Institute for Women's Policy Research, men still earn 18% more than women in the 20 most common occupations for women (IWPR, 2017). So, when it comes to the decision that one parent should leave the workforce for family responsibilities, the wage gap is another reason that makes the women the one more likely to leave. For those who decide to work part time to balance their work-family life, it means not being fully involved in the organization, which indirectly means, not likely to qualify for a promotion, and/or a managerial position. For those who completely leave the workforce, it means depreciation of their skills and difficulty in reestablishing their career (Eagly & Carli, 2007, p. 57). In both cases, the outcome is fewer women in the pipeline for leadership roles due to the difficulty of fully focusing on their career. Consistent with this research, in an interesting article titled "The Case of Staying Home", Claudia Wallis illustrates the difficulty for a working woman to maintain the work/family life, pointing out that many highly educated women sacrifice the paycheck and choose to stay home and take care of their families. In a study produced by Catalyst about the status of MBA graduates in the U.S., many women cited childcare as the main reason for choosing to work part time, while this reason was not mentioned at all by males MBA graduates (Catalyst, 2000, p. 32).

Sandberg had also touched on these barriers in her book, *Lean In*, and referred to them as external barriers to women's advancements (Sandberg, 2013, p. 6). But from her point of view, this is another reason that women should continue to fight for leadership roles since once women are on the decision-making table, they can introduce changes to the structural barriers and pave the road for other women in the organization. Sandberg gave several examples to show how this is possible. Experiencing the need for being close to newborn babies as a mother, Sandberg helped introducing paid parental leaves to her employees at Facebook, making the lives of hundreds of employees easier (Collins, 2015). These policies that have to do with parenting are extremely important to women's advancement since research has shown that 93% of women CEOs are married, and 84% of those have children (Fairchild, 2014). So, all these structural and policy issues serve as potential barriers to women's way to the top of an organization and stop her from moving forward either directly or indirectly.

The other major barrier that gives men an advantage over women in the workforce, is the traditional stereotype of a woman and what a woman can do. Those attributes produce prejudice towards others at the back of individuals' minds. And, as I suggested earlier, leadership is not considered to be a gender role for women in American society (Eagly, 2005, p. 465 - 466). The stereotype of a leader is connected with men, not with women; men leaders seem to be natural and expected leaders while women don't, and this in itself put women at a disadvantage. In researching the theory of leadership, Ely & Rhode reported, "A fundamental challenge to women's leadership arises from the mismatch between the qualities traditionally associated with leaders and those traditionally associated with women" (Catalyst, 2007, as cited in Ely & Rhode, 2010). It is worth mentioning that although this image is decreasing, as of the early 21st century it had not disappeared (Duehr & Bono, 2006; Sczesny & Schyns, 2004, as cited in Eagly, 2007). When it comes to stereotypes of women, they are traditionally

seen as soft, unassertive and emotional. These qualities do not fit the qualities of a leader. These attributes are given to woman only because of her gender, without considering her performance, hard work and capabilities (Catalyst, 2007; Eagly and Carli, 2007, as cited in Ely & Rhode 2010, p. 385). In her book, *Lean In*, Sandberg also emphasized how gender stereotypes are affecting women's journey. "The gender stereotypes introduced in childhood are reinforced throughout our lives and become self-fulfilling prophecies." (Sandberg, 2013, p. 22).

Strikingly, 72% of surveyed women holding a vice president position or higher at Fortune 1,000 corporations, agreed or strongly agreed that gender stereotypes continue to be a barrier to women's advancement (Wellington, Kropf, & Gerkovich, 2003, as cited in Koenig, 2011). Olivia Smith, the General Motors executive, also emphasized this when explaining why there are fewer women at the top of organizations. "It's the history; the forever order of things. There is a general perception that men own the physical strength, the providers, the soldiers, the protectors, the smartest, and the assumed leaders, while women are the homemakers, the mothers and not as capable to lead. This had become the 'natural' order of things that men wanted to retain." (Smith, 2018). Similarly, Emily Brown, a department director at YouTube added; "Employees and men are not used to it, they assume a woman cannot be at the top without looking at her qualifications and capabilities. The first image they have of a working woman in the corporate culture is anything but not a boss" (Brown, 2018). Again, the prejudgments continue to act as a barrier to women's advancement. The Convention on the Elimination of All Forms of Discrimination against Women (usually referred to as CEDAW), that was adopted by the United Nations General Assembly in 1979, affirmed that stereotypes about women supports discrimination against women. Therefore, article 5 of the treaty deals with stereotypes and states: "To modify the social and cultural patterns of conduct of men and women, with a view to achieving the

elimination of prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women” (UN General Assembly, 1979). However, the U.S. remains one of the only 7 countries in the world that have not ratified CEDAW since it was opposed by conservative politicians and religious leaders claiming that it’s unnecessary (Lowen, 2018).

The stereotypes, as well as the prejudgments caused by them, contribute to the under-evaluation of women and delay women’s recognition in the organization (Appelbaum, 2013b, p. 113). When a woman is not perceived as a leader, she isn’t even considered as an option when it comes to promotions. This means that women need to work a lot harder to show their abilities before getting recognized. Olivia Smith said: “After I joined the company, I later found out that I was hired several levels lower than a man with my qualifications” (Smith, 2018). She continued: “I took on some challenging opportunities and exceeded expectations of a woman in these challenging situations” (Smith, 2018). The data supports this fact, since research confirmed that women work for longer years to get a promotion to a leadership role, there is gap of four years compared to men of the same age, education and experience (Orr & Stevenson, 2017). This only tells us that competent women are likely to have to put extra effort into showing their capabilities. It’s like justifying a sin you did not commit.

The effect of the stereotype is not simply an old problem; it is still alive. A study produced by Catalyst in 2005 found that decision makers apply traditional stereotypes when judging women and skip over women when it comes to promotions or executive positions (Catalyst, 2005, p. 6 & 9). Not surprisingly, then, the composition of corporate boards, who usually appoint a company’s CEO, is currently 79% men and 21% women (Financial Times, 2018). Board members, who tend to be over 60, are still applying the gender stereotype, as this study shows. In another study that covered 2,800 managers, supervisors rated women somewhat higher than men on their current leadership and managerial competencies.

However, they rated men significantly higher with respect to their perceived potential as leaders in the long run (Coughlin, 2005, p. 8). Such findings only tell us that it is not a question of competencies and capabilities, but of the perception and the stereotype that affects how people judge potential leaders. “Men leaders benefit from male persona, history of male leadership, strength, presence, history of men working, testosterone, while women bore children and ran the home. Women are demonstrating many of these strengths given the opportunity” (Smith, 2018). Doesn’t that mean that the stereotype, which is not physical or measurable, is acting more strongly than the competencies and performance, which are measurable?

