



THE LABYRINTH

OF LEADERSHIP

By Alicia Craig

Table of Contents

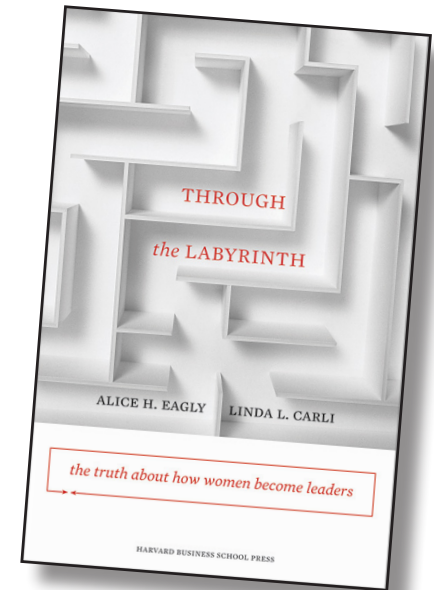
2. About the Book
3. Message from Alicia Craig
4. Message from Audrey J. Murrell
5. About Pitt Business
6. About the Honors Program
7. **Double Bind**
8. **Rose Choi**
Navigating Perceptions and Making
Your Voice Heard
9. **Cara Repasky**
Obtaining Challenging Assignments
10. **Juliet Hite**
Doubts About Female Competence
11. **Keri Kandel**
Expectations that Women Will Be Communal
12. **Leadership Style**
13. **Alison McPherson**
Demoncratic Leadership
14. **Erin Felix**
Interpersonally Oriented Leadership
15. **Heather Harmon**
How to Blend Agency with Communion
16. **Lauren Olson**
Resisting Women in Masculine Domains
and Leadership Roles
17. **Liza Neft**
Transformational, Transactional, and
Laissez-Faire Leadership
18. **Work-Life Balance**
19. **Vanessa Manz**
Equal Distribution of Household Labor
20. **Beth Seabright**
Flexible Work Environment
21. **Gena Neugebauer**
Job Preference and Studies of Promotion
22. **Company Culture**
23. **Janine Ciranni**
Networking a Male-Dominated Company
Culture
24. **Jessica Presutti**
Navigating a Male-Dominated Workplace
25. **Sara Conroy**
Sexual Harassment as a Barrier
26. **Stephanie Stano**
Studies of Wages and Gender Prejudice
27. **Career Advancement**
28. **Joan Kuhl**
Mentors
29. **Kim Harclerode**
Advice for Navigating the Labyrinth
30. **Prachi Gupta**
Standards of Competence
31. **Jacque Skowvron**
Negotiation
32. Summary

About the Book

Despite real progress, women remain rare enough in elite positions of power that their presence still evokes a sense of wonder. In “Through the Labyrinth,” Alice Eagly and Linda Carli examine why women’s paths to power remain difficult to traverse. First, Eagly and Carli prove that the glass ceiling is no longer a useful metaphor and offer seven reasons why. They propose the labyrinth as a better image and explain how to navigate through it. This important and practical book addresses such critical questions as: How far have women actually come as leaders? Do stereotypes and prejudices still limit women’s opportunities? Do people resist women’s leadership more than men’s? And, do organizations create obstacles to women who would be leaders?

This book’s rich analysis is founded on scientific research from psychology, economics, sociology, political science, and management. The authors ground their conclusions in that research and invoke a wealth of engaging anecdotes and personal accounts to illustrate the practical principles that emerge. With excellent leadership in short supply, no group, organization, or nation can afford to restrict women’s access to leadership roles.

This book evaluates whether such restrictions are present and, when they are, what we can do to eliminate them.



[Editor’s Note: Description provided by Harvard Business Review Press.]

About the Project

A Journey of Discovery and Breaking Down Barriers

By Alicia Craig



The genesis of this research project was an honors course that I took during my sophomore year, Organizational Behavior. My professor, Ray Jones, encouraged me to find a topic of personal interest and mentioned that my honors coursework could pave the way for future research experiences. Toward the end of my sophomore year, I had the opportunity to speak

with Associate Dean Audrey Murrell about my interest in research about women in leadership, and from there we began the “Labyrinth of Leadership.”

