What Works
For Women At Work

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Do you feel more comfortable with people like yourself?
If you think someone’s smart, do you tend to overlook their little stumbles?
Do you instinctively worry a woman won’t be as committed to her career when she has a baby?
SCHEMAS

• Expectations associated with a group that guide perceptions
• Allow efficient, if sometimes inaccurate, processing of information
• Often conflict with consciously held or “explicit” attitudes

Nosek, Banaji, & Greenwald, 2002; Fiske, Cuddy, Glick, & Xu, 2002
SCHEMAS AFFECT EVALUATION

25% - 46% INCREASE when auditions held behind a screen

Goldin & Rouse, 2000

#AdvancingWomen
SCHEMAS AFFECT EVALUATION

- White names yielded as many more callbacks as 8 additional years of experience
- The higher the resume quality, the higher the gap between callbacks for white and African American names

Bertrand & Mullainathan, 2004
Simulation of 8-level hierarchy
   – Start with equal numbers
   – Assume 1% bias in favor of promoting men and simulate promotions until complete turnover

After a short time, highest level: 65% men

Martell, Lane, & Emrich, 1996
The Science of Office politics

- Literature review of 35 years of experimental social psychology
- Interviews of 127 highly successful women
- 96% of women reported one or more pattern of bias
3 WAYS TO INTERVENE

• Individual strategies
• Organizational solutions
  – Individual interrupters: things individual managers can do
  – Organizational interrupters: redesigning basic business systems to interrupt bias
“This book can help women claim their seat at the table and lean in to their careers.”

— Sheryl Sandberg
PROVE IT AGAIN!
IT’S PERVERSIVE

TIGHTROPE
73%

PROVE-IT AGAIN!
68%

MATERNAL WALL
59%

TUG OF WAR
55%
The past isn’t dead; it’s not even past

15% WOMEN

http://www.nalp.org/0615research
LACK OF FIT

The past isn’t dead; it’s not even past

Law firm equity partners

5.6%

MINORITY

http://www.nalp.org/0615research
WHO IS COMPETENT?

Fiske, Cuddy, Glick, & Xu, 2002
WHO IS COMPETENT?

Fiske, Cuddy, Glick, & Xu, 2002
Women and blacks need to have significantly higher skills to be rated as having ability.

Biernat & Kobrynowicz, 1997; Kobrynowicz & Biernat, 1997
**DOUBLE STANDARDS**

“...He’s a generally good writer but needs to work on…”

“...His writing needs lots of work.”

Reeve, 2014
A man’s okay if he’s perceived to have the potential to bring in clients. I was not… ‘Yeah, you have the network, but you don’t have the work.’ Whereas a man could just take clients out to dinner or golfing, and even if he didn’t have the work either, he was given credit for that.”
Most of your clients are established clients of the firm."

But one of the men, she said, had been handed a pre-existing case that kept him going for years.

And I thought, ‘Okay, I’m sorry, how was that different?’

Brewer, 1996
PROVE IT AGAIN!

MEN’S SUCCESSES

HE’S skilled.

WOMEN’S SUCCESSES

SHE’S lucky.
“The woman’s in charge of it all and the woman’s a hero. But then a cross-examination doesn’t go as expected or something happens on direct. How quickly do you take her hero robe off?”
PROVE IT AGAIN!

• Casuistry
• What matters, education or experience?

Source: (Norton, Vandello, & Darley, 2004)
POLARIZED EVALUATIONS

There was a little girl who had a little curl,
Right in the middle of her forehead,
And when she was good she was very, very good,
And when she was bad she was horrid.

Polarized Evaluation

Source: (Linville & Jones, 1980)
PROVE IT AGAIN!

“That’s an excellent suggestion, Miss Trigg. Perhaps one of the men here would like to make it.”

Double Jeopardy?

Gender Bias Against Women of Color in Science

The experience of gender bias differs by race.
PROVE IT AGAIN!

