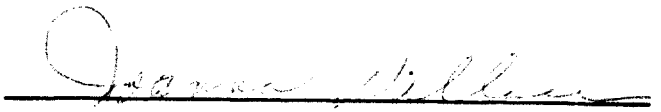
Attitudes Toward Women in Management

An Honors Thesis (ID 499)

By

Sharon K. McCoy

Thesis Director



JoAnna Wallace

Ball State University

Muncie, Indiana

May 1982

Attitudes Toward Women in Management

Since the beginning of time, there have been leaders, and there have been followers. No matter how large or small the task, someone had to be in charge to plan, organize, staff, control and lead others. It is this person, the manager, that is of particular interest.

Until the second half of the 20th century, society dictated that a man should go to work to support his family, and a woman should stay home to have and raise her family. As a result, men have been the leaders in business, industry, and government while women did little outside of the home.

However, during the years of World War II, a change occurred in the norms of society. Because of a shortage of labor, women were readily accepted into the work force. It was considered their patriotic duty to help their country while the men fought the battles overseas. Several women enjoyed getting out of the home and feeling useful. Therefore, it should have been no surprise that following the war working women did not want to return to their former domestic lifestyles.

Illustrating this fact, the Bureau of Labor Statistics reported that the percentage of women in the labor force has steadily increased since 1950 (except for 1953 and 1962 when participation decreased .3 and .2 percent respectively). Figure 1 gives these statistics for 1950 through January/June 1980. Presently over 51 percent of the U.S. female population is employed.

Figure 1

Labor Force Participation Rates Annual Averages
1950-79, and January-June 1980

Year	Percent of Population in Labor Force
1950	33.9
1951	34.6
1952	34.7
1953	34.4
1954	34.6
1955	35.7
1956	36.9
1957	36.9
1958	37.1
1959	37.1
1960	37.7
1961	38.1
1962	37.9
1963	38.3
1964	38.7
1965	39.3
1966	40.3
1967	41.1
1968	41.6
1969	42.7
1970	43.3
1971	43.3
1972	43.9
1973	44.7
1974	45.6
1975	46.3
1976	47.3
1977	48.4
1978	50.0
1979	51.0
Jan.-June 1980	51.2

Source: Perspectives on Working Women: A Databook, U.S. Department of Labor, Bureau of Labor Statistics, October 1980, Bulletin 2080.

Of these women in the labor force, the number of women in managerial-administrative occupations has also increased. Figure 2 shows the percentage of women in managerial-administrative occupations for 1950, 1960, 1970, and 1979. As a percent of all workers in managerial-administrative occupations, women held 24.6 percent of these positions in 1979 compared to 16.6 percent in 1970. The increasing numbers are encouraging as they indicate that women have realized they don't have to have traditional occupations like secretaries, clerks, and teachers. They can become presidents and vice presidents of corporations instead.[1]

At the outset of women entering the work force, most women worked in factories or did general clerical work. Women in managerial roles were generally unheard of. Nevertheless, attitudes changed as time went on, and businesses began to offer supervisory positions to women. (It should be noted that throughout history there has always been women in management positions. However, their numbers have been very small.) It is from this slow beginning that women have progressed to middle and top level management today, and the number of women in management in the United States is growing daily.

Women in the male-dominant world of management introduce unique opportunities as well as unique problems. These opportunities and problems stem from men's, women's, and self attitudes on the subject of women in management. This research explores these attitudes concerning women executives. In the first part, the attitudes of men toward women in management as colleagues and superiors will be examined. In the second and third parts, the attitudes of women toward other women in management, as well as women manager's self concept, will be considered.

Figure 2

Employment of Women in
Managerial-Administrative Occupations

Year	Women as Percent of All Workers in Occupation
1950	13.8
1960	14.4
1970	16.6
1979	24.6

Source: Perspectives on Working Women: A Databook, U.S. Department of Labor, Bureau of Labor Statistics, October 1980, Bulletin 2080.

The Male Perspective

The way men see women in managerial positions varies tremendously. The range goes from full support to neglect and attempts to undercut female advancement. Traditionally, men viewed women as belonging in the home. She was to be housekeeper, mother, and obedient wife while he was out in the work force earning money to support the family. It also followed tradition that men were throught to be superior to women. Men could handle the pace and problems of the business world. Women, on the other hand, were thought to be too dizzy and emotional to handle business. Women did not have the intelligence necessary to be good businesspeople. So for years, the norms of society cast men and women into their respective roles of businessman/laborer and homemaker. It was rarely realized that a woman had pressures and a fast pace to keep up with in the home. Taking care of children and managing a household is not as easy a job as some men believe it to be. These pressures, although of a different type than those experienced in business, are still pressures, and women have coped with them for years.

Stereotypes

Men's attitudes toward women in management have been, and in some cases continue to be, ruled by stereotypes of female behavior. The problems associated with stereotypes are numerous. Figure 3 lists several stereotypes that prevail. When dealing with stereotypes, it must be remembered that they are broad generalizations made without much thought. There is no doubt that some of these characteristics do apply to some executive women. But to say that <u>all</u> women behave in such a manner is ridiculous. These stereotypes can be divided into three

Figure 3

"She's Just Like a Woman"
(Common Stereotypes of Women)

Women in General

- Women are emotional and cry a lot.
- Women are seductive and will use sexual favors to achieve success.
- Women are weak.

Managerial Ability

- Women are terrible bosses. They don't know how to manage.
- Women are poor delegators
- Women executives are reluctant to take risks.
- Women cannot take heavy responsibility.
- Women fail to see the "big picture." Women like to only deal with petty details.
- Women cannot handle pressure.
- Women are not team players.
- Managerial women have lost their feminity. She's trying to act like a man.

Employment of Women

- Women are incapable of understanding technical matters.
- Women cannot do two jobs well, either job or home will suffer.
- Women ask for lots of special privileges from employers.
- Once a secretary, always a secretary.
- Every woman has a man supporting her, she doesn't need a well-paying job.
- Women will quit their jobs to have children after expensive job training.
- Women don't like to relocate.
- Women are only interested in getting married and having children.

categories: (1) women in general, (2) managerial ability, and (3) employment of women.

