

A Study of Female Interaction with Executive Leadership Expectations in U.S. Organizations

Jennifer A. Priddy

Wilmington University
mjennifer.a.priddy@wilmu.edu

Abstract

While women make up over 50% of professional level roles in the United States (US), their ascent to senior level roles has been stymied due to challenges and barriers tied to implicit leadership theory and role congruity theory. This qualitative study expands the understanding of how women adapt their leadership style in rising to executive roles within US organizations, as well as their impact on altering leadership trait expectations. Nineteen women from diverse industries with roles in the top three levels of their organization were interviewed. Leadership style challenges mentioned include double standards compared to their male peers, self-perception and self-confidence issues, as well as balancing emotions. These women noted how to be successful as leaders they needed to use both agentic and communal traits. Collaboration through participation and supporting employees as well as self-awareness were the most repeated communal traits that were seen as effective, while the most effective agentic traits were decisiveness and focus as well as “standing your ground.” The biggest impacts these women have had on their organizations were increasing transparency and openness, which tie to communal traits, as well as improving focus on direction and achieving goals, which tie to agentic traits. Interviewee advice to aspiring female leaders included suggestions tied to both communal and agentic traits. However, the most frequently mentioned advice focused on the communal traits of being self-aware and self-reflective and collaborating to get others’ perspectives.

Keywords: Females, Implicit Leadership Theory, Role Congruity Theory, agentic traits, communal traits, leadership style, challenges, barriers, stereotypes, biases

Introduction

The concepts of leaders and leadership continue to evolve in the modern world. Part of that evolution involves the change in who is eligible to be a leader. In looking at leadership opportunities for females, the evolution has been slow. Rhodes (2017) looked at the history of women leaders, from the beginning of the 20th century going back 2000 years, and found a total of only 850 female leaders with many of those being considered leaders based on their connections to powerful males in their roles as mothers, wives, daughters, or mistresses.

Why do women continue to struggle to get to executive roles within US organizations? Von Hippel, Wiryakusuma, Bowden, and Shochet (2011) noted their belief it tied to gender-based stereotypes this way,

Women's competence in leadership is often undervalued in part because of gender-based stereotypes. The prevalence of gender-based stereotypes in the leadership domain may place females in situations where they risk fulfilling, or being judged in light of, these negative stereotypes. (p.1313)

This double-standard and double-edged sword for females seems to require them to find a way to balance positive female personality stereotypes with the demand to exhibit leadership traits tied to masculine attributes (Gentry, Booysen, Hannum, & Weber, 2010; Rhodes, 2017). Women make-up over half of the management and professional level workforce, yet only account for about 20% of senior level roles even with similar work experience and more education than their male peers (Catalyst, 2016; Rhodes, 2017; U.S. Census Bureau, 2017). This researcher therefore looked to deepen the understanding of the leadership style challenges women face in trying to ascend to and be successful in executive organizational roles, as well as find out the impact the women in her study had in the organizations in which they were executive leaders.

Research Study Approach & Participants

This qualitative research study, utilizing the phenomenological approach, delved into US female executives' perceptions of the gender-related challenges, tied to leadership expectations, they have faced in rising to executive positions within their organizations and industries. Research indicates there are many theories and reasons to explain why women continue to struggle to ascend to executive positions including implicit leadership theory (ILT), role congruity theory (RCT), work-life balance, self-perception, career development, organizational culture, as well as the specific roles and industries in which they work (Gentry et al., 2010; Kolb, 2012; Ritter & Yoder, 2004). However, women have been able to overcome these challenges, and this study expands the understanding of how they do it.

The importance of this study is providing more in-depth information, from women executives in multiple industries, that adds to the understanding as to the barriers and challenges women face, expanding on previous research as well as providing new insights based on women's actual current day experiences and how they have handled those challenges. It also looks at how these women have potentially impacted the implicit leadership expectations within their organizations.

A qualitative study allowed the researcher to investigate 19 female executives' experiences as to leadership expectations within their organizations and the impact they had in altering them. Semi-structured interviews provided the needed flexibility in the interactions that allowed the participants to guide the conversation in the directions that were important or relevant to them. The critical areas that were focused on during the interviews included: their perceptions of their natural leadership traits; the adaptations they had to make to these to ascend to and be successful at senior level positions; and how they were able to impact the organization's stereotypical expectations of leaders.

