


12-2013

Developing, Refining, and Validating a Survey to Measure Stereotypes and Biases that Women Face in Industry

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DEVELOPING, REFINING, AND VALIDATING A SURVEY TO MEASURE
STEREOTYPES AND BIASES THAT WOMEN FACE IN INDUSTRY

A Thesis
Presented to
The Faculty of the Department of Architectural and Manufacturing Sciences
Western Kentucky University
Bowling Green, Kentucky

In Partial Fulfillment
Of the Requirements for the Degree
Master of Science

By
Erin D. Webb

December 2013

DEVELOPING, REFINING, AND VALIDATING A SURVEY TO MEASURE
STEREOTYPES AND BIASES THAT WOMEN FACE IN INDUSTRY

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I dedicate this thesis to my two states, my loving partner Kansas and beautiful daughter

Arizona Rae. Without your loving support I would have never finished

ACKNOWLEDGMENTS

I would like to thank the faculty of the AMS department for all the help and support in this process.

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DEVELOPING, REFINING, AND VALIDATING A SURVEY TO MEASURE
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December 2013

158 Pages

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Almost any woman who has worked in a male dominated industry has faced a gender stereotype or bias of some type. Some of these women have even developed coping mechanisms to counteract these biases and make day-to-day interactions at work tolerable. Gathering information to reveal these stereotypes and biases can pose a distinctive challenge. Many women do not want to reveal the challenges that they have faced in their careers, and the vastness of types of challenges makes asking the correct questions very difficult. Through testing, this study has developed a valid data collection instrument that can be used to gather the varying data. The final instrument yielded 22 items that have strong validity and reliability results.

Chapter I

Introduction

According to Hegewisch and Williams (2011), “the ratio of women’s to men’s median weekly earnings for full-time workers-was 81.2 in 2010” (p. 1). This specifies that women on average only made 81 cents on the dollar to that of their male counterparts in 2010. Catalyst Research (2011) has also found that specifically “male-dominated industries provide particular challenges for women’s advancement” (p. 4). According to the United States Department of Labor (2008) a nontraditional or male-dominated occupation for women is one in which women comprise 25% or less of total employment. Appendix A shows a list of male-dominated industries and the percent of females at each occupation (U.S. Department of Labor, 2008). According to Catalyst research (2011) these male-dominated industries’ talent management systems are vulnerable to biases and masculine stereotypes that often creep into Human Resource (HR) tools. These biases and stereotypes offer a unique challenge for female leaders.

Research reveals that many, if not all, female and male leaders have the same ambition and have close to the same success strategies, yet the gender gap in leadership still exists (Catalyst Research, 2005). “Women executives report that they face an additional layer of cultural and environmental barriers to their achievement, which men only infrequently experience” (Catalyst Research, 2005, p. 1). With the added challenges faced by female leaders in male-dominated industries, it could be expected that coping mechanisms and changing leadership styles start to reveal themselves in order to stabilize these challenges. In order to determine the stereotypes and biases that women face in industry and the coping mechanisms that they face, a data collection instrument was

developed and validated. The validated instrument can now be used in further research to determine such data.

Purpose Statement

This study focuses on creating and validating a data collection instrument that will gather data regarding both the stereotypes and the biases that women leaders face in industry. This instrument helps to identify the effect that both these stereotypes and biases have on women's leadership style. This validated instrument also allows the exploration of the biases women leaders face on a day-to-day basis and the different coping mechanisms they practice to counteract these biases and stereotypes.

Significance of Research

This study produces a validated instrument that is a mixed method of both quantitative and qualitative data collecting. The quantitative strategy of a validated survey and a qualitative strategy of grounded theory was used in this study (Creswell, 2009, p.12). The survey instrument was validated by conducting a pretest and field test on individuals in various industries that are at different career levels, races, ages, and genders to try to determine different stereotypes and biases that women may face in leadership. The grounded theory research involved conducting open ended questions using a survey that will help in determining the effects that gender stereotyping and biases have on women and their leadership style. The survey data was conducted, and the results were collected to get an overall interpretation of the results. These results were then analyzed to determine the validity and reliability of the survey instrument. Any test survey questions that were determined not to be valid or reliable were edited in order to create a valid instrument.

Delimitations

This study is limited to three different groups. The first includes random production and salaried workers at the ConAgra manufacturing facility in Milton, Pennsylvania. The second group will include woman that are part of the ATMAE (Association of Technology Management, and Applied Engineering) women in manufacturing special interest group. The last group will include voluntary participants from the veterans e-mail listserv at Western Kentucky University.

Assumptions

Research information collected from the Milton employees, ATMAE members, and veterans group will be representative of the greater population.

Definition of Terms

Stereotype – A standardized mental picture that is held in common by members of a group and that represents an oversimplified opinion, prejudiced attitude, or uncritical judgment (Stereotype, Merriam-Webster, 2011).

Bias – An inclination of temperament or outlook; especially: a personal and sometimes unreasoned judgment (Bias, Merriam-Webster, 2011).

Chapter II

Review of Literature

Survey Instrument. According to Powell and Hermann in a research paper for the University of Wisconsin (2000), “Too often we jump into planning and conducting a survey before we’ve taken time to see if a survey is warranted, appropriate for our evaluation questions and needs, likely to have buy-in and provide useful information” (p. 2). Before making the jump into planning, it is critical to consider several questions in order to determine what type of data collection tool is warranted. Powell and Hermann (2000) suggest answering these questions before beginning the evaluation step:

1. What is the purpose of the evaluation?
2. Who will use the information?
3. How will they use the information?
4. What questions will the evaluation seek to answer?
5. When are the evaluation results needed?
6. What are your own abilities and skills? Are there others who can help?
7. What resources do you have or can access, including time, money, and people?

Designing and planning the correct data-gathering tool is essential to successful research. According to Sofaer (2002), “When qualitative research is designed or executed poorly, the results are neither credible nor useful” (p. 333).

Surveys are some of the most popular types of data collection tools used to collect data. “A survey is most appropriate when your evaluation questions and information needs are best answered by the people themselves” (Powell and Hermann, p. 3, 2000).

When a survey is determined to be the best type of tool to gather data, the method must also be determined. "There are five main survey methods: mail, telephone, face-to-face, handout, and electronic" (Powell and Hermann, p. 4, 2000). Each of these methods has their own advantages and disadvantages, and no single method is more superior to the other. The decision to use one method over the other or a combination of methods can be determined by weighing out each advantage and disadvantage and deciding its usefulness or impact on the study.

After the use of a survey as the type of data collection tool has been decided, the survey instrument must be shown to be both valid and reliable. According to the Standards for Educational and Psychological Testing (Standards; American Education Research Association [AERA], American Psychological Association [APA], & National Council on Measurement in Education [NCME]), validity "refers to the degree to which evidence and theory support the interpretations of test scores entailed by proposed uses of test" (AERA, APA, & MCME, 1999, p. 9). Simply stated, validity is how well the participants in the study interpret the questions asked of them. Reliability refers to the ability of the instrument to give similar results consistently.

Stereotypes and Biases of Women. The manufacturing industry remains a man's domain. Specifically, men in the automotive industry hold 75% of all management positions (Wernau, 2010). In 2006, women held only about 18% of management positions (Wernau, 2010). Since the automotive industry is so dominated by males, when a female is introduced to the group she normally has some barriers that she must break to earn the respect of her male colleagues. According to Wernau (2010), "The senior team is typically the boy's club. You introduce a woman and they say things to you like, 'Is it OK

if we swear?" (p. 2). The assumption that women are more prudish than men and will care more about swear words is just one of the many stereotypes that women can face in a male-dominated industry. According to Hayes (2004), stereotypes are the single most recurring cause of misunderstandings between the genders in the work place, especially in larger companies where personal relationships are hard to achieve (p. 13).

From the beginning of the law enforcement profession, the mindset of aggressive and physical behavior had been socially embedded into the culture and structure of the job requirements (Hughes, 2010, p. 9). These physical behaviors have long been viewed as something that only men can endure or perform (Hughes, 2010, p.9). This mindset has resulted in the male dominance of law enforcement agencies from the very beginning of law enforcement (Hughes, 2010, p. 9). Price (1996) states, "the biggest challenge facing women officers is the resistance displayed by male officers in their attitudes toward women in policing" (p.2). From a basic patrol level, police officers need to be able to investigate crime scenes, resolve disputes, gather evidence, serve civil papers, write reports, interview victims and witnesses, and respond to calls of service. Seklecki and Paynich's (2007) survey results show that women do many of these job functions better and more efficiently than men (p. 25). Even though women are perceived to do many of the job functions of law enforcement better than their male counterparts, because of the aggressive and physical behavior stereotypes associated with the job, women are highly underrepresented in this industry.

Gender stereotypes, such as all women are sensitive, are based on long standing generalizations on how women and men are different. According to Catalyst (2005), "Generally speaking, social stereotypes, like those about gender, are generalizations we

make to differentiate categories or groups of people” (par. 14). According to Schneider (2005), “we all have and use thousands of generalizations about groups of people...around us” (p. 18). Since there are obvious differences between women and men, stereotypes are used to anticipate and respond to these differences from the onset rather than having to figure them out “from scratch” in each interaction (Catalyst, 2005). In other words, relying on stereotypes because they help save time and energy instead of actually figuring out the complete truth about an individual or group is common practice. “When one reads the literature on stereotypes, one cannot avoid the conclusion that stereotypes are generalizations gone rotten” (Schneider, 2005, p. 19). “Stereotypes are bad because they emphasize the negative rather than the positive features of groups” (Schneider, 2005, p. 19). Hayes (2004) argues that when a person is placed in a confrontation with someone they do not know, he or she falls back subconsciously to stereotyped images in order to interpret his or her own behavior and the perceived behavior of the person they are confronting (p. 20).

In an article in *Industry Week*, Adrienne Selko interviews Chin-Ning Chu about her new book, *The Art of War for Women: Sun Tzu's Ancient Strategies and Wisdom for Winning at Work*. Chu recalls an experience when she gave a speech in Bali for the Asian IBM 110% club. In order to be a member of this club one must be one of the top performers at IBM. During the ceremony, the top six performers were given awards and of those six, four were women. Even in an industry that is dominated by males, woman can excel and overcome the stereotypes and biases they face.

According to Heilman (2010)

“Gender stereotypes and the expectations they produce about both what women are like (descriptive) and how they should behave (prescriptive) can result in devaluation of their performance, denial of credit to them for their successes, or their penalization for being competent” (p. 657).

In male-dominated industries, this struggle is even more difficult for women leaders as they constantly battle for the same respect as males doing the same job.

While men’s role in society seems to be limited to what career path they choose and how well that career provides for their family, a woman’s role is defined and seen as being much more involved and complicated. Clarke (2011) states, “Women’s lives tend to be shaped by roles, relationships and responsibilities such as spouse’s careers, child-bearing, child-rearing, and the care of elderly family members” (p. 499). Not only must most women choose a career that provides for their families, it is expected by society that she must support her spouse in his career, birth and be mostly responsible for the raising of the children, and be responsible for the care for other family members that might need such service. There are many men that take on these roles as well, but society seems to hold women at a higher standard when it comes to responsibilities outside of her career. In the past women were not even encouraged to pursue careers when the man had a career. Since the first feminist movements society has been attempting to deviate from the pattern of the man always being the head of household, but in most cases this is what is still expected.

One of the challenges that women face when they actually do make it into a leadership role in male-dominated industries is the lack of other women leaders that they have to look to as role models. Vongalis-Macrow & Gallant (2010) state that “there is a

lack of women leaders as role models, but sustaining stereotypes of the superwomen is no solution” (par. 8). With the amount of responsibility a woman often has in the home as the home maker and outside the home with her career, her success in both becomes much harder to achieve. Even with this challenge many women are succeeding and excelling at their careers. We are even seeing an increased trend of “stay-at-home-dads” that is continuing to help the gains of women in the success of their careers. Kawakami, White, and Langer (2000) state that "Despite gains in women's status, successful leaders are more likely to be men than women” (p. 49).

The leadership styles of men and women are stereotypically different. In reality every person has their own way to lead individuals and groups no matter what his or her gender. In an environment where a woman may be new, or there may be a lack of feminine presence, the gender stereotypes may be a large factor in determining how she may be treated and respected in that environment. Kawakami, White, and Langer (2000) state that,

"The gender stereotype of women as warm, nurturing, and caring and the corresponding stereotype of men as cold, competitive, and authoritarian may have contributed to a popular perception that women are less effective than men in leadership positions, though in fact they are equally effective" (p. 50).

A woman in a leadership role has many decisions to make just by being a leader, but the added contemplation about stereotypes can add unneeded stress. "Female leaders face a paradox: If they emulate a masculine leadership style, their male subordinates will dislike them. If they adopt a stereotypically warm and nurturing feminine style, they will be

liked, but not respected" (Kawakami, White, and Langer, 2000, p. 49). With the many stereotypes and biases that women face today, Samartseva & Fomina (2002) state, "Women have worked out their own techniques that are appropriate to the uncertain conditions in which business finds itself today" (p. 69). Despite the fact that women are attempting to make the appropriate decisions about what type of leader they want and need to be in their unique situations, there are still situations where they will be judged by stereotypes. The way women handle these leadership stereotypes may even affect their chances for promotion or even their jobs themselves. According to Eagly & Johannesen-Schmidt (2001), "Differences in (leadership) styles can be consequential because they are one factor that may affect people's views about whether women should become leaders and advance to higher positions in organizational hierarchies" (p. 783).

The characteristics that are often associated with men and women are vast but when it comes to the leadership, there is often a standard that most are compared against. "Agentic characteristics, which are ascribed more strongly to men than women, describe primarily an assertive, controlling, and confident tendency-for example, aggressive, ambitious, dominant, forceful, independent, daring, self-confident, and competitive" (p. 785). "Communal characteristics, which are ascribed more strongly to women, describe primarily a concern with the welfare of other people-for example, affectionate, helpful, kind, sympathetic, interpersonally sensitive, nurturant, and gentle" (Eagly & Johannesen-Schmidt, 2001, p. 785). Basically, men are perceived as more agentic and if a woman acts this way, she is perceived as being masculine. In most cases, a woman leader exhibiting agentic characteristics is not liked and not well respected by her direct reports. Society seems to believe that a woman does not have the ability to be both agentic and

communal. It is likely that leadership roles, like other organizational roles, provide norms that regulate the performance and expectations that need to be accomplished in that role, which therefore be similarly accomplished by male and female role occupants (Eagly & Johannesen-Schmidt, 2001, p. 787). Gender roles, unlike leadership or organizational roles have different implications for the behavior of female and male leaders. Not only do the female and male roles or stereotypes have different content, but there is also often inconsistency between the predominantly communal qualities that perceivers associate with women and the predominantly agentic qualities that they believe are required to succeed as a leader (Eagly & Johannesen-Schmidt, 2001, p. 788).

As Eagly & Karau (2001) state, perceived incongruity between the female gender role and typical leader roles tends to create prejudice toward female leaders in two ways (p. 572). First is a less favorable evaluation of women's more-so than men's potential for leadership, because leadership ability is more stereotypically attributed to men than women (Eagly & Karau, 2001, p. 573). Secondly is the less favorable evaluation of the actual leadership behavior of women than men because agentic behavior is perceived as less desirable in women than men (Eagly & Karau, 2001, p. 573). "Although women have gained increased access to supervisory and middle management positions, they remain quite rare as elite leaders and top executives" (Eagly & Karau, 2001, p. 573). Prejudice toward female leaders will emerge in leadership roles that are male-dominated or regarded as requiring masculine qualities, because masculine qualities are often seen as negative in females (Eagly & Karau, 2001, p. 575).

"Even though the research found some differences in management style...the sex differences are small because the leader role itself carries a

lot of weight in determining people's behavior. Women are in some senses better leaders than men but suffer the disadvantage of leadership roles having a masculine image, especially in some settings and at higher levels. Stripping organizational leadership of its masculine aura would allow psychologists to get a clearer picture of any true differences between men and women" (Eagly & Karau, 2001, p. 579).

Until leadership is no longer seen as a predominately masculine profession, females will have to continue to figure out their own unique techniques in order to be seen as equally effective as their male counterparts. According to Rosener (1990), "Women managers who have broken the glass ceiling in medium-sized, nontraditional organizations have proven that effective leaders don't come from one mold" (p. 119). Brooks (2011) concedes, "Biologically, females are more sensitive, emotional, and self-critical than men" (par. 3). Brooks (2011) also suggests that a woman's leadership style is more along the lines of mentoring and coaching, while in contrast a man's style is more command-and-control (par. 6). Women have demonstrated that using the command-and-control style of managing others or as others refer to it as the agentic style, a style generally associated with men in large, is not the only way to succeed (Rosener, 1990, p. 119). "The women's success shows that a nontraditional leadership style is well suited to the conditions of some work environments and can increase an organization's chances of surviving in an uncertain world (Rosener, 1990, p. 120). This fact supports the belief that there is strength in a diversity of leadership styles in an organization, and this diversity makes a company stronger.

With the abundance of occupations that are male-dominated, there are just a few female-dominated industries that men currently choose as a career. Dr. Ruth Simpson (2004) presented findings of a study that was performed at Brunel University as to men's experiences in these female dominated occupations. "The research is based on 40 in-depth interviews with male workers from four occupational groups: librarian-ship, cabin crew, nurses, and primary school teachers" (Simpson, 2004, p. 2). According to this study, men benefit from their minority status through assumptions of enhanced leadership and are given differential treatment because of being associated with a more careerist attitude to work (Simpson, 2004, p. 2). Simpson (2004) references Bradley (1993), stating that male nurses often ascend the hierarchy faster than their female counterparts (p. 7). In teaching, selection boards were perceived to look favorably on male applicants on the grounds that they were needed to provide a role model for the male pupils (Simpson, 2004, p. 13). Many of the men that were interviewed felt that they were subject to different, and more relaxed, rules and expectations because of their minority status (Simpson, 2004, p. 15). At the conclusion of this study Simpson (2004) states, "Of the forty men interviewed, only two (both cabin crew) expressed dissatisfaction with their career choice and as a consequence had plans to leave" (p. 13).