The influence of stereotypes does not only affect how women are perceived and judged by men, but it also affects how women perceive and judge themselves. Because of the contradiction between the traditional stereotype of a leader and the stereotype of women, women often do not consider themselves potential leaders. “Most leadership positions are held by men, so women don’t expect to achieve them, and that becomes one of the reasons they don’t” (Sandberg, 2013, p. 22). In a study covering 57 women CEOs and published in the *Harvard Business Review Journal*, two-thirds of the women CEOs said they didn’t realize they could be CEOs until someone else told them (Orr & Stevenson, 2017). Mary Barra, CEO of General Motors, also criticized women for perceiving their positions as jobs rather than careers, especially when they have children (Easton, 2016). In an article discussing Fortune’s 2003 listing of the 50 most powerful women in business, it was pointed out that many qualified women do not want to lead large organizations (Eagly & Carli, 2007, p. 22). “Women are hindered by barriers that exist within us. We hold ourselves back in ways both big and small, by lacking self-confidence, by not raising our hands, and by pulling back when we should be leaning in,” wrote Sandberg in describing how women hide themselves in different ways (Sandberg, 2013, p. 8). One of the researchers referred to women’s perception

of themselves by the phrase “Women don’t ask” (Babcock and Laschever, 2003, as cited in Ely & Rhode, 2010, p. 388). All too often, women do not aspire to leadership, they don’t negotiate, and they don’t ask for promotions. In a market that is filled with qualified candidates, if you don’t negotiate, ask and initiate, it will be hard to advance. This is exactly what happens with many women, and stereotypes are a main reason behind this behavior. Another study also concluded that “this lesser sense of entitlement may discourage women from engaging in assertive, self-promoting behaviors and from taking risks that are critical for developing key leadership skills” (Hogue & Lord, 2007). Ginni Rometty, CEO of IBM, speaking of her personal experience, acknowledged this behavior, “My biggest obstacles were self-imposed, which I think is true for many women” (Ignatius, 2017). Other studies showed that women do not negotiate compensation and promotions as much as men do (Bowles, Babcock & Lai, 2007, p. 85). In response to this, Sandberg dedicate a whole chapter to this subject in her book, *Lean In*, and the chapter title itself, “Sit at the table,” is a call to action (Sandberg, 2013, p. 27). By “sit at the table,” Sandberg means that a woman should show up, believe in herself, take initiative, work hard, and ask for the promotion or the position she believes she deserves. In short, a woman should take responsibility for her own career advancement. In my interview with Ms. Smith, the main point that she kept repeating was the hard work. “I worked hard, I took on challenging opportunities and I exceeded expectations” (Smith, 2018). She does recognize the barriers to women, yet she argues that it should not stop a woman from working hard and aspiring to leadership roles. Research also shows, however, that women see promotions as a reward for the hard work rather than something to ask for, so they wait to be rewarded rather than actively negotiating it with their boss. They also check job’s requirements one by one before applying to a managerial position and disqualify themselves if they do not fit every aspect of the job description (Medvec, 2018). Virginia Rometty, the first IBM’s female CEO, also emphasizes self-confidence, “You

have to be very confident even though you're so self-critical inside. Growth and comfort do not coexist.” (Rizun, 2011). Self-doubt is understandable, in other words, but that should not stop one from taking calculated risks to change her place in the organizational hierarchy.

Here I recall a favorite quote by author Alice Walker “The most common way people give up their power is by thinking they don't have any”. Belief in oneself is a turning point.

Given the impact of stereotypes on people's perceptions and judgements, it may not be surprising to find that Americans prefer a male to a female boss and that women have a stronger preference for male bosses than men (Carroll, 2006, as cited in Ely & Rhode, 2010, p. 386). Of course, this judgement has other causes that have to do with the assumptions about the way a female boss would behave, which is based on women's stereotype. These findings are an invitation to the American community to stop prejudging the present roles and opportunities based on historical experiences. It's as well an invitation to American women not to settle for less.

Drawing on a related topic, there seems to be a contradiction between women's success and their likeability. “Women face a trade-off between competence and likability in circumstances where effective leadership requires both” (Ely & Rhode, 2010). Sandberg also raised this point: “Success and likeability are positively correlated for men and negatively correlated for women” (Sandberg, 2013, p. 40). She explains: “Our stereotype of women holds that they are caregivers, sensitive, and communal” (Sandberg, 2013, p. 40). Thus “what appears assertive in a man, appears abrasive in a woman” (Eagly and Carli, 2007). In an interesting experiment, a Business School professor shared a case about how an entrepreneur became successful. He gave a group of students the case with a female name, and another group with a male name without any other change on it. Students gave identical ratings to the competencies of the entrepreneur. However, students analyzing the case with a male name perceived him as a more appealing and successful colleague. The other group analyzing the

case using a female name perceived her as selfish and someone they would not consider working with (Sandberg, 2013, p. 40). This experiment supports two judgments: The first is that the stereotype of a successful woman is different and less positive. The second is that success and likability are negatively correlated for women. These factors affect the hiring and promotion of women.

On top of all the barriers that I have already discussed comes that access to, and investment in, social capital. Social capital is acquired primarily through the informal networking that usually happens outside business hours. It's the asset gained by spending more time with decision makers and other senior colleagues who can support junior employees in the organization. Studies have showed that employees who invested more time in socializing and networking--that is, building social capital--were more likely to get promoted than their colleagues of the same experience and education (Eagly and Carli, 2007, p. 5 -6). Women, especially working mothers, due to the balance between work and family, have either less access to social capital or they invest less in social capital. This underinvestment puts men before them in many cases. In an article discussing the difficulties of working mothers, especially those who are in senior roles, Susan Wojcicki, CEO of YouTube, said that her desire to be with the family for dinner made her hesitant in going for late meeting or travelling for work, and this is one of the reasons why her name is not very familiar to people (Luscombe, 2015). This is a strong example: the CEO of a very popular website is not known to many people because she does not appear in public much, and the main reason she does not is her family. So, if we have two candidates, regardless of their gender, who qualify for a promotion to a managerial position, the candidate with higher access and investment in social capital is more likely to get the promotion. Since women have less access to, and also invest less in, social capital, they are again at another disadvantage when it comes to advancing their career: "women in traditionally male-dominated settings

often have difficulty breaking into the ‘old boys’ loop of advice and professional development opportunities” (Catalyst, 2003, as cited in Ely & Rhode, 2010).

Sexual harassment, which was first endorsed as sex discrimination in 1986 by Meritor Savings Bank v. Vinson Supreme Court Case (Woloch, 2002, p. 390), is also a factor that women face. Researchers of the 1980s revealed that sexual harassment in the workplace involved power more than sex (Woloch, 2002, p. 390). Meaning that men who occupied most if not all senior positions, and had the power, have actually harassed junior female employees misusing their power. A recent report by the Equal employment Opportunity Commission shows that 85% of women reported experiencing sexual harassment in the workplace (EEOC, 2016, p. 8). And, what makes this factor worst, is that 75% of those who complained about it experienced some kind of retaliation (EEOC, 2016, p. 16).

From societal to organizational barriers, ranging from the residue of the traditional stereotype of women, social capital and sexual harassment, to long working hours and tough balance between passion for success at work, and the desire of having a family and raising children in place where capitalism was born, working women remain the most pressured members of society. And despite all the progress that has been made and all the energy around equality, the percentage of women CEOs at Fortune 500 companies dropped from 6.4 in 2017 to 4.8% in 2018 (Pew Research Center, 2018b). Women who made it to a CEO role managed several factors, and took several challenging tasks and decisions in order to keep their career progress. The following section will analyze those factors in details.