Of all the stereotypes, the one concerning the emotionability of women in general is probably the most popular. Male managers believe a woman will cry for several reasons. She cannot handle the pressure. She wants attention. She wants sympathy. She hopes her crying will change the other person's decision. What men don't realize is that they can be equally emotional. Just as women are said to get emotional and cry, men get emotional and become angry. The emotional state of anger can be used for the same reasons mentioned above for crying: copying with pressure, wanting attention or sympathy, and hoping to change a decision. Therefore, stereotyping women as emotional is unfair. Men can be just as emotional. It is only the manner of expression that differs.

Stereotypes of female executives being seductive, weak, or devious and sly are unfounded. On balance, women in managerial positions conduct themselves in a professional manner. They take their jobs seriously and do not lower themselves to such behaviors. Businesswomen, in general, are very ethical.

The stereotype concerning sex on the job, in most cases, is perpetuated by men rather than by women. Stories abound about women being chased around the executive suite. Was she asking for it? Possibly, but in most cases, sexual harassment is not provoked by the woman.

Sometimes men cannot understand why a woman would want an advancing career. They believe that women in general have entered the male-dominant ranks of top management just to make social contacts with men

with power. After all, "women are only interested in getting married and having children, and wouldn't it be great to be married to a big corporate executive?" Men, who honestly believe this, are experiencing severe problems in adjusting to the new role of women in management.

Professional women are aware of the problems associated with getting romantically involved with their bosses or colleagues. Although some women do have affairs with business associates, the general consensus is to stay away from this type of activity if the woman values her job.[2]

Stereotypes concerning the managerial abilities of women also have no basis. All of the stereotypes dealing with managerial ability can equally be seen in men. Perhaps one reason men are so quick to point out managerial deficiencies in women instead of men is the uniqueness of women. The actions of one woman in a group of men will "stick out like a sore thumb." One or two slip-ups and everyone knows about it. For these reasons, a woman has to try harder. She cannot afford to give less than a 100% effort.

Because of the increasing number of women in business schools, managerial ability stereotypes are even being proven false. For example, from 1971 to 1981, the National Center for Educational Statistics reported the percentage of women in M.B.A. programs rose from 3.5 percent to 25.9 percent.[3] In these schools, women have the same opportunity as men to learn and develop managerial skills like delegation, risk-taking, handling pressure, managing resources, etc.

In addition to education, all men and women possess, to some degree, general aptitudes to manage others. Most people assume that men are naturally better managers than women. The Johnson O'Connor Research

Foundation Inc. tested this hypothesis by identifying 22 basic aptitudes for managers. Male and female managers were tested. The results showed that 14 of the aptitudes had no sexual difference; men and women were equally adept. However, in the eight aptitudes that had a sexual difference, women excelled in six of them, men in only two.

Just because women, on balance, have the general aptitudes to manage, does not necessarily mean that women always make better managers then men. However, this does give cause to refute stereotypes of female managerial inability. Both sexes possess the qualities to manage others, and naturally both men and women make good managers. It is, however, the averages that on the whole show women are more apt to be better managers. Listed below are the eight aptitudes that show women's managerial superiority according to the Johnson O'Connor Research Foundation.[4]

Men	Women
Grip	Accounting Aptitude
Structural Visualization	Observation
	Verbalization of Ideas
	Memory
	Finger Dexterity
	Abstract Visualization

The last category of stereotypes, employment of women, once again may apply to some women but to generalize to all women is not right. Again, some of these stereotypic ideas can be applied to men, such as asking for special privileges. However, on the whole, they are particularly applicable to women. This albeit does not mean that women cannot adjust to the business environment. For example, even though the problems involved with balancing one's home life and career are immense, women who truly want both will work harder to make things work out. They find that budgeting time and establishing priorities is vital.

The problem of having children and continuing on the job or leaving the job is often the base for stereotypic comments. There is no doubt that the decision of having or not having children is very difficult and well thought out by the serious woman professional. Men in the office should respect women who have to make this decision, and refrain from such inappropriate comments.

Whether it is men stereotyping women, or women stereotyping men, there is no room for stereotypes in any organization. Comments of such a nature should be immediately confronted with an expression of dislike, and the offender should be discouraged to say or imply such things again. Figure 4 gives some examples of sure-fire replies for stereotypic comments.[5]

Discrimination

Closely related to stereotypes are attitudes of discrimination toward women. While some may think stereotypic attitudes and discriminating attitudes are interchangeable, there is a distinction. Stereotypic attitudes are personal thoughts and comments that generalize all women together. Discriminating attitudes, on the other hand, are stereotypic attitudes used in a deliberate manner to choose one person over another. In other words, stereotypic attitudes are the basis for discriminating attitudes. However, stereotypic attitudes do not necessarily lead to discrimination. Often comments reflecting stereotypic attitudes are made in the light of humor. Everyone makes fun of other people now and then.

Not too many people will openly admit they discriminate against women, but inequalities abound. In Carole Hyatt's book, Women and Work, the following statistics, compiled in 1976, are given:

Stereotypic Comments	Sure-Fire Replies
That's not a female job!	Oh? Since when do jobs have sex?
Women just aren't any good in jobs like that! You know how they can be...	Yes, about 50 pounds lighter than the average man in the same job.
Isn't it difficult being a woman in a tough job like yours?	Given my biological characteristics, I have no choice.
Here, let me help you. You need a man's input.	No, thanks. Last time I had a man's input I had an unexpected output.
You're really something! You sure don't look like a senior manager!	Strange. I shaved this morning.
Whatever possessed a woman like you to enter such a tough field?	Outstanding qualifications and a dozen high-priced job offers.
Listen, I really want to go to bed with you...	Remarkable coincidence, so does my husband (lover, next-door neighbor, uncle.)
So you want to move up? What makes you think you can handle a staff of male professionals?	Oh, I think they're trainable. Even mice are.
It's really unusual to find a woman as beautiful as you who is as bright as you are!	I feel the same way about men. I've yet to find one who is really handsome and smart to boot!
How about dinner after work?	Great! I'll call my husband and the kids. They love to eat out.
Forgive me if my language isn't quite appropriate for a lady, but...	That's all right. I assume you wouldn't talk like that in front of men either, if it bothers you so much.
I'll get my girls to work on the project right away.	Aren't you afraid of child labor laws?
You really look sharp in that outfit, honeybun!	Thanks. And I intend to stay in it.
Wow! You've sure got all the beauties in your department!	Oh, so you've met Jim and Clarence?
Women are so damned emotional!	Calm yourself!
Who will take care of the children if they get sick?	I have a full-time houseboy.