The 19 women interviewed represented 11 industries, ranging from government to religion and everything in-between. All had roles in the top three levels of their organization including four participants who were in the top role, while the majority were one level down from the top role such as Senior Vice President or Chief Information Officer. Some had "grown through the ranks" and had been with their organizations for their entire career, while others had moved around, including two who had been with their current organizations less than two years. Additionally, four of the women were the first females to hold their role in their organization

including one woman who was the first female head of a major protestant religion in the US. From a generational standpoint, there was an even distribution between Baby Boomers and Generation X, with one Millennial.

Results

The findings showed that these 19 women were not only aware of different expectations for female executive and male executives, but that most have figured out how to navigate through them while staying true to their core selves and many of their natural leadership traits. Equally worth noting was the ongoing self-reflection of all of these women which has helped them grow and evolve as leaders within their varied organizations.

Challenges or Barriers Female Executives Face as to Leadership Traits

All of the participants felt they had encountered challenges or barriers tied to their gender and leadership trait expectations within their organizations. Additionally, there were similarities in challenges and barriers across the 19 women in this study even with the variety of career paths and diversity of industries as noted by the results in *Table 1*. The results that tie directly to leadership traits include double standards, self-perception and self-confidence issues, balancing emotions, finding a balance between communal (traditionally seen as feminine) and agentic (traditionally seen as masculine and historically more tied to leadership) traits, and male leaders still being preferred based on ILT and RCT.

Table 1: Challenges or Barriers Shared by Participants

Challenge or Barrier	N	Frequency (%)
Double Standards	18	95%
Self-Perception & Self-Confidence Issues	14	74%
Balancing Emotions	14	74%
Balance between Communal & Agentic Traits	13	68%
Good Old Boys Club	13	68%
Generational Challenges	10	53%
Women Threatened by Other Women	8	42%
Male -Leaders Still Preferred	8	42%
Women Carry Greater Burdens Outside of Work	6	32%

The most repeated challenges were double standards as compared to their male peers as well as self-perception or self-confidence issues and balancing emotions. Interesting to note in those results, is that double standards are an external issue “placed” on these females, while self-perception and self-confidence as well as balancing emotions were seen as internal issues. However, the women noted how even these internal issues could definitely be impacted by dealing with the double standards.

Leadership Style Adaptations by Female Executives

All 19 participants noted that good leadership requires constant adaptation to be effective and each gave examples of successful leadership scenarios that required a blend of agentic and communal traits. One example from a participant involved her ensuring she had a “seat at the table” at her corporate headquarters to ensure her voice was heard so she could take care of her staff. This approach ties to both agentic traits of assertiveness and ambition as well as communal traits tied to group dynamics and supporting her staff.

Table 2 lists the top communal and agentic traits referenced by the participants as necessary for them to be effective and accepted as leaders, listed by most frequently to least frequently mentioned during the interviews. The top communal traits used were collaboration, being supportive, self-reflection and self-awareness, openness and transparency, and use of emotion. The top agentic traits used were being decisive, being focused, being assertive, having control, and willingness to take risks. Leadership for these women required a balance of communal and agentic traits.

Table 2: Most Frequently Mentioned Effective Communal & Agentic Traits

Communal	Agentic
Collaboration	Decisive
Supportive	Focus & Task-Oriented
Self-Reflection & Self-Awareness	Assertive/Aggressive
Openness & Transparency	Control
Use of Emotions	Willingness to Take Risks

Tied to the communal traits, some of the women noted their belief that women may even have a leadership advantage because of these traits, which ties to research done by Eagly (2007) and Vinkenbunrg, van Engen, Eagly, and Johannesen-Schmidt (2011). Additionally, the top communal traits relate to characteristics of emotional intelligence including self-awareness and regulation, motivation, empathy, and social skills (Goleman, 1995). Previous research not only notes the need for emotional intelligence as leaders in the modern work world but notes that females tend to have more natural strengths in it (Eagly, 2007; Evans, 2014; Vinkenbunrg et al., 2011).

Recommendations for Future Female Leaders

During the interview, each participant was asked what advice she would give future female leaders. There were many answers provided. These women made a point of indicating that many of the recommendations could be useful for leaders regardless of gender. Table 3 lists the most repeated recommendations given.

The top four recommendations tied to communal traits, including awareness of your own emotions, collaborating, inclusiveness, and relationships. The other four more closely aligned with agentic traits including ambitiousness, willingness to take risks, decisiveness, self-confidence, and focus. This seems to indicate that while these women understand both agentic and communal traits are necessary for leadership, women should use their natural communal

traits to their advantage. Additionally, some of the women, who described their natural styles with as many or more agentic traits as communal, acknowledged having to work to develop communal traits to balance out their natural agentic traits. One participant noted how her decisiveness, an agentic trait, has not always helped her, “I tend to like decisions to get made pretty quickly and move forward. And sometimes with that decisiveness comes a lack of fore thought on the ramifications of things coming down the road.”