Chapter Six:

VI. How Women Succeed as Business Leaders

For the many reasons discussed in the previous chapter, studies have showed that women CEOs/ leaders have worked harder, and for longer years, to get to a leadership role compared to men at the same hierarchal level (Orr & Stevenson, 2017). This chapter will discuss the common features shared by successful women leaders. I found three main shared elements in each successful woman's story of what had helped her, and those elements show the ways women leaders work around the barriers they face. These elements do not stand alone, of course, since they come along with the education, hard work and intelligence of women that make them qualified for senior positions. Yet, it shows how they worked around the barriers discussed in the previous chapter. The first element is the family, which concerns how the girl is raised, what is she taught to do and to aim for, and how confident she was as she grew up. The self-confidence and belief in oneself that I discussed in the previous chapter starts at home and remains with the girl throughout her life journey. Then comes the support she receives from her partner. The partner may either be supportive in allowing enough room, flexibility and time for the women to succeed in her career or not supportive at all, increasing the burden on women's success. The support a partner can provide removes a lot of the barriers that stop women due to family responsibilities, since her partner can fill any gap she leaves at home. Then third comes the support of a senior colleague in the organization, who chooses to sponsor a hardworking woman. I discussed in the previous chapter the importance of help from senior colleagues in removing the structural barriers to advancement. These elements together constitute the way the women whose experiences I analyzed were able to

surmount the barriers to leadership in their careers. On top of these elements, comes their passion for success: “Empowered people pursue their passions relentlessly. There’s always going to be someone who’s more naturally talented than you are, but what you lack in talent, you can make up for in passion. Empowered people’s passion is what drives their unrelenting pursuit of excellence” (Bradberry, 2017).

Examining the case of Sheryl Sandberg, we learn that, “throughout my childhood, my parents emphasized the importance of pursuing a meaningful life” (Sandberg, 2013, p. 55). Sandberg then explains how the role her parents played pushed her to think thoroughly about what to do in her life, and made her want to do something meaningful that would impact people’s lives and make them better. This ambitious and strategic thought that started in her early life at home, led her to work hard at every stage of her life. This example suggests that the role parents play in the early life of a woman can make a big difference. In a study conducted by the Korn Ferry Institute, 23% of women CEOs referred to their childhood a key stage in their life that built their passion, giving credit to their parents (Korn Ferry Institute, 2017, p. 14). Drawing on another example, in the biography of Mary Barra, CEO of General Motors, Barra said, referring to her passion: “That was a big part of my life growing up, being excited about new cars” (Colby, 2015, p. 9). Barra as well recognized the support and push for academic excellence she received from her parents, especially her mom, who wanted her to take the opportunities she herself had missed (Colby, 2015, p. 10). At home, Barra’s parents divided the household chores equally between her and her brother while encouraging her to pursue her interests (Colby, 2015, p. 37). This example again show that those leaders were raised to work hard and dream big early in their lives. Research showed that 68% of women leaders are attracted to leadership roles by a sense of purpose, a desire to contribute, add value and shape a culture, and less attracted by power, status and reward (Korn Ferry Institute, 2017, p. 20). Therefore, how a woman is raised at home plays a large role in her

career vision later in life. We learned in the previous section how the traditional stereotype and the direction that women receive from their parents and the society limit their ambition, and therefore, opportunities. Successful women did not have this kind of direction at home, which made them ambitious and worked towards senior roles without having those traditional thoughts in mind.

About the second element, Sandberg made the importance of spousal support very clear: “I truly believe that the single most important career decision that a woman makes is whether she will have a life partner and who that partner is. I don’t know of one woman in a leadership position whose life partner is not fully supportive of her career” (Sandberg, 2013, p. 110). Warren Buffett, the CEO of Berkshire Hathaway, during a conversation at Columbia University agreed to the importance of the partner in one’s life. “You really want to associate with people who are the kind of person you’d like to be. You’ll move in that direction. And the most important person by far in that respect is your spouse” said Warren (Gates, 2017). In her book, *Lean In*, Sandberg mentions her husband’s name 48 times, suggesting how important he was to her and her success. In delineating an example of his support, she told a story where he had to sacrifice his job and look for another one in order to move the city where she works. “It became clear that balancing two careers and two cities was not adding up to one happy family. We needed to make some changes ... He limited his job search to the San Francisco area, which was a sacrifice on his part” (Sandberg, 2013, p. 111). Later in her book she sends a clear message to all American women, asking them to make their partner a real partner--a partner in sharing responsibilities at home, putting the same effort so she can have time for her career just as he does. Michelle Peluso, Chief Marketing Officer at IBM, said: “My husband, Marc, has been a sounding board for me on career decisions. You can’t underestimate the value of that support.” (Bodgas, 2017). Research also showed that a husband’s support appeared in several biographies of successful businesswomen, which

affirms the importance of this factor in women's success. The case of women entrepreneurs has also been the same with regards to the husband's support (Edith, 2017, p. 12). In another study, female CEOs suggested that supportive family life was crucial to them (Korn Ferry Institute, 2017, p. 19).

Whether a man or a woman, the aspiring business leader needs support at some point in their career from a senior colleague who would believe in their vision and recognize their hard work. In the case of women, this point is much more important due to the barriers discussed earlier. Therefore, the sponsorship of a senior colleague has been an ingredient in each successful woman's story. In a survey conducted by the American Society for Training and Development, 75% of the executives agreed that mentoring is critical to career development (Rapp, 2018). The need for mentoring is not an undervaluation of women's hard work, but a recognition of the little push they need in order to overcome some organizational barriers. To stress this point, and with reference to table 1, we find that female leaders were given the highest rating for taking initiative compared to male leaders, followed by self-development (Folkman & Zenger, 2012). This means that women who made it to a leadership role exceeded expectations by being active rather than passive employees. In another study, women CEOs reported that they learned what to do from their best mentor, and what not to do from the worst one (Korn Ferry Institute, 2017, p. 25). Abby Johnson, CEO of Fidelity who appeared along with three other women in Fortune's 2004 list of the most powerful people in business, was sponsored and supported by her father, who was chairman of Fidelity (Eagly & Carli, 2007, p. 21). In the case of Sandberg, Larry Summers, her thesis advisor, was of a great support. He brought her to the Treasury Department when he was appointed as Treasury Secretary, and later, she became chief of staff at the Treasury Department (Sandberg, 2013, p. 56). This opportunity not only enriched her experience, but also developed her leadership skills. "Mentorship and sponsorship are crucial for career

progression” writes Sandberg, pointing to a study showing that mentors select candidates based on both performance and potential (Sandberg, 2013, p. 66). For Barra, Mr. Varisco, who was the director of manufacturing staff at GM, made a huge difference in her career advancement. He was impressed by her knowledge, believed in her and promoted her twice. First, he promoted her to a manager of manufacturing planning for the mid-sized car division, and later he promoted her to the executive level. This second promotion was a huge turning point in her career and required significant support, paperwork and justification, which he did not hesitate to do for her (Colby, 2015, p. 52 – 53). In an interview with Cathy Engelbert, CEO of Deloitte, mentoring was the first success factor she acknowledged: “a key to my success was that I found male mentors and male sponsors” said Engelbert (Cunningham, 2015).