Black women (77% v. 66%)

Asian-Americans

Latinas

Brewer, 1996
PROVE IT AGAIN!

INDIVIDUAL STRATEGIES
INDIVIDUAL INTERRUPTERS
PROVE IT AGAIN!

Just prove-it again!

……..but don’t burn out.
PROVE IT AGAIN!

Keep careful, real-time records.
PROVE IT AGAIN!

Get a sponsor

Be a sponsor.
PROVE IT AGAIN!

“Let’s go back to the top of the pile.”
“Let’s make sure we’re being consistent.”
PROVE IT AGAIN!

“Can you help me understand how this situation is different from Jim’s?”
PROVE IT AGAIN!

Pre-commit

Build the case

(ask the candidate to help)
PROVE IT AGAIN!

“I’ve been thinking about that ever since Pam first said it....”
THE TIGHTROPE
THE MOST COMMON

- Tightrope: 73%
- Prove-It Again!: 68%
- Maternal Wall: 59%
- Tug of War: 55%
THE TIGHTROPE!

• These jobs are not only male – also masculine
  • So women have to behave in masculine ways in order to be seen as competent
  • But women are expected to be feminine…

Glick, 1995
"To get ahead here, you have to be so aggressive. But if women are too aggressive they’re ostracized…and if they’re not aggressive enough they have to do twice the work."
**PRESCRIPTIVE STEREOTYPES**

♀ are expected to be...

- Nice, and
- “Communal”
  - Helpful
  - Modest
  - Sympathetic, interpersonally sensitive

♂ are expected to be...

- Competent, and
- “Agentic”
  - Assertive
  - Competitive, ambitious
  - Leaders

Eagly & Karau, 2002; Fiske, Cuddy, Glick, Xu, 2002; Bettis & Adams (forthcoming).
Ellen Pao was described as both passive, too quiet at meetings entitled, demanding”
Asian American women report more pressure to fulfill traditionally feminine roles—and more pushback if they don’t.

Williams, Phillips & Hall, 2015
THE TIGHTROPE

Likeability/Competence Trade off

- Liked but not respected “too” feminine
- Respected but not liked “too” masculine

THE TIGHTROPE

• Women in mixed groups
  • Interrupt less
  • Use tentative speech
  • Less likely to “look you in the eye”
  • Fewer task suggestions

Too Feminine

Ridgeway, 2001
THE TIGHTROPE

“Too Feminine

I need to be liked. I struggle with that.”
POWER POSING

Too Feminine

Carney, Cuddy, & Yap, 2010
Image sources: (Wonder Woman Wiki, n.d; Stylebubble, 2011)
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An Initiative of the Center for WorkLife Law at UC Hastings
Narrowly cabined traditional roles:

- Be self-effacing or deferential
- Play the office mother or dutiful daughter
- Do the “office housework”— service partner or party planner

(Six & Eckes, 1991, citing Deaux)
THE TIGHTROPE

Pressures to behave in feminine ways

• Organizational citizenship behavior
• Women do more of it
  – And get less credit for doing it

THE TIGHTROPE

Office Housework

- Housework
  - Planning parties, getting gifts, cleaning up the debris after a meeting, ordering lunch
- Emotion work
  - Mentoring juniors, soothing feelings
- Admin work
  - Taking notes, scheduling meetings, grant paperwork