Chapter III

Methodology

Thesis Design. A mixed methods approach was used while collecting data for this study. The quantitative data was collected using a survey with a mixed method of face-to-face and electronic formats. A survey was chosen to generalize from a sample the attitudes of a population towards the subject of the study (Creswell, 2009, p.146). A survey was chosen for this study because of the advantages of identifying attributes of a larger group from a smaller group of individuals (Creswell, 2009, p. 146). The qualitative data in this study was collected using open-ended questions in the survey. The survey was conducted using an electronic e-mail Internet approach (Creswell, 2009, p.179). The survey research was conducted to address the stereotypes and biases faced by women leaders in male-dominated industries and how both of these affect their leadership style. The qualitative data reveals the coping mechanisms that these women have developed in order to deal with the many challenges they face because of these stereotypes and biases.

Validity of Survey Instrument

Pretest. To establish validity of the survey instrument, a pilot study was conducted. Ten members of a focus group were enlisted at the ConAgra manufacturing facility in Milton, Pennsylvania to participate in a study on the research method. This group consisted of 8 hourly and 2 salaried employees. The subjects were given the proposed survey including a request for assistance in the study (Appendix B) and a questionnaire (Appendix C) included with the purpose of getting participants' specific

feedback. Along with these items, the proposed survey cover letter (Appendix D) was included to receive feedback from the group. The test determined that the survey took respondents approximately 15 minutes to complete. The comments from the respondents indicated that the instructions and questions were clear enough to complete without any problems. The comments about the cover letter were positive, saying that the background information made the survey more personable, and the statement of confidentiality reassured the respondents that they would remain anonymous. The formatting of the survey had high reviews as to its aesthetics and ease of completion. The focus group added comments that the survey should give a good indication of stereotypes and biases that women today face while in their various careers, including male and non-male-dominated fields. The focus group also commented that the open-ended questions added a good instrument to acquire specifics about how people deal with these stereotypes.

Field validation: Study sample. In this phase, surveys were distributed to 25 individuals and email invitations were sent to 800 members of the veteran's listserv at Western Kentucky University and 200 members of the women in manufacturing group of ATMAE (Association of Technology, Management, and Applied Engineering). Of these, all 25 employees that were handed face-to-face surveys completed and returned the surveys. One hundred and seventy-six of the 800 emails sent to the veterans group were received. Thirty-four of the ATMAE members responded to the survey. Overall almost 23% of individuals asked to participate in this survey responded.

Participants. The participants in the survey consisted of random employees from a major ConAgra manufacturing facility in Milton, Pennsylvania. This facility employs over 900 salaried and non-salaried employees of various genders, ages, races, and career levels. Other participants in this survey included voluntary veterans that are part of the veteran e-mail listserv at Western Kentucky University. Some survey respondents were members of the women in the manufacturing group of ATMAE that are in various parts of the world and in various stages of their careers.

Data collection, Instruments, and Procedures. Data for this research was conducted using a survey. The surveys are in the form of self-administered questionnaires that are cross-sectional, with data collected from February 24, 2012 to March 1, 2012 (Creswell, 2009, p. 146). The survey was preceded by a cover letter (Appendix D) giving a brief overview of the survey administrator's personal information and the purpose of the research. Following the cover letter was attached an informed consent document (Appendix E). This document explained the nature and purpose of the project, a short explanation of the procedure, the risks and benefits of the research, the confidentiality information, and the refusal and withdrawal options. The data was collected to determine the opinions of the participants. To develop the survey, an online survey tool (www.surveymonkey.com) was used. This tool allowed a unique survey to be created that had the ability to be e-mailed (Creswell, 2009, p. 149). The software allowed the survey data to be consolidated and summarized data reports to be presented in table and graphical form. The survey also involved two open-ended questions that determined the views and opinions of the participants (Creswell, 2009, p. 181).

Limitations. A limitation of using an open-ended qualitative technique is that not all people are equally articulate and perceptive (Creswell, 2009, p. 179). This limitation may result in various levels of feedback from the participants. To gather as much information from the participants as possible, the study asked specific questions related to gender stereotypes and biases women leaders face and how this has affected their leadership styles.

Data Analysis. The data from the surveys was collected using a commercial product (www.surveymonkey.com). This product generated results and reported them back as descriptive statistics and graphed information (Creswell, 2009, p. 149). This data was used to determine the various stereotypes and biases that women face in industries and how the participants had experienced them. The qualitative, open-ended data was detailed using a coding process. According to Creswell (2009) “Coding is the process of organizing the material into chunks or segments of text before bringing meaning to information” (p. 186). The computer product (www.surveymonkey.com) was also used to help code, organize, and sort information collected from the survey's open-ended questions (Creswell, 2009, p. 188).

Validity of Research. Participants in the survey research may have communicated with each other, resulting in surveys that are influenced by one another. To counter this, surveys were distributed to a random sampling at the same time, cutting down on the communication about the study. The e-mailed surveys were distributed to individuals that were located in various parts of the world, resulting in a low probability of communication between respondents.

Chapter IV

Analysis of Data

Introduction. The purpose of this study is to identify the opinions of individuals from various occupations about female leaders' characteristics and challenges in the workplace. This study also identifies stereotypes and biases these female leaders face and any coping mechanisms they have developed to combat these challenges.

The structure of this section covers the use of quantitative data obtained through an on-line survey. Information collected from individuals in various fields is presented. Throughout this section, data is represented in the form of tables, and a verbal description is also provided to aid readers in understanding.

In this section, the test survey is presented with respondent's data. This data is used to verify if the question offered to respondents is valid.

Treatment of Data. Data was gathered using a 22 - question test survey (Appendix F). This survey was sent out electronically on February 24, 2012. The survey was sent to members of the ATMAE (Association of Technology, Management, and Applied Engineering) Women in Technology group and the veterans e-mail listserv at Western Kentucky University. A cover letter (Appendix D) preceded the survey link that stated the importance of the study, the guarantee of anonymity, and the participants' rights. The approved informed consent document of the Western Kentucky University institutional review board (Appendix E) was also attached to the e-mail.

Survey Instrument. Of the individuals contacted, 201 responded to the survey by March 1, 2012. Not all respondents offered an answer to each individual question. The individuals that skipped certain questions are addressed in the review of respondent's data.

Respondent Data. This section reviews the quantitative portion of the study.

Table 1 shows the respondent's gender.

Research Question 1:

What is your gender?

Table 1 shows the gender of the respondents.

Table 1. *Survey Respondent's Gender*

What is your Gender?		
Answer Options	Response	Response
Male	62.8%	147
Female	37.2%	87
<i>answered question</i>		234
<i>skipped question</i>		1

The most common response from participants completing the survey on gender was male with 62.8%. Only 37.2% of participants responding to the survey were female. One participant did not respond to this question. This question is valid.

Research question 2:

What is your age?

Table 2 shows the age range of the participants in the quantitative portion of the study.

Table 2. *Survey Respondent's Age*

What is your age?		
Answer Options	Response	Response
18 - 25	7.2%	17
26 - 35	23.0%	54
36 - 45	27.7%	65
46 - 55	29.4%	69
56+	12.8%	30
<i>answered question</i>		235
<i>skipped question</i>		0

The largest number of responses was in the category of 46 to 55 years old (29.4%). The next largest number of respondents fell into the 36 to 45 year old range (27.7%). The second to largest percentage of respondents were ages 26 to 35 (23.0%). The smallest two age groups of respondents included 56 and over (12.8%) and 18 to 25 (7.2%). Around 80% of respondents were age 26 to 55. This question is valid.

Research question 3:

What is your race?

Table 3 shows the race of the respondents to the survey.

Table 3. *Survey Respondent's Race*

What is your race?		
Answer Options	Response	Response
White	86.1%	199
African American	9.1%	21
Asian	1.7%	4
Hispanic	2.6%	6
Pacific Islander	0.0%	0
Middle Eastern	0.4%	1
Other (please specify)		3
<i>answered question</i>		231
<i>skipped question</i>		4

The majority of the individuals responding to the survey were white (86.1%). The next largest respondent group was African Americans (9.1%). The remainder included Asian (1.7%), Hispanic (2.6%), Middle Eastern (0.4%), and three respondents answered Other to this question. Two respondents indicated that they were Native American, and one responded that the races provided were not races but skin colors. This question is valid.

Research question 4:

What is the highest level of education you have completed?

Table 4 shows the level of formal education that the respondents have achieved.

Table 4. *Survey Respondent's Highest Level of Education Completed*

What is the highest level of education you have completed?		
Answer Options	Response Percent	Response Count
High School / GED	3.9%	9
Some College	21.5%	50
Undergraduate degree	36.9%	86
Graduate degree	29.6%	69
Doctoral	8.2%	19
Other (please specify)		6
<i>answered question</i>		233
<i>skipped question</i>		2

The majority of the respondents to the survey indicated that they have completed an undergraduate degree (36.9%). A significant number of 29.6% of the respondents to the survey have completed a graduate degree. Also, 21.5% of respondents have completed some college, but have not completed a degree. The remainder of the respondents included high school or GED (3.9%) and doctoral (8.2%). Six individuals responded Other to this question. Their responses included: less than 12 credits to

graduate associate degree; associate degree; multiple graduate degrees; clinical licensure; and industrial technology. Two respondents skipped this question. An option of Associate degree and an option of None need to be added to the question to validate it.

Research question 5:

In what industry are you currently employed?

Table 5 shows the different industries in which the survey respondents are employed.

Table 5. *Employed Industry of Survey Respondents*

In what industry are you currently employed?		
Answer Options	Response	Response
Agriculture	1.4%	2
Construction	0.7%	1
Manufacturing	30.4%	45
Transportation	7.4%	11
Information	20.9%	31
Finance	5.4%	8
Education	23.0%	34
Healthcare	5.4%	8
Food Service	2.7%	4
Entertainment	2.7%	4
Other (please specify)		93
<i>answered question</i>		148
<i>skipped question</i>		87

Ninety-three respondents to the survey responded that they worked in a different category than those listed (Appendix G). Of the listed categories, Manufacturing (30.4%) was the industry in which most people were employed. The next largest response was in Education (23%). Information accounts for 20.9% of the respondents' category of

employment. To finish respondents' employment categories were: Agriculture (1.4%), Construction (0.7%), Transportation (7.4%), Finance (5.4%), Healthcare (5.4%), Food Service (2.7%), and Entertainment (2.7%). Eighty-seven of the respondents to this category did not answer and skipped the question. The response rate for this question was 63%. This question needs several options added to validate it. These options include: Government, Defense, Technology, Retired, and Unemployed.

Research question 6:

Are you in a leadership position in your field?

Table 6 shows the respondents that are in a leadership position in their current places of employment.

Table 6. *Respondents Who Are in a Leadership Position in Their Field of Employment*

Are you in a leadership position in your field?		
Answer Options	Response Percent	Response Count
Yes	64.7%	150
No	35.3%	82
<i>answered question</i>		232
<i>skipped question</i>		3

A majority of 64.7% of the respondents to the survey answered that they were in a leadership position in their field of employment. A minority of 35.3% of respondents were not currently working in a leadership position. The remaining three respondents skipped this question and did not give an answer. This question is valid.

Research question 7:

Do you prefer to have a male or female supervisor?

Table 7 shows the respondents' opinions about preferring a female or male supervisor.

Table 7. *Respondents' Preference of a Male or Female Supervisor*

Do you prefer to have a male or female supervisor?		
Answer Options	Response Percent	Response Count
Male	23.4%	55
Female	5.5%	13
Either	71.1%	167
<i>answered question</i>		235
<i>skipped question</i>		0

A majority of the respondents to the survey said that they preferred either a male or female supervisor (71.1%). A larger percentage of 23.4% of respondents replied that they would rather have a male supervisor. Only 5.5% of the respondents to the survey replied that they preferred to have a female supervisor. The response to this question was 100%. This question is valid.

Table 8. *Male Respondents' Preference For a Male or Female Supervisor*

Do you prefer to have a male or female supervisor?		
Answer Options	Response Percent	Response Count
Male	22.4%	33
Female	2.7%	4
Either	74.8%	110
<i>answered question</i>		147
<i>skipped question</i>		0

Male respondents stated by a majority (74.8%) that they do not have a preference as to the gender of their supervisor. Of the male respondents that do care about the gender of their supervisor, 33 out of the 37 would prefer a male to a female. Only 2.7% of male respondents would prefer a female supervisor.

Table 9. *Female Respondents' Preference For a Male or Female Supervisor*

Do you prefer to have a male or female supervisor?		
Answer Options	Response Percent	Response Count
Male	24.1%	21
Female	10.3%	9
Either	65.5%	57
<i>answered question</i>		87
<i>skipped question</i>		0

Female respondents to this question indicated by a majority of 65.5% that they do not have a preference as to the gender of their supervisor. As with the males that responded to this survey, females that do prefer a gender prefer a male supervisor (24.1%). Only 10.3% of female respondents preferred to have a female supervisor.

Research question 8:

In your experience, do males or females express these traits more often while in a leadership position? (Mark equal if you think both females and males express these traits equally.)

Table 10 shows how respondents answered as to which gender expressed the shown traits more often.

Table 10. *The Gender That Expresses These Traits More Often*

In your experience, do males or females express these traits more often while in a leadership position? (Mark equal if you think both females and males express these traits equally.)				
Answer Options	Male	Equal	Female	Response Count
Articulate:	25	151	55	231
Perceptive:	12	146	75	231
Self-confident:	81	145	6	232
Persistent:	53	148	29	230
Determined:	78	135	19	231
Trustworthy:	41	157	34	232
Dependable:	28	172	32	232
Friendly:	10	95	129	232
Outgoing:	33	146	53	231
Conscientious:	13	157	60	230
Diligent:	17	197	16	229
Sensitive:	16	96	121	231
Empathic:	13	96	121	229
<i>answered question</i>				232
<i>skipped question</i>				3

Of the traits shown in this question, the 232 respondents to the survey answered that females are more sensitive (121), empathic (121), and friendly (129). As for the

remaining traits on the survey, a majority of respondents stated that they feel both females and males express each equally. The responses are as follows: articulate (151), perceptive (146), self-confident (145), persistent (148), determined (135), trustworthy (157), dependable (172), outgoing (146), conscientious (157), and diligent (197). Of all the traits mentioned in this question, the trait with the smallest number of votes on the female side was self-confidence (6). Only 2.5% of respondents indicated that they feel that females express self-confidence more often than their male counterparts. While the largest amount of respondents stated that they feel males and females express these traits equally, a larger number identified that males are more persistent (53), determined (78), and trustworthy (41) than their female co-workers. This question is valid.

Research question 9:

When a woman is angry in the workplace, she is seen in a negative light, while a man tends to be respected more.

Table 11 indicates respondents' opinions about whether they feel that when women get angry in the workplace they are seen negatively, while their male counterparts seem to be respected more.

Table 11. *When a Woman Gets Angry it is Negative, While Men Get Respected More*

When a woman is angry in the workplace she is seen in a negative light, while a man tends to be respected more.		
Answer Options	Response Percent	Response Count
True	54.3%	127
False	45.7%	107
<i>answered question</i>		234
<i>skipped question</i>		1

A majority of 54.3% of respondents indicated that they feel that when women get angry in the workplace they are seen in a negative light, while men tend to be respected more. The remaining 45.7% of respondents stated that they feel this statement is false. One respondent skipped this question and did not offer a response. This question is valid.

Research question 10:

Men generally know what they are going to say before they speak, but a woman may just begin talking and gradually discover what she wants to say.

Table 12. *Men Know What They Are Going to Say, While Woman Figure it Out*

Men generally know what they are going to say before they speak, but a woman may just begin talking and gradually discover what she wants to say.		
Answer Options	Response Percent	Response Count
True	19.3%	45
False	80.7%	188
<i>answered question</i>		233
<i>skipped question</i>		2

A majority of the respondents to the survey felt that this statement is false (80.7%). Only 19.3% of respondents felt as though this statement is true. Two respondents skipped this question and did not offer a response. This question is valid.

Research question 11:

Is your current immediate supervisor a male or female?

Table 13. *Respondent's Current Immediate Supervisor*

Is your current immediate supervisor a male or female?		
Answer Options	Response	Response
	Percent	Count
Male	68.0%	151
Female	32.0%	71
<i>answered question</i>		222
<i>skipped question</i>		13

A majority of 68% of respondents had an immediate supervisor that is a male. The remaining 32% of respondents to this question had a female immediate supervisor. Thirteen respondents to the survey did not answer this question. In order to make this a valid question an option of Neither needs to be added.

Research question 12:

Of these emotional needs, do males or females think they are more important?

Table 14 shows the gender that respondents think the listed emotional needs are more important to.

Table 14. *Emotional Needs That are More Important to Male or Female Leaders*

Of these emotional needs, do males or females think they are more important?				
Answer Options	Male	Both	Female	Response
Caring	6	62	164	232
Trust	38	166	29	233
Understanding	14	132	87	233
Acceptance	17	119	97	233
Respect	55	157	21	233
Appreciation	15	146	71	232
Inclusion	17	133	82	232
Admiration	56	136	40	232
Validation	36	132	64	232
Acknowledgment	27	162	43	232
Reassurance	13	117	102	232
Encouragement	14	138	80	232
<i>answered question</i>				233
<i>skipped question</i>				2

Of the listed emotional needs, respondents indicated that females feel that caring (164) is a need that is more important to them than their male counterparts. A majority of

the 233 respondents that participated in this question indicated both males and females feel equality about the importance of the remaining emotional needs. The exact number of respondents that responded in this way is as follows: Trust (166), Understanding (132), Acceptance (146), Inclusion (133), Admiration (136), Validation (132), Acknowledgement (162), Reassurance (117), and Encouragement (138). Not including the respondents that answered both males and females feel equally about these needs, respondents feel that females find Understanding (87), Acceptance (97), Appreciation (71), Inclusion (82), Validation (64), Acknowledgment (43), Reassurance (102), and Encouragement (80) more important emotional needs than their male counterparts. In contrast, respondents stated that males feel that Trust (38), Respect (55), and Admiration (56) are more important emotional needs to them than their female leader equivalents. This question is valid.

Research question 13:

A woman's challenge in the workplace is much greater than a man's?

Table 15 shows the number of respondents that indicate true or false that a woman's challenge in the workplace is greater than a man's.

Table 15. *A Woman's Challenge is Greater Than a Man's*

A woman's challenge in the workplace is much greater than a man's.		
Answer Options	Response Percent	Response Count
True	65.5%	152
False	34.5%	80
<i>answered question</i>		232
<i>skipped question</i>		3

A majority of 65.5% of respondents to this question in the survey believed that a woman's challenge in the workplace is much greater than a man's. The remaining 34.5% felt as though this statement is false. Three respondents to the survey skipped this question and did not offer an answer. This question is valid.