- Forty percent of American men earned $15,000 or more. Only 7½% of the women earned that much.
- Women in sales earned 55% less than men in sales.
- Women in clerical work earned 36% less than their male counterparts.
- The national median income for w was 27% less than men's.[6]

Women are discriminated against in promotions, pay increases, hiring, sales ... all areas of business, and probably 99% of all discrimination today is based on stereotypes which have already been discussed as unfair generalizations.

In the past, discrimination often occurred because of protective legislation. Laws actually forbid the hiring of women for certain jobs because of long hours, heavy lifting, working nights, etc. Even if a woman was capable and willing to work in one of these jobs, she could not.

Today women are seeking higher paying jobs, and this puts such protective legislation to the test. Fortunately, several of our current laws have replaced most of the protective legislation. Five of the most important laws concerning sex discrimination are discussed below:

1. The Equal Pay Act (1963), and subsequent Education Amendment of 1972, provides for payment of equal salaries and wages for equal work without regard to sex. This applies to hourly workers, administrative, professional, and executives jobs.
2. Title VII of the Civil Rights Act of 1964 prohibits discrimination in all terms, conditions, and privileges of employment by employers, employment agencies, and unions based on race, color, religion, sex, and national origin.
3. Executive Order 11246, as amended by 11275 (1968), prohibits discrimination based on race, religion, sex, and national origin by contractors and subcontractors of the federal government and on federally-assisted construction contracts.

4. Executive Order 11478 (1969) prohibits sex discrimination in covered positions in the federal government.[7]

5. Equal Employment Opportunity Act of 1972 provides for more power to the EEOC, the opportunity for women's rights organizations to file charges on behalf of aggrieved persons, coverage of state and municipal government employees by Title VII, and also coverage of teachers and administrative personnel of public and private educational institutions by Title VII.[8]

Besides legislation and executive orders, a constitutional amendment was drafted, passed by both houses of Congress, and is still waiting to be ratified by the required number of states. The Equal Rights Amendment (ERA) states that,

> "equality of rights under the law shall not be denied or abridged by the United States or by any state on account of sex."[9]

The idea behind the ERA has been ongoing for over 60 years. However, even with its extension of ratification time the ERA looks like it will not become a reality. Only three more states need to ratify it, but the deadline is June 30, 1982.

The costs of discrimination are high. Sex discrimination settlements have cost as much as $190,000 in back wages and court costs to 276 women for Anaconda Aluminum Company, and $900,000 in back pay with interest to 2,000 employees for Wheaton Glass Company.[10] The realization of the costs associated with discrimination has prompted employers to take "affirmative action."

Affirmative action programs are voluntarily undertaken by employers in an effort to stay undiscriminatory. In short, affirmative action means

taking positive steps to recruit, hire, train, and promote women in accordance with government guidelines growing out of Title VII.[11] The basic steps involved in affirmative action programs are:

(1) Advise all employees that affirmative action is getting top priority in the elimination of job discrimination.

(2) Review the composition of the work force. See if there are proportionate quantities of women in the various job classifications.

(3) Review your personnel policies. Be sure to check the following areas:
- Do job qualifications, employment interview techniques, and testing procedures screen out women?
- Are you recruiting from schools with equal opportunity for women?
- Do your employment advertisements reach women?
- Is your collective bargaining free of discrimination?

(4) Every affirmative action program must have definite goals and specific timetables for recruitment, hiring, and upgrading of women.[12]

Affirmative action programs are a step in the right direction for women in business, and especially women in management where it is harder to get to the top. Unfortunately, affirmative action programs are having lots of trouble taking hold and several corporations are not living up to their plans.[13] It is a shame that equal opportunity for women has to be forced by legislation. It seems so logical that companies would want to offer equal opportunity on their own instead of hiring and promoting women "tokens" because they have to.

Another way in which women are discriminated against, which is not as visible as discrimination in hiring, promotions, and raises, is the "old boy network." The old boy network goes back a long way. Such a network works like this. One "old boy" calls another "old boy" who he knows (or knows of) from school, the athletic club, the military, a

fraternity, a sports team, etc. These two men are able to make a business transaction, or exchange advice, simply because of some current or past contact they have had with one another.[14] It is simply doing a favor in return for a favor. Old boy networks work on the basis that free advice isn't really free; it represents a debt that will be paid off in the future.[15] So men make business deals among acquaintances. These deals are made out on the golf course, after a Rotary meeting, or in a racquetball lockeroom. Because women are usually not accepted in these places, they don't have a chance. It is this exclusion of women by the old boy network that is discriminatory.[16] Fortunately, women have discovered the value of networking and are developing female networks that serve similar purposes and operate in the same fashion. Networking for women will be discussed more fully in a subsequent section of this paper.

Awkward Situations

Besides problems associated with stereotypes and discrimination, men face several awkward situations with women in business. Simply put, men don't know what to do. Men are accustomed to females as wives, daughters, mothers, and secretaries. Having a woman as a superior or colleague is a completely different situation. Men are really at a loss as to what is proper. Should he hold the door? Shake her hand? Let her pay the bill? During an out-of-town business seminar, should be escort her to her room at the end of the day? Ask her to join the guys for happy hour after work? A recent survey by Dr. Alma Baron of the University of Wisconsin revealed that 38.2 percent of 8,000 male executives did not know how to deal with women executives in a social situation.[17]

Competition between men and women produces another touchy situation. How does a man, who in general supports women in managerial positions, compete against her without being labeled chauvinistic or sexist? If a man strongly competes against a woman, he would probably be labeled chauvinistic—"he doesn't want women to advance." But, that's not necessarily so. He has his career to develop too. It is everyone for oneself. When men and women vie for the same job, project, or sale, the best solution is to have the best person, no matter what gender, get the job, project, or sale.

The anxiety and frustration concerning support and competition is very serious for some men. Perhaps this conflict explains another finding in Dr. Baron's survey. The research revealed that overall 49.4 percent of the executives accepted women in management, 45.9 percent were neutral, and 4.7 percent were against women.[18] The large percentage of neutral responses may reflect those businessmen who are in conflict. On the one hand, they support women moving up in the organization. But, on the other hand, they see women as a threat to their advancement and careers.