Williams & Dempsey, 2014.
#THE TIGHTROPE

**Glamour work vs. housework**

<table>
<thead>
<tr>
<th>INDUSTRY</th>
<th>HOUSEWORK</th>
<th>GLAMOR WORK</th>
</tr>
</thead>
<tbody>
<tr>
<td>High tech</td>
<td>Managing projects</td>
<td>Writing the code</td>
</tr>
<tr>
<td>Law firms</td>
<td>Being a “service partner” who does the actual</td>
<td>Bringing in clients</td>
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<td></td>
<td>legal work</td>
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<tr>
<td>Consulting</td>
<td>Managing projects, delivering work, mentoring</td>
<td>Developing new business, managing C-suite relationships, serving as</td>
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<td></td>
<td>colleagues</td>
<td>subject matter experts</td>
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<tr>
<td>Investment</td>
<td>Handling logistics on pitches, working for</td>
<td>Making investment decisions, executing high-profile deals, managing</td>
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<tr>
<td>management</td>
<td>low-profile clients</td>
<td>key client relationships</td>
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<td>firms</td>
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<td>Academia</td>
<td>Being dean of students or on the admissions</td>
<td>Publishing in prestigious journals</td>
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<td>committee</td>
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<tr>
<td>Architecture</td>
<td>Detailing bathrooms and elevators</td>
<td>Visiting sites, pitching to clients, being the lead in design competitions</td>
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<tr>
<td>Surgery</td>
<td>Managing patient care outside the operating</td>
<td>Performing surgeries</td>
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<tr>
<td>Science</td>
<td>Organizing and executing lab work</td>
<td>Strategic planning of future research direction, publishing in prestigious journals</td>
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THE TIGHTROPE

• Direct
• Outspoken
• Assertive
• Competitive

What a witch!

Phelan, Moss-Racusin, & Rudman, 2008; Rudman & Phelan, 2008; Rudman & Fairchild, 2004; Rudman & Glick, 2001; Costrich, Feinstein, Kidder, Marecek, & Pascale, 1975.
So if you’re stern... or you say no, your immediate reaction is to call that woman a b*tch, right? If you’re a man, it’s just a no.”

Supporting evidence: Rudman & Phelan, 2008; Brett, Atwater, & Waldman, 2005; Rudman & Fairchild, 2004; Rudman & Glick, 2001; Costrich, Feinstein, Kidder, Marecek, & Pascale, 1975.
On performance evaluations, women (88%) got more negative feedback than men (59%)

“He’s assertive, she’s aggressive”

- 2 out of 83 men
- 71 of 94 women

Kieman, 2014
“Hone your strategies for guiding your team and developing their skills. It is important to set proper guidance around priorities and to help as needed in designs and product decisions.”

Snyder, 2014
THE TIGHTROPE

Typical feedback for a female

“Bossy, abrasive, strident, aggressive”

“Emotional, irrational”

Snyder, 2014.
‘Oh well, that’s him.’… [But when a female partner] would get really irritated with her assistant and yell at her, and the interesting thing is that she was perceived as a bitch. [T]here was less tolerance for her behavior.”
Angry black man/woman”
Latina/os “too emotional,” “angry,” “crazy”

Williams, Phillips & Hall, 2015.
THE TIGHTROPE

Double Jeopardy

"You think highly of yourself, don’t you?"
Women get penalized for self-promotion
Men get penalized for modesty

• Seen as having < leadership ability, ambition & confidence
• Weaker, uncertain & insecure

Rudman, 1998
“In most Asian cultures, being modest is the number one virtue.”

THE TIGHTROPE

INDIVIDUAL STRATEGIES

INDIVIDUAL INTERRUPTERS
THE TIGHTROPE

TOO FEMININE

Power Pose
Claim Your Seat at the Table &

Lean in!

INDIVIDUAL STRATEGIES
I still remember the day that one of the VPs taught me to step on the end of a sentence... ‘Here’s what you need to do. When he is almost done, you start to make your point, and if he doesn’t stop, you just say, ‘Oh, I’m sorry. I thought you were done.”
Be clear about how you present. You need to think about now what you are comfortable with but what they (your audience, typically of men) are comfortable with.
Mix the **MASCU**LINE with the **FEMININE**
The Tightrope

Be authentic. It’s a matter of fine-tuning who you are.”
THE TIGHTROPE

OFFICE HOUSEWORK

Make it work for you

INDIVIDUAL STRATEGIES
THE TIGHTROPE

Office Housework

Know when to say no – and how to do so

Too Feminine

INDIVIDUAL STRATEGIES
THE TIGHTROPE | Too Masculine

Power to the posse

INDIVIDUAL STRATEGIES
THE TIGHTROPE

Too Masculine

Praise your team

INDIVIDUAL STRATEGIES
“If I look angry, it’s because I am angry because” (outside attribution)
THE TIGHTROPE