Table 16. *Female Respondents' Opinion About Workplace Challenges*

A woman's challenge in the workplace is much greater than a man's.		
Answer Options	Response	Response
	Percent	Count
True	83.9%	73
False	16.1%	14
<i>answered question</i>		87
<i>skipped question</i>		0

An overwhelming majority (83.9%) of female respondents to this question indicated that in fact a woman's challenge in the workplace is much greater than a man's. Only 16% of women stated that they do not believe a woman's challenge in the workplace is much greater than a man's. A perfect 100% of women that responded to the survey offered an answer to this question.

Table 17. *Male Respondents' Opinion About Workplace Challenges*

A woman's challenge in the workplace is much greater than a man's.		
Answer Options	Response	Response
	Percent	Count
True	54.2%	78
False	45.8%	66
<i>answered question</i>		144
<i>skipped question</i>		3

In contrast to the female respondents, the male respondents did not have an overwhelming majority as to the validation of a women's challenge in the workplace. Only 54.2% of males surveyed thought that a woman's challenge in the workplace is much greater than a man's. A remaining 45.8% thought that this statement is not accurate, and a man's challenge is just as great as a woman's. Three male respondents to the survey skipped this question and did not offer an answer.

Table 18. *Female Leaders in Manufacturing's Opinions About Workplace Challenges*

A woman's challenge in the workplace is much greater than a man's.		
Answer Options	Response	Response
	Percent	Count
True	90.0%	9
False	10.0%	1
<i>answered question</i>		10
<i>skipped question</i>		0

Of the respondents to the survey, 10 were female leaders in the manufacturing industry. Nine out of ten respondents, or 90%, thought that a woman's challenge in the workplace was much greater than a man's. One respondent out of the ten female leaders who answered the question in manufacturing thought that a woman's challenge was no greater than that of her male counterparts.

Research question 14:

Of the male and female pictured above, who looks more professional?

Table 19. *Who Pictured Looks More Professional*

Of the Male and Female pictured above, who looks the most professional?		
Answer Options	Response Percent	Response Count
Male	6.8%	16
Equal	60.3%	141
Female	32.9%	77
<i>answered question</i>		234
<i>skipped question</i>		1

A majority of 60.3% of respondents that answered this question stated that the female and male pictured are equal in professional appearance. A large percentage of 32.9% stated that the female looked more professional than the man pictured, and 6.8% of respondents indicated that the male pictured was the more professional. One respondent to the survey did not answer this question. This question is valid.

Research question 15:

Prejudice in the workplace makes it more difficult for a woman to get ahead than a man.

Table 20 shows the number of respondents that indicated true and false to the statement that prejudice makes it harder to get ahead for a woman than a man.

Table 20. *Prejudice Makes it Harder For a Woman Than a Man*

Prejudice in the workplace makes it more difficult for a woman to get ahead than a man.		
Answer Options	Response Percent	Response Count
True	63.1%	147
False	36.9%	86
<i>answered question</i>		233
<i>skipped question</i>		2

A majority of 63.1% of respondents to this question indicated that it is true that prejudice in the workplace makes it more difficult for a woman to get ahead than a man. The remaining 36.9% of respondents indicated that they feel this statement is false. Two respondents to the survey did not give a response to this question. This question is valid.

Table 21. *Women’s Response About Prejudice Making it Difficult for Women in the Workplace*

Prejudice in the workplace makes it more difficult for a woman to get ahead than a man.		
Answer Options	Response Percent	Response Count
True	82.6%	71
False	17.4%	15
<i>answered question</i>		86
<i>skipped question</i>		1

Of the female respondents to this question, 82.6% thought that prejudice in the workplace does make it more difficult for a woman to get ahead than it does for a man. The remaining 17.4% of female respondents thought that prejudice in the workplace did not make getting ahead any more difficult for a woman than a man. One female respondent to the survey did not offer an answer to this question.

Research question 16:

In your career have you ever been faced with a gender stereotype or bias?

Table 22 shows respondents' answers to whether they have faced a gender stereotype or bias in their career.

Table 22. *Respondents Who Have Faced a Gender Stereotype or Bias*

In your career have you ever been faced with a gender stereotype or bias?		
Answer Options	Response Percent	Response Count
Yes	65.1%	151
No	34.9%	81
<i>answered question</i>		232
<i>skipped question</i>		3

A majority of 65.1% of respondents stated that they have faced a gender stereotype or bias in their career. A remaining 34.9% of respondents to this question stated that they never have faced a gender stereotype or bias in their career. Three respondents to the survey did not offer an answer to this survey question. This question is valid.

Table 23. *Female Respondents Faced with Gender Stereotypes and Biases*

In your career have you ever been faced with a gender stereotype or bias? (Females)		
Answer Options	Response Percent	Response Count
Yes	83.7%	72
No	16.3%	14
<i>answered question</i>		86
<i>skipped question</i>		1

When only women respondents' survey responses are analyzed, 83.7% indicate that they had been faced with gender stereotypes or biases in their career. A remaining 16.3% of female respondents said that they have never faced a gender stereotype or bias in their career. One female respondent to the survey did not offer a response to this question.

Research question 17:

A woman's sense of self in the workplace is defined primarily by the quality of her work relationships.

Table 24. *Women's Sense of Self is Defined by Work Relationships*

A woman's sense of self in the workplace is defined primarily by the quality of her work relationships.		
Answer Options	Response Percent	Response Count
True	39.9%	93
False	60.1%	140
<i>answered question</i>		233
<i>skipped question</i>		2

A majority of 60.1% of respondents to this question stated that they feel as though a woman's sense of self in the workplace is defined outside of the quality of her work relationships. The remaining 39.9% of respondents indicated that they believe in fact that a woman's sense of self is defined by her work relationships. Two respondents to the survey did not offer an answer to this question. This question is valid.

Research question 18:

How often do you feel these attributes describe female leaders in your field?

Table 25 shows respondents' opinion about how often they feel female leaders in their particular fields express these attributes.

Table 25. Respondent's Opinion on How Often Female Leaders Express These Attributes

How often do you feel these attributes describe female leaders in your field?						
Answer Options	Rarely	Occa- sionally	Some- times	Fairly Often	Very Often	Response Count
Trustworthy	4	5	55	106	60	230
Positive	0	3	53	113	61	230
Irritable	24	60	111	29	7	231
Confidence- builder	8	23	88	84	27	230
Intelligent	0	5	36	103	87	231
Ruthless	53	61	82	26	9	231
Plans ahead	2	11	41	108	69	231
Dynamic	5	17	87	76	46	231
Decisive	5	14	77	88	46	230
Coordinative	4	10	62	98	57	231
Egocentric	55	70	68	30	7	230
Honest	2	10	51	111	56	230
Encouraging	3	8	57	101	61	230
Informed	2	8	45	117	58	230
Team builder	4	15	58	88	61	226
<i>answered question</i>						231
<i>skipped question</i>						4

Respondents to this question indicated that women leaders in their field could be described by these attributes fairly often. A majority of respondents indicated that females could be described as Trustworthy (106), Positive (113), Intelligent (103), Decisive (88), Coordinative (98), Honest (111), Encouraging (101), Informed (117), a person that Plans ahead (108), and a Team builder (88). Respondents stated that female leaders sometimes expressed Irritability (111) in the working environment. Women were described as Confidence-builders (88) sometimes. Respondents to this survey stated that female leaders are sometimes Ruthless (82) while in their careers. Dynamic (87) describes female leaders sometimes according to respondents. Occasionally respondents feel as though female leaders are Egocentric (70). Four respondents to the survey did not respond to this question. This question is valid.

Research question 19:

I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not there to do so.

Table 26 indicates respondents confidence in their leaders, and their willingness to defend their decisions if they were not present to do so themselves.

Table 26. *Respondents' Confidence in Their Leaders to Defend Them*

I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so.		
Answer Options	Response Percent	Response Count
True	84.2%	192
False	15.8%	36
<i>answered question</i>		228
<i>skipped question</i>		7

A majority of respondents (84.2%) to this question indicated that they have enough confidence in their leader that they would defend and justify his or her decision if he or she was not present to do so. The remaining 15.8% stated that they would not have such confidence. Seven respondents to the survey did not answer this question. In order to make this question valid, an option of “do not have a supervisor” needs to be added to the question.

Research question 20:

How would you characterize your working relationship with your supervisor?

Table 27 shows how good, compared to average, respondents' working relationship with their supervisors are.

Table 27. *Respondent's Working Relationship with Their Supervisor*

How would you characterize your working relationship with your supervisor?		
Answer Options	Response Percent	Response Count
Extremely ineffective	3.5%	8
Worse than average	3.5%	8
Average	26.0%	59
Better than average	39.6%	90
Extremely effective	27.3%	62
<i>answered question</i>		227
<i>skipped question</i>		8

Respondents to this question indicated that their working relationships with their supervisors are better than average (39.6%). A high number of 27.3% stated that they have an extremely effective working relationship with their supervisor. Close to this, 26% of respondents to this question implied that their working relationships with their

supervisors are average. A remaining 4% stated that their relationships were worse than average, and also 3.5% stated that it was extremely ineffective. In order to make this question valid, an option of “no supervisor” needs to be added.

Research question 21:

Tell me about a time you faced a gender stereotype or bias and how you handled it.

Out of the 235 respondents to the survey, 127 responded to this question.

Appendix H shows each individual's responses to this question. With a drop-out rate of 46%, this question does not have the highest of responses relative to the survey. In order to validate this question, it should be changed to ask: "Have you ever been faced with a gender stereotype or bias? Explain your situation and how you handled it." Using this question the surveyor may have more yes or no responses, but the drop-out rate would presumably be a lower percentage.

To help present data that is most relevant to the study, a filter was applied to the respondents' response data, and only comments that are relevant to stereotypes or biases and how the respondents reacted have been included.

A 46 – 55 year old African American female working in education with a graduate degree commented:

"I suggested a course of action, but it was not taken seriously until one of the males suggested it. I spoke up and took credit for my idea."

A 36 – 45 year old white male working in sales with an undergraduate degree recounted:

“The issue that comes to mind is where the guys in the shop had some derogatory comment about a female supervisor everytime <sic> she would get after them or push them to make deadlines. Instead of letting their comments push me down to that type of attitude <sic>. I took up for the supervisor and asked the guys to prove to me they are not trying to through blame on our supervisor for her gender and would they act the same way if the person was male.”

A 26 - 35 year old white male working in manufacturing with an undergraduate degree that is in a leadership position stated,

“I am in Human Resources and had a female come in and ask about some positions we had available on the shopfloor<sic>. She then bluntly asked if we hired women for these roles. I was shocked and had to compose myself and I respectfully assured her that regardless of a person's sex, age, race, etc.... we wil <sic> consider any person who is capable of working in a position with or without reasonable accomodations <sic>. I hate that she must have been faced with this in the past.”

A 36 - 45 year old Hispanic female working in government who has earned a graduate degree offered the following example about her experiences.

“I had a male boss tell me that I needed to be immediately decisive rather than waiting for more information before coming to a decision. He told me women wait, and I needed to just decide. He

said I could change my mind later. I said okay, gave it some thought, and don't think he realized that I was going to be condemned for hasty decisions or being wishy-washy. I have since incorporated his recommendation and making the best decision I can at the time rather than waiting to the very last moment to come to a decision. I have not yet had to change my decisions.”

A 56 year-old white female working as a defense contractor (with a graduate degree) made the following statement:

“I was being passed over for several promotions that were given to males. Instead of complaining about it, I practiced and honed my interviewing skills, networked and built strong relationships with people in leadership positions and looked for mentors, both male and female to help and guide me through my career. It certainly paid off as I was promoted shortly thereafter. Sometimes women need to show they are capable and willing to achieve what it takes to proceed to the next level of management/leadership. Filing complaints and whining is not the way to show one's willingness and capabilities.”

A 46 - 55 year old white female working in manufacturing who has completed some college stated:

“I went over my supervisors head direct to the CEO with a list of my duties and showed him just how I effectively executed them. After that, I was seen as a professional who knows what I am

doing and I became more relied upon and was also compensated for my great job!”

A 56+ year old white male working in the defense industry with an undergraduate degree made the following statement about his experiences with gender stereotypes and biases.

“No succesful <sic> way of handling it, you lose every time.”

A 26 - 35 year old white female with a graduate degree working in the government industry made the following statement;

“I have often been pigeonholed as weaker for being female. The only way to combat this is to prove you're even tougher than your male counterparts.”

A 46-55 year old white female working in manufacturing with a graduate degree offered this example of an experience she has had.

“Many years ago there was a male manager (a peer). We both attended a weekly materials meeting. At the start of each meeting he would look at me and tell me to take notes. There was never any discussion, just the directive to take notes. I took his directive for several weeks before I complained and I was told to make it work, however I was not the one with the problem. The final straw was when he told me to make coffee, and I told him to make his own coffee and walked out of the meeting and start to HR.”

A 36-45 year old white female working in logistics with an undergraduate degree, who is currently in a leadership role, recounted this example from her experience in the military:

“I was the commander of troops in combat. Because I was a woman, regardless of experience or knowledge, my company was handed over to an individual that was completely unqualified, because he was a HE! Fortunately, another woman in a position of authority, objected and suggested an alternative, I got an "guy escort" to help me lead my unit through the desert. Again... he knew nothing about our operation, capabilities or how to do the job....but HE was a man, so that of course made him capable. As a friend, I was glad to have him. As the Primary Logistical <sic> Support Officer <sic> for a Combat Aviation Brigade, projecting and delivering ALL logistics on the fly....he was useless.”

A 46 – 55 year old white female working in business services who has obtained an undergraduate degree responded to this question with the following:

“I spent the earlier part of my career in HR management for manufacturing companies. The organizations are frequently led by alpha male-types who cultivate a boys <sic> club environment. My strategy was to align myself with beta male-types who were generally supportive and unengaged in the female-excluding behavior of the alpha male-types. Beta males outnumber the alphas in most organizations, and are also in key positions with influence

over the alphas, so by raising my positive profile within the beta group, my circle of influence extends into the alpha group by proxy, and their positive perception of me increases.”

A 46 - 55 year old white female with an undergraduate degree who is working in insurance made the following statement:

“I was told by my boss that he couldn't go to lunch with one of his male direct reports, a drinking buddy of his, because of me...he said it would like like he is playing favorites. So he just goes drinking with all of his male direct reports after work and excludes me. Thus, they discuss business (and other issues) without me and have continued to exclude me from discussions. I've finally accepted that this is not a team and I no longer want to work for this person. I am actively seeking other internal and external opportunities.”

An 18 - 25 year old white male who has completed some college and is currently working in education and security made the following remark about his time in the military:

“In the military, I experienced a lot of sexism and negativity towards women. I didn't really do anything about it.”

A 46 - 55 year old white female working in the information field, who has earned an undergraduate degree responded to this question with the following:

“Working in the technical community, I've felt like I have to prove my technical acumen on occasions <sic> when male ability is assumed.”

A 26 - 35 year old white male working in the information industry with an undergraduate degree made the following statement about his experience in the military:

“I have found in the military when a female makes a mistake critics use it as an excuse to point out how badly women do in the military yet when men make the same mistakes it is because that soldier is a "shit bag". There is a perception by some in the military that a given individual female carries carries <sic> the burden of being the representation of their entire sex. In short if a female screws up its <sic> because girls suck. If a guys <sic> screws up he sucks. I have always tried to judge people based on performance and attitude more than anything else. I'm sure there are times when I have failed to do so. I had a male subordinate leader under my command once trying to trade away female soldiers assigned to him because he "did not want girls" on his team. I told him he would take the soldiers assigned to him and I would not approve any reassignments unless someone could show me a good reason. I also told him I would not tolerate that attitude and I expected him to perform his duties as assigned in a professional manor. He complained that "girls flirt and pout so they don't have to do work"

and that he wasn't going to give them any slack for being a woman. I told him good. I want all soldiers judged on their performance not their sex and if he had an under performing female soldier he was free to deal with her the same way he would deal with a male subordinate.”

A 36 - 45 year old African American female who has an undergraduate degree and is working in government made the following statement:

“In my field it appears that there tends to be more men than women on the Team and often during meetings, for example, I've noticed that women (not just me) appear to get ignored when they attempt to interject their opinion or make a statement. I've been "talked over" more times than I care to remember and a few times have had to say "excuse me, I was speaking" or something along those lines.”

A 46 - 55 year old white female with a High School/GED who is working in information offered the following response to this question:

“There are alot <sic> of small things, most of the time I ignore them because I am seen as being A winner <sic> or a emotional woman.”

A 56+ year old white female with an undergraduate degree working in a leadership position as a government services contractor made the following statement about a previous experience:

“Government position before I retired--I was designated as the POC and contracting officer for emergency and contingency acquisitions. When Hurricane Katrina hit the Gulf Coast, a team was deployed to go on site to support our customers' needs. A man was selected to be on the team who was not involved in those type of acquisitions at the time, and it was not his mission. He was selected because of favoritism and because he was male. I was not consulted about the trip at all, but I still had to do all the work and provide all the support back in the office. I did nothing about it because the manager at the time was very vindictive and did not like to be questioned. He could make my life very miserable. As it turned out, I should have raised the issue because he made my life miserable anyway. The guy who went on the trip got awards and accolades, and we did all the work back at the office.”

A 26 - 35 year old white female with a graduate degree who previously worked in government consulting, made the following statement about her experiences:

“On conference calls I often get mistaken for a man because of my name. When I'm the only female on the call and they think I'm a man there are often very inappropriate comments about women by the men. I expect my boss to say something if he is on the line. If he is not, then I usually just start talking and they realize that I'm a female and apologize then "dumb down" the conversation.”

A 26 - 35 year old white female with a graduate degree working in a leadership position in information technology made the following statement about her experience:

“My last position had me in a 15 to 1, male to female ratio. Even though I held the same title and had 4x the education and experience as my male counterparts holding the same position, I was making about 20K less in base salary. I was also asked to take on all 'social' events coordination (birthdays, cakes, more admin type things). My male counterparts assumed because I was female I should be the one organizing and spearheading these things. I left that company for a culture where women were treated respectfully and were partners/decision-makers in the firm. Instead of fighting to change culture in this international company, I left for a small private company with a healthy culture and equal opportunity.”