Table 3: *Top Recommendations Provided During Interviews*

Recommendation	N	%
Be Self-Aware & Self-Reflective (<i>ties to communal traits</i>)	19	100%
Collaborate & get other perspectives whenever possible (<i>ties to communal traits</i>)	19	100%
Ensure Inclusive & Open Communication (<i>ties to communal traits</i>)	19	100%
Develop Relationships & Build Support System (<i>ties to communal traits</i>)	14	74%
Take Control of Career (<i>ties to agentic traits</i>)	14	74%
Don't be Afraid (<i>ties to agentic traits</i>)	13	68%
Make Decisions Confidently (<i>ties to agentic traits</i>)	13	68%
Brand Yourself (<i>ties to agentic traits</i>)	10	53%

All women acknowledged they had to adapt. However, they also felt that any effective leader, regardless of gender, would need to evolve as they took on greater roles of responsibility and matured to understand their strengths and weaknesses.

Female Executives Impact on Leadership Expectations Within Their Organizations

All 19 participants felt they had in some way impacted the leadership expectations within their teams or organizations with the majority of impacts tying to their communal trait strengths. A summary of the top six impacts the female executives felt they had are shown in *Table 4*.

Table 4: *Top Impacts Female Executives had in Their Organizations*

Impact	N	%
Increased Transparency/Openness across organization (<i>ties to communal traits</i>)	12	63%
Improved Focus & Direction on Achieving Goals (<i>ties to agentic traits</i>)	12	63%
Mentoring & Employee Development (<i>ties to communal traits</i>)	11	58%
Helping Organizational Culture Become More Inclusive & Supportive (<i>ties to communal traits</i>)	11	58%
Reducing Siloes & Increasing Cross-functional Work (<i>ties to communal traits</i>)	10	53%

Four of the five most repeated impacts aligned more closely to communal traits than agentic traits. However, the top two most noted impacts included one tied more closely to communal traits and one tied more closely to agentic traits. Increased transparency and openness across the organization (63%) relates to the communal traits of group dynamics, collaboration, sensitivity, and understanding. Whereas improved focus and direction on

achieving goals (63%), strongly ties to the agentic traits of task-focus, analytical thinking, and decisiveness. The next three impacts noted most often by the participants: creating an inclusive and supportive organizational culture (58%); mentoring and employee development (58%); and increasing cross-functional work teams (53%), tied to the communal traits of being inclusive, understanding, relational, as well as collaborative.

The top impact of increasing transparency and openness, while aligning to communal traits, as already noted, also ties to transformational leadership which was the most common leadership style described by the participants. In fact, the top five impacts listed in *Table 4* tie to transformational leadership traits as well as mainly communal traits, which adds support to Eagly's (2007) and Vinkenburg et al.'s (2011) assertion that women tend to be stronger in these traits and potentially the transformational leadership style. The second most noted impact, improved focus on direction and/or achieving goals, ties to transformational leadership, but aligns with agentic traits rather than communal. Key characteristics of transformational leadership that the participants noted included their desire to enhance the motivation, morale, and performance of followers through a variety of attributes from connecting with employees on a personal level to being a role model, to being led by their core values (Eagly, 2007; Vinkenburg et al., 2011).

These women felt they had broadened the concept of effective leadership traits within their organizations. The majority of the impacts noted were tied to communal traits, and it was those traits where they had had the most influence as to change.

Management & Organizational Implications

While the study focused on women's experiences, the results provide concepts and ideas that can help all leaders, organizations, and even society. Organizations can benefit from this research to ensure they are creating work environments that embrace diverse types of effective leadership traits and are not holding back leaders based on stereotypes or biases that are outdated as demonstrated through ILT and RCT. The experiences and examples from this research demonstrate that inequality still exists in the workplace. While much has already been shared as to the results and their possible implications, this researcher wanted to focus on a few additional ones of significance tied to women leaders, women and men, as well as organizations, as can be seen in *Figure 1*.

Figure 1. Implications for management and organizations.