The manner of speech used by businessmen may also create uncomfortable situations. When business was strictly a "man's world," men were accustomed to using military, sports-related, and harsh language. A company would "attack" it's competitors with its "heavy artillery" from the marketing department; or, "the game plan was to give the ball to Ketner and see if runs with it or punts it." These types of phrases are foreign to most women and cause a breakdown in communication. Women feel uneasy with such terminology.

Swearing and dirty jokes produce even more strain in the office. Gentlemen do not say such things in front of ladies, but businessmen have always said them in front of other businessmen. What do men do now that they are dealing with businesswomen? The best solution is for men to watch their language and keep it clean to avoid embarrassment. Women, on the other hand, must not be offended by occasional bad language and take it in stride.[19]

Reactions to Women

Basically, there are four ways that men react to women. First, men look at women as sexual beings. This is natural, but it is inappropriate for the office. Sexuality strains the working relationship. A business relationship is different for a man and woman than it is for two men or two women. Physical attraction can be very strong. An account executive for an advertising agency confessed his view on women to the Wall Street Journal:

> "It's tough for me to look at someone and not think, 'Boy, she's pretty' ... I find myself spending a little too much time looking at them and not listening to what they're saying."[20]

Male/female relationships are fine as long as the two people involved strictly remain business associates. However, inspite of their strictly amicable relationship, problems arise. For example, fellow workers may come to the wrong conclusion about your friendship and spread rumors about your association with one another. Another problem is the potential for the friendship to develop into a serious personal relationship. A serious relationship would most likely jeopardize both person's careers.

The second way men may react to women is as a father/protector. These men feel it is their duty to "smooth out the rough spots" for the females; to protect the "little girls." Although these men are being courteous, they need to learn to treat women as responsible adults. A woman in an executive position got there because of her ability and skill. She is degraded by being patronized by a well-meaning male colleague or superior.

The third view is to treat a woman as "one of the boys." This is fine if it means treating men and women fairly and with due repect. It is also fine for expecting the same performance and giving her the same responsibility. However, treating a woman like a man only makes sense if she behaves like a man. Typically, she behaves like a woman, and this causes the problem. To decide if the "treat her like a man" attitude is fair, think about this: can a woman treat a man like a woman?[21]

The last way for men to react to women is as equals. This supportive viewpoint is the best to have, yet it is probably the hardest to achieve. In most cases, there is a general organizational climate that dictates to what degree men in that organization support women. It has been found that men who support women the most are generally higher in the organization, because they do not feel threatened by women. A supportive stance often creates a dilemma for the male advocate. Although he wants to recommend a woman he knows for a project because she is the best person for that project, he is afraid. Will his male colleagues accept his choice? If male peer pressure is negatively strong, it will hinder the woman's chances to get the project. Luckily today's entry-level managers have been taught in a different learning

environment. Business schools have provided the opportunity for both sexes to work together in class. Because of this, men accept women in business more easily than in past decades. These younger men are aware of and respect the abilities of women. The same holds true for women respecting men.[22]

The Other Woman's Perspective

Proficiency of women managers in their careers depends on cooperation from superiors, colleagues, and subordinates. The previous discussion dealt with men, and how female executives get along with men in the business environment. The discussion now turns to executive women dealing with other women.

Resentment by Women

One would most likely assume that executive women and other women get along fine in the business world; a sort of "birds of a feather flock together" idea. This is true in several situations. However, on the other hand, one doesn't have to look too hard to find negative reactions from women toward women managers.

In most cases, women who do not care for female executives are in subordinate positions like secretaries and clerks. There are several explanations for resentment by these subordinates. First, there is jealousy. Secretarial personnel see the woman manager in an upward-moving, fast-track position. Then, she looks at her secretarial job that she may be, or has been, stuck in for years. The dismay she feels concerning her job and desire for an exciting job like the executive's can lead to jealousy.

Another reason for resentment is naivete. Clerical workers may not understand the difference in job classification and the various responsibilities in the hierarchy. This naivete leads to subordinates treating superiors of the same sex as equals. For example, it would be easy for a secretary to tell her boss to type up her own report. When the boss reacts negatively to this, the subordinate becomes confused, angry, and resentful.[23]

Resentment can also occur because women bosses are naturally more "in tune" to women in general. Therefore, women bosses can spot phony excuses for poor job performance instantly. Women workers cannot get away with inadequate work.[24]

A fourth explanation for resentment by subordinates is competition. This competitive feeling is based on personal comparisons of characteristics like appearance, education, and experience. A female clerical worker may feel that her characteristics are not near the level of a professional woman. Hence, competitive feelings arise which can lead to resentment.[25]

Support by Women

Contrastingly, there are women who enjoy working for female bosses. As a woman, the manager can understand her subordinates' feelings and problems better. There is a common bond. Clerical workers who are content in their positions frequently want to help the woman manager do well. The secretary may not have the personal ambition to move up, but she may believe that women do belong in the upper echelons of management and is willing to help others achieve their goals. In the same manner, the woman manager knows it is tough to climb the organizational ladder. Therefore, she does her best to watch for advancement opportunities for

women below her. It is a give-and-take working relationship. The manager is not threatening and antagonistic to her employees. Rather, she is friendly and helpful. The women work with one another, not for one another.[26]

Mentor-Protege Relationship

Women helping women in the organization is the basic thrust behind the mentor-protege relationship. A mentor is someone approximately ten to fifteen years older, successful, secure, mature, and thoroughly commited to the protege's career development.[27] Up-and-coming male executives have always had someone special who watched out for them and guided their careers. Today, women can have the same advantage.