A 26 - 35 white female with a graduate degree working in the transportation industry made the following statement:

“Daily... Although female I have a first name often associated with a man. When met for the first time after email communication the other person is shocked and not certain how to proceed. I joke about it occurring <sic> all the time and move forward like there is no issue.”

A 46 - 55 year old white female who has completed some college, working in a leadership position in the manufacturing field made the following remark about her experience in her field:

“Pay disparages were rampant where I used to work. It was out of control and completely unfair. I actually handled the inputting of all the wages and I couldn't believe what I was seeing. Just one quick example: There were degreed female managers whose areas outperformed the other Lead's areas and she received \$0.15 cents on the hour and the other Leads (two of four men who were non-degreed) all received \$1.50 dollars on the hour. I was appalled to say the least! I brought it to my Manager's attention (HR Manager) and he told me it was none of my business. Shortly after that, I was let go. Also, I have had some horrible bosses in my past and none of them were female. I have had some great male bosses as well, to be fair!”

A 46 - 55 white female with an undergraduate degree working in the manufacturing industry offered the following statement:

“Mainly when I was pregnant and some of the comments from the men made me uncomfortable.”

A 46 - 55 year old white male with a graduate degree who is in a leadership role in the manufacturing industry made the following statement about his experience with gender stereotypes and biases:

“I had a sales leader who was reluctant <sic> to place a female in a sale role as he felt the customers would not accept a female rep. I counceled <sic> the Sales Leader on the need to focus on the skills set needed and not the gender. We put the female in the role and she excelled.”

An 18 - 25 year old white female who has completed some college and who is currently working in the health care industry, offered the following response:

“I personally am always offered help when lifting things that are "heavy" in the workplace. If I am able to lift something that is not too heavy I will do it, otherwise I have no problem asking for assistance. Often I am not even given the chance because I am a female and therefore automatically lack the strength. I'm not asking to do only manual labor, but I don't mind helping out to the best of my ability. ^Sorry, couldn't really think of a better example at the moment.”

A 36 - 45 white female who has completed some college and is currently working in the education industry recalled this experience about a previous position that she held:

“When I was an assistant manager in a retail store, I had to deal with a (male) truck driver who assumed that, because I was female, I would be unable to unload a truck. He asked the other (male) assistant manager if I was capable. I proceeded to do the job and

when he left, reported his attitude to our District Manager, who said that they had gotten numerous complaints from female managers about this driver. A short time later I was informed that he no longer worked for the company.”

An 18 - 25 year old white male who has completed some college and who is currently working in the information industry made the following statement about his experiences:

“I have experienced situations where female officers are talked down to publicly while male officers are talked to behind doors. I think it is more acceptable for management to ostracize females in front of others.”

A 46 - 55 white female who has completed some college and who is currently working in the health care industry made the following statement about her experience in the military:

“When i was in the military they would give the male position that i had work hard to get .1 <sic> just kept giving my all took every school that came open to show on paper that i was more qualified that the males that kept me from getting my rank or job. then <sic> they did away with the good old buddy system. So <sic> i could finally <sic> get what i had work for.”

A 36 - 45 year old white with a graduate degree working in a leadership position in the manufacturing field offered this statement about his experiences:

“From what I have witnessed in my work place women in leadership roles tend to be viewed negatively because they feel they have more to prove. I have seen female leaders go overboard with things to prove they are just a point when no one has challenged their ability. Due to historical gender stereotypes I believe some females feel they have to prove they are worthy in their position when in reality they are just as qualified if not more qualified than their male counterparts.”

A 36 - 45 year old white female with a graduate degree working in the education industry made the following statement about her experiences with gender stereotyping and biases:

“My field is very male dominated, so I have experienced both subtle and more overt gender bias in various ways. With the subtle times, where the males are overly patronizing, I have stuck to the facts and not gotten personal or too upset. With the overt bias, I have been forthcoming, at least with those who are peers. With those who were my supervisor, I tried very hard not to get into uncomfortable situations, such as talking one-on-one in his office if I didn't have to. I also documented all the times that I was uncomfortable and not treated equally with my male counterparts.”

A 26 - 35 year old white female who has completed some college and who works in information made the following statement about an experience she had while working in the military:

“I worked in a small computer repair shop while deployed (the only female) and often customers would go straight to the males with work orders at the beginning <sic> until they realized that I was just as capable at fixing things as the guys were later on in the deployment.”

A 56 year old white male who has completed a undergraduate degree and who is currently in a leadership role in the manufacturing field made the following statement about his experiences:

“Not directly facing a bias but observing one. Feeling at one company was that females could not aspire to top positions - not dependable <sic> emotionally- family matters most etc. All I could do was to support the females whenever possible.”

A 26 - 35 white female with a graduate degree who is currently working in IT government offered the following:

“I faced constant gender stereotyping while in the Army for 5 years. We were always thought to be not equal with the guys. They thought that we were not as good physically or mentally and that we would never be equal in the military.”

A 36 - 45 year old white male with an undergraduate degree in a leadership position who is currently working for the Department of Defense recalled the following example:

“Managed small engineering team when new female departmental Chief Engineer was assigned. Prejudicial <sic> comment was

made. I immediately communicated to the team that they <sic> behavior would not be tolerated. Never had a problem again and new Chief Eng established herself as a great leader and the team worked well together <sic>.”

A 46 - 55 year old white male with a graduate degree who is working in a leadership position in the information industry offered the following experience about gender stereotypes or biases:

“I worked in an environment where everyone walked on egg shells with female employees and trust was always an issue due to the fact all the people displayed ineffective communication while worrying about offending the females. It proved to stop the work machine at all levels. I decided to be myself, treat the females with respect as I had been taught as a child and broke the mold by treating them as equals. This course of action allowed others to man up and grow a set resulting in a productive work environment.”

A 36 - 45 white female with an undergraduate degree working in the information industry offered the following statement:

“People assume a women <sic> will get married and quit her job. Or get married and follow her husband around in support of his career. I tried to minimize my dating profile at work.”

A 26 - 35 year old white female with an undergraduate degree working in the agriculture industry made the following statement from experiences she has had concerning gender stereotyping and biases:

“Job searching... I was overlooked as a candidate for an entry level position in favor of a less educated male.”

A 36 - 45 year old white female who has earned an undergraduate degree and who is currently working in the information industry made the following statement about her experiences:

“Outside-of-work team activities consist of golf tournaments where women (even those who play golf well) are <sic> not invited.”

A 36 - 45 year old African American female with a doctoral degree working in education made the following statement about her experience with gender stereotyping and biasing:

“I am the only female, full-time faculty. I have a good working relationship with most in my Department; however, the men tend to do more with each other (helping with research and publishing). I have had one of my counterparts <sic> to really work with me in these areas. However, I do have to go outside <sic> of my department to seek mentorship from females in technical areas. This has helped.”

A 46 - 55 white female with a graduate degree working in the finance industry offered the following statement about experiences she had while working in the military:

“Everyday in the Air Force in an Aircraft Maintenance career field which was about 90% male. You have to prove yourself <sic> everytime you move to another unit. It usually is assumed your male conterpart <sic> know what he is doing even if he doesn't.”

A 56 year-old white female with a doctoral degree, working in education, made the following statement about her experience:

“As a women <sic> with an engineering manufacturing <sic> background <sic>, I face gender bias everyday. I am quite often, the only women <sic> in the room.”

A 46 - 55 year old white female with an undergraduate degree working in manufacturing made the following statement:

“I have been told in one organization that I was too lenient on people, gave them too much time to change their behaviors. In another organization I was told I was too aggressive. For myself, I believe I dealt with situations pretty much the same, was the same person. To me, the perception of the first party was that I was not acting like a man would in my position. The perception of the second party was that I was not acting as a woman should. My assertiveness was perceived as aggression. Because of these wildly different perceptions, I have adopted the practice of seeking

feedback early and often from co-workers and my boss so that I could change behaviors that might be misinterpreted, or change the perception of those who might not understand me or my motives.”

Research question 22:

How have stereotypes or biases affected the way you lead or what type of leader you are?

Out of the 235 respondents to the survey, 127 responded to this question.

Appendix I shows individual responses to this question. The same number of respondents to question 21 responded to question 22. This question only applies to those respondents that have been faced by either of these options. This is a valid question.

A filter has been applied to only show responses that demonstrate how the respondents have changed their leadership because of stereotypes and biases.

A 36 - 45 year old Hispanic female with a graduate degree who is currently working in the government made this statement about how she has changed because of stereotypes and biases:

“I think it has put a lot of fear in me regarding how others perceive me. Everyone knows that there is a fine line between "assertive" and "bitchy" and "pushover" and "sympathetic". I fear what others perceive as crossing those lines when I am just trying to do my best. I just got promoted to my first job as a supervisor. I won't start for another 2 months, but I expect that I will deal with these stereotypes when I start my new job.”

A 46 - 55 year old African American female with a graduate degree that is working in the education industry stated the following about how she has had to change:

“I have had to change the way I would discipline one of the members of my team because people assume it's a women thing or that we don't get along because <sic> we are women.”

A 56+ year old white female with a graduate degree, currently working as a defense contractor, made the following statement about how she has personally dealt with stereotypes and biases:

“I am certainly aware that they exist in the workplace and I try very hard not to be grouped in a stereotype by presenting myself as professional, outgoing and fair. I have no respect for whining females and females that don't present themselves <sic> professionally in the workplace. I am a retired Air Force civil servant <sic> and I started my career as a GS-2. I went back to school and obtained both a Bachelor and Masters degree and retired 39.5 years later as a GS-15. I worked very hard and gained the respect of leadership. I also served in the Air Force Reserve as an enlisted woman. I obtained my degree too late to become a commissioned officer, but worked very hard and achieved the grade of CMSgt (E-9). Only 1% of the enlisted force achieves this

grade. You must be fair to everyone and not show any favoritism.

That mantra has worked well for me.”

A 46 - 55 year old white female that has completed some college, and who is currently working in manufacturing offered the following statement about how gender stereotypes and biases have changed her:

“they have DEFINITELY made me a stonger <sic> person all around.”

A 26 - 35 year old white female with a graduate degree working in the government industry made the following comment about how she has changed because of her experiences:

“It has made me more tough and less sensitive.”

A 46 - 55 year old white female with an undergraduate degree and who is currently working in the insurance industry stated the following about her changes:

“It has caused me to be even more business focused and serious.
And frankly, it has impacted who I trust.”

A 46 - 55 year old white male with an undergraduate degree working in continuous process improvement made the following statement about the way stereotypes and biases have changed the way he leads:

“I try to be very consistent in my daily work and leadership tasks and try not to be moody. Many of the women I have worked with and from are either hot or cold when considering their moods, rarely consistent.”

A 26 - 35 year old white female with a graduate degree who was working in the government made this statement concerning how she had to change:

“I think it has made me tougher and more stubborn. Like I have to prove myself.”

A 26 - 35 year old white female with a graduate degree working in IT made the following statement about how her leadership has changed because of how she has been treated due to her gender:

“I think I have become more "masculine" in my communication style. Hyper-sensitive perhaps to being overly emotional in my office/business dealings. Not being perceived as weak or lesser for showing emotions. Adopting the 'it's business, not personal,' mentality to be on a level playing field with male counterparts. Working in technology, the female pool is even more limited.”

A 26 - 35 year old white female with a graduate degree who is working in transportation made the following statement:

“I’m very conscious of how I respond and when I allow myself to show anger in a situation. I definitely try to master situational leadership skills.”

A 36 - 45 year old white female who has completed some college and is currently working in education made the following statement about how she has had to change because of how she is treated due to gender:

“I feel that as a woman, I have had to "prove" my competency. I find myself making an effort not to show emotion so as not to reinforce the gender stereotype. I push myself to the limits of my abilities, and am reluctant to ask for assistance. When I first joined the military, I was treated as something of a "pet" by the older men in my unit. They seemed to feel that it was okay for me to be there, but no one expected a lot of me. I also ran into many males, mostly older, who felt that women had no place in the service. That attitude made me determined to be seen for my ability, not my breast size, and I have worked hard to learn everything possible to do my job (whatever that is) to the best of my ability. I don't flirt at work, and while I do wear cosmetics, I try not to emphasize my femininity. I want my employees to respect me as a good boss, not as a woman. I never ask anyone to do anything I'm not willing to do, and I try to treat everyone with the same respect and dignity that I want.”

A 36 - 45 year old white female with an undergraduate degree working in education stated the following:

“I have been shown that my experiences and my talents don't matter in the military and that I have to have a set of testicles to be taken seriously.”

A 36 - 45 year old white female with a graduate degree who is currently working in education made the following statement about how she has changed as a leader because of gender stereotypes and biases:

“As a leader, I have been overly aware of not appearing too emotional and/or other traits that are considered both feminine and negative. However, I feel that I was fair and had a good approach when it came to delegation and encouraging people to work together. Additional note: Due to the fact that my field is so male dominated, I have very few examples of female leaders to use for answering these questions. Those females who are at the top of the organization (university) are not any that I directly answer to, and therefore I experience their decisions more distantly.”

A 56 year old African American female with a doctoral degree working in education made the following statement:

“I am energized by adversity. Therefore, when faced with stereotypes and biases I seem to get more work done.”

A 36 - 45 year old white female with an undergraduate degree working in information made this statement about how she has changed:

“I find myself trying to "male up" my presentations and meetings. I've learned to overlook the sneers of disdain. I realize that the way I'm perceived by the males is *their* issue, not mine.”

A 26 - 35 year old African American female with a graduate degree working in education made this statement:

“I have to be more definitive in my decision making and find that I defend my decisions more often than a male would have to.”

A 36 - 45 year old white female with a doctoral degree working in education made this statement about how she deals with stereotypes and biases:

“I understand that females are perceived differently than males, even when they say the same thing. To counteract this, I never allow myself to get mad or upset when I am in a discussion. Instead, I remain calm and stick to the facts.”

A 46 - 55 year old white female with a graduate degree working in the information industry made this statement about her experience with gender stereotyping:

“It has made me want to back away from leadership positions and am capable and qualified for, due to not wanting to have to "fight

the battle" with some males who would report to me, and due to other women being recentful <sic> of the position I would hold.”

A 46 - 55 year old white female with an undergraduate degree who is currently working in a leadership position in manufacturing made this statement about her experiences working and dealing with gender stereotypes and biases:

“I feel that I have had to work harder than a lot of men to gain the level of professional accomplishment that I have achieved. I have not had a mentor at any stage of my development and have had to seek out my own opportunities and supporting development. I've learned alot <sic> through trial and error, making mistakes, observing those people who are successful and who model the leadership qualities I admire. The lack of a mentor for myself has led me to mentor others so that they can benefit from that relationship and hopefully avoid some of the difficulties I have encountered. I still lead as I would like to be led, that really hasn't changed - Covey would call it Principle Centered Leadership. I have refused to compromise what I believe to be the right way to treat others. The negative behaviors I have observed over the years have taught me how NOT to be, and I strive to avoid those types of behaviors. Also, I believe that the key to leading others in the direction you believe to be the best for the business includes leading them in the direction that is best for those individuals as

well. In order to do that, a leader must understand something about those she wishes to lead - that is where empathy, approachability, and good listening skills come into play. Empathy and "gut feel" have value and need to be recognized as a key puzzle piece to a strong leadership team (inclusion).”

Chapter V

Revised Survey Questions

After the pretest and field test were conducted with the proposed survey instrument, several questions were determined not to be valid because of the low response percentage. If the response percentage was below 95%, the question was considered invalid. In this chapter, the original test question is reviewed followed by a discussion of the revised version of the question.

Research question 4:

What is the highest level of education you have completed?

Table 4. *Survey Respondents Highest Level of Education Completed*

Table 28. *Proposed Answer Options to Question Four*

Answer Options
None
High School / GED
Some College
Associates Degree
Undergraduate degree
Graduate degree
Doctoral
Other (please specify)

The original question four on the test survey was invalidated because 6 people answered “other” to the question. In the responses by these individuals the options of “Associates Degree” and “None” became clear responses to add to the question. With these added options, the question is now valid.

Research question 5:

In what industry are you currently employed?

In the original question five, 93 people specified something other than the responses indicated, and 87 people skipped this question. With the response rate being so low to this question, it is not valid. To make this question valid the options of “government”, “defense”, “technology”, “retired”, and “unemployed” should be added. Most of the 93 respondents who indicated “other” to this response will now have an option in the question. Out of the 87 that skipped this question, more of them may be inclined to answer the question if their industry is indicated in the question.

Table 29. *Proposed Answer Options to Question Five*

Answer Options
Agriculture
Construction
Manufacturing
Transportation
Information
Finance
Education
Health Care
Food Service
Entertainment
Government
Defense
Technology
Retired
Unemployed
Other (Please specify)

Research question 11:

Is your current immediate supervisor a male or a female?

In the current question eleven, 13 respondents skipped this question. In order to make this question valid, an option of “neither” needs to be added.

Table 30. *Proposed Answer Options to Question Eleven*

Is your current immediate supervisor a male or a female?
<i>Male</i>
<i>Female</i>
<i>Neither</i>

Research question 19:

I have enough confidence in my leader that I would defend and justify his or her decision if he or she was not there to do so.

In the original question nineteen, 7 respondents skipped the question. In order to make this a valid question, another answer option needs to be added.

Table 31. *Proposed Answer Options to Question Nineteen*

Answer Options
True
False
Do not have a supervisor

Research question 20:

How would you characterize your working relationship with your supervisor?

In the original question twenty, 8 respondents skipped the question. In order to make this question valid, another answer option needs to be added.

Table 32. *Proposed Answer Responses to Question Twenty*

Answer Options
Extremely ineffective
Worse than average
Average
Better than average
Extremely effective
No Supervisor

Research question 21:

Tell me about a time you faced a gender stereotype or bias and how you handled it.

To make this question valid, a revision should read as follows;

Have you ever been faced with a gender stereotype or bias? Explain your situation and how you handled it.

With these proposed revisions to the original survey, an entire validated survey instrument is produced (Appendix J).

Chapter VI

Summary

Chapter I of this study is a general introduction. The first paragraphs provide information that helps to validate the need for a study that investigates the stereotypes and biases that women face in industry. The chapter then goes on to state the purpose statement, significance of research, delimitations, assumptions, and definition of terms. This chapter provides the various information needed for the reader to understand the complete scope of the study.