Table 1.

Top 16 Competencies of a leader.

	Male Mean Percentile	Female Mean Percentile	T value
Takes Initiative	48	56	-11.58
Practices Self-Development	48	55	-9.45
Displays High Integrity and Honesty	48	55	-9.28
Drives for Results	48	54	-8.84
Develops Others	48	54	-7.94
Inspires and Motivates Others	49	54	-7.53
Builds Relationships	49	54	-7.15
Collaboration and Teamwork	49	53	-6.14
Establishes Stretch Goals	49	53	-5.41
Champions Change	49	53	-4.48
Solves Problems and Analyzes Issues	50	52	-2.53
Communicates Powerfully and Prolifically	50	52	-2.47
Connects the Group to the Outside World	50	51	-0.78
Innovates	50	51	-0.76
Technical or Professional Expertise	50	51	-0.11
Develops Strategic Perspective	51	49	2.79

Note: From Harvard Business Review. Copyright 2012 by Folkman & Zenger.

While respondents place high value on childhood, partner's support and mentorship in successfully reaching higher positions, factors such as courage, risk-taking, resilience, self-development and managing ambiguity also play a role in women's success (Orr & Stevenson, 2017). Studies found that women who managed to become a CEO have gained an advantage by changing roles and functions more often than their colleagues (Korn Ferry Institute, 2017, p. 9). Changing functions helps in gaining more technical experience and getting to know more about how a business operates, while changing roles helps women deepen their managerial skills as well as people-management skills. This knowledge and experience open more opportunities for women and prepares them for a higher position. The same report showed that male mentors provide different kind of feedback to their subordinates. Mentors tend to mentor younger women on working relationships and people management and provide very little coaching about how to run the business. On the contrary, mentors mentor younger men on how to run a profitable business (Korn Ferry Institute, 2017, p. 23). And here comes the importance of changing roles for women. "Don't be afraid to go sideways in a career move to get that experience" said Ford, CEO of Land O' Lakes, as one of her key suggestions to her employees (Laca, 2018). Lynne Doughtie, CEO of KPMG placed an equal importance on changing roles to be able to climb the ladder: "I think that my ability to rise through the ranks at KPMG, I was clearly benefited by having a variety of experiences. And I was fortunate that I was forced to make a change. In hindsight I should have been more proactive about looking for change" said Doughtie (Mazarakis & Shontell, 2018). From her side, Engelbert had also mentioned changing roles when talking about her journey, "I also took the opportunity to do different things within the firm. I went to our national office and did accounting research for two years, and that helped me build a niche in financial instruments, which then helped me get certain clients. Then when I made partner, I asked to

do something different again and went to the advisory side of our business” said Engelbert (Cunningham, 2015). So, unless women change roles and learn the business themselves, it will be harder to proceed higher in the hierarchy. Looking at the case of Barra again, Barra handled several positions in several divisions within General Motors through which she gained more comprehensive knowledge and experience (Colby, 2015, p. 52 – 53). This prepared her for a senior role and when the opportunity arose, she was ready to confidently take the chance. As Amy Hood, CFO at Microsoft, put it, “You move fast, or you get moved over” she said (Soper, 2016). In addition to the experience, comes confidence. Confidence is what pushes women to break into new roles. “I think it comes from action. It's actually just jump in, do it, impress the heck out of yourself, that's how you get confidence, and then, as each new challenge and opportunity comes, you jump in again” said Doughtie (Mazarakis & Shontell, 2018).

Personal endorsement is indeed another success factor. In general, results don't speak for themselves. And in the case of women achievers, and for the reasons discussed earlier, the case is tougher. And here comes the importance for personal endorsement and for packaging one's achievement so it's acknowledged and recognized by senior management and decision makers; mainly board members will generally appoint CEOs (Korn Ferry Institute, 2017, p. 24). This does not contradict the need or the existence of a sponsor/ mentor for two reasons. First, sometimes you need to speak out for yourself to attract a sponsor. And second, the efforts of a sponsor alone are sometimes not enough to land a senior role especially if there is a lot of competition. If a woman's area of expertise is directly related to the core of the business, then personal endorsement becomes much more helpful to her (Korn Ferry Institute, 2017, p. 32). When women are equipped with core knowledge of the business, and position themselves that way, it will be harder to ignore them, which will then allow them to break into senior roles.

Accepting challenges is another success factor. Women who have become CEOs, besides being motivated by the impact they make by accepting senior roles, are also motivated by achievement in the face of tough obstacles and are willing to accept challenging roles (Korn Ferry Institute, 2017, p. 17). Having learned that about women CEOs, we shouldn't be surprised seeing them achieving higher revenues and acting better at times of crisis. What makes the willingness to accept challenges a success factor, is the focused mindset behind it that keeps women CEOs centered and focused until they succeed. Accepting challenging roles is also a strategic decision. When a position is challenging, it's watched more closely by board members, and this makes the achievements of women very visible and recognized when achieved. "You have to learn to be comfortable with being uncomfortable, or you won't grow" said Rometty as she believes that growth and comfort never coexist (Ignatius, 2017). Hood agreed that feeling uncomfortable is not a bad thing and is important for success, "Every job I took, I was deeply uncomfortable in terms of feeling unqualified. Every step, every risk I took, built confidence" she said (Soper, 2016).

Although there is no single way to become a CEO, there are common factors that have helped current and former women CEOs to land this most senior position in business. From related education, passion and support, to gaining different experiences, self-endorsement and taking challenges, women can make it to the CEO position, and can excel at this role too.

Chapter Seven:

VII. Women's Leadership Style

Women come to an organization with different experiences, from their experiences in the society as women in the first place, and as mothers in other cases, and these experiences may make their mindset and views different from those of men. These different experiences in the society may also make them look at things from different angles. "Women tend to engage in different social relations and economic activities from men and bring different experiences and perspectives to their workplaces" (Ely and Thomas, 2001, as cited in Ely & Rhode 2010, p. 389). These different experiences, along with their qualifications and professional experiences, often lead women to adopt a different leadership style when reaching managerial and leadership roles. This difference can be positive for the organization. However, and before discussing how women leaders tend to behave, it worth noting that although women tend to be different, and although this difference can be positive for the organization, there is nothing wrong in how male managers behave and lead, it's all about different styles and what benefits are associated with these styles whether for the organizations or for employees.

Leadership theory suggests that the appropriateness of leadership practices and behavior depends on societal values, the culture of the organization or company, the nature of tasks, and the type of followers (Ayman, 2004, p. 161). The qualities generally attributed to women are cooperation, collaboration, and interpersonal sensitivity, all of which are qualities needed for transformational leadership. Therefore, women leaders are somewhat more transformational than men, especially in providing support for subordinates (Eagly, Johannesen-Schmidt, and van Engen, 2003, p. 573). These attributes of women leaders are

important to contemporary leadership styles (Eagly, 2007, p. 1). As illustrated in the literature review section, many researchers have concluded that women are more likely than men to be transformational leaders. That is, although we find both males and females leaders under each style, more women tend to be transformational, while more men tend to be transactional (Eagly, Johannesen-Schmidt, and van Engen, 2003, p. 569). In a study covering 57 women CEOs, women scored the highest in inspiring others, collaboration, and personal composure (Korn Ferry Institute, 2017, p. 36). This high score confirms the transformational approach and leadership style of women CEOs. “Success comes when others succeed with you” said Ford in explaining her leadership style (Laca, 2018). In response to how she manages a big team of diverse employees, Hood said, “Listening to them gave me confidence that I did understand the issues that needed to be addressed, even if I felt maybe like I wasn’t close enough to all of them” (Soper, 2016). And here we see how women leaders put listening in their management process to effective leadership.

