

# Turning bias into opportunity:

## Applying research on gender and leadership to women's health endowed chairs

---

Molly Carnes, MD, MS

Professor, Departments of Medicine, Psychiatry, and Industrial  
& Systems Engineering

University of Wisconsin-Madison

Director Women Veterans Health

William S. Middleton Memorial Veterans Hospital

# Endowed Chairs in Internal Medicine



14 of first 160 images on Google Scholar is a woman



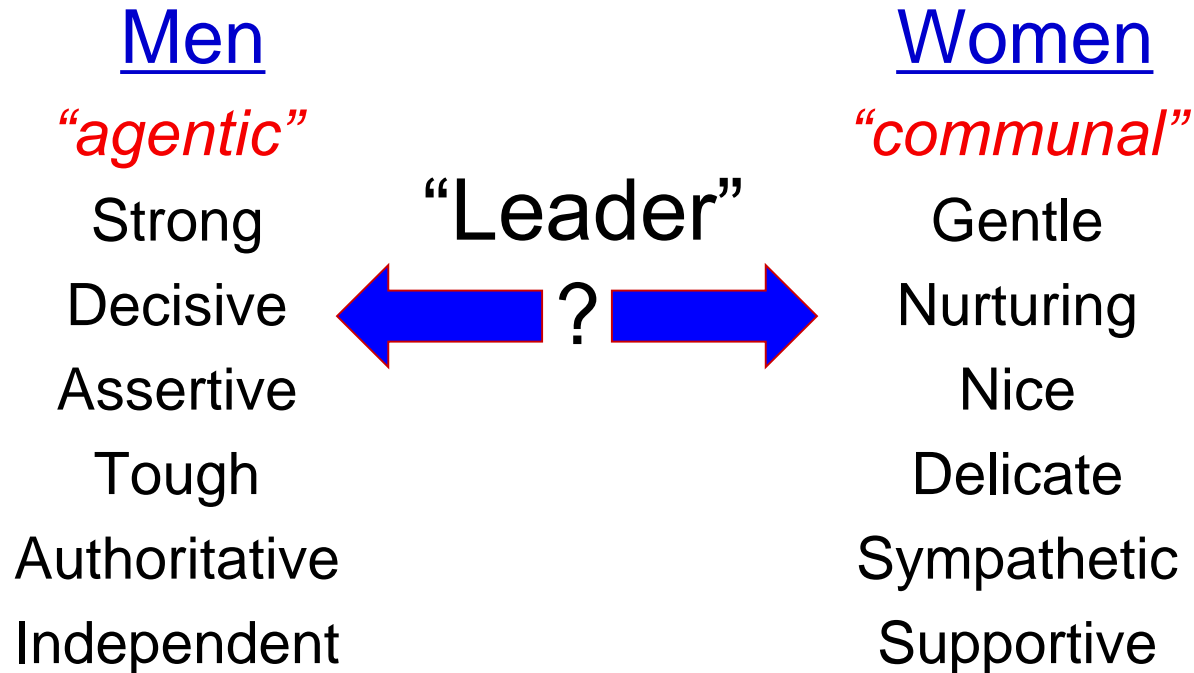