After reading the book *Through the Labyrinth* by Alice Eagly and Linda Carli, I gained a better understanding of the obstacles facing women in the workplace today. The glass ceiling has already been shattered, and yet barriers are still standing in the paths of women who aspire to the highest positions in businesses, government, and other organizations. Thus stems the metaphor of the labyrinth: a twisting route for women to follow as they navigate these career challenges.

In commemoration of the 20th anniversary of Pitt Business, Audrey and I sought to interview 20 outstanding alumnae from the College of Business Administration. Our selected interviewees were highly recommended and span the graduating classes and majors offered at Pitt Business. After

developing interview questions, I spent the summer and early fall interviewing alumnae and hearing their stories. I learned an incredible amount of information about the difficulties they have overcome and the immense successes they have enjoyed. The conversations were both eye-opening and amazing.

Many young women, including myself, enter college with the belief that the world is an equitable place and that sexual discrimination is simply a thing of the past. While there has been tremendous progress made in gender equality over the years, the idea that we have closed the gaps and achieved everything is a fallacy that makes people stop fighting and stop caring. If I can impart one piece of knowledge on the young women who will hear about my project, it is this: the world is not equitable, but you can change that. It was only by opening my own eyes to the discrimination and unfairness that exists around me that I could begin to ask how to overcome these barriers.

It is important for young women to have role models, and I am fortunate enough to count Audrey and many other powerful women as my mentors. It is my desire to share with other aspiring female leaders the motivating anecdotes that have been told to me in order to demonstrate the formidable accomplishments of women who have achieved all manners of success. I hope to start a conversation about the pressing issues that stand in the way of gender equality so that the problems can be addressed. I hope this project will inspire others the way it has so profoundly inspired me. The women I interviewed have amazing stories to tell and are truly a generation of leaders of whom the University of Pittsburgh should be proud.

Editor's Note

Alicia Craig, of Oshkosh, Wisc., is a senior in the University of Pittsburgh's College of Business Administration. She is majoring in finance and is earning a minor in Spanish. Alicia is president of Women in Business, is a member of the League of Emerging Analytics Professionals, and has served as a Resident Assistant, Teaching Assistant, and Research Assistant.

Enjoy the Journey

Message from Audrey J. Murrell

Associate Dean of Pitt Business and Director of the David Berg Center for Ethics and Leadership



I am delighted to be a collaborator on the Labyrinth of Leadership project conducted by Alicia Craig. It combines three of my passions — working with outstanding students like Alicia, conducting meaningful research

on gender, and sharing important knowledge with others to help create lasting change. The notion of the leadership labyrinth and Alicia's work certainly captures each passion. First, I was able to spend the summer meeting with Alicia, where we discussed the book on which her project is based, which also happens to be one of my favorite books: *Through the Labyrinth: The Truth About How Women Become Leaders*, by Alice Eagly and Linda Carli. Second, we met often over coffee and bagels to discuss the research, specifically what surprised us, what disturbed us, and what it meant for young women just starting their careers. Third, it was during these conversations that the plan was fashioned to celebrate the 20th anniversary of the College of Business Administration by interviewing and learning from our distinguished alumnae.

As a Pitt Business Honors Program student, Alicia undertook a very complex project. She developed an interview protocol, reached out to 20 alumnae, and interviewed them in person, over the phone, and via technology. She talked about their careers, work-family balance, and obstacles for advancement they may have experienced. She also discussed their strategies for overcoming pitfalls and navigating the unexpected turns throughout the leadership labyrinth. As a result, she gained valuable insight that we both were eager to share with young professional women.

But just like navigating through the leadership labyrinth, our research project took an unexpected turn. After the interviews, transcriptions and content analyses were completed, we decided to create a digital magazine as a way of sharing the knowledge of these 20 amazing women. The collected stories were grouped into the various themes identified by the research. The end product contained within the pages of this document is a combination of science and art. I must admit that I have seen in my own career many of the stories of the women Alicia interviewed with their various twists, detours, challenges, and surprises. Their lives are not only stories of navigating through complex and dynamic career pathways, but also stories of what it takes to create extraordinary leaders. Despite the uncertainty of the labyrinth, these women offered Alicia significant insight that we felt compelled to share as a gift to the researchers who originally developed this concept, to the alumnae who took time to help us complete this project, and to future generations of Pitt Business women who will find meaningful advice in their stories.