More importantly, studies have argued that the contemporary business environment is better led through transformational leadership style (Koenig, 2011, p. 618). A rational explanation to these findings is that today’s generations are much more exposed to democracy, freedom of speech, human rights and lack of discipline than the previous generations. Employees with a mindset that is exposed to these values are less likely to perform their best under a directive and autocratic leadership style within the organization. Instead, they perform better when the relationship with their boss is built on mutual trust, participatory, coaching, mentoring and is less directive and encourages initiative. Such a relationship makes employees feel they are being involved in the company’s objectives accomplishments. Most importantly, it makes employees’ participation recognized and rewarded rather than giving them the sense that they are used simply to achieve the company’s objectives, and this is the core of what transformational leadership is all about. In

another discussion of the theory of leadership, Nye suggested that: “Leadership should be seen less in heroic terms of command than in sharing and encouraging participation throughout an organization, group, or network” (Nye, 2010, p. 324). These are attributes of a transformational leader: “Leadership must also address the follower’s sense of self-worth to engage the follower in true commitment and involvement in the effort at hand. This is what transformational leadership adds to the transactional exchange” (Bass & Riggio, 2006, p. 4). Consistent with these conclusions, in a report released by the Pew Research Center measuring Americans perceptions about the differences between women leaders and men leaders, participants gave women leaders higher rank at providing fair pay and benefits as well as at employee mentoring compared to men leaders (Pew Research Center, 2015). The passion that attracts women to senior roles, which is the desire of making an impact for the community (Orr & Stevenson, 2017), explains why women build this relationship with their employees. They are less concerned about power than male bosses are. Interestingly, employees of transformational leaders engaged in less deviant employee behavior (Bass & Riggio, 2006, p. 16). The same research also pointed out that transformational leadership is an effective form of leadership because the transformational leader is consistent with people’s prototypes of an ideal leader (Bass & Riggio, 2006, p. 16). On top of these findings, it is worth highlighting that transformational leadership attributes are not masculine, and this suggests that masculinity and leadership are not a necessary conjunction. The traditional relationship between leadership and masculinity, which has produced a mismatch between the traditional stereotype of a woman and the concept of leadership, is thus no longer the case. At least, it’s no longer the ideal case for business management. And here is where the potential of women leaders is particularly strong.

A report produced by Gallup demonstrated that employees led by a woman are six times more engaged than those led by a man. Moreover, the report also illustrated that more

engagement results in higher performance (Agrawal & Fitch, 2015). Concern for employees' engagement is already an attribute of transformational leaders, so this study also asserts the connection between transformational leadership, gender, and performance. In another study that surveyed 7,280 leaders in different public and private sector organizations in the United States, it was found that women leaders excel at building relationships and developing employees' skills (Folkman & Zenger, 2012). For example, Mary Barra believes that engaging employees is essential to higher performance. "It was all about hearts and minds," she says, "because fundamentally you get better results if people are engaged" (Colby, 2015, p. 32). Relevant to this finding, the 2015 report released by the Pew Research Center reported that Americans perceive women leaders as more compassionate (Pew Research Center, 2015).

Studies have also showed that companies with fair systems and a diversity of employees, promote greater satisfaction of employees' sense of belonging to the company and result in higher job satisfaction, organizational citizenship, organizational commitment, and creativity as well as an intention to stay longer in the company and lead to better job performance (Fitzpatrick & Sharma, 2017). These attributes are a major characteristic of the transformational leadership style that women tend to adopt, and companies with satisfied, creative and committed employees will perform better. Few policy changes to meet employees' needs are an example of transformational leadership and employee's performance that the research's results illustrated. For example, paid maternity leave is not guaranteed by law in the United States (International labor Organization, 2014, p. 16). However, Sandberg at Facebook has introduced four months paid parental leave for any full-time employee to take care of a newborn baby (Collins, 2015). Such extra benefits show how much the company cares for its employees, and they increase an employee's commitment, sense of belonging and desire to stay working for the company. This, in return, will increase the

employee's as well as the company's performances. Barra attributes part of her success to her followers: "I worked for a leader who said, 'You have to win their hearts and minds.' It's crucial to focus on engaging and empowering people and making sure they know how they're contributing." (Grant, 2018). And this is a vivid example on how women leaders concerned about their employees and their self-worth. Engelbert also referred to her way of management and dealing with people when telling her story: "I've gotten to where I am by treating everyone fairly, equally," she said (Cunningham, 2015). Along the same lines, and in an interview with Emily Brown, she said "I manage people, I don't push them. I support them to do their job with the best possible quality" (Brown, 2018). Male managers also show more interest in adopting a traditional command and control leadership style (Eagly & Carli, 2007, p. 37). Sally Helgeson's 1990 book *The Female Advantage: Women's Ways of Leadership* studied several successful women leaders in the United States, and found that women place higher value on relationships, focus on direct communication rather than on commands, and put themselves at the center of the people they lead (Stallard, 2018).

It is also worth noting that different reports have showed that women are less aggressive than men towards their followers whether verbally or physically (Eagly & Carli, 2007, p. 36). Women leaders pay more attention to their behavior in office and they don't often cross the ethical lines since aggressiveness could be considered immoral behavior (Eagly & Carli, 2007, p. 46). Along the same lines, other studies also reported that transformational leaders are more likely to behave ethically (Banerji & Krishnan, 2000, as in Bass & Riggo, 2006, p. 15). These findings interpret the other research conclusions that women leaders are more focused on their relationship with their team, since cooperation and aggressiveness can rarely, if ever, come together. And when women are transformational leaders, there is no room for immorality or aggressiveness in office.

Even when leadership style and behavior are salutary, what matters most for business is the return. Fortunately, the numbers speak too. The 5% of CEOs at Fortune 1000 companies who are female, generate 7% of the Fortune 1000's total revenue (Fairchild, 2014). This means that those 24 companies that are led by women CEOs are making triple the average of Fortune 1000 companies. The biggest woman-led company, Mary Barra's General Motors, is No. 7 among the Fortune 500, with \$155 billion in 2013 revenue (Fairchild, 2014). Moreover, a report produced by Catalyst that studied the connection between the inclusion of women in top management and corporate performance, confirmed that companies with higher number of women represented in top management achieved higher returns (Catalyst, 2004, p. 10). The report explained this connection in three ways. First, women are highly educated and earn more degrees than men, so the inclusion of women in top management is bringing talents and intelligence to the business. Second, women are half of the population, and women decision makers are more likely to create products and services that look attractive and appealing to half of the population. Third, diversity in terms of gender brings more innovation to business decisions (Catalyst, 2004, p. 3 - 4). Drawing on another example of a woman CEO who has boosted revenues, Meg Whitman took eBay from \$5.7 million to \$8 billion in sales as CEO from 1998 to 2008 (Forbes, 2018a). At HP, Whitman shifted the company from \$12 billion in debt to \$5.9 billion in net cash in three years (Snyder, 2015). Looking at the performance of Facebook as another example, we find that Sandberg helped Facebook boost its revenues from \$350 million in 2008 to \$3.7 billion in 2011 (Ashton, 2012).