# Endowed Chairs in Women's Health



135 of first 160 images on Google Scholar is a woman

# Role Congruity for male leaders

---

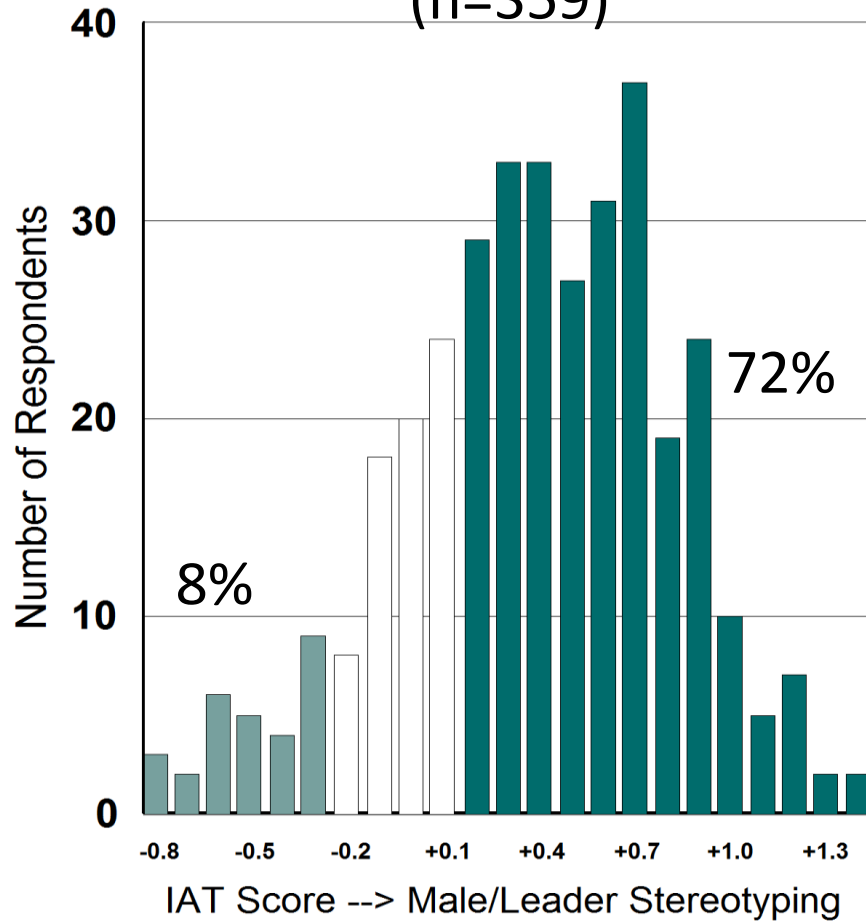


---

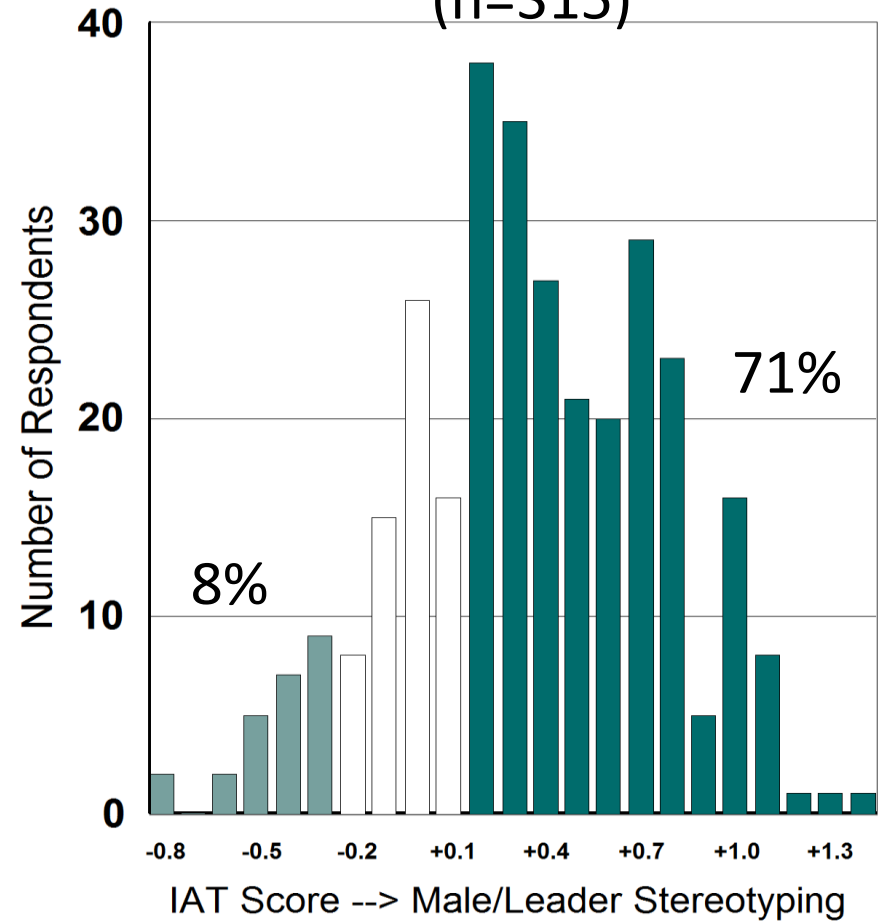
*“Think-manager-think-male phenomenon”*

*Schein VE, J Social Issues. 2001;57(4):675-688.*

## Male Respondents (n=359)

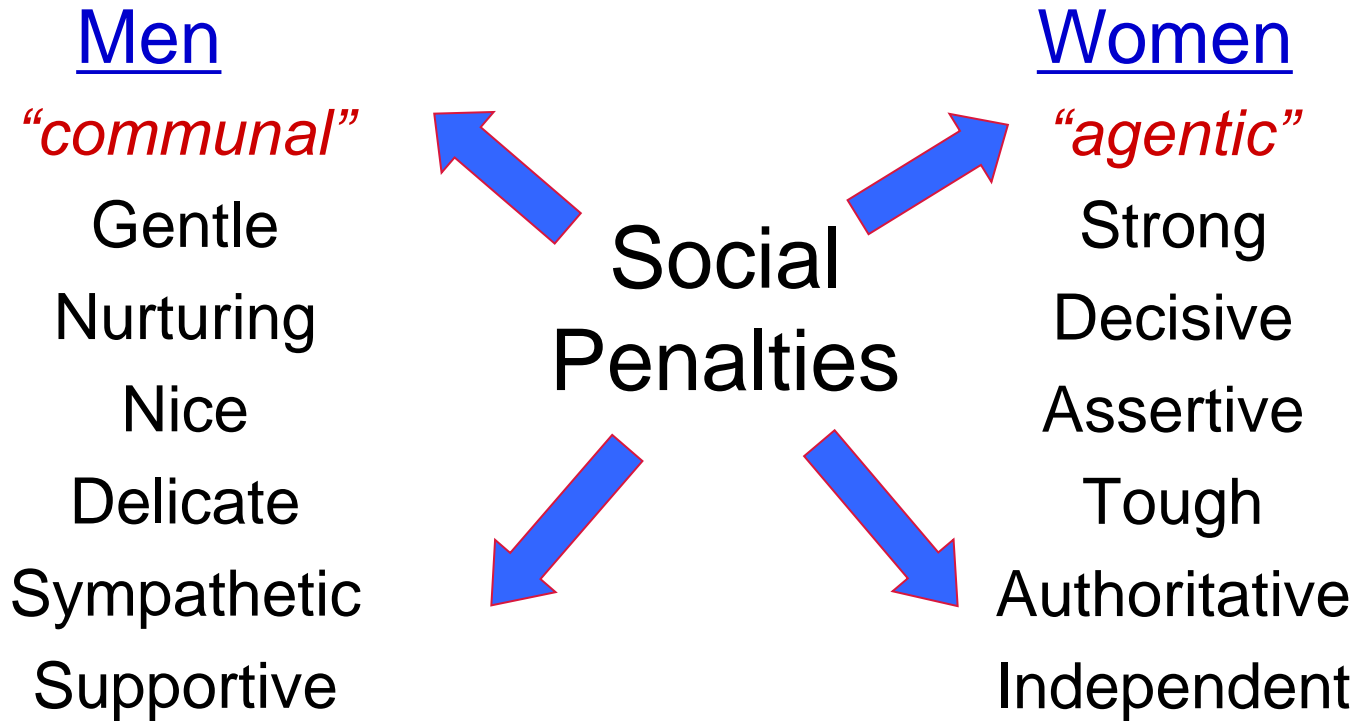


## Female Respondents (n=315)



# Gender and Leadership IAT Scores

Carnes et al., unpublished



# Gender stereotype-based assumptions are relevant

---

- Double jeopardy for women leaders (e.g., works of Eagly; Foschi; Heilman; Rudman)
  - Act too much in concert with feminine gender norms → triggers assumption of lesser competence → lower evaluation
  - Act too much in concert with masculine gender norms → triggers assumption of being unlikeable and hard to work for → lower evaluation
- Conceptualization of successful leadership changing
  - Transformational leadership more communal
  - Some research suggests a female advantage