To say it has been a pleasure and a privilege to work alongside Alicia Craig is an understatement. I have learned as much from her as she reports having learned from me — thus the mentoring that took place was truly reciprocal. We hope this document starts many conversations in classrooms, boardrooms, and breakfast tables in much the same way that did for Alicia and I over the summer of her project. I am sure any future editions of this magazine will include a profile of Alicia as part of the next generation of Pitt Business alumnae who are accomplished leaders. I was honored to collaborate with Alicia on this important piece of work and can now share with you an important lesson I learned from our time together: Enjoy the journey!

About Pitt Business

The University of Pittsburgh's College of Business Administration offers a globally focused business education that takes its students on a journey from the classroom, to the city, to the world. The journey begins in the classroom with our focus on academic excellence and experience-based learning. It continues into the City of Pittsburgh through real-world focused business projects, internships, and career development conferences. And the journey ultimately traverses the globe through academic programs and career initiatives offered in every corner of the world.

Established in 1995, Pitt Business has more than 2,100 students and is one of the leading schools within the University of Pittsburgh. The program is accredited by AACSB International and is ranked in the top 25 of U.S. public institutions by U.S. News & World Report and Bloomberg Businessweek. Graduates are part of a broader Pitt business alumni network of more than 30,000 people across 88 countries.

From the Classroom.

The Pitt Business Bachelor of Science in Business Administration (BSBA) degree program offers seven majors, five certificate programs, and an Honors Program for high-achieving students. Students have the opportunity to complete a wide array of case studies, consulting projects, business case competitions, student-run professional organizations, internships, and global experiences. Students learn from two great teachers: our world-class faculty and hands-on experiences.

To the City.

The City of Pittsburgh is the natural extension of the Pitt Business classroom. Students make an immediate impact at Pittsburgh's leading corporations, small businesses, and nonprofits through internships, courses, and certificate programs. With the support of Career Services, students are able to leverage these experiences into opportunities for networking, professional development, and future employment.

To the World.

The world is the ultimate destination of Pitt Business students. Students broaden their perspectives and experience unforgettable moments through Pitt's study abroad programs in over 75 countries and the business-focused opportunities available through the Pitt Business Global Business Institute, International Internship Program, Plus3 Program, and Certificate Program in International Business.

About the Honors Program

Alicia Craig's project, "The Labyrinth of Leadership," was completed for the Pitt Business Honors Program, as part of her Experience-Based Learning Capstone in the research track. Her faculty advisor was Associate Dean Audrey J. Murrell.

The Pitt Business Honors Program is designed to take the most capable and accomplished business students on a journey from the classroom, to the city, to the world. Our goal is to prepare the future leaders of organizations through an enriched academic experience, personalized advising support, and experience-based learning. The Honors Program includes additional coursework that explores material in greater depth, an experience-based learning capstone, and the opportunity to conduct research with faculty.

The Pitt Business Honors Program is compatible with each of the school's seven majors and four certificate programs. Its curriculum includes three components: an enhanced core requirement, an honors elective course, and the experience-based learning capstone.

Eligibility Guidelines

Students qualify during the freshman application process. Transfer applicants are reviewed on an individual basis. All students must be enrolled in the BSBA program.

- "A" average in a challenging high school curriculum
- Top 5 percent of class rank (if applicable)
- Combined SAT math and critical reading scores of at least 1400; or ACT Score of at least 32 (math and English sub-scores average)

Honors Track

The 9-credit honors track is an enriched academic program that includes honors seminars, an honors elective course in the student's area of specialization, and an experience-based learning capstone.

1. Enhanced Core Requirement (3 credits)

Students must complete a total of three, 1-credit honors-enhanced Pitt Business core classes. The honors-enhanced courses include an additional seminar in which students explore the subject more in depth through greater use of case studies, special projects, and group discussion.

2. Honors Elective Course (3 credits)

Students must complete one 3-credit course that is specifically linked to their major or functional area of expertise. The elective options represent some of the most challenging and intensive courses offered at Pitt Business.

3. Experience-Based Learning Capstone (3 credits)

Students must complete one 3-credit Experience-Based Learning capstone, and it is their choice to select between the option of the research track, the practice track, and the global experience track. The research track involves working with a faculty member on a special research project, the practice track involves a special project experience, and the global experience track involves completing an approved global business experience.