Women Leaders	Women & Men	Organizations
<ul style="list-style-type: none"> • Don't be afraid <ul style="list-style-type: none"> ○ Know you belong • Watch focus on pleasing everyone • Participate in self-promotion 	<ul style="list-style-type: none"> • Watch biases <ul style="list-style-type: none"> ○ ILT & RCT ○ 2nd generation biases • Have mentors of both genders 	<ul style="list-style-type: none"> • Review organizational models • Eliminate unnecessary barriers in PDs • Performance tied to employee retention & development
Across All Areas		
<ul style="list-style-type: none"> • Emotions have a place in workplace • Leadership requires balance agentic and communal traits • Leadership agility is critical • Ongoing conversations and discussions 		

Implications for Women Leaders

Don't be afraid. One of the recommendations made by 13 of the women interviewed focused on not being afraid to step-up, to take a risk, to know you belong. This researcher noted this as a separate recommendation from others with which it might have been able to be combined because it seemed so gender specific. It also tied to the second most noted challenge of self-perception and self-confidence issues. The women in this study had taken on challenges or risks in their careers to achieve their success, and they really felt like women particularly struggled with this agentic trait. The women in this study not only acknowledged having to overcome their own potential fears as they traversed their careers but saw fear repeatedly holding back other women.

Watch focus on pleasing everyone. Females often focus on trying to please as many people as possible, finding the win-win, tied to their potential communal strengths of unselfishness, compassion, collaboration, and sensitivity. As a leader, pleasing everyone is not always possible or even a good idea. One participant noted it this way, "If everybody's happy, it's probably not a very bold thing. Sometimes you need to just step out and do something bold."

Participate in self-promotion. Another area that was a challenge for women, as compared to their male peers, was self-promotion. This result makes sense if you consider that women tend to be stronger at communal traits such as collaboration and unselfishness, which would make it less likely for them to take individual credit. On the other hand, men who tend to be stronger in agentic traits, including ambition and individualism, would potentially find self-promotion more natural. In other words, in the competitive work environment that makes up most organizations, particularly for the scarce top roles, women have created an additional disadvantage by not promoting themselves.

Implications for Women and Men

Watch biases. Based on the results of this study and previous research, the issue does not appear to be that women are not as good leaders as men. It seems that people have not yet overcome the stereotypes as to what they think a leader looks like, tied to ILT and RCT. Even as the transformational leadership style has become more common in organizations, women often still get pushback with its effective use tied to them being women. This was noted by previous researchers as second-generation bias. These second-generation biases inadvertently continue to favor men and maintain the ideal stereotype of leadership to have both masculine traits and be male (Diehl & Dzubinski, 2016; Hoyt & Murphy, 2016; Junker & Van Dick, 2014). Additionally, women struggle with these stereotypes themselves, potentially not believing they "belong" in senior leadership roles (Evans, 2014).

Have mentors and networks of both genders. Additionally, both men and women have to get over being threatened by others who lead differently and instead embrace what they can learn or how they can benefit from diverse perspectives. One area that might help with this, brought up by several of the interviewees, is ensuring individuals have mentors of both genders. While a great idea for women, it is also a great idea for men.

Implications for Organizations and Society

Review outdated organizational models. Too many US organizations are still built on foundations tied to outdated patriarchal models linked to leadership and gender stereotypes. This not only hinders women's potential success but may be preventing organizations from having the best leaders. In 2019, organizations should no longer resemble in structures, policies, and programs what they looked like 10 or more years ago.

Eliminate unnecessary barriers in position descriptions. Previous research and this study noted how women may not even apply for senior-level jobs based on not feeling fully qualified while men will often apply for jobs for which they feel mostly qualified. This ties to women's self-perception as to being ready for roles. However, organizations can help ensure they do not miss out on great candidates by eliminating unnecessary barriers in position descriptions based on writing them in too idealistic terms.

Tie performance and bonuses to team retention and development. Organizations also need to broaden their parameters of success for their leaders. Performance evaluations and bonuses for leaders need to include the success and morale of the team including retention and development (Eagly, 2007; Vinkenbunrg et al., 2011; White House Project, 2009). Just as supervisors evaluate their employees, employees should evaluate their leaders as a reoccurring part of the evaluation cycle.

Overarching Recommendations

Besides the recommendations that were specific for each of the three areas, women leaders, women and men, and organizations, there were also several recommendations that were overarching, noted in the bottom portion of *Figure 3*. These included understanding that emotions do have a place in the workplace, that effective leadership involves a balance of agentic and communal traits that allows for adaptability which leads to agility, and that there must be ongoing conversations and discussions as to the concept of effective leadership in order to overcome biases and stereotypes.