The mentor functions in two capacities as "coach" and as "godfather." A coach is an intellectual mentor who helps the protege set professional standards, meet them, and set higher standards. In addition, a coach is a cultural mentor who exposes the protege to the environment and provides a sort of interpretation for the protege. The godfather function is to "bring the protege along," make sure she is in the right place at the right time, make sure she gets her just rewards including promotions, and watch out for her interests.[28]

A young female executive can have either a male or female mentor. When the mentor is male, the relationship is more visible. Even though the mentor and protege do not develop a sexual interest in one another, other workers may jump to that conclusion. Of course, there is the risk of sexual attraction. The mentor-protege relationship shares high risk, intensifies power, and is based on trust. These three characteristics--risk, power, and trust--greatly involve the two people on a professional,

and potentially personal, level. As a result of this risk, some men refuse to be mentors for women.[29]

When the mentor is female, the protege tends to perform better. This is due to the fact that the protege can more easily identify with the woman mentor. Role modeling is one of the best methods for mentoring. Women mentors also know the techniques a protege, as a woman, has to use to get ahead. The mentor understands politicking and diplomacy in the corporate realm--two areas where proteges are usually "green." Mentors talk candidly to their proteges and let them know exactly what they did right or wrong. This all helps to shorten promotion time. In the past, proteges lacked women mentors for two reasons. The first reason simply was few top female executives existed. The other reason concerned those who did exist. They tended to refuse to help because they felt that "no one helped me, why should I help her?"[30]

Networking

The mentor-protege relationship is one avenue for women to help women. Another avenue is networking. Similar to the previously discussed old boy network, networking for females is "the planned acquisition and use of business contacts related to mutual needs."[31]

Networking is a fairly recent development for women. In the past, women were afraid to contact people they did not know very well. They were afraid of being labelled manipulative, pushy, or dumb. Although men had done it for years, women just did not ask favors of just anyone they knew. Now, however, things have changed, and women realize the value of networking.[32]

There are three reasons for networking: (1) mutual support, (2) sharing of information, and (3) doing business. In addition, networking

allows a woman to contact influential people. Such contacts can be very healthy for career advancement. Participating in a network also helps to keep a woman informed about what is going on in her business, in others' businesses, with people above her, and with those who are up-and-coming below her.[33]

A woman can network with either men or women, and it can be either a formal or informal network. A woman may belong to a formal network like "The Network of Women in Business" in Indianapolis which holds regular meetings, or she may develop an informal system whereby she keeps a personal index of people she meets, people who she does favors for, and people who do favors for her. Networking involves using other people. Although this sounds unscrupulous, networking is accepted behavior in business because it is done in a professional way with trust and integrity.[34]

Networking allows women to check with each other concerning job-related problems. They feel comfortable talking with one another because each can relate to the handicaps of women in the corporate environment. Networking does not necessarily have to be for women in managerial positions. Clerical workers can network too. In fact, it is to their advantage to do so, as it may advance their careers.[35]

The Executive's Self Perspective

No matter what men and other women feel toward women in management, the key to a woman manager's success is how she feels about herself--both personally and professionally. The woman must be aware of the personal responsibilities, problems, and opportunities of having a career. She must realize that a career involves a totally different lifestyle than

the kind she had before. It means making adjustments for her husband and children if she is married. A career is demanding. It takes a lot of time and energy, and it affects a woman's mental and physical well being. But all the problems, uncertainty, and adjustment are worth it, because a career provides, among other things, self fulfillment and a feeling of accomplishment.

Personal Appearance

Personal appearance has a lot to do with the self concept of women managers. Everyone is concerned with their looks, and an executive woman must be especially concerned with the way she looks at the office. She must look professional. She must portray the image of a confident, poised, diligent, authoritative person.

Since clothes are an integral part of a person's image, wearing the proper clothes is vital to becoming successful. Opinions vary concerning what to wear. Some say the combination of a suit, pumps, and briefcase makes the only acceptable ensemble for the professional woman. Others, however, say the "executive" look of a suit, pumps, and briefcase is fine for a bank vice president, but it really would not be fitting for a fashion buyer who would be more appropriately dressed in a casual designer dress. Women must select clothes that are tailored to the demands of their jobs and companies.[36]

If a businesswoman is unsure about the appropriateness of a certain outfit, more than likely she would be better off with something else. Business attire should be more conservative than other clothes. Wearing the latest fashion or something sexy makes people pay attention to the clothes, and not the person in the clothes.

In addition to clothes, a businesswoman's jewelry should be simple. One does not want to look like a gypsy with lots of necklaces and bracelets. Small dot earrings, a plain necklace, a wristwatch, and possibly a ring on each hand is appropriate for work.

Cleanliness is also important to one's appearance. No one wants to be thought of as a slob. One must have good grooming habits for a clean and tidy appearance. Wearing make up is fine as long as the woman does not look like a clown. The less make up worn, the better. Wearing perfume is also acceptable as long as it is not overpowering. The businesswoman must remember she is working not socializing; therefore, her attire and accessories should be toned down to fit the corporate image.

Self Confidence

Developing self confidence is essential to success for the woman executive. Self confidence is all in one's mind. If you think you can do something, you will be able to do it. If you think you cannot, you will not. Women, generally, are not as confident as men. They have not been exposed to as many confidence building situations as men. Self confidence gives the woman the freedom to take charge of her career--to take the initiative and move up in an organization. To develop self confidence, a woman has to have an "I can do it" attitude. She must start with small goals and achieve them. As successes mount, she can go for bigger and better goals. Eventually, self confidence develops. After she has self confidence, she can use it to take advantage of opportunities as they arise.[37] Self confidence also makes a woman appear more competent. She has an air of authority about her which gives her power in business situations.

Health and Stress

The woman manager's health plays an important role in her self concept. It is important for women in business to keep their bodies fit. Proper rest, nutrition, and exercise keep the mind alert and builds stamina to survive busy days at work. Avoiding stress is significant in staying healthy. Stress results from the pressures of a job. Usually the higher one is in an organization, the more stress one may expect to incur.

Many causes of stress affect both men and women. However, there also are sources of stress that only women have to cope with. These sources include:

- feelings of isolation
- burdens of the role of "the token woman"
- conflicting demands between career and marriage/family life
- prejudice, stereotyping, and discrimination.[38]

Stress can lead to mental and physical illnesses like depression, anxiety, high blood pressure, and headaches. Symptoms of these illnesses are decreased work performance, changed sleeping habits, poor interpersonal relationships with colleagues, and occasional absenteeism.[39] Learning to cope with stress is not easy. First one has to recognize the stress-causing factor. One of the most frequent causes of stress experienced by either men or women is not having enough time to get things done. Therefore, one way to help reduce stress is through time management.

Time Management

The basis for good management is effective time management. When time is managed, operations run smoother and objectives are accomplished easier. The formula for effective time management involves two actions.