Office Housework

• Housework and admin work
  – DON’T ask for volunteers
  – DO establish a rotation
  – OR assign to support personnel

INDIVIDUAL STRATEGIES
• Figure out: glamour work vs. housework
• If you see a woman getting stuck, help her develop a transition plan
  – The strategic “No”
THE TIGHTROPE

- She really flew off the handle
- A real self-promoter
THE TIGHTROPE

Individual Interrupters

• “Are we being consistent here?”

• “How different is this from what Jeff did?”
• Climate: Do you tolerate screamers?
THE TIGHTROPE

Individual Interrupters

• Promotions
  – Don’t rely on self-promotion
  – Limit self-promotion to formal contexts—and tell people explicitly what’s expected
  – Set up alternative systems

#AdvancingWomen
MATERNAL WALL
MATERNA L WALL is COMMON

73% 68% 59% 55%

TIGHTROPE PROVE-IT AGAIN! MATERNAL WALL TUG OF WAR

MATERNAL WALL is COMMON
MATERNAL WALL

ONCE TRIGGERED, HAS HARSHEST EFFECTS

• 79% less likely to be hired
• half as likely to be promoted
• offered $11,000 less in salary
• Held to higher performance and punctuality standards
MATERNAL WALL

“People would say in pitch-meetings, ‘she has four children,’ as if she was a Flying Wallenda or something and she would get very irritated. ‘Why are you talking about my children? Why aren’t you talking about my competence?’
MATERNAL WALL

“She’s a mother.”

(on a performance evaluation)
MATERNAL WALL

ATTRIBUTION BIAS

ABSENT FATHER

HE’S with a client.

ABSENT MOTHER

SHE’S with her children.
Indisputably competent and committed mothers

- Less likable
- Held to higher performance standards

Correll & Benard, 2010
MATERNAL WALL
Benevolent prescriptive bias

I don’t know how you can leave your children. My wife could never do that. Leave the kids.”
FRIGID CLIMATE FOR FATHERS

• Fathers who ask for family leave – more negative reactions than mothers

• Men who took even a short time off due to a family conflict – lower performance ratings; less likely to be recommended for promotion

Wayne & Cordiero, 2003; Butler & Skattebo, 2004
FRIGID CLIMATE FOR FATHERS

- Why?
- Compared with control targets, male leave requesters were viewed as higher on weak, feminine traits (e.g., weak and uncertain), and lower on agentic masculine traits (e.g., competitive and ambitious)
- ...seen as too feminine

Rudman & Mescher, 2013
MATERNAL WALL

INDIVIDUAL STRATEGIES
INDIVIDUAL INTERRUPTERS
If you intend to pursue your career, 

say so.
If you are willing to travel, say so.
If you are the primary earner, say so.
MATERNAL WALL
Tolstoy was wrong

“I don’t know how you leave your children. My wife could never do that.”

“I guess people are really different...
LET’S GET REAL

“Women get pregnant. This is a real disadvantage and risk for any project leader. So given the same qualifications, I would rationally go for the man. Not saying it’s right, just saying there are logical reasons behind it.”
"You are perfect for this... If it’s not a good time for you, just say so. These things come around from time to time."
• Train your team to leave their views and assumptions about family life at home
  – Legal risk
  – Managerial quagmire
  – Remember: happy families are not all alike
MATERNAL WALL

Flexibility Stigma

For women...