Crisis management is an important characteristic of a successful leader since crisis are part of any business operation as the business climate is never stable. In this regard, studies have showed that women leaders perform better at times of crisis in their companies (Kalette, 2010). In an eye-opening study, Bradberry illustrated how attitude makes a difference in the

way managers manage and react to setbacks: “People with a growth mindset welcome setback with open arms” (Bradberry, 2017). In 2014, General Motors faced tough criticism for waiting 11 years to recall millions of cars with ignition-switch problems that caused 13 deaths (Vella, 2014). Given the size of GM, as well as its history in the United States, this crisis became a concern of millions of Americans. Later during the crisis, Barra had to appear in front of the House of Representatives and the Senate (Colby, 2015, p.112). Yet, Barra was praised by the way she handled this crisis, taking full responsibility with complete honesty and humbleness. In an article released by Fortune, the writer nicely made a brief comparison between Mary Barra’s crisis management at GM and Tony Hayward’s crisis management during the 2010 Deepwater Horizon oil spill that resulted in a massive fireball that killed several crew members. From the way problems were fixed, to managing compensation for those who were affected, Barra presented a stronger model in crisis management (Geier, 2014). In fact, research found that crisis is when women CEOs sensed the strength of their leadership ability, and that the way they lead--transformational leadership--is what helped them to make things work in the company’s favor, saving the company from failure. Women CEOs invest in their employees at time of crisis and save their jobs. By doing so, they attract employees’ engagement and efforts, and in return, the company survives because everyone works harder for the same objective, which is saving the company (Korn Ferry Institute, 2017, p. 26). These examples and research findings lead me to conclude that masculinity in leadership and the transactional approach do not always work in the way leaders might wish. However, whether in normal operations or at times of crisis, transformational leadership is paying off in benefits to the organizations. Therefore, the style that women leaders adopt provides the future for better leadership as well as the way more women can join senior roles.

Chapter Eight:

VIII. Women Leaders in Palestine

Since the United States is one of the most developed countries in the world, and many countries around the world look to its practices as a benchmark for their own, it's very helpful to consider the case of women in Palestine and see what lessons have been learned from the United States successes and failures, and/or what can be done better in terms of women's inclusion in business management as well as women's leadership style. As illustrated in the literature review section, women in Palestine make only 19.4% of the workforce (PCBS, 2015a). And even when considering the thousands of unregistered working women in Palestine, like those working in the service industry (cleaning services) as well as those working in Israel, the percentage of women in the workforce remains low and unrepresentative of women's percentage in the population. A lower percentage of women in the workforce of course translates into fewer women in leadership roles whether in politics or business. This is true because women in Palestine face several problems in entering the workforce including cultural constraints. Moreover, the stereotype of a woman which, as I explained, hurts women in the United States, is also a major reason for Palestinian women's lag in entering the workforce or in occupying a leadership role. In Palestine there is a strong image and perceived role of women as housewives, doing all the household labor even if they received a good education.

This traditional image is stronger than the traditional image of American women since Palestinian society is much more traditional than United States society and much more resistant to change. Mrs. Fanni, a department director at Sahem trading company, explained how Palestinian families limit the potential of girls by how they raise them: "They tell her

what she has to do, what subject to study, which university to go to, how to hunt a guy and make him marry her. They make all the decision for her and that limits them forever” (Fanni, 2018). Touching on the same point, Ms. Awad, a department director at one of the biggest electronic chain shops, said: “It’s the culture that we live and grew up in which place women in a specific role or in a box ... When men are raised earlier in their age to see a difference between them and their sisters and their mothers then, later in their life when they grow into men they expect less of women in business” (Awad, 2018). Young girls and boys receive the same stereotypes about women early in their lives. Furthermore, there is a perception that women come to the organization wanting a job, not a career. This means that it is assumed that if a girl is a fresh graduate, she will soon get married, then have a child, and this all supposedly translates into absenteeism from the office, which employers don’t like. For this reason, Palestinian companies do not prefer to hire women. This was mentioned as a barrier by Mrs. Ghabeish who is a department general manager at Palestine Capital Market Authority, as well as Ms. Awad. From the employer’s point of the view, employing women is not favorable because the Palestinian labor law imposes a paid maternity leaves that is 72 days long (Palestinian Ministry of Labor, 2000). So, to employers, the salary expense of women going for 72 days of paid maternity leave remains on their balance sheet, while the production of that employee is not there. In many cases, employers must employ a temporary replacement, which increases their salary expenses.

Current Palestinian women leaders provided different insights about their experiences. Speaking about her personal experience in getting to a leadership position in Palestine, Mrs. Raheb said, “When the opportunity of handling the educational controller position arose, lots of discussions and doubts arose as well. Not because of my qualifications or experiences, but because of my gender, since if appointed I will be the first woman to handle this position” (Raheb, 2014). This is like what Sandberg explained in her book, *Lean In*, when discussing

how stereotypes about women stand in their way (Sandberg, 2013). Mrs. Ghabeish said in response to why she believes we have so few women leading: “Decision makers are men, promotions are decided by men, they don’t see a potential in a woman. Besides that, they feel comfortable with each other” (Ghabeish, 2018). This response, again, speaks to the stereotypes of women and not to qualifications or capabilities. In other words, leadership is not considered a gender role for women in the Palestinian culture.

In addition to the stereotypes come several cultural barriers to women’s investment in their career in Palestine. Traveling for a business meeting or staying late in office provide one of those examples: “It’s hard for women to justify staying late in office for her family or husband, if she’s married with children probably, she has to pick her kids up from the nursery by 4; this limit women in many ways” said Ghabeish (Ghabeish, 2018). Mrs. Ghabeish also added that there is a fear within women themselves that if they dedicate their time and effort primarily for their career, they will get married late and the society will look at them differently. “In meetings, and beside the fact that I was the only woman in most occasions, I was criticized for the way I dress. I must be very conservative when deciding what to wear when showing up for meetings” said Raheb in touching on a different barrier that faces women in the workplace in general, and especially in leadership positions (Raheb, 2014).

Sexual harassment remains a barrier as well as it does in the United States. Recent research showed that reporting sexual harassment cases in the workplace in Palestine are increasing (Sawafta, 2015). The absence of terms related to sexual harassment in the Palestinian labor law, makes the case worse for women. The research also showed that women fear reporting sexual harassment cases for two reasons. First, they fear the negative image they might receive from the society when reporting such a case. Second, they fear losing their job (Sawafta, 2015).

As in the case of women leaders in the United States, access to social capital is also one of women's barriers in Palestine. Ms. Ghabeish complained during the interview that several decisions, and several cases, get resolved during a smoking break, or during an unofficial coffee break after working hours. "I come back the next day and I find them in agreement; where I am in this decision?" (Ghabeish, 2018). Those unofficial meetings and discussions, that not all involved members were invited to, and that allowed specific people to be involved, do not only bring the male managers closer together, but keep women excluded.