First, goals and priorities must be set. Second, action must be taken to insure the most important goals are achieved. When setting goals, it is helpful to make sure the goals are personal goals. A person is more motivated to achieve personal goals than preset organizational goals. It is also a good idea to write goals down. This helps the active woman to not lose sight of her goals. Goals should be challenging, but attainable. Don't make them too hard or too easy. They should also be specific and measurable. Knowing exactly what one wants makes it easier to achieve. A specific target date should be set for completion. However, allow for flexibility because goals occasionally need revision and updating.

To achieve one's goals a person must be organized. The following are some hints for effective time use:

- Make a list of "things to do." Rank them in order of priority. As an item is finished, cross it off the list. The crossed off items show the progress made.
- Do the most unpleasant task first thing in the day. By getting it out of the way, the remaining work can be enjoyed as it is done.
- Try to stay one step ahead of yourself. Mentally review what has to be done in the spare time between tasks, like when riding in an elevator.
- Everyone has a certain time of day when they are most productive. One should do the most important tasks during this time.
- Consciously reduce paper shuffling. Only try to handle a piece of paper once.
- Delegate tasks that could be more efficiently done by someone else.
- Collect trivial matters and do them in a batch.

- Strive for excellence, not perfection. Perfection will not always be reached because a person may feel a task could be done just a little better.
- Teach yourself to say "No." Remember, everything cannot be done by one person. One must be careful to not overcommit oneself.[40]

Role Conflict

The biggest problem faced by executive women is role conflict. As little girls grow up, their lives are conditioned toward the future roles of wife and mother. However, today as these young girls finish their schooling, they realize that they don't want to be homemakers as women in the past did. They want careers. They want to use their potential, rather than let it stagnate as they watch daytime television. Conflict arises because the lifestyle of a career woman and the lifestyle of a homemaker don't necessarily coincide. Both career and family take lots of time and have distinct priorities. When career and family conflict, the executive woman has a major problem.

Dual-Career Marriage

Women who have decided to have a career have also accepted the fact that they will have to work hard to make their marriages work. Dual-career marriages have problems that "standard" marriages do not have. Before a couple enters a dual-career marriage, serious questions have to be answered. The following are a few of the major questions to be considered in a dual-career marriage:

- How do each of us feel about her career advancing faster than his?
- How do each of us feel about the woman being the major breadwinner?
- Whose income pays for what?

- Do we want to have children? If so, how many?
- Will we equally share the responsibility of raising the children?
- Will we equally share household chores?
- What happens if one of us is transferred?
- What will we do if one of us has to travel on business a lot?

It is easy to not answer these questions until the problem actually arises. However, this is not a good idea because the unresolved situations will haunt the couple, and most likely the problem will have to be resolved when the couple is least able to handle it. After a couple has thoroughly discussed their future and knows what each person wants out of his or her life, their marriage will start out on a better foundation.[41]

One problem professional women face as they get married that most people don't think about is the decision to change their name. In the past, women were not too concerned about taking their husband's last name when they married. But today a name change causes special problems for the professional woman. In addition to the usual bureaucratic hassles in changing one's name on a driver's license, social security card, credit cards, and the like, the executive woman has a serious identity problem in the office. Her reputation is with her old name. Her associates don't recognize her new name and have difficulty adjusting to it. How does she go about informing everyone of her new name? She does not want to seem rude or embarrass others by always correcting them. Then again, she wants them to know her new name. It is a touchy situation.

When it comes to a decision on changing a woman's name, there are three options. First, a woman can stick with her maiden name. This takes a very understanding husband, because if he was not understanding, he would probably be hurt that she did not take his name. The woman would

not experience any problems in her professional career because nothing changed. There is, however, a drawback to this option. If she has children, it is awkward for the children to have one last name, and their mother to have a different last name.

The second option is for the woman to keep her maiden name professionally and use her married name socially. This, however, causes "schizophrenic" problems. It would be easy for the woman to forget which name an acquaintance knows her by and refer to herself with the wrong name. Was she to use her office name or home name? A derivation of this option would be to use a hyphenated last name. Nevertheless, this only works well when the two names are short and sound well together.

The third option is to accept one's husband's name as well as the hassles that accompany this decision. This is probably the best solution because the hassles associated with it only last approximately six to nine months. Whereas, the other options have recurring problems for much longer periods.[42]

After marriage, the problems associated with two careers in one family materialize. Divergent career paths strain the relationship, and it takes a strong commitment from each person to make their relationship work. Problems concerning money, children, promotion, status, housekeeping as well as unanticipated problems like illness give more reason for the double-career marriage to fail than succeed.

The biggest problem for married professionals is money. A decision has to be made concerning how the money will be appropriated. Do they want to throw both incomes into a communal pot? Or do they want to have separate checking accounts and share their separate incomes? Maybe they want to have his paycheck pay for the support of the family and have her

paycheck pay for the "extra" in life? Whatever the arrangement, the couple must come to a mutual understanding.

Money problems are usually the starting point for most arguments. For example, when a couple is shopping and the woman finds an expensive antique that she has wanted for a long time, it is easy for the woman to say, "It's my money, and I am going to buy this" inspite of her husband's objections. Money gives one power, but using this power in an argument is unfair. In most arguments, money is usually not the main reason for disagreement. It is the scapegoat for other problems such as misgiven feelings of trust or security.[43]

One of the most frequent money problems occurs when the woman earns more than the man. In fact, statistics have shown that three out of five couples wind up in divorce when the wife earns more than her husband.[44] The problem here rests with the attitudes each person has toward the situation. It is easy for the man to have a damaged ego. He is not as masculine. He is a poor provider for his family. Both of these are common, and false, beliefs. Inspite of the facts, men continue to feel inadequate and tend to become resentful in such situations. On the other hand, the woman must be careful not to "rub it in" that she earns more. She must resist temptation and refrain from lording over her husband because she makes more money.

To have a successful two-career marriage, there are a few things a couple must do. First of all, they must develop their ability to communicate. Communication involves listening to another and providing feedback. A couple has to be able to express their feelings and ideas to one another. When problems arise, they must be able to solve them together. If something irritates one partner, he or she has to let the other know about it. Pent up feelings lead to trouble.