Emotions have a place in the workplace. Emotions were a consistent theme brought up throughout this research. Emotions were noted as both a double standard tied to women being judged more harshly for an emotional outburst than their male counterparts and as an area women need to learn to control to be successful as leaders. Brescoll (2016) and Koenig, Eagly, Mitchell, and Ristikari (2011) in their research also found this result, noting how female leaders were not only judged more harshly for showing emotion than their male counterparts in similar situations, but that those perceptions then became tied to the overall inadequacy of females as leaders.

However, the understanding and use of emotions was also seen by the women in this study as one of their top communal strengths tied to emotional intelligence. Evans (2014) noted how in the modern work world, collaborating, nurturance, and emotional intelligence have become far more important considerations than power and control. He goes on to say, "The new international environment and the transformational leadership model, which stresses more supportive and considerate leadership styles, favour to a large extent the female approach" (Evans, 2014, p. 544). Eagly et al.'s (2003) study showed that organizations that use transformational leadership tend to be more effective and, within their study, women were found to exceed men in the use of the traits within this leadership style. In other words, women should not necessarily be working to fit into the leadership expectations within their organizations, they need to help them evolve to see the value of emotional intelligence.

Learning to control one's emotions, so as to not allow them to negatively interfere with an interaction by being too extreme, is important, for both genders. However, what this study, and earlier research, also noted was that understanding and use of emotions in the workplace is often beneficial when it is tied to emotional intelligence.

Effective leadership balances agentic and communal traits. Previous research and this study demonstrated how effective leadership in the modern world seems to require both communal and agentic traits, allowing for leaders to be able to adapt to the constant change and

vast interdependencies with which most modern organizations must deal. The women in this study had not only been able to find an effective balance, but several felt like this balance had led to them being chosen for the role over some of their male peers. This balanced approach to leadership also ties to the transformational leadership style, which this study and previous research has noted may be the preferred style in the modern work world where the focus is on team work and relationships based on the significant interdependencies and change most organizations deal with on a constant basis.

Ongoing dialogue across work, home, and communities. There also needs to be ongoing conversations and discussions about leadership and possible stereotypes and biases that are impacting its evolution that involve everyone. One participant noted the importance of everyone being involved in the evolution when discussing a meeting she had been at for an industry group,

I was part of a conversation this week where we were talking about this diversitytaskforce. And this guy wanted to assign only the women and people of color the responsibility for leading the group. And I was like, "I think you white boys in power have to be the leaders of this too." They can't defer to the black people and the women on the committee. And he was like, "We white guys don't really know what to do." And I kinda came away thinking, that's the problem, you have to learn what to do.

The biases and stereotypes that impact women as leaders are a problem for both genders, which means men have to be involved in the resolution. It's time for uncomfortable conversations and continuing dialogue to figure out how to overcome the stereotypes tied to ILT and RCT. Involvement by all helps overcome barriers. During the interviews those women who had strong support from men believed they had fewer challenges or barriers tied to ascending to and succeeding in executive roles than those who did not. Several others noted how upsetting it was to deal with men who said it was an issue but had no interest in supporting its resolution.

Instead of waiting for women to change expectations through their examples, organizations and society need to bring the discussion of the outdated leadership stereotypes to the forefront. This will help both men and women become more successful as leaders by broadening the concept of what leadership means (Eagly, 2007; Vinkenburg et al., 2011).

While adults can work at this, a key way to overcome this starts with younger generations to ensure the biases and stereotypes do not continue. Several of the participants noted the importance of ensuring stereotypes do not continue by being careful of the messages children receive as to behaviors and gender norms, from calling a daughter "bossy" versus a son "assertive" or "strong" to encouraging a daughter to always be nice while encouraging a son to stand up for himself. This also includes education at all levels, in regard to the topics of societal and gender norms, biases, and stereotypes. Education also needs to rethink how they present topics from history to science to math and social studies that favor men based on them being the dominant number of examples. These examples need to come with discussion and explanation of the issues of discrimination and subservient roles that women and other minorities have had throughout human history (Diehl & Dzubinski, 2016; Eagly, 2007; Gentry et al, 2010; Hoyt & Murphy, 2016; Junker & Van Dick, 2014; Kolb, 2012; Vinkenburg et al., 2011).

Conclusion

This study made clear that as important as women growing and developing into leaders, is the need for the idea of leadership to continue to evolve. This needs to be the focus for

women, men, organizations, and even society. This evolution requires that the idea of leadership traits and style for both men and women needs to adapt. Women should not be trying to meet leadership expectations that are based on historical stereotypes any more than men should, as the modern work world requires constant adaptation and evolution to keep up. The discussion that needs to continue to happen, beyond ending discrimination tied to gender stereotypes, needs to be on the developing the best leaders who have a blend of traits and are able to adapt to situations as needed.