# Research on gender is relevant to endowed chairs in women's health

---

- Getting the position
- Enacting leadership
- Keeping the position



# Relevant to *getting* the position

Bias	Opportunity
<ul style="list-style-type: none"><li>• Think manager think male phenomenon <i>Schein, 2001</i></li></ul>	<ul style="list-style-type: none"><li>• Women top (but not middle) leaders viewed as more agentic, communal and effective than men – mediated by belief that they had to be better to get there <i>Rosette &amp; Tost, 2010</i></li></ul>
<ul style="list-style-type: none"><li>• Self-promotion viewed negatively <i>Rudman &amp; Glick, 2001</i></li></ul>	<ul style="list-style-type: none"><li>• More effective negotiating on behalf of another <i>Amanatullah &amp; Morris, 2010</i></li></ul>
<ul style="list-style-type: none"><li>• Men's but not women's leadership role acknowledged in team effort <i>Heilman &amp; Haynes, 2005</i></li></ul>	<ul style="list-style-type: none"><li>• Specific acknowledgment of women's expertise in team gained recognition of leadership role <i>Heilman &amp; Haynes, 2005</i></li></ul>
<ul style="list-style-type: none"><li>• Women appointed to precarious leadership positions ("glass cliff") <i>Ryan et al., 2007</i></li></ul>	<ul style="list-style-type: none"><li>• Men but NOT women leaders penalized in perception of competence when they ask for help <i>Rosette et al., 2015</i></li></ul>

# Relevant to *enacting leadership* in the position

Bias	Opportunity
<ul style="list-style-type: none"><li>Men and male-associated activities and attributes imbued with higher status, importance, competence – women's health none of these <a href="#">Ridgeway, 2001</a></li></ul>	<ul style="list-style-type: none"><li>Conferral of high status increased perceived leadership &amp; competence, desire to interact with, and negotiation success for women but not men <a href="#">Amanatullah &amp; Tinsley, 2013</a></li></ul>
<ul style="list-style-type: none"><li>Women leaders with autocratic, directive style suffered in evaluation <a href="#">Eagly et al., 1992</a></li></ul>	<ul style="list-style-type: none"><li>Women more likely to lead with reduction of hierarchy, a coaching and democratic approach and be more transformational <a href="#">Eagly et al., 2003</a></li><li>Combining assertive (agentic) actions with communal (warm, relational) actions eliminated negative bias <a href="#">Heilman &amp; Okimoto, 2007</a></li></ul>

# Relevant to *keeping* the position

Bias	Opportunity
<ul style="list-style-type: none"><li>Emotions are gendered – bias against men who show sadness and women who show anger <i>Brescoll &amp; Uhlmann, 2008</i></li></ul>	<ul style="list-style-type: none"><li>Do not show anger! But if you do get angry find an external attribution <i>Brescoll &amp; Uhlmann, 2008</i></li></ul>
<ul style="list-style-type: none"><li>Powerful women but not men incurred backlash as a result of talking more than others <i>Brescoll, 2012</i></li></ul>	<ul style="list-style-type: none"><li>Self-monitoring is beneficial <i>Flynn et al., 2006; O'Neill &amp; O'Reilly 2011</i></li></ul>
<ul style="list-style-type: none"><li>Leaders in gender-stereotype-incongruent occupations suffered more damage after a mistake <i>Brescoll et al., 2010</i></li></ul>	<ul style="list-style-type: none"><li>Increase your base of support so lots of people rush to your defense – especially high status men who can vouch for your competence and status</li></ul>
<ul style="list-style-type: none"><li>Women are socialized to have different communication styles than men and these have been viewed negatively <i>e.g. Heim, 2015</i></li></ul>	<ul style="list-style-type: none"><li>Strategic display of positive emotion (friendly, smiling) significantly improved negotiation outcomes <i>Kopelman et al., 2006</i></li></ul>

# Summary & Conclusions

---

Women can be caring, communal, and nice while they effectively lead, mentor, build great programs

AND

ask for money to develop an endowed chair in women's health