For men...
What percentage of mothers work more than 50 hours/week during key years of career advancement?
13.9% of college-educated mothers (aged 25-44)
NOT JUST WOMEN: Millennials

• Men and women value flexibility equally highly

• Rank “flexible working hours” as #2 most valuable benefit from employer
  – Only thing more important: training & development

• 95%” work/life balance important to them

Vandello et al., 2013
• Do “real men” take parental leave?
  – If no one’s asking for leave: a climate problem?
• Need to send clear message: fathers entitled to leave
MATERNAL WALL | Individual Strategies

- Make sure the men take their full paternity leave
- Don’t confuse face time with job commitment
- Don’t contact people on family leave
Indisputably competent and committed mothers

- Women saw as
  - Less likeable
  - Held to higher performance standards

Correll & Benard, 2001; Correll, Benard, & Paik, 2007; Cuddy, Fiske, & Glick, 2004; Fuegen, Biernat, Haines, & Deaux, 2004.
Correll & Benard, 2010; Correll, Benard, & Paik, 2007; Cuddy, Fiske, & Glick, 2004; Fuegen, Biernat, Haines, & Deaux, 2004.

If she can do all that—does it mean I’m a bad worker…

…or that she’s a bad mother?
TUG OF WAR
TUG OF WAR IS COMMON

- TIGHTROPE: 73%
- PROVE-IT AGAIN!: 68%
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TUG OF WAR

“The woman [colleagues]...older than me are always very encouraging, very helpful and very kind to me.”
Opportunities for women are very zero-sum. If one woman gets a prized position or assignment, that means another woman won’t. And so it breeds a sense of competition.
TUG OF WAR

“"It’s a tough world out there”

“You’ll make us look bad”

“I had to pay my dues”
TUG OF WAR

“Females are harder on their female assistants, more detail oriented, and they have to try harder to prove themselves, so they put that on you.”

www.abajournal.com/news/article/not_one_legal_secretary_surveyed_preferred_working_with_women_lawyers_prof_
TUG OF WAR

“I’m not a girl at Google, I’m a geek at Google.”

Marissa Mayer

Derks, Ellemers, van Laar, & de Groot, 2011a & 2011b
I see it in associate reviews. The women say things about me the men would never say.”
I’ve seen lots of… senior women, behave that way. And even not just as far as the working long hours, but even adopting male mannerisms…. but sort of really aggressive and not putting up with any crap and almost having a chip on their shoulder and also going out of their way to not mentor young women.”
“I worked long hours and my kids are fine.”

Childfree: “They are just reinforcing stereotypes.”

Childless: “I had to make hard choices.”
Janet's perfect for that job. Because for that job, you have to have no life. Janet has no family. Perfect. She can devote, literally, 19, 20 hours a day to it.”
• More likely to report
  – Had to sacrifice family or personal time to be respected at work

• Reported by far the highest levels of workplace mistreatment (exclusion, derogation, bullying)

• Single women in their 30s work longest hours of unpaid overtime
TUG OF WAR

Individual Interrupters

Individual Strategies
There is no wrong way to be a woman.
Recognize the limits of sisterhood

Do men always support men?
Make an enemy into an ally.

“If I have done anything to offend you…”
TUG OF WAR

SENIOR WOMEN

Remember younger women’s experience is different.
TUG OF WAR

Individual Strategies

YOUNGER WOMEN

Remember senior women may not have as much power as you think.
TUG OF WAR

Get women working together with women, and not just on women’s issues.
TUG OF WAR

Individual Interrupters

• Make sure there’s not just one “women’s spot”
• Find out if women are getting equal support
• Remember, if there are vivid relationships among the women, often it’s a symptom of gender bias in the environment
WHY WE HATE OUR OFFICES
And how to build a workspace we can love
FOUR STEP PROCESS

1. Do an evidence-based assessment
2. Develop an objective metric
3. Implement a bias interrupter
4. And ratchet up as necessary
TECH-ENABLED SOLUTIONS

• Hiring
  – Atipica, Gap Jumpers, Textio
• Performance evaluations
  – Textio, Kanjoya
Want To Take This Information Back To Your Organization?

Visit www.womensleadershipedge.org to learn about WorkLife Law's new membership program.

Email Chelsey Crowley at crowleych@uchastings.edu for details.