Graduate Programs Guarantee

The University of Pittsburgh offers a highly ranked MBA program and a variety of specialized master's degree programs, including in accounting, finance, supply chain management, and more. Students who complete the Pitt Business honors program may qualify for guaranteed admission into the business graduate school programs.

Enhanced Academic and Global Opportunities

Pitt Business Honors students are able to select from seven business majors and four business certificates. They may earn a double major or earn a second degree from another school at the University of Pittsburgh. In addition, students are able to complete study abroad experiences in more than 100 countries. Pitt Business offers a wide variety of business-focused study abroad experiences through its Global Business Institute, International Internship Program, and Plus3 program.

Double Bind

A term drawn from psychology, the double bind refers to the conflicting pressures placed on female leaders to be both agentic and communal, where being agentic conveys assertion and control while being communal conveys compassion and friendliness.

People predominantly associate women with communal qualities and leaders with agentic qualities. Therefore, people may resist women in positions of leadership because these expectations are out of alignment. A woman may be placed in the situation of being an unlikable, yet effective leader, or she may be well-liked but face criticism of her leadership skills. As an issue that manifests itself in many ways, navigating the double bind is a difficult balancing act.

FEATURED IN THIS SECTION



Rose Choi



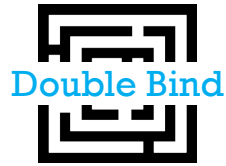
Cara Repasky



Juliet Hite



Keri Kandel



Rose Choi

(BSBA '14) Marketing

Media Consultant and Account Manager, LinkedIn
New York City, New York

Labyrinth Principle: Navigating Perceptions and Making Your Voice Heard

There are clear associations that people hold in regards to male and female leaders. Women are expected to be kind and friendly, while men are supposed to be ambitious and dominant. These gender stereotypes reward certain characteristics and punish others along the sex lines.

Rose Choi beat out Ivy League competition in order to land her dream job at LinkedIn right out of college. After completing a rotational program that exposed her to different areas of the company, she found her niche in sales and has been working there successfully ever since. She found many mentors during her time at Pitt and beyond, people whom she greatly relied on for advice. She credits much of her success to their guidance.

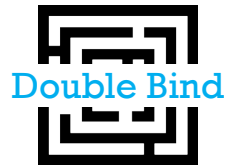
Rose has experienced firsthand some of the challenges that accompany mental associations about leadership. She recalls being labeled as bossy, aggressive, and even masculine because of the fact that she is outspoken and has held leadership positions. "The unfortunate truth is that women do have to tone

it down a bit," Rose says, "and that is just something that I have learned and I do now too."

"If you raise your voice and you just do it in a very professional and tactful way, then you will be amazed at what gets done."

her voice heard because "people have more of a tendency to interrupt me as well as my female colleagues." In order to ensure that her point gets across, she had to address the interruption issue directly. While many people of both sexes try to avoid confrontation, Rose stated "instead of just sitting there and being very stagnant about it...if you raise your voice and you just do it in very professional and tactful way then you will be amazed at what gets done. So I usually speak up about it."

While still an active participant in meetings, Rose is more conscientious, making an effort even to smile more. Rose has also encountered difficulty in making



Cara Repasky
(BSBA '10) Finance
Consultant, McKinsey & Company
Pittsburgh, Pennsylvania

Labyrinth Principle: Obtaining Challenging Assignments

One particularly tricky twist in the labyrinth is the difficulty some women experience in obtaining sufficiently rigorous work to do. Meeting the requirements of demanding tasks and overcoming challenges are necessary in order for any employee to advance in a company. If women are not assigned tough projects in the first place, they may be halted from progression to higher levels of leadership. Lack of difficult assignments may be due to underlying biases that women should be given less stressful work or even insufficient social capital. Regardless of the causes, being proactive can go a long way in ensuring that appropriately challenging projects are obtained.

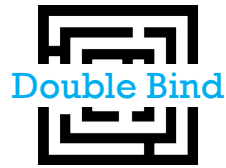
Cara Repasky has been striving for success ever since she started college at the University of Pittsburgh. She has taken advantage of opportunities and networked effectively in order to drive her career forward. Even as a freshman, she was emailing companies to see if they would accept her as an intern. One of her summer internship offers came as the result of participating in a case competition and speaking with the bank president afterward. After graduation, she landed a position at a Wall Street bank due to her persistence and determination, and in her current role at the consulting firm McKinsey, she continues to seek out challenges.