The elements that were discussed in how American women succeed as business leaders proved to be the same for women leaders in Palestine: the values taught to the girls at home, the support of the partner later in her life and the support of a senior colleague in the organization. Ms. Awad agreed that the values taught to a girl by her parents make a big difference in her future: "It is something created in the home in the early years of every young girl's life. Many young girls are born into families that show a major difference between the contributions and capabilities of their daughters vs. their sons. Therefore, they are shown at a very young age that their place is not supposed to be as a leader but as a follower of the men in their lives" (Awad, 2018). Similarly, said Ms. Ghabeish speaking of her experience: "At home, my parents treated me and my brothers equally. We both were asked to work hard in school and plan a career. We were both given the same level of flexibility when it comes to traveling with friends or staying out late. I never felt that they expect less from me because I'm a girl" (Ghabeish, 2018). Mrs. Fanni shares the same view. Her dad is her biggest hero and has encouraged her all the time to study hard and dream big. Unlike many other traditional Palestinian men, her dad did not want her to get engaged before receiving her first degree. "My dad refused to let me get committed early and told me that if I was not well educated and experienced, I wouldn't be able to raise a good family" said Fanni

referring to her father's support and how he raised her to be a hardworking woman (Fanni, 2018).

The support of the partner remains another major factor in women's success. Having the partner on the woman's side allows greater room for success. On this point, Mrs. Fanni emphasized especially that her work required significant travel for meetings and training. Her husband used to take time off from work to make time for the things usually required by her at home, knowing that she would be the only woman in those trainings and meetings. "Without those trainings I wouldn't have gained the required knowledge and experience that qualified me to be a department director today" said Fanni in explaining how important that was for her career advancement at Sahem Trading.

On top of that comes the support of a senior colleague in the organization. This person could be the boss, or a senior colleague who could sponsor and highlight a woman's hard work. In the case of Mrs. Ghabeish, she knows that she worked hard but agreed that this hard work, if not recognized, would not pay back. "Before getting promoted to this position, I was a candidate among four others male colleagues. My boss defended my qualifications before the selection committee and I got the promotion where my gender could have been enough reason to discard me to many on the selection committee" said Ghabeish (Ghabeish, 2018). "My boss's wife is a successful woman, and he admires her professional success. Thus, he always supported me in my career and gave me the flexibility I needed if I didn't miss out on my responsibilities. On many occasions, I brought my babies to the office, finished the most important tasks and left back home" said Fanni explaining the support she received from her boss at Sahem trading (Fanni, 2018). "I recall an incident early in my career at this company where I made a mistake and made my client lost a big amount of money, I got scared and thought I was about to get fired. Surprisingly my boss told me: a man without mistakes is a man without lessons. In fact, by that he won me and made me stay until now in the company"

said Fanni. These testimonies confirm how the boss's support made a big difference in those women's journey and helped them reach the positions they occupy today.

In response to my question on how they would go about managing their teams, Mrs. Ghabeish and Mrs. Fanni seemed to be transformational leaders. They prefer to engage their employees, to be close to them, and to listen to them and support them to be better. "Each of my staff has a different responsibility; I can sit here and give orders all day and get the job done and receive praise for it, but this would kill them and make them want to leave the minute they could find a different job" said Ghabeish before explaining how she manages her team. "Instead, I share what needs to be accomplished by the department, I invite them to the meetings I'm invited to with very senior people from the public sector and let them feel engaged, valued and wanting to get things done" (Ghabeish, 2018). Along the same lines, Mrs. Fanni, who kept her office in the same room with her staff and refused to be in a separate office that would give them the feeling that she's more senior and distanced, said: "I keep a friendly relationship with them, I stay close to them, I sit here so I can listen to them and hear their small and big problems and get it solved, or cleared, and by doing this I make them do more without giving a single order" (Fanni, 2018). Mrs. Fanni is the only woman director in the company, and she received several criticisms from her senior colleagues for not having a closed office room like all her male peers.

On a different note, opportunities play a big role in the progress of women. Palestine is relatively small. The political atmosphere, the frequent tension in the region and the limitations of mobility increase the probability of uncertainty. These factors limit the number of available opportunities for growth. Therefore, beside dealing with any other barrier that comes their way, women are also limited in their growth due to lack of opportunities. They're most likely to accept a job for securing an income and not for fulfilling their dreams. Mrs. Fanni shared the story of her sister, who holds a master's degree in engineering, and

graduated with honors but could not find a job, and given that she needs an income to survive, she chose to work as a school teacher, a job that does not satisfy her dream nor does it help her attain a leadership role. In an interview, Ms. Awad who is a department director at one of the biggest electronic shops chains, said: “The unemployment rate in Palestine is significantly high. Therefore, when a decent company announces a job opening the pool of applicants is typically comprised of more men than women because the job market is extremely competitive, and everyone is seeking a job and, in this country, although more women are the ones who pursue a higher education, there’s more pressure on men to work better jobs and earn more money. This makes the probability of choosing a woman candidate in some cases much less” (Awad, 2018). Ms. Awad also added: “There’s also a lack of large corporations operating in Palestine partly due to the occupation and the limitations that we live under. When companies start employees at a salary of less than 2,000 ILS and probably offer them a very small to no chance of salary increases and promotions, I think many females find this unattractive and not worth the sacrifices that they would have to make for a nine-hour low paying job” (Awad, 2018).

In Palestine, if a woman decides to step over the barriers, the labor law protects her, since the law in Palestine includes several clauses that are favorable to women. This confirms my discussion about women in the U.S. workforce where I described the first barrier as self-confidence. So, once women believe in themselves and their dreams, they will find their way around the cultural barriers as well as the traditional stereotypes to earn leadership roles. Having current women leaders in the public and the private sectors proves that it’s possible. The good news is that the percentage of women in the workforce has been increasing since 2001, though their percentage of the population has been steady since then (PCBS, 2015a). The percentage of women in the public sector leadership has also increased by 0.4% in the past 5 years (PCBS, 2015a). Although the increase isn’t high, it’s moving the right direction.

IX. Conclusion

Whether we study the leadership style of managers or the financial value of having female leaders, both studies result in findings that are favorable to women. Women who get the chance to lead have demonstrated higher performance, improved the company's culture, and boosted revenues. If so, then given the purpose for which companies exist (revenue), they should hire more women, invest in them and give them the chance to lead. A report concerning women's empowerment released by UN Women in 2011, stressed that the full inclusion of women requires intentional actions, practices, and deliberate policies within companies and organizations which shall enhance the overall economy (UN Women, 2011, p. 2). The report also pointed out that utilizing all social and economic assets is crucial for success. The report, under the "Equality Means Business" slogan, recommended different policies and practices at the different corporate levels to enhance women's empowerment in the workplace. These policies include, but are not limited to: ensure that all policies are gender-sensitive so women aren't excluded; pay equal remuneration so women are encouraged to stay and progress in the company; implement gender-sensitive recruitment and retention practices to actively retain women; and offer flexible work options (UN Women, 2011, p. 4 -5). Although these recommendations are not compulsory, they can serve as a checklist for the companies that take responsibility to enhance the inclusion of women. Once we have more women in business, the chances for women leaders to emerge becomes higher.