Chapter II of this study provides a review of the research literature. The first part of this chapter addresses the survey instrument. This section shows that according to research data, a survey is the best way to gather the information needed for the study. The second section of this chapter addresses the many stereotypes and biases that women face in industry.

Chapter III explains the actual methodology of the study. The first section explains the general design of the thesis. A topic in this section is the quantitative and qualitative data collection and how each was gathered. The succeeding section in this chapter discusses how a valid survey instrument was established. This section includes an explanation of the pretest and field validation sample. The participants are a very important factor in the success of the study, the next section explains in detail the participants in the study. The survey instrument was discussed further in this chapter along with the procedures for the distribution of the survey. The limitations for this study

are also discussed in this chapter. The last section in this chapter discusses how the data collected by the survey was analyzed.

Chapter IV is the actual data presentation portion of the study. The data analysis is explained in a short introduction and then the questions from the survey instrument and the participant's responses are shown. Each survey question is presented and then analyzed in a short paragraph following each question.

Chapter V presents the updated and revised survey questions. This section shows the changes that need to be performed in order to make this a validated survey instrument.

Appendix A: Non-Traditional Occupations for Women in 2008

U.S. Department of Labor, Bureau of Labor Statistics, Annual Averages 2008

(Numbers Represented in the Thousands)

Occupation	Employed Both Sexes	Employed Females	Percent Female
Architects, except naval	233	58	24.8
Farmers and ranchers	751	183	24.4
Network systems and data communications analysts	422	100	23.7
Security guards and gaming surveillance officers	867	205	23.6
Farm, ranch, and other agricultural managers	217	52	23.9
Drafters	162	38	23.4
Chief executive	1,655	387	23.4
Dishwashers	289	66	22.7
Computer programmers	534	119	22.4
Supervisors, protective services workers, all other	102	22	21.7
Network and computer systems administrators	227	49	21.4
Metal workers and plastic worker, all other	349	74	21.1
Computer software engineers	1,034	216	20.9
Barbers	87	18	20.8
Supervisors, transportation and material moving workers	208	43	20.5
Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	105	21	20.2
Printing machine operators	213	42	19.8
Grinding, lapping, polishing, and buffing machine tool setters, operators, and tenders, metal and plastic	50	10	19.7
Upholsterers	56	11	19.7
Computer hardware engineers	69	13	19.4
Miscellaneous agricultural workers	723	140	19.3
Detectives and criminal investigators	139	27	19.2
Engineering technicians, except drafters	416	77	18.5
First-line supervisors/managers of production and operating workers	874	158	18.1

Molders and molding machine setters, operators, and tenders, metal and plastic	58	10	18.1
Motor vehicle operators, all others	66	12	18
Couriers and messengers	261	45	17.4
Baggage porters, bellhops, and concierges	72	13	17.3
Laborers and freight, stock, and material movers	1,889	324	17.1
Chefs and head cooks	351	60	17
Transportation, storage, and distribution managers	239	41	17
Broadcast and sound engineering technicians and radio operators	98	16	16.1
Precision instrument and equipment repairers	58	9	15.4
Chemical processing machine setters, operators, and tenders	52	8	15.4
Chiropractors	60	9	15.3
Industrial engineers, including health and safety	177	26	14.9
Upholsterers	53	8	14.9
Clergy	441	65	14.8
Service station attendants	87	13	14.8
First-line supervisors/managers of police and detectives	117	17	14.7
Police and sheriff's patrol officers	674	99	14.7
Industrial production managers	243	35	14.5
Refuse and recyclable material collectors	98	14	14
Painting workers	183	25	13.6
Taxi drivers and chauffeurs	373	49	13.3
Crushing, grinding, polishing, mixing, and blending workers	108	14	13.3
Chemical engineers	64	8	13.1
Parking lot attendants	83	10	12.6
Engineers, all others	363	42	11.5
Radio and telecommunications equipment and installers repairers	200	23	11.4
Transportation inspectors	51	6	11.3
Parts salespersons	119	13	10.8
Computer, automated teller, and office machine repairers	335	35	10.5
Civil engineers	346	36	10.4
Aerospace engineers	137	14	10.3

Cost estimators	100	10	10
Cleaners of vehicles and equipment	317	30	9.5
Construction and building inspectors	93	9	9.5
Power plant operators, distributors, and dispatchers	55	5	9.2
Industrial truck and tractor operators	568	51	8.9
Computer control programmers and operators	68	6	8.7
First-line supervisors/managers of fire-fighting and preventing workers	54	5	8.7
Water and liquid waste treatment plant and system operators	71	6	8.6
Construction managers	1,244	102	8.2
Pest control workers	71	6	8.2
First-line supervisors/managers of mechanics, installers, and repairers	300	24	8
Electrical and electronics engineers	350	27	7.7
First-line supervisors/managers of landscaping, lawn service, and grounds keeping workers	258	19	7.5
Other installation, maintenance, and repair workers	213	16	7.5
Machinists	409	28	6.9
Mechanical engineers	318	21	6.7
Cabinetmakers and bench carpenters	85	6	6.5
Engineering managers	109	7	6.3
Painters, construction and maintenance	647	41	6.3
Grounds maintenance workers	1,262	77	6.1
Motor vehicle operators, all others	74	4	5.5
Home appliance repairers	51	3	5.3
Surveying and mapping technicians	105	5	4.9
Driver/sales workers and truck drivers	3,388	167	4.9
Fire fighters	293	14	4.8
Sheet metal workers	136	7	4.8
Railroad conductors and yardmasters	53	2	4.7
Welding, soldering, and brazing workers	598	28	4.7
Helpers, construction trades	113	5	4.1
Crane and tower operators	69	3	3.7
Maintenance and repair workers, general	461	16	3.5
Telecommunications line installers and repairers	204	7	3.3

Construction laborers	1,651	51	3.1
Locomotive engineers and operators	58	2	2.8
Other extraction workers	55	2	2.8
First-line supervisors/managers of construction trades and extraction workers	844	23	2.7
Aircraft pilots and flight engineers	141	4	2.6
Industrial and refractory machinery mechanics	439	11	2.6
Carpet, floor, and tile installer and finishers	224	5	2.3
Cement masons, concrete finishers, and terrazzo workers	112	2	2.2
Mining machine operators	51	1	2.2
Drywall installers, ceiling tile installers, and tapers	209	4	2.1
Automotive body and related repairers	157	3	2.1
Small engine mechanics	64	2	2
Heating, air conditioning, refrigeration mechanics and installers	397	8	2
Miscellaneous vehicle and mobile equipment mechanics, installers, and repairers	86	2	1.9
Insulation workers	874	9	1.9
Highway maintenance workers	103	2	1.9
Aircraft mechanics and service technicians	153	3	1.7
Stationary engineers and boiler operators	101	2	1.7
Automotive service technicians and mechanics	852	14	1.6
Electronic home entertainment equipment installers and repairers	75	1	1.6
Carpenters	1,562	24	1.5
Operating engineers and other construction equipment operators	398	6	1.5
Pipe layers, plumbers, pipefitters, and steamfitters	606	8	1.4
Electrical power-line installers and repairers	109	2	1.4
Roofers	234	3	1.3
Dredge, excavating, and loading machine operators	60	1	1.2
Heavy vehicle and mobile equipment service technicians and mechanics	217	2	1.1
Tool and die makers	71	1	1
Electricians	874	9	1

Logging workers	73	1	1
Bus and truck mechanics and diesel engine specialists	358	3	0.9
Millwrights	60	1	0.9
Structural iron and steel workers	77	1	0.9
Maintenance workers, machinery	55	0.4	0.7
Brick masons, block masons, and stonemasons	230	1	0.4

Appendix B: Request for Assistance with Pilot Study

February 19th, 2012

REQUEST FOR ASSISTANCE WITH PILOT STUDY

As a Master of Science student at Western Kentucky University, I am conducting a research project with the use of a survey designed to gather information about various stereotypes and biases that women leaders face while in male-dominated careers. Before conducting my study I would like your opinion as to the effectiveness of my survey. A copy of my proposed survey and an opinion questionnaire are enclosed for your examination. Please read and complete the survey and questionnaire. If you have any questions, please ask.

Thank you for your help!

Erin Webb

Enclosures

Appendix C: Pilot Study Questionnaire

How long did it take you to complete the survey?

Were any questions on the survey unclear? Please give specific examples.

Was the cover letter interesting? Based on the information in the cover letter, would you be persuaded to respond to the survey?

Is the format and layout of the survey pleasing?

Do you have any suggestions for improving the survey or the cover letter?

THANK YOU FOR YOUR TIME AND HELP!

Appendix D: Survey Cover Letter

REQUEST FOR RESEARCH ASSISTANCE

My name is Erin Webb and I am a current Master of Science student at Western Kentucky University. I am conducting a research project designed to gather information about stereotypes and biases that women leaders face in male-dominated industries.

Please assist me with this project by taking 15 minutes to complete a survey. The link to the survey is at the bottom of this page.

The identity of all survey participants will remain anonymous. Completion of this survey indicates voluntary consent to participate in this study.

The project has been reviewed and approved by The Western Kentucky University Institutional Review Board. The Board believes that the research procedure adequately safeguards the subject's privacy, welfare, civil liberties, and rights. If you have any questions concerning your rights as a participant in this research study, contact the Human Protections Administrator, Paul Mooney at (270) 745-6733.

Please complete this survey by March 1, 2012. If you have any questions, please contact me at (270) 392-4580, or by email at erin.webb674@wku.edu.

Thank you for helping me with my research.

Sincerely,

Erin Webb

Appedix E: Informed Consent Document

APPROVED BY THE WESTERN KENTUCKY UNIVERSITY INSTITUTIONAL REVIEW BOARD



INFORMED CONSENT DOCUMENT

Project Title: Effects of Gender Stereotypes and Biases on Women in Manufacturing Leadership

Investigator: Erin D. Webb AMS Department 270-392-4580 erin.webb674@wku.edu

You are being asked to participate in a project conducted through Western Kentucky University. The University requires that you give your agreement to participate in this project.

The investigator will explain to you in detail the purpose of the project, the procedures to be used, and the potential benefits and possible risks of participation. You may ask him/her any questions you have to help you understand the project. A basic explanation of the project is written below. Please read this explanation and discuss with the researcher any questions you may have.

1. **Nature and Purpose of the Project:** Women in leadership face unique challenges that shape the way they lead. These challenges include many stereotypes and biases. This project will identify these stereotypes and biases in an attempt to make more people aware of these challenges so that they may start to disappear.
2. **Explanation of Procedures:** There will be a short voluntary survey to collect participant's opinions.
3. **Discomfort and Risks:** This survey will only take a few minutes. There are no risks associated with this project.
4. **Benefits:** Participants will learn and be more aware of what stereotypes and biases women face in leadership and how to help change them.
5. **Confidentiality:** The survey is anonymous. No names will be associated with the survey.
6. **Refusal/Withdrawal:** The survey is completely voluntary; you may stop at any time.

Refusal to participate in this study will have no effect on any future services you may be entitled to from the University. Anyone who agrees to participate in this study is free to withdraw from the study at any time with no penalty.

You understand also that it is not possible to identify all potential risks in an experimental procedure, and you believe that reasonable safeguards have been taken to minimize both the known and potential but unknown risks.

Your continued cooperation with the following survey implies your consent.

THIS PROJECT HAS BEEN REVIEWED AND APPROVED BY
THE WESTERN KENTUCKY UNIVERSITY INSTITUTIONAL REVIEW BOARD
Paul Mooney, Human Protections Administrator
TELEPHONE: (270) 745-6733

Appendix F: Test Survey

1. What is your Gender?

Male Female

2. What is your age?

18 - 25
 26 - 35
 36 - 45
 46 - 55
 56+

3. What is your race?

White
 African American
 Asian
 Hispanic
 Pacific Islander
 Middle Eastern

Other (please specify)

4. What is the highest level of education you have completed?

High School / GED
 Some College
 Undergraduate degree
 Graduate degree
 Doctoral

Other (please specify)

5. In what industry are you currently employed?

- Agriculture
- Construction
- Manufacturing
- Transportation
- Information
- Finance
- Education
- Health Care
- Food Service
- Entertainment

Other (please specify)

6. Are you in a leadership position in your field?

- Yes No

7. Do you prefer to have a male or female supervisor?

- Male
- Female
- Either

8. In your experience do male or females express these traits more often while in a leadership position. (Mark equal if you think both females and males express these traits equality.)

	Male	Equal	Female
Articulate: Communicates effectively with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perceptive: Is discerning and insightful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-confident: Believes in himself/herself and his/her ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Persistent: Stays fixed on the goals, despite interference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determined: Takes a firm stand, acts with certainty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trustworthy: Is authentic and inspires confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dependable: Is consistent and reliable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly: Shows kindness and warmth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outgoing: Talks freely, gets along well with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conscientious: Is thorough, organized, and controlled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diligent: Is persistent, hard working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sensitive: Shows tolerance, is tactful, and sympathetic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empathic: understands others, identifies with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. When a woman is angry in the workplace she is seen in a negative light, while a man tends to be respected more.

True

False

10. Men generally know what they are going to say before they speak, but a woman may just begin talking and gradually discover what she wants to say.

True

False

11. Is your current immediate supervisor a male or female?

Male

Female

12. Of these emotional needs, do males or females think they are more important?

	Male	Both	Female
Caring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trust	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acceptance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appreciation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Admiration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Validation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acknowledgment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reassurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouragement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. A woman's challenge in the workplace is much greater than a man's.

True

False



14. Of the Male and Female pictured above, who looks the most professional?

Male

Equal

Female

15. Prejudice in the workplace makes it more difficult for a woman to get ahead than a man.

True False

16. In your career have you ever been faced with a gender stereotype or bias?

Yes No

17. A woman's sense of self in the workplace is defined primarily by the quality of her work relationships.

True False

18. How often do you feel these attributes describe female leaders in your field?

	Rarely	Occasionally	Sometimes	Fairly Often	Very Often
Trustworthy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Irritable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confidence builder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ruthless	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plans ahead	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dynamic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decisive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coordinative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Egocentric	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team builder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so.

True False

20. How would you characterize your working relationship with your supervisor?

Extremely ineffective Worse than average Average Better than average Extremely effective

21. Tell me about a time you faced a gender stereotype or bias and how you handled it.

22. How have stereotypes or bias affected the way you lead or what type of leader you are?

Appendix G: Respondent's Responses to Survey Question Number 5

1. Retired from USG and Mil.
2. Sales
3. MANAGEMENT CONSULTING
4. Government
5. Networking Sales
6. Government
7. Defense
8. Defense Contractor
9. Defense Training and Simulation Industry
10. Government defense
11. Government
12. Department of Defense
13. Utilities and Energy
14. Government Contractor
15. Acquisition/Contracting
16. Student
17. Logistics
18. Human Resources
19. Aerospace
20. Unemployed
21. Business Services
22. Insurance

23. Security
24. Government
25. IT
26. Workforce Management, HR Recruiting
27. Consulting
28. Continuous Process Improvement
29. Government
30. Energy
31. Military
32. Utilities
33. Government
34. Government
35. Power Generation
36. Government Services Contractor
37. Customer service
38. Unemployed and disability
39. I was in Government Consulting but I'm now a stay at home mom. I'll answer for my last job.
40. Student-unemployed
41. Information Technology
42. Public Safety
43. Energy
44. Information Technology, Software & IT Consultancy

45. Insurance
46. Research and Development
47. Non-Profit
48. Engineering
49. Defense Contractor
50. Non-Profit (my position is HR)
51. Government - State
52. Disabled
53. Government
54. Employment
55. Military
56. Technology
57. Engineering Recruiter
58. Telecommunication
59. US Army Retired
60. Retired military
61. Recruiting/Staffing
62. Full time student/National Guard
63. Unemployed
64. Military (marine corps)
65. Department of Corrections
66. Energy
67. Publishing

68. Student/ liquor store
69. Technology
70. Student
71. Insurance
72. Military jag
73. IT technician was my last job (in the military)
74. Government HR
75. Commercial Landscaping
76. Multiple
77. Professional Services
78. Mental Health
79. Engineering
80. Aviation
81. Defense
82. Marketing
83. Recruiting
84. IT government contracting
85. US Military
86. Senior Management DOD
87. Defense
88. Laid off technical recruiter
89. Defense
90. Recruiting

91. Distribution

92. Staffing

93. None

Appendix H: Respondent's Responses to Survey Question Number 21

1. I suggested a course of action, but it was not taken seriously until one of the males suggested it. I spoke up and took credit for my idea.
2. Men are often depicted as not being able to multi-task to get several things accomplished at one time. However, whenever several tasks have been thrown my way at once, I've been able to handle each one, one at a time. Each task was successfully completed by me.
3. I can not <sic> remember facing gender stereotype in our office. We worked as a team.
4. The issue that comes to mind is where the guys in the shop had some derogatory comment about a female supervisor everytime <sic> she would get after them or push them to make deadlines. Instead of letting their comments push me down to that type of attitude <sic> . I took up for the supervisor and asked the guys to prove to me they are not trying to through <sic> blame on our supervisor for her gender and would they act the same way if the person was male.
5. NEVER FACED THE SITUATION. CURRENTLY I AM MY OWN BOSS, I WORKED IN THE CORPORTATE <sic> WORLD TO THE LEVEL OF EXECUTIVE VICE PRESIDENT OF OPERATIONS AND BECAME VERY TIRED OF THE INTERNAL POLITICS OF A FORTUNE 100 COUNTRY. I AM WELL EDUCATED WITH A BROAD BASE OF EXPERIENCE SO INSTEAD OF CONTINUING TO PLAY THE GAME I WENT INTO BUSINESS FOR MYSELF. THIS WAS THE BEST MOVE OF MY CAREER, MY INCOME MULTIPLIED BY A FACTOR OF 4X AND FOR THE FIRST TIME IN MY LIFE I LIKE AND AGREE WITH MY BOSS (ME) 100% OF THE TIME. I NOW CAN NOT <sic> HANDLE THE NUMBER OF CLIENTS THAT ASK FOR MY ASSISTANCE SO I AM FARMING TO EASIER JOBS OUT TO TRUSTED PROFESSIONALS.
6. Not applicable
7. I am in Human Resources and had a female come in and ask about some positions we had available on the shopfloor<sic>. She then bluntly asked if we hired women for these roles. I was shocked and had to compose myself and I respectfully assured her that regardless of a person's sex, age, race, etc.... we wil <sic> consider any person who is capable of working in a position with or without reasonable accomodations <sic>. I hate that she must have been faced with this in the past.