References

- Brescoll, V. L. (2016). Leading with their hearts? How gender stereotypes of emotion lead to biased evaluations of female leaders. *Leadership Quarterly*, 27(3), 415–428. <https://doi.org/10.1016/j.leaqua.2016.02.005>
- Catalyst. (2016, August 11). Women in the workforce: United States. *Catalyst Knowledge Center*. Retrieved from <http://www.catalyst.org/knowledge/women-workforce-united-states>
- Diehl, A. B., & Dzubinski, L. M. (2016). Making the invisible visible: A cross-sector analysis of gender-based leadership barriers. *Human Resource Development Quarterly*, 27(2), 181–206. <https://doi.org/10.1002/hrdq.21248>
- Eagly, A. H. (2007). Females leadership advantage and disadvantage: Resolving the contradictions. *Psychology of Women Quarterly*, 31(1), 1–12. <https://doi.org/10.1111/j.1471-6402.2007.00326.x>
- Eagly, A. H., Johannesen-Schmidt, M. C., & van Engen, M. L. (2003). Transformational, transactional, and laissez-faire leadership styles: A meta-analysis comparing women and men. *Psychological Bulletin*, 129(4), 569–591. <https://doi.org/10.1037/0033-2909.129.4.569>
- Evans, D. P. (2014). Aspiring to leadership... A woman's world? *Procedia - Social and Behavioral Sciences*, 148, 543–550. <https://doi.org/10.1016/j.sbspro.2014.07.077>
- Gentry, W. A., Booyesen, L., Hannum, K. M., & Weber, T. J. (2010). Leadership responses to a conflict of gender-based tension: A comparison of responses between men and women in the US and South Africa. *International Journal of Cross Cultural Management*, 10(3), 285–301. <https://doi.org/10.1177/1470595810384588>
- Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. New York, NY: Bantam Books.
- Hoyt, C. L., & Murphy, S. E. (2016). Managing to clear the air: Stereotype threat, women, and leadership. *Leadership Quarterly*, 27(3), 387–399. <https://doi.org/10.1016/j.leaqua.2015.11.002>
- Junker, N. M., & van Dick, R. (2014). Implicit theories in organizational settings: A systematic review and research agenda of implicit leadership and followership theories. *Leadership Quarterly*, 25(6), 1154–1173. <https://doi.org/10.1016/j.leaqua.2014.09.002>
- Koenig, A. M., Eagly, A. H., Mitchell, A. A., & Ristikari, T. (2011). Are leader stereotypes masculine? A meta-analysis of three research paradigms. *Psychological Bulletin*, 137(4), 616–642. <https://doi.org/10.1037/a0023557>
- Kolb, D. M. (2012). Are we becoming part of the problem? Gender stereotypes in negotiation research. *Negotiation and Conflict Management Research*, 5(2), 127–135. <https://doi.org/10.1111/j.1750-4716.2012.00093.x>

- Rhodes, D. L. (2017). *Women and leadership*. New York, NY: Oxford University Press.
- Ritter, B. A., & Yoder, J. D. (2004). Gender differences in leader emergence persist even for dominant women: An updated confirmation of role congruity theory. *Psychology of Women Quarterly*, 28(3), 187–193. <https://doi.org/10.1111/j.1471-6402.2004.00135.x>
- United States Census Bureau. (2017, February 02). FFF: Women’s history month: March 2017. *Newsroom*. Retrieved from <https://www.census.gov/newsroom/facts-for-features/2017/cb17-ff03.html>
- Vinkenburg, C. J., van Engen, M. L., Eagly, A. H., & Johannesen-Schmidt, M. C. (2011). An exploration of stereotypical beliefs about leadership styles: Is transformational leadership a route to women’s promotion? *Leadership Quarterly*, 22(1), 10–21. <https://doi.org/10.1016/j.leaqua.2010.12.003>
- Von Hippel, C., Wiryakusuma, C., Bowden, J., & Shochet, M. (2011). Stereotype threat and female communication styles. *Personality and Social Psychology Bulletin*, 37(10), 1312–1324. <https://doi.org/10.1177/0146167211410439>
- White House Project. (2009). *The White House project report: Benchmarking women’s leadership*. Retrieved from <http://www.benchmarks.thewhitehouseproject.org>