In the United States, as illustrated in Figure 6, women are progressing. But the increase in the percentage of Fortune 500 CEOs who are women is not major, and is still below 10%. Women are progressing faster in areas other than business. 68% of the managers in medical and health services, for example, are women. 66% of the managers in community service are women (Eagly & Carli, 2007, p. 20). In business, the percentage of women CEOs

at Fortune 500 companies went up from 0.04% in 2000 to 4.2% in 2016. In terms of number, they went from 3 to 24 (Pew Research Center, 2018b). If we look at all businesses not only the Fortune 500 companies, the percentage of senior roles held by women is only 24% (Grant Thornton, 2018, p. 7). In politics, the percentage of women went up from 13% to 19% in the house of representatives between 2000 and 2018, and from 9% to 23% in the Senate between 1999 and 2018 in the Senate (Pew Research Center, 2018b). However, these percentages have been almost steady since 2015, even though a most recent comparative report released by McKinsey & Co. illustrated that executive gender diversity is correlated with profits (McKinsey, 2018, p.10).

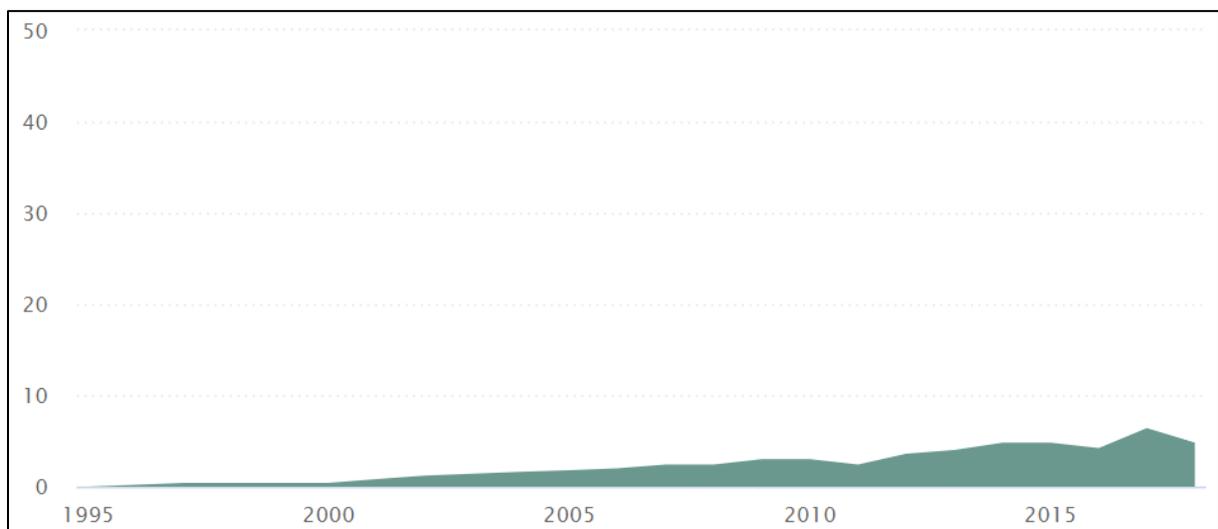


Figure 6. Percentage of Fortune 500 CEOs who are women. Adapted from *The Data on Women Leaders*. Copyright 2018. Pew Research Center.

Having realized the reasons behind having fewer women in leadership roles, as well as the slow progress of women in business leadership compared to the value they bring to the business, it is worth drawing recommendations that can help boost the number of women in business leadership. First, and as discussed earlier, women need to believe in themselves and their potential. It all starts with self-confidence, with aspiring to be a leader, and working for

that aspiration. Women should not hesitate to accept promotions and challenges as well as to change roles within the organization, so they can become equipped with more knowledge and experience that prepares them for senior roles. In her book, *Earning It*, Lublin also emphasized that success is earned and never simply given to women (Lublin, 2016). As suggested by Bradberry, to earn a leadership position, you need to be passionate about what you're doing; the passion will translate into hard work, persistence and commitment to one's goals. One should also be flexible and ready to go the extra mile or two (Bradberry, 2017). The higher inclusion of women can be accomplished by increasing people's awareness of women's capabilities and potential among families, women themselves and schools. Then comes addressing the society's influence and the stereotypes, which also requires increasing people's awareness of the potential of women, their value and capabilities, to reduce the prejudices they experience in the society and in the workforce.

Second comes the work within the organizations, which has to do with the companies policies and human resources practices that can either support or add pressure on working women. This includes but is not limited to, transparent recruitment and promotion policies, paid parental leaves, flexibility to work from home for working mothers, and close monitoring of employees' evaluations to minimize subjectivity. Eagly & Carli, in an article in the *Harvard Business Review*, suggested interventions that proved to help more women to land in leadership roles. Their interventions suggested less subjectivity in performance, so the effects of stereotypes would not appear. Use open-recruitment tools, such as advertising and employment agencies, rather than relying on informal social networks and referrals to fill positions. Prepare women for line management with appropriately demanding assignments and Establish family-friendly human resources practices (Eagly & Carli, 2008, p. 6 - 7). Concerning the support of the organization, I recall and affirm what Sandberg wrote in *Lean In*; "Any male leader who is serious about moving toward a more equal world can make this

a priority and be part of the solution. It should be a badge of honor for men to sponsor women. And since we know that different perspectives improve performance, companies should foster and reward this behavior” (Sandberg, 2013, p. 71 – 72). Dr. Patti Fletcher, Leadership Futurist and Gender Equity Advocate, says that men are 85% of the problem and 85% of the solution, emphasizing that change needs male advocacy (Forbes, 2018b).

Dr. Martin Luther King, Jr., a leader in the Civil Rights Movement, during a speech he delivered at Temple Israel of Hollywood in 1965, said: “The arc of the moral universe is long, but it bends towards justice” (*Free my People*, 2016). Dr. King did not mean that the arc bends by itself towards justice. Instead, action and persistence are what it takes to bend the arc towards justice and equality. This also what Sandberg assures us in her book by saying, “We stand on the shoulders of the women who came before us, women who had to fight for the rights that we now take for granted” (Sandberg, 2013, p. 4). Therefore, the energy around equality that Sandberg referred to, as well as the shift in women’s behavior that McKinsey & Company’s research showed, could achieve a higher rate of equality when it comes to gender in the future. From her side, Ms. Awad agreed with Sandberg when it comes to the support women should give to other women: “Women should celebrate other women on their success and should support one another. Women leaders can be mentors to other women trying to make it. Women leaders could start being role models to young girls through an organized program. Women should be nicer to one another and act as support for other women rather than just pure competition. Women should stop being so judgmental of other women. We should share knowledge with each other and help where we can” (Awad, 2018). Transformational leadership, as confirmed by different studies and research, is proving to be the future of leadership in business. By promoting diversity and engaging employees, leaders are able to take their companies to a new level. Since women tend to be

transformational leaders, the potential for women in leadership, and the potential to change the old stereotypes, has never been better.

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