Says Cara: “Even within McKinsey, I asked to manage someone over the summer and I knew I was really early, but I told the partner I was working with, ‘Hey, we have a lot of summer

interns starting right now. I’m very ready to start managing someone. I want to do that, I want to have that challenge.’”

Typically an employee of her tenure doesn’t have the opportunity to manage summer interns, but Cara has proven her ability to tackle challenges. In fact, her ambition and drive has already earned her recognition at the firm. She credits her success and access to demanding assignments to being unafraid to ask for what she wants in her career, as well as utilizing her network.

“All these connections, mentors, and people you meet are really the ones that fuel your career,” she says. “If you develop the relationships, maintain them, and build out your network, that really just propels you forward.”



Juliet Hite

(BSBA '99) General Management

Vice President and Enterprise Strategy Consultant-International, Wells Fargo
Charlotte, North Carolina

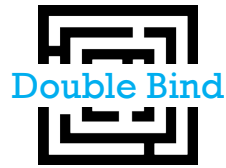
Labyrinth Principle: Doubts About Female Competence

Often times, women are held to higher standards of competence than men, which means that for a woman to be judged as equal to a man, she must prove herself to be more exceptional. Shifting standards of competence indicate that women may be viewed as competent “for a woman” rather than being judged on a common standard that allows fair comparison of men and women.

Throughout her extensive career working as an independent consultant and in corporate functions, Juliet Hite has experienced gender stereotypes firsthand and seen them applied to her female colleagues. On the one hand, it is strange because good leaders share certain universal qualities. Says Juliet: “I think that at their core, the competencies for effective leadership are really the same. The ability to drive for results, to influence, to maintain that strategic perspective, the ability to communicate effectively and powerfully, and relational ability, all of those are things I think that men and women share to be successful leaders.”

The perceptions of male and female leaders are shaped by different biases. For example, the same competency can be perceived in two different ways when applied to a man or a

woman. Says Juliet: “Some of the things that may be attributed favorably to men, like being ambitious, or being a direct or bold communicator, those same attributes that are viewed favorably in men can sometimes be viewed negatively in women. Sometimes women have to navigate the expectation that some will place upon us of being a nurturer.” Juliet’s approach is to address these perceptions head-on. “Sometimes it requires bold conversations, especially depending on where the leaders of that team are on their diversity and inclusion journey. Sometimes you can call attention to certain things. When it comes time for talent review and you notice that the women are being dinged for attributes that men are being touted for, then being courageous enough to point that out can help the team be more aware of it.”



Keri Kandel
(BSBA '02) Marketing
CEO and Co-Founder, Unami
San Francisco, California

Labyrinth Principle: Expectations that Women Will Be Communal

Women are expected to act in a communal fashion, which means being kind, friendly, and warm to others, and that can place them in contrast with the expectations of leaders to be direct and assertive. Furthermore, while men may be rewarded for communal behavior, it is expected of women and therefore they don't receive the benefits associated with it.

Keri Kandel is the CEO and co-founder of Unami, a personalized nutrition company designed to help people live healthier lives one meal at a time. She decided to branch out and start her own business after working in a variety of roles at Google at the company's Mountain View headquarters.

She believes that the manner in which others perceive you is at the core of leadership. Thus, to be successful, you must manage perceptions. For female leaders, this may mean adjusting their style in order to fit others' perceptions, which entails walking a fine line.

"It could be that I walk into a room, and I'm perceived as bossy or not being understanding of other people's problems. The ability to influence others is key to success in business, but you first need to earn trust and respect. Whether it is convincing

company leadership to approve a new project or motivating a team to hit a tough deadline, I find you need to listen and adapt your communication style accordingly to command that trust and respect."

"The ability to influence others is key to success in business, but you first need to earn trust and respect. Whether it is convincing company leadership to approve a new project or motivating a team to hit a tough deadline, I find you need to listen and adapt your communication style accordingly to command that trust and respect."

reminding me that I need to smile and there are these simple things you can do to manage those perceptions, and one of them is just to be more engaging with other people by smiling."

Even an action as simple as smiling more frequently has helped Keri to come across as friendlier, thereby improving people's perceptions of her and ultimately helping her career.