8. I had a male boss tell me that I needed to be immediately decisive rather than waiting for more information before coming to a decision. He told me women wait, and I needed to just decide. He said I could change my mind later. I said okay, gave it some thought, and don't think he realized that I was going to be condemned for hasty decisions or being wishy-washy. I have since incorporated his recommendation and making the best decision I can at the time rather than waiting to the very last moment to come to a decision. I have not yet had to change my decisions.
9. a past immediate supervisor/manager expressed that "sales is not for old people". I worked harder to prove him wrong.. and he was and still is..
10. I was being passed over for several promotions that were given to males. Instead of complaining about it, I practiced and honed my interviewing skills, networked and built strong relationships with people in leadership positions and looked for mentors, both male and female to help and guide me through my career. It certainly paid off as I was promoted shortly thereafter. Sometimes women need to show they are capable and willing to achieve what it takes to proceed to the next level of management/leadership. Filing complaints and whining is not the way to show one's willingness and capabilities.
11. I went over my supervisors <sic> head direct to the CEO with a list of my duties and showed him just how I effectively executed them. After that, I was seen as a professional who knows what I am doing and I became more relied upon and was also compensated for my great job !
12. No succesful <sic> way of handling it, you lose every time.
13. I have often been pigeonholed as weaker for being female. The only way to combat this is to prove you're even tougher than your male counterparts.
14. My boss on occation <sic> will say she is being dissed becuase <sic> she is a women <sic> -- I handle this highlighting that she is treated the same as the previous boss who was a man.
15. None
16. Many years ago there was a male manager (a peer).We both attended a weekly materials meeting. At the start of each meeting he would look at me and tell me to take notes. There was never any discussion, just the directive to talk notes. I took his directive for several weeks before I complained and I was told to make it work, however I was not the one with the problem. The final straw was when he told me to make coffee, and I told him to make his own coffee and walked out of the meeting and straight to HR.

17. Before I retired from the military I had a male NCO come and ask me to inspect his female soldiers. I told him he was a NCO and I didn't run a get a male when I had to inspect my soldiers because as a NCO you should know the regulation for both.
18. I worked for a female manager that I had competed against for that job - which I held in the interim after the sudden departure of the previous manager. I had no issues with her getting the job and attempted to be as helpful (team player) as possible. Unfortunately, when I tried to hand off the job she was very adversarial. Later, when I would try to confer with her she would seem very threatened. I refer to this as a gender issue because she explicitly said that she felt that I believed that she shouldn't of gotten the job because she is female because our department was a technical department with all males. I never said or felt that her being female had anything to do with it. It got to a point to where I would walk in to her office and she would break out in hives. Needless to say, I took the first opportunity to move to a different position in a different department. In simplist terms she had a self confidence <sic> issue and used gender to turn it around.
19. May <sic> years ago, I worked with a woman in a management role. Many of us had issues with her style of handling the men on her team. We later found that she had a deep seated <sic> belief that she could never trust men to be reliable. She stereotyped all of us as scoundrels (as she did her own husband). My solution was to move on. I felt that if company leadership was relying on her - I could find a better company to work for.
20. Females in the military seem to have less repect <sic> from their peers than the males. All were respected, but their authority <sic> wasn't as stern.
21. I was the commander of troops in combat. Because I was a woman, regardless of experience or knowledge, my company was handed over to an individual that was completely unqualified, because he was a HE! Fortunately, another woman in a position of authority, objected and suggested an alternative, I got an "guy escort" to help me lead my unit through the desert. Again... he knew nothing about our operation, capabilities or how to do the job....but HE was a man, so that of course made him capable. As a friend, I was glad to have him. As the Primary Logitical <sic> Support Offier <sic> for a Combat Aviation Brigade, projecting and delivering ALL logistics on the fly....he was useless.
22. During my time in the Navy, I have been slandered as a Good Ole' Southern Boy because of a slight accent from Tennessee as well as a helpful attitude from the Volunteer State. Another group would lump me in with the extreme minority groups calling me a bigot or racist.

23. A director known for his bias against females is now in my leadership chain. I do not respect him because of this. However, I do respect the decisions he makes and work to accommodate them. I log everything down and keep track of behaviors. I have no problem addressing his actions if he steps out of line.
24. I spent over 23 years in the military during a time (70's - 90's) when very few women were in the service and the types of jobs they were allowed to perform were restricted. Personally, I embraced the expanding rolls and promoted equality in the workplace.
25. I spent the earlier part of my career in HR management for manufacturing companies. The organizations are frequently led by alpha male-types who cultivate a boys <sic> club environment. My strategy was to align myself with beta male-types who were generally supportive and unengaged in the female-excluding behavior of the alpha male-types. Beta males outnumber the alphas in most organizations, and are also in key positions with influence over the alphas, so by raising my positive profile within the beta group, my circle of influence extends into the alpha group by proxy, and their positive perception of me increases.
26. I was told by my boss that he couldn't go to lunch with one of his male direct reports, a drinking buddy of his, because of me...he said it would look like he is playing favorites. So he just goes drinking with all of his male direct reports after work and excludes me. Thus, they discuss business (and other issues) without me and have continued to exclude me from discussions. I've finally accepted that this is not a team and I no longer want to work for this person. I am actively seeking other internal and external opportunities.
27. In the military, I experienced a lot of sexism and negativity towards women. I didn't really do anything about it.
28. As the lone male in an office of females while in the Army. I was the leader but pointedly excluded from things that were "women only" events.
29. I haven't
30. Surpressed <sic> the situation and talked to the individual later
31. i was once told that i should know what other blacks like because i am black.

32. I work in a woman - dominated field, but I have not personally faced a significant stereotype/prejudice severe enough to warrant a plan of action
33. Working in the technical community, I've felt like I have to prove my technical acumen on occasions <sic> when male ability is assumed.
34. I don't recall ever facing a gender stereotype personally.
35. Female supervisor that proactively promoted women in the workplace. She made sure that key females were trained more extensively and put on high-visibility projects to ensure success. I understood the dynamic (people want to see their own kind succeed) and did what I was told without causing problems. I assessed talent and those that applied themselves regardless of gender. I was viewed as a mentor and appreciated, and eventually promoted.
36. none
37. I don't think I have.
38. I have found in the military when a female makes a mistake critics use it as an excuse to point out how badly women do in the military yet when men make the same mistakes it is because that soldier is a "shit bag". There is a perception by some in the military that a given individual female carries carries <sic> the burden of being the representation of their entire sex. In short if a female screws up it's because girls suck. If a guys <sic> screws up he sucks. I have always tried to judge people based on performance and attitude more than anything else. I'm sure there are times when I have failed to do so. I had a male subordinate leader under my command once trying to trade away female soldiers assigned to him because he "did not want girls" on his team. I told him he would take the soldiers assigned to him and I would not approve any reassignments unless someone could show me a good reason. I also told him I would not tolerate that attitude and I expected him to perform his duties as assigned in a professional manor <sic>. He complained that "girls flirt and pout so they don't have to do work" and that he wasn't going to give them any slack for being a woman. I told him good. I want all soldiers judged on their performance not their sex and if he had an under performing female soldier he was free to deal with her the same way he would deal with a male subordinate.
39. I have a name that could fit either gender sometimes u <sic> can tell that they are surprised sometimes that I'm a woman.
40. Does not come up often except around holidays when most of the women in the office coordinate secret santa <sic>, pot lucks, etc. As a male, often is assumed I would have no interest...and, in most cases, this is correct.

41. In my field it appears that there tends to be more men than women on the Team and often during meetings, for example, I've noticed that women (not just me) appear to get ignored when they attempt to interject their opinion or make a statement. I've been "talked over" more times than I care to remember and a few times have had to say "excuse me, I was speaking" or something along those lines.
42. There are a lot <sic> of small things, most of the time I ignore them because I am seen as being a winner <sic> or an emotional woman.
43. Government position before I retired--I was designated as the POC and contracting officer for emergency and contingency acquisitions. When Hurricane Katrina hit the Gulf Coast, a team was deployed to go on site to support our customers' needs. A man was selected to be on the team who was not involved in those type of acquisitions at the time, and it was not his mission. He was selected because of favoritism and because he was male. I was not consulted about the trip at all, but I still had to do all the work and provide all the support back in the office. I did nothing about it because the manager at the time was very vindictive and did not like to be questioned. He could make my life very miserable. As it turned out, I should have raised the issue because he made my life miserable anyway. The guy who went on the trip got awards and accolades, and we did all the work back at the office.
44. I have been in a situation where I have had to prove I could do the job at hand even though I was taking over for a man
45. I would always try to do my best
46. On conference calls I often get mistaken for a man because of my name. When I'm the only female on the call and they think I'm a man there are often very inappropriate comments about women by the men. I expect my boss to say something if he is on the line. If he is not, then I usually just start talking and they realize that I'm a female and apologize then "dumb down" the conversation.
47. Recently I took an Enneagram test revealing that I was a type 8 personality, which is a challenger. The description of my traits were almost to a T. I can sometimes be unintentionally disinviting just because of my persona. This is not necessarily a good thing in the field of education where I am forced to continually work with others. In the military, when I held leadership positions it was a little different, in the regards that I demanded respect. As a civilian I sometimes intimidate people with body language that I don't <sic> even know I'm putting off. I usually have a stern look, sometimes

with a smile but not always. I always get accused of being too serious from people who see me for an hour or so a day. If they really got the time to know me, they would understand that I am very open, empathetic, and constantly look out for the underdog. I have a big heart but my body language says otherwise. When I get judged I sometimes become rebellious.

48. See answer 16, have not been in this position in my opinion.
49. In a past employment my female supervisor was very sure that I was treating her as if I was interested in her beyond the workplace. None of my male supervisors gave me this impression. I had 7 supervisors in a 5 year period, 5 of them were male and I always <sic> received <sic> shining <sic> evaluations and the females always gave me below par evaluations. Their expectations were usually unrealistic. That's my impression.
50. Never have to my knowledge.
51. When i was doing my observation hours at all white school. Since i am African American the teachers thought i wanted to teach P.E. They were shocked that i wanted to teach in the classroom.
52. My supervisor had no prior formal education beyond high school. He was an elected official. He had no prior management experience, yet would listen to no one or take advice or suggestion. He treated the female employees as if they were worthless and didn't care about them. As his second, I encouraged them daily and praised their work. I encouraged other employees to verbally thank them for their hard work often as I did. I found this created a harmonious work place among all employees despite the lack of effective leadership from the boss and was a fun place to work.
53. I led a team that had females on the team. Some of the males felt that there were certain jobs that women could not do. I created development plans and cross training plans that were based on each employee's skills, talents and performance. By doing so we were able o see that there were no women or men jobs.
54. My last position had me in a 15 to 1, male to female ratio. Even though I held the same title and had 4x the education and experience as my male counterparts holding the same position, I was making about 20K less in base salary. I was also asked to take on all 'social' events coordination (birthdays, cakes, more admin type things). My male counterparts assumed because I was female I should be the one organizing and spearheading these things. I left that company for a culture where women were treated respectfully and were partners/decision-makers in the firm. Instead of

fighting to change culture in this international company, I left for a small private company with a healthy culture and equal opportunity.

55. Since being involved in manufacturing I have not been involved in a gender stereotype. Males tend to be more expected to be leaders and I have only been encountered one female leader (other than human resource employees). I have found that there are a very small number of females who shown interest in being leaders in manufacturing. I do not believe that it is so much a stereotype or bias towards females, it is more so the lack of interest from females to be in a manufacturing leadership position.
56. Questioned my time management, however not others. I requested a meeting with both level supervisors and advised I felt discriminated and threat to my charter <sic>. Also, that I saw none of my other counter parts being addressed with the same issue. I noted it was evident I was being treated different.
57. I never have knowingly <sic> faced one
58. Daily... Although female I have a first name often associated with a man. When met for the first time after email communication the other person is shocked and not certain how to proceed. I joke about it occurring <sic> all the time and move forward like there is no issue.
59. Pay disparages were rampant where I used to work. It was out of control and completely unfair. I actually handled the inputting of all the wages and I couldn't believe what I was seeing. Just one quick example: There were degreed female managers whose areas outperformed the other Lead's areas and she received \$0.15 cents on the hour and the other Leads (two of four men who were non-degreed) all received \$1.50 dollars on the hour. I was appalled to say the least! I brought it to my Manager's attention (HR Manager) and he told me it was none of my business. Shortly after that, I was let go. Also, I have had some horrible bosses in my past and none of them were female. I have had some great male bosses as well, to be fair!
60. It was assumed that because I was a man I would have a problem working with a female supervisor. i was a new employee and up to that point, supervision was not established. There was one female co-worker in my section and we worked well together. After some questioning about my feelings toward female authority figures <sic>, management assigned a new supervisor from a different account. She was the supervisor, I was the employee, that was the dynamic. The fact that I was male and she female was irrelevant to her ability to lead.

61. In my civilian career there are biases associated within my field concerning "gender". As a male living in a mostly female dominated industry I have been able to overcome this bias by living out core values ingrained in me during my Air Force career. Integrity, Service before self and Excellence in all that I do! My attitude is that I can't be the best unless I give my best everyday!
62. I was turned down for one of my first job positions although I scored in the top 2% of the group. The reason I was not hired was due to a hiring mandate that included females and others. I understood as the reason was explained to me as clearly as possible. I took that experience as a life lesson and moved on to other great jobs. This happened back in the 70's when there was known and publicized difference in hiring practices that excluded many qualified women from positions there <sic> were more than qualified to attain.
63. Mainly when I was pregnant and some of the comments from the men made me uncomfortable.
64. I had a sales leader who was reluctant <sic> to place a female in a sales role as he felt the customers would not accept a female rep. I counseled <sic> the Sales Leader on the need to focus on the skills set needed and not the gender. We put the female in the role and she excelled.
65. I have not faced one at this point in my career.
66. For number 15, You are forcing me to acknowledge <sic> that gender discrimination exists in the workplace, and it shows a clear bias in your research. For number 17, unless I am a woman, declaring false would make me sexist. For number 18, everyone occasionally displays negative character traits regardless of gender.
67. I personally am always offered help when lifting things that are "heavy" in the workplace. If I am able to lift something that is not too heavy I will do it, otherwise I have no problem asking for assistance. Often I am not even given the chance because I am a female and therefore automatically lack the strength. I'm not asking to do only manual labor, but I don't mind helping out to the best of my ability. ^Sorry, couldn't really think of a better example at the moment.
68. I have had numerous Co-ops underneath me that were female and some also African American. My goal was to put them into challenging situations to foster growth rather than avoidance.
69. I have not been exposed to gender stereotype <sic> in the workplace

70. I haven't really faced gender stereotype or bias. I've always been of the opinion (as long as one is effective, proficient and trustworthy in one's job) one's gender, race, religion or ethnicity are of no consequential value to me.
71. When I was an assistant manager in a retail store, I had to deal with a (male) truck driver who assumed that, because I was female, I would be unable to unload a truck. He asked the other (male) assistant manager if I was capable. I proceeded to do the job and when he left, reported his attitude to our District Manager, who said that they had gotten numerous complaints from female managers about this driver. A short time later I was informed that he no longer worked for the company.
72. In high school I wanted to join the boys and learn about wrestling, but was told that because I was a girl that I would have to go learn about gymnastics. I hated that. I could not stand gymnastics and did the absolute bare minimum to pass the class after that. It pissed off my teacher, but I didn't care. It should have been divided by interest <sic> in the subject, not by sex. I am sure that there were boys who would have rather tumbled and flipped then grappled. Just like I am sure that I was not the only girl who would have rather learned to wrestle then learn how to do the perfect tumble and roll.
73. I missed out on a promotion opportunity due to the fact that they had too many male leaders and it was beginning to look discriminatory so the <sic> hired the female. However, I understood that males were getting the nod <sic> when females were more qualified.
74. I have experienced situations where female officers are talked down to publicly while male officers are talked to behind doors. I think it is more acceptable for management to ostracize females in front of others.
75. When i was in the military they would give the male position that i had work <sic> hard to get .1 <sic> just kept giving my all took every school that came open to show on paper that i was more qualified than the males that kept me from getting my rank or job. then they did away with the good old buddy system. so i could finally <sic> get what i had work <sic> for.
76. When I was in Iraq, I was informed that there had been incidents of Assaults <sic> on unaccompanied <sic> women in and around the shower facilities. I informed the other women in my unit, and I was pulled aside by a male supervisor who told me that " Men in the military would not assault females in the military." I was told "not to spread rumors" and " not scare the other females in the unit". I took it up to my direct supervisor, and he

was told the same thing. My supervisor told me that I was right and he would personally inform the other females in the unit of these incidents.

77. Working on a project with a department that was 100% women. Some were aware that I was former military and assumed I would come in with a huge ego, barking orders at them. The chips on their shoulders barely let them see the presentation materials. When we got passed that hurdle and they realized I was there to help them, things moved along better. That being said, I still found them to often to get into petty arguments and disagreements, especially of the passive aggressive kind. Interestingly, I found working with an all male department or a mixed department easier to work with, than an all female one, for that reason.
78. During a company level golf outing. Did not participate.
79. N/A
80. My former boss was female. She thought that I think of her as a stereotype. At occasions I told her that she is a woman but I think neutral about her. She never understood what I meant :-)
81. From what I have witnessed in my work place women in leadership roles tend to be viewed negatively because they feel they have more to prove. I have seen female leaders go overboard with things to prove they are just a point when no one has challenged their ability. Due to historical gender stereotypes I believe some females feel they have to prove they are worthy in their position when in reality they are just as qualified if not more qualified than their male counterparts.
82. Stereotyping, both gender and otherwise is normal. The way you overcome it is to do an excellent job with the tasks you are assigned. Stereotypes don't exist if the work is done in an excellent way. Stereotypes enter the thought channels when the work is below par.
83. I worked in the composite manufacturing industry. We got a new gen. Manager and he preferred women for the job. He said women were more detail oriented and had smaller hands, better suited for the job. All new hires were women. It wasn't an adequate assumption, it's a frame of mind or personality that is suited for the job, not a gender. I no longer work there due to management incompetence.
84. My field is very male dominated, so I have experienced both subtle and more overt gender bias in various ways. With the subtle times, where the males are overly patronizing, I have stuck to the facts and not gotten personal or too upset. With the overt bias, I have been forthcoming, at least

with those who are peers. With those who were my supervisor, I tried very hard not to get into uncomfortable situations, such as talking one-on-one in his office if I didn't have to. I also documented all the times that I was uncomfortable and not treated equally with my male counterparts.