Another thing a couple must do is compromise. Frequently this involves one person giving up something so that the two of them can have more of what they both want. It is not one winning over another. It is sharing. It is making trade offs. The idea is to "compliment, not compete."[45] One of the best areas in which a couple should compromise is doing household chores. It is unfair to expect one person to do all the housework after a long day at work. Compromise allows the couple to share this responsibility.

Being flexible is the third key to a successful two-career marriage. Sometimes work schedules are changed unexpectantly. This means time at home has to be adjusted. The best solution is to "roll with the punches." Being flexible offers variety, and even excitement. Of course, sometimes making adjustments because of unanticipated situations leads to disappointment. But, life if full of little disappointments.

A final tip on helping a two-career marriage to survive is to associate with similar dual-career couples. Since both couples have the common bond of their dual-career marriages, they can relate to one another the pleasures and problems of coping with their nontraditional marriages. With friends like these, a couple can exchange ideas on what works and what does not work, trade short-cut tips on housework, and talk with people who can honestly understand the trials of the two-career marriage.[46]

Children

The decision of the working woman to have a child is possibly the most important one she will make during her career. So many factors enter into this decision. What kind of home life will the child have? Who will stay home with the child? Should I use a day care service?

Will my child really be well cared for? Can I devote myself to my career, my husband, and a child? Maybe I should quit working? Making the decision requires an assessment of what the woman wants out of life. Although it is a combined decision made with her husband, the woman's feelings on the subject have more weight.

Often the decision to have children is postponed until the woman is in her thirties. Women become so involved in their careers that they just keep saying they will have a child "later." After so long, the woman realizes that "later" has come. Childbearing for older women does present a few extra risks such as difficult pregnancies and the increased chance of Down's Syndrome. The postponement of childbearing also increases the probability that the couple will only have one or two children.[47]

After a woman decides to have a baby and becomes pregnant, she must learn how to cope with pregnancy and her job. A six-month pregnant executive can really provide a shock for business associates when she gets up in front of them to give a presentation, especially if her audience is all male. A pregnant woman will probably get some special treatment in the form of pampering at the office. It is fine to be pampered if one wants to be. If not, all one would have to say is, "I'm perfectly fine. Thank you for being considerate, but I really am able to handle my job."[48]

Once the child is born, the woman must decide if and when she will return to work. Most dedicated women executives do return to work. When making the decision to go back to work, the primary consideration is "am I hurting my child by leaving it?" Recent research shows that the mother/child relationship is not damaged by the mother's return to work provided she is confident in her decision. In a comparison of confident

working mothers, nonconfident working mothers, and nonworking mothers, the children of confident working mothers and nonworking mothers were equally intelligent, physically coordinated, and affectionate toward their mothers. Children of nonconfident mothers, on the other hand, tended to fuss more, cry more, and appeared uncomfortable with their mothers.[49]

As children who have working parents grow up, it is important that the parents spend "quality time" with the children. The idea of quality time is not to necessarily spend every minute from when one gets home from work until the child's bedtime with the child. Rather, the time one does spend with the child should be filled with love, attention, and mind stimulation. Working parents should spend at least one hour of quality time a day with their children.

Ideas for Success

Much of the literature concerning women in management reported "keys to success." Any advice that helps women cope with their new role should be welcomed by women managers. Following are a few ideas that all women should apply to themselves. Several of these tips have been discussed or alluded to in previous sections of this paper. However, these recurring topics are very important and deserve an encore. In addition to helping the woman in her career, a number of these ideas can also be applied to the woman's personal life.

Be Yourself. There is no specific corporate mold that makes a person a good manager. One has to develop according to the circumstances in which one operates. Trying to be someone other than yourself creates a "false" image. The best you can be is to be yourself.

Learn to Communicate Effectively. Communication in business is either upward, lateral, or downward. Learn the proper ways to communicate in all directions. Communicating involves verbal and nonverbal actions. Be able to decipher both. Out of the two elements of verbal communication--talking and listening--listening is more important. It takes a lot of skill to truly listen and not just hear what another is saying. Listening involves understanding. On the other hand, when talking, be sure you are saying what you want to convey to the other person. It is a good idea to consciously expand one's vocabulary. A broader vocabulary permits a person to speak succinctly. Be aware of nonverbal messages. Gestures, tone of voice, and general appearance sometimes speak louder than words.

Be Flexible. Flexibility is a good asset to have. Several businesses look for this quality when hiring a person. Being able to easily adjust to changing situations increases productivity and reduces stress on a person. People in general are unpredictable, and a manager must be able to adapt to the constantly changing environment they create.

Be Visible. Make sure you get credit for what you do. You must let others know when you do well; otherwise, someone else will take the credit. Being visible increases your chances of being promoted because your superiors know of your accomplishments.

Do Your Homework. Keep up with the latest developments in your business, industry, the nation and the world. It is a good idea to subscribe to newspapers and news magazines, trade journals, and business-women's magazines like Working Woman. The more you know, the easier your job will be. Also, try to get as much education as you can. If you

have a M.B.A., you should really consider getting one. One can never get too much education.

Be Organized. Implement time management strategies. Don't run out of time because you are disorganized. Keep your work area free from clutter. An organized person is an impressive person.

Have a Three to Five Year Career Goal. Know where you are going, and devise a plan to get there. Decide what you really would like to be doing in three to five years. Your goal may be something like having your boss's job or to be a line manager in middle management. Whatever it is, do your best to achieve that goal.

Be Androgynous. Androgyny means exhibiting both masculine and feminine traits. Research shows that the best managers are androgynous. Like a man, the female executive must be able to delegate, take risks, be aggressive, show persistence, and the like. At the same time as a woman, she must be a good communicator, understand feelings, be organized, etc.

Have a Positive Attitude. Look at the bright side of things. Being positive will advance your career. Remember "if she can do it, so can I!" There is always room for improvement, so go for it. Being positive means you feel good about yourself. It is healthy and contagious.

Be Loyal. Most companies treat their employees rather well. Being loyal results in being rewarded.