One issue Keri has come across in her career is her facial expressions. Women are expected to be warm and kind and will be penalized for not acting as such. Says Keri: "That's a perception I need to manage: that I don't come off cold. My husband, he's always

Leadership Style

People tend to classify women's leadership as collaborative and democratic. However, a leader who is focused on team dynamics and communication is certainly not a bad one. In fact, some research suggests that the most effective type of leadership is "transformational," in which a leader establishes him or herself as a role model by gaining the trust of followers and by mentoring and empowering followers. As the workplace continues to evolve, so do the characteristics of an effective manager. More often than not, companies seek CEOs with exceptional people skills in order to effectively interact with various stakeholders. Autocratic managers are no longer able to handle the relational aspect of a managerial position. Therefore, many of the leadership traits typically associated with women are becoming increasingly desirable.

FEATURED IN THIS SECTION



Alison McPherson



Erin Felix



Heather Harmon



Lauren Olson



Liza Neft



Alison McPherson

(BSBA '01) Finance

Director of e-Commerce, RuMe, Inc.
Denver, Colorado

Labyrinth Principle: Democratic Leadership

Leadership styles can be democratic or autocratic. Democratic leaders take others' opinions into account before making decisions, while autocratic leaders rarely do. Research has shown that women tend to be more collaborative than men and adopt a more democratic style of leadership.

RuMe Inc. is a sustainability-focused company that makes reusable designer totes, travel, and lifestyle bags for leading retailers including Target, Whole Foods, Shutterfly, and more. As the director of the e-Commerce division, Alison McPherson is involved in many high-level strategic decisions. Despite the stress and pressures of the job, she prides herself on her ability to build relationships with others. Even in challenging situations, when people are being rude or mean, she keeps her cool and responds with kindness. In the end, the result is usually in her favor.

Her leadership style is to be direct, but in a democratic way. Says Alison: "I do it in a way of working toward the greater

good. I like to be truthful and honest with people, to get everybody on board, and to make sure everybody understands what the goal is, particularly what their role is and that they feel confident in what they're doing."

"I have a lot of people who go above and beyond for me just because we have a good relationship."

Her desire to get everyone on board aligns with a democratic, or participative, style of leadership. She characterizes the approach as 100 percent effective, even if sometimes employees of the opposite sex question her for it. "I've actually gotten some opinions from men that they think I'm too nice, and I always shoot back at them, 'Yeah, but I get stuff done.'" Part of the secret to her success is that people will always go the extra mile for her because of the good relationship they have.



Erin Felix

(BSBA '99), Accounting
Segment Lead, Retail Risk, Compliance and Governance, PNC
Pittsburgh, Pennsylvania

Labyrinth Principle: Interpersonally Oriented Leadership

Two types of leadership styles include task-oriented leadership and interpersonally oriented leadership. Task-oriented leadership is based on following rules and meeting defined performance objectives. Interpersonally oriented leadership emphasizes relationships and working together to solve tasks.

Erin Felix prides herself on her ability to connect with her staff. In fact, when asked about her biggest accomplishments she cites “my ability to groom staff and get people promoted who deserve to be promoted and help build on people’s strengths.”

In her position of leadership, Erin exemplifies many interpersonally oriented traits, such as speaking with her team members about their likes and dislikes and giving them opportunities to show off their strengths. When a person on her staff demonstrates shortcomings, Erin is honest with them about it and lets them know how it may impact their overall performance.

“I think I am able to see, okay this is how this person works, and this is how I can best work with them to get the goal accomplished.”

Erin tries to build a team that focuses on trust and will motivate them to do the job well. She is willing to help her team members when they need it, saying, “I feel like we all have a lot to contribute so understanding why people might be struggling and then having very pointed conversations with them on that topic is important.” Moreover, she truly tries to gain an understanding of how the people around her function and believes she is “pretty good about figuring out how people work, what motivates them.”

Erin’s style leans toward interpersonal orientation and she is able to effectively complete tasks using it because she understands “how this person works, and how I can best work with them to get the goal accomplished.”



Heather Harmon

(BSBA '05) Marketing and International Business
Customer Planner, Pinnacle Foods
New York City, N.Y.

Labyrinth Principle: How to Blend Agency with Communion

One of the toughest lines for any leader to walk is between action and collaboration. People expect leaders to take charge, but women face the added challenge of negative perceptions for being deemed too assertive. In order to avoid creating a negative perception, effective leadership for a woman needs to demonstrate a delicate and deliberate balance of being both assertive and approachable.

