Women to Leadership in the Professions

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sites.udel.edu/advance

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Women’s Underrepresentation

Women make up 51% of the U.S. population, but are often underrepresented in high paying & high status professions.

www.politicalparity.org
Women in Leadership

GOOGLE’S WORKFORCE

<table>
<thead>
<tr>
<th>GLOBAL TOTALS</th>
<th>OVERALL</th>
<th>TECH</th>
<th>NON-TECH</th>
<th>LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEN</td>
<td>70%</td>
<td>83%</td>
<td>52%</td>
<td>79%</td>
</tr>
<tr>
<td>WOMEN</td>
<td>30%</td>
<td>17%</td>
<td>48%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Fortune 500
General Counsel, 2013

Women 21.6%
Men 78.4%

Women in Private Practice

- Partners-1: 19.9%
- Equity Partners-2: 45%
- 200 Largest Law Firm Managing Partners-3: 4%
- Associates-4: 45.6%
- Summer Associates-5: 46.3%

ONLY 1 IN 5 MEMBERS OF THE U.S. CONGRESS IS A WOMAN.
Gender Pay Gap

In 2015 in the US, female full-time workers made 79 cents for every dollar earned by men, a gender wage gap of 21 percent.

Disparities are compounded by race/ethnicity

See also: Diversity in Tech Leadership, The Verge
Women in Science and Technology
In Some African Countries

Female Researchers as Percentage of Total Researchers

<table>
<thead>
<tr>
<th>Country</th>
<th>Business</th>
<th>Government</th>
<th>Higher Ed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Côte d'Ivoire (2005)</td>
<td></td>
<td>16%</td>
<td>42%</td>
</tr>
<tr>
<td>Mali (2010)</td>
<td>12%</td>
<td>14%</td>
<td>22%</td>
</tr>
<tr>
<td>Sudan, Pre-Secession (2005)</td>
<td>40%</td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>Zambia (2008)</td>
<td>31%</td>
<td>34%</td>
<td>29%</td>
</tr>
</tbody>
</table>
Why does diversity matter?

What are the benefits of increasing diversity in the professions?

- What might you say to encourage institutional leaders to encourage them to improve institutional diversity?

Some types of diversity
- Gender
- Age
- Race
- Religion
- Ethnicity
- Political orientation
- Sexual orientation
- Marital status
- Physical ability
Diversity improves financial performance

In the US….

• Female representation in top management leads to increase of $42 million in firm value (S&P 500 composite index), on average
• Companies that prioritized innovation saw even greater financial gains when women were part of top leadership ranks


Internationally…

• Companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry medians.
• Companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians.

Diversity improves professional performance

One study, for example, showed that papers written by diverse ethnic groups receive more citations and are more likely to be in higher impact journals.

Diversity improves problem solving and decision making

• Brings different perspectives to the table
• Makes each person think/behave differently because they…
  – Expect greater challenge to ideas
  – Less likely to assume everyone agrees/understands each other
  – Small group dynamics altered

Diversity in the Professions: Why it Matters

1. Improves financial performance
2. Improves professional performance
3. Improves problem solving and decision making.
4. Increases the talent pool
5. Enhances company image
6. Promotes equity
What Accounts for Career Inequalities (by Gender or Race/Ethnicity)?

- **Internal factors:**
  - Interest, choice, performance

- **External factors:**
  - Features of environments that promote STEM stereotypes and implicit bias
What Accounts for Professional Inequalities?

1. Socialization & Gender Stereotypes
2. Lack of Role Models
3. Isolation
4. Work/Life (Im)Balance
5. Implicit (or explicit) Bias
Evaluation Bias

One study of postdoctoral applicants found that women had to publish 3 more papers in prestigious journals, or 20 more in less-known publications, to be judged as productive as male applicants.

Evaluation Bias. Hiring a Lab Manager

- 127 science professors evaluate an application packet for lab manager on competence, hireability, suitability for mentoring, and starting salary (if hired).
- Identical application sometimes carried a male name and sometimes carried a female name.

Results. Hiring a Lab Manager Study

When the application carried a male name, the individual scored higher on all factors, esp. salary.

What can be done to address gender differences in career outcomes?
What are some solutions?

Measure career disparities
  - Underrepresentation
  - Unequal pay
  - Unequal distribution of other resources

And disseminate results clearly and explicitly
What are some solutions?

Educate institutional leaders, workers in the profession, and the community on …

• The existence of disparities
• The causes of disparities
• The value of diversity
What are some solutions?

Change Policies and Practices

Examples

• Family friendly policies and practices such as paid maternity leave or flex-time.
• Provide formalized means of communicating expectations for merit raises and for promotion.
• Active recruitment
• Active mentoring
• Provide networking opportunities

Accountability is important!