Learn to be Lucky. Luck is a matter of chance. However, people who tend to be lucky exhibit some similar characteristics that anyone can achieve. The following is a list of the characteristics of being lucky:

1. Lucky people are extroverted people.
2. Lucky people have magnetic personalities.
3. Lucky people are in touch with their feelings.
4. Lucky people know the difference between a hunch and a hope.
5. Lucky people do their homework.
6. Lucky people recognize opportunities.
7. Lucky people take risks.
8. Lucky people are skeptics.
9. Lucky people quit while ahead.
10. Lucky people admit their mistakes.[50]

The ideas expressed in the foregoing eleven tips for success are just a few of the more important ones that women in management should consider. A woman is only successful is she wants to be and works for it. How a woman perceives herself and her role in management determines whether or not her career will advance.

Conclusion

Women in the upper levels of management is an idea whose time has come. Women are "ready, willing, and able" to accept the responsibility and rewards of being good managers. The ideas presented in this writing reveal the current perspectives by men, other women, and female executives. Of course, as time goes on, these attitudes, like the attitudes of past decades, will change.

Hopefully, men will refrain from stereotypes, irradicate discrimination, become more at ease around women managers, and react to women as equals. The increasing numbers of female networks and mentor-protege relationships holds promise for other women to support, and not resent, women executives.

Women managers are aware of the problems and opportunities that exist in the business world. In light of these problems and opportunities, they have learned, among other things, how to deal with their personal appearance, self confidence, health, stress, role conflict, and family in their new roles. Through seminars, workshops, networks, and the like, women have taken steps to insure that they will continue to progress in business.

Determination leads to success, and women in management are determined to do well. Despite the attitude barriers of the present, attitudes will change in the future. As these attitudes change, more opportunities for women will occur.

Footnotes

[1] Perspectives on Working Women: A Databook, U.S. Department of Labor, Bureau of Labor Statistics, October 1980, Bulletin 2080.

[2] Lynch, Edith M., The Executive Suite--Feminine Style (New York: AMACOM, 1973), p. 130-131.

[3] Langway, Lynn, "Women and The Executive Suite," Newsweek, 98:65-68, September 14, 1981, p. 66.

[4] Johnson, Michael L., "Women: Born to Manage," Industry Week, August 4, 1975, p. 22-26.

[5] Thompson, Ann McKay and Marcia Donnan Wood, Management Strategies for Women, or Now That I'm Boss How Do I Run This Place? (New York: Simon and Schuster, 1980), p. 94-95.

[6] Hyatt, Carole, Women and Work: Honest Answers to Real Questions, (New York: M. Evans and Co., Inc., 1980), p. 148.

[7] Lynch, 1973, p. 159.

[8] Lynch, 1973, p. 163.

[9] "The Equal Rights Amendment," Working Woman, 7:38, February 1982.

[10] Lynch, 1973, p. 164.

[11] Welch, Mary Scott, Networking (New York: Harcourt Brace Jovanovich, Inc. 1980), p. 6.

[12] Lynch, 1973, p. 166.

[13] Welch, 1980, p. 8.

[14] Welch, 1980, p. 4.

[15] Stern, Barbara B. Is Networking For You? (Englewood Cliffs, NJ: Prentice-Hall, Inc., 1981), p. 7.

[16] Hertzberg, Daniel, "Life Insurers Discover Sex Takes A Toll on Sales of New Policies," Wall Street Journal, May 11, 1981, p. 25.

17 Baron, Alma, Results of survey "Male Executives Attitudes Toward Women Executives" received July 17, 1981.

18 Baron, 1981.

19 "Management: Striving for Sexual Detente," Industry Week, 200:59, March 5, 1979.

20 "Some Men Find Office is a Little Too Exciting With Women as Peers," Wall Street Journal, 61:1, April 14, 1981.

21 Industry Week, March 5, 1979, p. 57.

22 Feather, Frank, "The De-sexing of Management," Industry Week, October 5, 1981, p. 15.

23 Harragan, Betty Lehan, "Resenting the Woman Boss," Savvy, 2:19-22, March 1981.

24 Lynch, 1973, p. 23.

25 Harragan, Betty Lehan, "When Female Subordinates Undermine Your Authority," Savvy, 2:30, April 1981.

26 Lynch, 1973, p. 24.

27 Kelley, Louise, "On the Job," Working Woman, 7:40, May 1982.

28 "Women Finally Get Mentors of Their Own," Business Week, p. 77, October 23, 1978.

29 Harris, T. George, "Godfathers and Gossips," Industry Week, 207:32, October 27, 1980.

30 Business Week, October 23, 1978, p. 74-77.

31 Novak, Alina, "Women's Networking," Career Guide For Tomorrow's Women Executives, (New York: Cutty Sark Career Conference for the Working Woman of the 80's) p. 4.

32 Stern, 1981, p. 15.

33 Novak, p. 5.

[34] Novak, p. 5.

[35] Welch, 1980, p. 24.

[36] Hyatt, 1980, p. 97.

[37] Sturman, Gerald, "Self Confidence," Career Guide for Tomorrow's Women Executives (New York: Cutty Sark Career Conference for the Working Woman of the 80's) p. 3.

[38] Davidson, Marilyn and Cary Cooper, "The Extra Pressures on Women Executives," Personnel Management, June 1980, p. 48.

[39] Davidson and Cooper, 1980, p. 51.

[40] Le Boeuf, Michael, "Managing Time/Goals and Objectives", Career Guide for Tomorrow's Women Executive Volume 2 (New York: Cutty Sark Career Series for the Working Woman of the 80's) p. 3-5.

[41] Shimberg, Elaine Fantle, "The Ultimate Merger: Double-Career Marriage," National Forum, Phi Kappa Phi Journal, Fall 1981, p. 13.

[42] Milburn, Betty, "Professional Women Beware or What's in a Name?" National Forum, Phi Kappa Phi Journal, Fall 1981, p. 28.

[43] McDowell, Jeanne, "Couples: Whose Money is it Anyway?" Working Woman, 7:64, January 1982.

[44] Hyatt, Carole, "Questions Women Ask Most About Work," Good Housekeeping, 192:188, April 1981.

[45] Shimberg, 1981, p. 14.

[46] Shimberg, 1981, p. 14.

[47] Seebolm, Caroline, "Should You Have a Second Child?" Savvy, 2:89, October 1981.

[48] Hyatt, Good Housekeeping 1981, p. 190.

[49] "Working Mothers and Their Children," Glamour, 80:38, April 1982.

[50] Cited from notes by Gail Stautamoyer, "The Luck Factor at Work," Women in Management: Moving Up Seminar, Ball State University, January 30, 1982.