85. I wanted a job at a gas station and was denied it for being a man, because the boss wanted a harem of workers. I got a job with the competition.
86. I am a male manager and have helped recruit, develop and promote many individuals. Because I work for a very large corporation, there is a strong emphasis on hiring and promoting minorities including females into open positions. These individuals are supported and promoted openly with a bias against white males. I understand the need for diversity of thought but I feel it is important to create more opportunity for minorities to hire into entry level position so there is a larger pool of minority candidates for positions further up the ladder.
87. Na
88. Have not
89. I was accused of not earning a promotion. In response, I generally ignored it and did not let it impact my work. I do not give much credence to people that don't know me and are not familiar with my work.
90. I was running for a student government position and was unsure of myself over how other students would receive me since I was gay. I was told by another student "Don't let them not give you the position because you're gay. I didn't take it to heart at the time, but I do as more time passes.
91. A worked for a female who resented my experience that exceeded hers in Human Resources. I had 20 years experience that was much broader than her 10 years, and my depth of experience exceeded her limited experience in employee relations. She targeted me immediately and set out to destroy my career advancement with the organization. She was ruthless, rude, offensive, demeaning, humiliating, prejudiced, and created a hostile work environment. I had to leave when it affected my physical health severely (heart condition) and my emotional health (became suicidal). I will not work for another woman again. Cruel women give women a bad name in the work arena and in personal life. We need to correct ourselves and look in the mirror to begin making improvements.
92. I once worked for a guy who always favored the males in the department. They could do anything and get away with it. I would have been fired for things these guys got away with. I brought it to his attention and told him

how I felt. The behavior never changed. I worked for him for 8 years. When a better opportunity came my way, I left.

93. I worked in a small computer repair shop while deployed (the only female) and often customers would go straight to the males with work orders at the beginning <sic> until they realized that I was just as capable at fixing things as the guys were later on in the deployment.
94. N/A
95. I never faced the above situation
96. Keep in mind that due to my age, I have lived through the women's liberation. I also married a woman from a foreign country which would routinely subjugate even degree holding women to that of a coffee server. So your question has to be narrowed a great deal for the information to be relevant to recent experiences and in the U.S.A. only. I don't like this topic, since it leads me to think that you are asking for people to think the opposite of the way we should. No one should stereotype people, and those who still practice this kind of discrimination are uninformed. People are INDIVIDUALS who cannot be categorized into nice neat little boxes. Dr. Meg Wheatly has written a great book to help us look through a more modern lens of the universe as we continue to discover new information and throw out the old ideas that are no longer relevant (i.e. Newtonian vs. Quantum Mechanics). Suggest reading her section about Schrodinger's Cat. My recent experience has been more about inbred promotion practice at a privately held company, which tended to favor promoting the local-yokels. If you were hired from out of town, or state, your job was the first to be let go. Performance and effectiveness did not seem to matter. EEOC seemed to drive some of the dysfunctional behaviors. For example, in our community there were VERY FEW citizens of African American race. However EEOC imposed formulas which did not take into account that these folks were less than 2% of the population. Our company was therefore forced to hire and promote more females to get EEOC off their backs, therefore some males may have felt overlooked. I handled this by ignoring it, and by not having much hope in ever being promoted. Ultimately I found a way to leave the organization.
97. not aware of one
98. I have never experienced a gender sterotype <sic> in the workplace; however, I have experienced stereotypes, unrelated to gender (i.e. sexual orientation).

99. An example of the "it's to <sic> heavy for me but you can carry it because you're a man" stereotype...A fellow Airman, who was female, asked if I could carry her personal alert bag up the stairs into the aircraft after I stowed my own. I responded that she packed everything in it herself and is getting paid the same as I am and wearing the same uniform, so she can carry her own personal bags onto the aircraft and use the experience to learn not to pack so much stuff for a week long alert.
100. N/A
101. Us military since <sic> the early 80's. If a woman got out of bed she was out of her job description. I personally treat all people by their actions, not sex
102. I have had both a male and female supervisor. Of the times I saw a bias and criticism of my female supervisors it was from a female colleagues.
103. Not directly facing a bias but observing one. Feeling at one company was that females could not aspire to top positions - not dependable <sic> emotionally- family matters most etc. All I could do was to support the females whenever possible
104. I faced constant gender stereotyping while in the Army for 5 years. We were always thought to be not equal with the guys. They thought that we were not as good physically or mentally and that we would never be equal in the military.
105. Managed small engineering team when new female departmental Chief Engineer was assigned. Pre-ductial <sic> comment was made. I immediately communicated to the team that that <sic> behavior would not be tolerated. Never had a problem again and new Chief Eng established herself as a great leader and the team worked well together <sic>.
106. A female with less professional experience and educational credentials, was provided an opportunity for which I was the designated successor. The company had identified a push to increase women and minority positions higher in the organization. I discussed with my supervisor and the HR representative. I eventually resigned.
107. I worked in an environment where everyone walked on egg shells with female employees and trust was always an issue due to the fact all the people displayed ineffective communication while worrying about offending the females. It proved to stop the work machine at all levels. I decided to be myself, treat the females with respect as I had been taught as a child and broke the mold by treating them as equals. This course of action

allowed others to man up and grow a set resulting in a productive work environment

108. Both men and women act extremely surprised when I tell them I am a former maintenance manager. This type of profession normally is held by men.
109. People assume a women <sic> will get married and quit her job. Or get married and follow her husband around in support of his career. I tried to minimize my dating profile at work.
110. Not me. My father. He was an executive for Con Edison in NYC in the 70's. Being a "meter reader" was a key to career success, but women were banned from that position due to the danger. The union forced my dad to assign women to that task. The first day he did so, a woman was raped and murdered reading an electric meter in an alley in the Bronx. My dad retired the next day.
111. Job searching... I was overlooked as a candidate for an entry level position in favor of a less educated male.
112. I served as interim dean of a school which had never had a female dean at the time. I simply did my job and maintained an open line of communication with the department chairs, faculty and staff.
113. In my career I have had many supervisors who have worked for me that have been male and female. In some instances the females have had to work harder to prove to their male counterparts that they were equally as competent as the men. In most cases, the women who were trying to impress the men were more qualified than the male in the same position. In reality I should have been the men that were trying to impress the females with their level of knowledge. I have also resided in the belief that no matter what anyones race, color, ethnicity, nationality that they should be afforded the notion that they are able to do their job until proven otherwise. If you're white, black, green, red or heck pink with purple polka dots, if you can effectively do your job then the color of your skin, or race or whatever has never been a concern of mine.
114. Outside-of-work team activities consist of golf tournaments where women (even those who play golf well) are <sic> not invited.
115. My first leadership role was at a distribution center. I was the only female and the youngest person on staff. One of the gentlemen would call me gal on the regular basis. I addressed it with him <sic> and explained how offended I was by that term. He apologized.

116. I am the only female, full-time faculty. I have a good working with relationship with most in my Department; however, the men tend to do more with each other (helping with research and publishing). I have had one of my counters parts <sic> to really work with me in these areas. However, I do have to go out side <sic> of my department to seek mentorship from females in technical areas. This has helped.
117. A colleague told me that the reason we did not have more females in the department was because another female colleague and I were "not doing our job". I responded calmly that it was not just my job to recruit females into technology fields - it was everyone's job.
118. When I started my family, I had to work even harder to prove my worth to the business. And there were times that my emotions got the best of me because I was working very hard and staying late only to be criticized by those who were not working as hard. Long story.
119. The male supervisors of other departments sent people to my IT area to see if they could assist me in fixing a problem. (thought maybe I would not know enough to fix it on my own) I thanked them for the offer to help, and told them I would call them if I needed them. After a few of these times, they stopped offering to help, and telling me what needed to be done.
120. I was in finance with an accounting degree in the early 90's and I was being treated like the nice secretary.
121. Everyday in the Air Force in an Aircraft Maintenance career field which was about 90% male. You have to prove yourself <sic> everytime you move to another unit. It usually is assumed your male conterpart <sic> know what he is doing even if he doesn't.
122. I am a man working in the HR field. I have frequently been singled out, stereotyped, and sometimes offended at this. I think that if I were <sic> a woman in an organization of 30 men, they wouldn't get away with things I've had said to me.
123. In dealing with a student who did not accept me as an authority figure, I had to take charge of the situation to show that I did have the skill set to get the job done.
124. Our company today is still a good old boy network. We have few woman <sic> in vp levels of management. We have woman <sic> in customer service type roles but not sales. Woman <sic> are in hr but not technical...so roles and gender are still a factor in today's workplace. I do

not deal with it but just accept it. I know that I will never climb the ladder <sic>, however I love what I do so that makes all the difference. I would also say that my acceptance outside of my company, with suppliers and vendors, is very positive and more of a balanced work environment, so I use that as my focus.

125. As a women <sic> with an engineering manufacturing <sic> background <sic>, I face gender bias everyday. I am quite often, the only women in the room.

126. In the military maintenance field I have often placed women in positions others would not put them because of their sex.

127. I have been told in one organization that I was too lenient on people, gave them too much time to change their behaviors. In another organization I was told I was too aggressive. For myself, I believe I dealt with situations pretty much the same, was the same person. To me, the perception of the first party was that I was not acting like a man would in my position. The perception of the second party was that I was not acting as a woman should. My assertiveness was perceived as aggression. Because of these wildly different perceptions, I have adopted the practice of seeking feedback early and often from co-workers and my boss so that I could change behaviors that might be misinterpreted, or change the perception of those who might not understand me or my motives.

Appendix I: Respondent's Responses to Survey Question Number 22

1. I have had to change the way I would discipline one of the members of my team because people assume it's a women thing or that we don't get along because <sic> we are women.
2. I dislike not being informed of current activities and having to make decisions when I don't have all of the information. My experience has been with women in leadership positions that they will withhold <sic> information in an attempt to stay in control of their employees. A truly confident man or woman will share information with their employees in order that informed decisions can be made to fulfill whatever task is at hand to be completed. On the other hand, I'm confident enough to share information that I consider to be beneficial with employees so that they can make the appropriate and informed decisions. The only time that I won't share information is when I consider the disclosure of such information to be harmful to others.
3. I worked with or for both males and females and I have had females work for me and with me. We both did are jobs and did them will.
4. See different types of stereotyping at work and through the media portrayals I have strived when I am in leadership positions to be as equal as plausible in all aspects of any given situation.
5. I HAVE ALWAYS TREATED ALL MY SUBORDINATES IN THE SAME MANNER NO MATTER WHAT GENDER THEY ARE.
6. Not applicable
7. Though being relatively <sic> young in my field, I am now more cognisant <sic> of possible "glass ceiling" situations and try to rectify those when possible.
8. I think it has put a lot of fear in me regarding how others perceive me. Everyone knows that there is a fine line between "assertive" and "bitchy" and "pushover" and "sympathetic". I fear what others perceive as crossing those lines when I am just trying to do my best. I just got promoted to my first job as a supervisor. I won't start for another 2 months, but I expect that I will deal with these stereotypes when I start my new job.
9. I am certainly aware that they exist in the workplace and I try very hard not to be grouped in a stereotype by presenting myself as professional, outgoing and fair. I have no respect for whining females and females that don't present themselves <sic> professionally in the workplace. I am a retired Air Force civili <sic>

servant and I started my career as a GS-2. I went back to school and obtained both a Bachelor and Masters degree and retired 39.5 years later as a GS-15. I worked very hard and gained the respect of leadership. I also served in the Air Force Reserve as an enlisted woman. I obtained my degree too late to become a commissioned officer, but worked very hard and achieved the grade of CMSgt (E-9). Only 1% of the enlisted force achieves this grade. You must be fair to everyone and not show any favoritism. That mantra has worked well for me.

10. They have DEFINITELY made me a stonger <sic> person all around.
11. I am more tolerant and show more patience and I am more careful how I talk and interact with female employees. Always have to be concerned about feelings and interpretations of what you say to female employees.
12. It has made me more tough and less sensitive.
13. They havent <sic> I have an equal number of women in my organization and I treat them all the same.
14. None
15. Many employees complain that I am out spoken, and I do have that tendency. When it comes from a female I believe employees can get offended, however from a male it is almost expected and considered the norm. I do when warranted temper my message so that it comes across concern as opposed to opinionated or bossy. I can flex my behavior to meet the needs of the audience.
16. No I do not think so because I feel that I did not allow or would not allow that to happen.
17. In my profession (aviation) there are definate <sic> educational and experience requirements to perform certain jobs. So all applicants are basically pre-filtered and have at least the minimum requirements. As a leader I watch for employees (females) that have that proverbial "Chip" on their shoulder. In my experience the majority of employees are quality people each having their own quirks, strengths and weaknesses. What you must watch for is the employee that uses her gender to gain an advantage or disrupt the workplace.
18. Yes. I always look to the character for the person not their gender for any reason. I really like strong willed, intelligent people. Prove to me you are one and I'll be more than excited to have you on my team as my teammate/subordinate or leader.

19. It hasn't! I like to think of myself as very liberal on issues of gender and race!
20. I think about what motivates people. I try to understand them. And then I use it to my advantage <sic>. Additionally, My husband, also a leader, uses brute force and physical strength to get a lot of "stuff" done. I get a lot of "stuff done also. But I aproach <sic> the same problem differently, I tend to plan, break tasks, apart and accomplish things in a more managable <sic> tasks that everyone can do, regardless of their "strength". I always evaluate efficiency of operation. I conserve my resources. And maximize output/input.
21. I have preferred when in a teaching, supervising, or leading role to never assume until all conclusions and resolutions can be made available. Going off stereotypes or ill-conceived notions can lead to further degradation in the ranks and moral of those whom work for you.
22. I have seen the struggles women have had to endure to be respected and treated as equals in the work place. I remember this and appreciate the hard work everyone does. Everyone gets equal treatment and respected for their accomplishments.
23. I remain aware of the stereotypes/bias and ensure they do not find a place in our organization.
24. I'm always rooting for the underdogs. When I see bias of any type, I tend to jump in and determine what I can do to improve matters.
25. It has caused me to be even more business focused and serious. And frankly, it has impacted who I trust.
26. I think we should treat everyone with equal respect.
27. Makes me more keenly aware of what to watch out for.
28. In my culture, there aren't many females, but I treat everyone the same.
29. Set the example that all are treated the same, fairness and equality when working with business partners, do not speak in manner that alludes to sterotype <sic>; thus a trust has been created with all
30. As a women <sic> i am often labeled as more giving, and my assertiveness is seen as aggression but it would be seen as assertive if i were a male.

31. I worked with male sales managers and account executives that sometimes have a tendency to be condescending towards women, I would challenge those stereotypes if faced with a statement or attitude that I felt was inappropriate.
32. I don't think they have.
33. I try to be very consistent in my daily work and leadership tasks and try not to be moody. Many of the women I have worked with and from are either hot or cold when considering their moods, rarely consistent.
34. I have been part of diversity training and mixed workplace dynamics in both the military and civilian worlds, and if you don't embrace each others differences, you will miss the boat personally and professionally. I jokingly say that I hate everybody equally, and insist that those I know laugh at themselves and the ignorance of others without taking things too hyper personal.
35. None
36. I don't believe in stereotypes, because I have seen so many that are completely false and unfounded.
37. In the military I am sensitive to female medical issues and female subordinates have found they are comfortable approaching me with any issues they may have because they know I do not judge them as "weak" for having different hygiene requirements and or medical needs from the men. I understand the potential challenges deployment and field training can bring. Other than that I treat my soldiers exactly the same and hold them all to the Army standard and I think they all respect me for it. Sometimes younger female soldiers try to act coy, flirty or overly sweet to try and get their way. I do not feel this is in any way different then male soldiers sometimes "sucking up" or trying to be my buddy in trying to get their way. All in all the Army is very egalitarian. There are some vocal men sometimes who express a negative view of women in the military but these attitudes are not condoned or encouraged. In my civilian jobs I have experienced same levels of gender "blindness". I don't feel stereotypes have influenced what kind of leader I am. But maybe they have.
38. It really hasn't. Only time it comes into play is when I personally have chosen to use the "I'm a guy" as a way to tell those I supervise that I welcome their feedback and hope they feel comfortable enough to confront me if I ever come off as insensitive or too direct.
39. I have often felt, as a female Manager, that I have had to prove myself and my skills, not necessarily to upper Management, but to the Team that I've led.

40. First off, these questions do not take into account someone who is running his/her own company so there are questions about "my supervisors" that do not apply. I've worked for women who were totally incompetent. One was an attorney who was in way over her head and did not command any respect at all. I've worked for a woman who was excellent, self-assured, and for whom I would go to the mat so to speak. I've seen women disrespected. I've seen and put a stop to sexual harassment by coworkers. I've developed a fairly keen sense of the struggles that women go through in the workplace and the biases that are handed down. Fortunately, I have a wife who is an equal in every way so I've developed an appreciation for how hard women work and how hard it is for them to succeed with the stereotypes that are still prevalent. I think I'm a better boss and to be honest, I'm more inclined to hire a woman over a man.
41. I strive to give every person an equal chance for an opportunity to excel based on their own efforts and merits, without regard to their gender, race, etc.
42. I try never to stereotype I give each person the chance to prove themselves based on their ability
43. I would try to make sure that every thing is working in the wright <sic> way
44. I think it has made me tougher and more stubborn. Like I have to prove myself
45. It's made me understand my weaknesses and work outside of my comfort zone.
46. I am not in a leadership role currently.
47. Not applicable.
48. They have not affected the way i lead. It motivates me to work harder to get reed of the stereotypres <sic>.
49. Through education, training, and observing others in leadership roles. Patterning my own traits to be fair and equal with others, regardless of gender. Encouraging team work and productivity and holding each member accountable. Demonstrating leadership that is both firm and mentoring. I've found this to increase subordinates respect and desire to improve and strive to be an effective team member.
50. I am aware of the traditional stereotypes atatched <sic> to black men and since I know they are generally not true and do not fit me I approach my work with a bias for excellence and action.

51. I think I have become more "masculine" in my communication style. Hyper-sensitive perhaps to being overly emotional in my office/business dealings. Not being perceived as weak or lesser for showing emotions. Adopting the "it's business, not personal," mentality to be on a level playing field with male counterparts. Working in technology, the female pool is even more limited.
52. I do not believe stereotypes or bias have affected the way I lead. In my opinion the way an individual leads is more so based on their personality rather than gender. In this survey I found it difficult to identify traits and attributes as gender specific. I could easily go either way with specific individuals from each gender. There are some males who show "female" characteristics and there are also some females who show "male" characteristics.
53. Experiencing "stereotypes" <sic> and "bias" has made me more sensitive about what I say, or rather what I don't say. I don't think peoples' "eyes can be opened" until they themselves experience firsthand and negatively a stereotype <sic> or bias.
54. Stereotypes show me what <sic> not to do as a leader. I am a leader that mentors others.
55. I believe <sic> that stereotypes first come subconsciously come into play, but I have always tried to find the strengths, attributes, and areas to improve <sic> on an individual basis
56. I'm very conscious of how I respond and when I allow myself to show anger in a situation. I definitely try to master situational leadership skills.
57. I try to be understanding, fair, ethical and lead in a kind way. So far, so good! People want to work hard for people who treat them with respect.
58. I look at employees as people who fill job descriptions. Their value to the company is based on their <sic> performance and upon affect on other employees performance. Employees sometimes bring their bias to work, which can affect others. I try to ensure everyone is treated equally in good and bad situations.
59. Being a military veteran allows for me to not be biased based on "gender" as much as maybe some others. My bias and stereotypes <sic>, which we all have and need to work on, tends to be centered around mission accomplishment <sic> and the cost associated with that accomplishment.
60. Not at all. I am glad to see women have moved forward in major companies as senior executives and higher. I believe that all people should be hired and promoted on their own merits and skills not based on the color of their skin or

gender. Many feel this type of comment is bias however in my opinion <sic> it is truly the only way to hire and promote people, of all colors and genders, to a level they should attain. On the other side of the coin I don't <sic> feel that people should be hired or promoted based on quotas or gender. This is just the reverse of the problems that existed in years past.

61. They have enforced, in me, the need to be absolutely fair in all judgements <sic>. To get the full story, and weigh it from every perspective.
62. I don't think it has affected me. I am an informal leader as a matter of personality, setting good example, but prefer not to have the responsibility of leading others.
63. To be very indifferent whether I work with a female or male, to just work with both genders equally and the same no matter the gender.
64. Not nearly as much as the loss of productivity or threat of EEO complaints.
65. I don't believe gender stereotypes have affected the way that I lead. However, as a female myself I have noticed that many female leaders feel the need to prove themselves and strive hard for the approval from their peers as a leader. Especially throughout <sic> the military which has always been looked at as a male dominated force.
66. No.
67. When I am in a supervisory role, I don't look at gender stereotypes <sic>. I deal more with what the "person" needs
68. Stereotypes and bias do not affect my leadership at all. The only thing that matters to me is if one can effectively perform their job, and is honest and trustworthy. One's race, religion, gender, and ethnicity mean nothing to me. I only care who is the most qualified person. If for some reason two or more people are close enough to equal in qualifications, I would usually take the person who would provide a more rounded cultural environment. I love and prefer diversity!
69. I feel that as a woman, I have had to "prove" my competency. I find myself making an effort not to show emotion so as not to reinforce the gender stereotype. I push myself to the limits of my abilities, and am reluctant to ask for assistance. When I first joined the military, I was treated as something of a "pet" by the older men in my unit. They seemed to feel that it was okay for me to be there, but no one expected a lot of me. I also ran into many males, mostly older, who felt that women had no place in the service. That attitude made me determined to be seen for my ability, not my breast size, and I have worked hard to learn everything possible to do my job (whatever that is) to the best of my

ability. I don't flirt at work, and while I do wear cosmetics, I try not to emphasize my femininity. I want my employees to respect me as a good boss, not as a woman. I never ask anyone to do anything I'm not willing to do, and I try to treat everyone with the same respect and dignity that I want.

70. I hate stereotypes. Do not tell me that I can't do something just cause I'm a woman. That's crap! Hearing that makes me want to go out and do whatever it is just to show that I can.
71. I try to lead by example. I am a transformational participative leader who recognizes each individual and their contributions regardless of race or sex. I believe that as a leader we have to be encouragers and cheerleaders who identify strengths and weakness and then push individuals to explore their strengths. It is important to be a strong communicator who is fair, firm, and consistent in every situation. People will follow when they believe in their leaders regardless of sex. In addition, I feel the gender bias has been exposed in today's society and that while it still does exist and female leaders feel it is necessary to prove themselves, the bias is more prevalent based on particular industries. In the education field, female leaders are just as prevalent as male leaders. I would even go so far to say that while there are more male superintendents than female, there are more female central office staff than male in most districts---that would make a good study.
72. As a military officer and working in IT, my work environment is very masculine. I think the environment can make you insensitive or ignorant of woman issues and how they can impact the Army.
73. to give everyone a fair chance.
74. I have been shown that my experiences and my talents don't matter in the military and that I have to have a set of testicles to be taken seriously.
75. Male or Female, to be a good leader you have to know when to be a leader and when to be a team member. Not everyone can "charge-the-hill" all of the time, and by the same token you also cannot be a wallflower and passively sit there waiting for someone to give you chance so you can "really show them" how great you are. Recognize when you have been giving an opportunity to excel - it won't always be on the huge initiatives or projects; consistency and professionalism builds trust and trust leads to greater responsibility.
76. They don't.
77. I treat everyone the same regardless of gender.
78. Sadly I do not have a lady in my team...

79. I couldn't care less as long as the work is done well. Ps: My Boss is My Bank Account.
80. When I was in the air force I was the crew chief on alot <sic> of jobs. The best troops I had were women. It seems that women try harder in the military in order to prove they are as good, in alot of cases better, than the men. Most of my go to team members were women.
81. As a leader, I have been overly aware of not appearing too emotional and/or other traits that are considered both feminine and negative. However, I feel that I was fair and had a good approach when it came to delegation and encouraging people to work together. Additional note: Due to the fact that my field is so male dominated, I have very few examples of female leaders to use for answering these questions. Those females who are at the top of the organization (university) are not any that I directly answer to, and therefore I experience their decisions more distantly.
82. I am more open to questioning, and I ensure I listen to all sides before making a clear decision, because women are abstract thinkers and see more potential problems through intuitive problem solving methods. I tend to be biased towards women because they think with both sides of their brains at once and can more easily see the big picture/ all the moving parts within more easily.
83. I try to search for the best person for the job regardless of their race, gender, religion, ethnicity or sexual preference. I understand the bias that many people may have towards others that are not like themselves and I try to create an atmosphere of inclusion. It works for me. Out of my seven direct reports, four of them are female.
84. I just try to know how each person is motivated, and I learned that from my current boss, Rick.
85. No
86. I do not participate in the rumor mill and expect professionalism from my staff.
87. Being gay, at times I tend to be more distant with men than women. What would seem to be nothing when said or done by a straight man, takes on a different meaning when a gay man does it, which is a shame, but that is life in the US these days.
88. I lead by example, impart my knowledge, bring others along and support career development, support emotional well-being of all employees in the work place,

support my direct reports and peers, am transparent with my leader--maintain an excellent work relationship with mutual respect, professional demeanor with expressed humanity. Further, I strive to build and maintain a team environment that is inclusive and accepting of all. Best of luck with your survey and thesis, and your career.

89. I've learned from the good and bad experiences. I always try to be fair and treat everyone equally, and how I expect to be treated.
90. I am more of a quiet leader, I tend to let others take control.
91. I am a firm believer that people basically want to do the right thing. I know it sounds corny <sic>, but if you lead by example your staff will follow.
92. I may take a different approach depending on the individual; however, I have not based my leadership on stereotypes.
93. The only real difference I seem to encounter is that SOME women seem to like to talk things out, when some men seem to favor visualization. I understand this, and am more patient for THOSE women that need to talk things through to learn. However, I can think of exceptions to my observation on both sides of the equation. If you asked me if I judge leaders based solely on their sex, then the answer for me is no. That should be the end of this survey. If we are all created equal, what the heck is the difference? You could ask these same questions about the different generations, from Traditionalists, Boomers, X, or Y. Then you would find out that the real differences are in our life experiences, and people from all generations share common behaviors (i.e. a Traditionalist on Twitter for example, and Millennials <sic> handwriting a love letter). I would recommend that you read "Outliers" <sic> by Malcolm Gladwell in your spare time to understand what I mean here. There was nothing positive for me as a participant in your survey, and it seems to only focus me on the negative. You should read Dr. Cooperriders and Dr. Diana Whitney's work on AI, and incorporate that into your work of the future, because the questions you ask are NOT benign. I would also recommend that you should seek some assistance to make sure the results you get from this survey are meaningful from a statistical point of view (think Gallop here). For example, on my screen most if not all of the responses in the first column are "male". This could instill a bias in the results and I might question the outcome. Another example is that by asking the questions you did, exactly who am I supposed to think of? One person? One Leader? Everyone is DIFFERENT? How do I lump my life experiences together in order to generalize some obscene average just for you? I hope your thesis academic adviser asks many similar questions, and that your thesis defense pushes you to think about this much deeper than your work leads me to believe you have. If my response is foreign and a complete surprise then I apologize, and hope you will take my thoughts as someone who wants you to learn and grow. I would be sad if no one

else filling out this survey would mention some of it's <sic> weaknesses. Please focus your energies on something much more positive! You have your whole career ahead of you, and can bring something much better to the world than this.

94. No just a few comments: I found this to be a somewhat biased approach to gathering information. I was somewhat offended with the delivery of many of the questions, especially as a man. Also, being self-employed, I do not have a boss. This survey does not take that into consideration. I would suggest that you revise this document before sending it out to a wider distribution.
95. I work in a significantly female dominated field, therefore it is not necessary to offset biases that woman may face in other fields. Typically, it is men who face discrimination, bias, and stereotypes within my career. I, at times, find myself advocating for the men on my team or within my agency due to their low representation and difficulty in my female dominated career.
96. Stereotypes never affected my leadership while in the Air Force on active duty. I usually reacted quickly to shut down someone who was using their gender as an excuse, or disrespecting someone because of their gender. One of the rules I laid down for males I supervised was that they had to accept females as equals if they wanted to keep working in the unit; and to the females I told there are no gender "cards" with me.
97. N/a
98. Juddge <sic> the actions not the gender
99. I am more willing to follow someone who empowers and provides the tools, knowledge and time to get the job done. I don't think that stereotypes or bias affects this.
100. They only affect at the very beginning where I tend to be wary of stereotyping wary of political correctness (something that may have protected some females but has actually hindered in some cases as males tend to try and keep the relationships at arms length for fear of crossing the line) Once we have a relationship male or female you are a co-worker
101. I am empathetic and try to foster a supportive environment free of bias.
102. I have learned so much while in the Army about these stereotypes that I am now more motivated than ever to prove that I can do everything that a man can do.

103. See comment above. Strong leadership can eliminate <sic> the stereotype/prejudice <sic> where any individual can be gaged <sic> by their abilities.
104. They really haven't. I've always provided the same opportunities to all individuals on my team. I have been diligent in the growth of all employees.
105. I have had good and bad mentors and learned what/what not to do. A hard fast rule is to treat everyone with respect and if you think you are doing or saying something inappropriate then it probably is so simply don't <sic> do it. When working with females my perspective is they are somebody's <sic> wife, sister, mother or daughter and how would you want yours treated? The answer for any sane person is quite simple...treat them like human beings whether they are male or female.
106. I have to be well informed and ready to defend my comments.
107. I try to be aware of them so that I can choose to not act upon the stereotype. People are individuals and the differences within the sexes is greater than the difference between the sexes.
108. Not at all. Such stereotypes are rare in the military and defense industries.
109. I have a hard time convincing men of my knowledge in subject areas that I may be more experienced in than my male counterparts
110. I am energized by adversity. Therefore, when faced with stereotypes and biases I seem to get more work done.
111. I guess I answered that question above. I have never been concerned with how a person looks or what they do in their spare time. We all have different beliefs and different personalities. If people I work with are able to perform their jobs without affecting mine then I'm all for it. Same goes for age. Young or old, experienced or newbie...all bring something new and different to the table. I try not to make decisions on people based on appearance or even what someone else says about them until I have had my own chance to talk to them and see what their situation is. We all have good days and bad and catching someone on a good day may not be their real inner person and vice versa on a bad day.
112. I find myself trying to "male up" my presentations and meetings. I've learned to overlook the sneers of disdain. I realize that the way I'm perceived by the males is *their* issue, not mine.

113. I have to be more definitive in my decision making and find that I defend my decisions more often than a male would have to.
114. Hopefully I am mindful of stereotypes <sic> and bias, regardless of whether it's gender, religious, country of origin, skin color, etc, as I lead and in the type of leader I am.
115. Some believe that women are led strictly by emotions. This will cause some to they to "play on your sympathy" or deem you "bitter" (or even worse), if you (the woman) make a firm decision.
116. I understand that females are perceived differently than males, even when they say the same thing. To counteract this, I never allow myself to get mad or upset when I am in a discussion. Instead, I remain calm and stick to the facts.
117. It has caused me to rethink the type of industry that I work in. I have been laid off twice in three years. And I was the one chosen because of attitude. This coming from men who could not handle my ideas for a betterwork <sic> environment. One of them actually hired my replacement before I was laid off. She was single, younger, pretty, and willing to do anything for the job. She just recently walked out of the job and never went back. I had 9 years almost 10 years of experience. She lied about her experience.
- 118..
119. It has made me want to back away from leadership positions and am capable and qualified for, due to not wanting to have to "fight the battle" with some males who would report to me, and due to other women being recentful <sic> of the position I would hold.
120. I have see men in leadership be very self-serving and non sensitive to situations. I tend to view women as more of a team player.
121. As I moved up in rank, I would find out the movers and shakers in the unit and figure out ways to get them on my side. I would become indispensible <sic> to to key leaders both male and female.
122. I think I am more willing to lead or step up and take charge of the situation then I would have otherwise.
123. I actually think because of what I know, I try to help and foster woman <sic> more on my team...

124. I find myself in stressful situations taking on more hardened traits.

125. Have to over perform

126. I am a strong leader and place people because of the skills they have.

127. I feel that I have had to work harder than a lot of men to gain the level of professional accomplishment that I have achieved. I have not had a mentor at any stage of my development and have had to seek out my own opportunities and supporting development. I've learned alot <sic> through trial and error, making mistakes, observing those people who are successful and who model the leadership qualities I admire. The lack of a mentor for myself has led me to mentor others so that they can benefit from that relationship and hopefully avoid some of the difficulties I have encountered. I still lead as I would like to be led, that really hasn't changed - Covey would call it Principle Centered Leadership. I have refused to compromise what I believe to be the right way to treat others. The negative behaviors I have observed over the years have taught me how NOT to be, and I strive to avoid those types of behaviors. Also, I believe that the key to leading others in the direction you believe the to be best for the business includes leading them in the direction that is best for those individuals as well. In order to do that, a leader must understand something about those she wishes to lead - that is where empathy, approachability, and good listening skills come into play. Empathy and "gut feel" have value and need to be recognized as a key puzzle piece to a strong leadership team (inclusion).

Appendix J: Verified Survey Instrument

1. What is your Gender?

- Male Female

2. What is your age?

- 18 - 25
 26 - 35
 36 - 45
 46 - 55
 56+

3. What is your race?

- White
 African American
 Asian
 Hispanic
 Pacific Islander
 Middle Eastern

Other (please specify)

4. What is the highest level of education you have completed?

- None
 High School / GED
 Some College
 Associates Degree
 Undergraduate degree
 Graduate degree
 Doctoral

Other (please specify)

5. In what industry are you currently employed?

- Agriculture
- Construction
- Manufacturing
- Transportation
- Information
- Finance
- Education
- Health Care
- Food Service
- Entertainment
- Government
- Defense
- Technology
- Retired
- Unemployed

Other (please specify)

6. Are you in a leadership position in your field?

- Yes No

7. Do you prefer to have a male or female supervisor?

- Male
- Female
- Either

8. In your experience do male or females express these traits more often while in a leadership position. (Mark equal if you think both females and males express these traits equality.)

	Male	Equal	Female
Articulate: Communicates effectively with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perceptive: Is discerning and insightful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-confident: Believes in himself/herself and his/her ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Persistent: Stays fixed on the goals, despite interference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determined: Takes a firm stand, acts with certainty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trustworthy: Is authentic and inspires confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dependable: Is consistent and reliable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendly: Shows kindness and warmth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outgoing: Talks freely, gets along well with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conscientious:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Male	Equal	Female
Is thorough, organized, and controlled			
Diligent: Is persistent, hard working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sensitive: Shows tolerance, is tactful, and sympathetic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empathic: understands others, identifies with others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. When a woman is angry in the workplace she is seen in a negative light, while a man tends to be respected more.

True False

10. Men generally know what they are going to say before they speak, but a woman may just begin talking and gradually discover what she wants to say.

True False

11. Is your current immediate supervisor a male or female?

Male Female Neither

12. Of these emotional needs, do males or females think they are more important?

	Male	Both	Female
Caring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acceptance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appreciation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Admiration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Validation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acknowledgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reassurance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouragement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. A woman's challenge in the workplace is much greater than a man's.

True

False



14. Of the Male and Female pictured above, who looks the most professional?

- Male Equal Female

15. Prejudice in the workplace makes it more difficult for a woman to get ahead than a man.

- True False

16. In your career have you ever been faced with a gender stereotype or bias?

- Yes No

17. A woman's sense of self in the workplace is defined primarily by the quality of her work relationships.

- True False

18. How often do you feel these attributes describe female leaders in your field?

	Rarely	Occasionally	Sometimes	Fairly Often	Very Often
Trustworthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Irritable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confidence builder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intelligent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ruthless	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Plans ahead	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dynamic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decisive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordinative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Egocentric	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encouraging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team builder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. I have enough confidence in my leader that I would defend and justify his or her decision if he or she were not present to do so.

- True False Do not have a supervisor


20. How would you characterize your working relationship with your supervisor?

- Extremely ineffective Worse than average Average Better than average Extremely effective No Supervisor

**21. Have you ever been faced with a gender stereotype or bias?
Explain your situation and how you handled it.**



**22. How have stereotypes or bias affected the way you lead or
what type of leader you are?**



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