Heather Harmon has worked in male-dominated cultures throughout her career and has had to learn how to blend components of agency and communion in her leadership style. She expressed the challenge she has experienced, and still faces today, of walking the fine line between assertive versus aggressive and personable versus passive. To gain the trust of her male colleagues, it was imperative for her to temper her emotions and speak in a fact-based manner. This allowed her to separate herself from stereotypical gender norms about females being emotional.

Says Heather: “As a young, female leader, speaking intelligently and in a fact-based manner about your business establishes

credibility. The more you can do that, the more value-add you become, and over time, age and gender aren’t factors anymore.”

Currently a mentor to two young women at her company,

“As a young, female leader, speaking intelligently and in a fact-based manner about your business establishes credibility. The more you can do that, the more value-add you become, and over time, age and gender aren’t factors anymore.”

Heather is passionate about supporting other women’s career development and expanding female presence in leadership positions. In order to make an impact as

a leader, Heather suggests providing strong recommendations through a positive communication style. Furthermore, she offers her mentees this advice: “Preparedness is key — know your business and facilitate a fact-based conversation to give you credibility. You want to take a definitive stance on the insight or recommendation you’re providing, but always be open to feedback.”



Lauren Olson

(BSBA '06) Finance

Senior Associate, Dimensional Fund Advisors
Austin, Texas

Labyrinth Principle: Resisting Women in Masculine Domains and Leadership Roles

Masculine domains create difficulties for women who are expected to act in a communal fashion but may need to take charge to be successful. Research shows that male leaders who show stereotypically feminine qualities, such as empathy and openness, face no penalty for it, while female leaders who display stereotypically masculine qualities, such as assertiveness, are resented.

Lauren Olson found that the further she progressed in management, the more her peer group was dominated by individuals who prioritized assertive leadership qualities while downplaying the role of emotional collaboration and empathy. Lauren brought a distinct mix of these qualities to the table. She describes her leadership technique as being “constantly open with people — not just people that work directly with me but also with my peers and managers.” In an environment in which other managers turned to authoritative leadership techniques that often shut down input from employees, Lauren says her assertive but empathic style fosters a more open environment that encourages all co-workers to act in a similarly supportive manner.

Lauren has observed that when lines of communication are not open, it can cause harm and create discontent among employees, as people are ultimately happier when they can be open and be themselves. Looked at another way, if a person is struggling in their job and feels uncomfortable speaking with a manager it can create a vicious cycle. Says Lauren: “They feel like they’re not being supported, they feel like they can’t talk to anyone, they get bitter.”

Not everyone has accepted Lauren’s leadership style. “A couple of people said that I was too emotional,” she reports. Lauren interprets this manifestation of the double bind, saying, “When a man gets mad and yells at somebody, that’s not emotional, that’s power, right? And then when a woman is talking to somebody about, let’s say, something that somebody is struggling with, professional or otherwise, that’s seen as a weakness or as being too emotional.”

Lauren has received feedback that there is an emotional component to this approach that others might not be as comfortable with. And yet this more empathetic approach has overwhelmingly paid off in terms of productivity and employee satisfaction on Lauren’s team. It’s also paid off for Lauren – she’s risen through the corporate ladder at a blinding pace and worked at offices located in Singapore, New York City, and Austin. She attributes her professional success to a rule she always follows: “Don’t be afraid to ask questions, get engaged, challenge people, and find your voice. There is nothing wrong with speaking up as long as you’re doing it in a respectful and professional way.”

“Don’t be afraid to ask questions, get engaged, and challenge people, and find your voice. There is nothing wrong with speaking up as long as you’re doing it in a respectful and professional way.”



Liza Neft

(BSBA '00), Finance

Financial Analyst, Lewis-Goetz & Company
Pittsburgh, Pennsylvania

Labyrinth Principle: Transformational, Transactional, and Laissez-Faire Leadership

Of three categories of leadership, research has found transformational leadership to be the most effective, while only certain aspects of transactional leadership are effective and laissez-faire leadership is ineffective. Transformational leadership involves establishing oneself as a role model and empowering followers. A specific aspect of transformational leadership is individualized consideration, which is more culturally feminine.

Liza Neft, who works as a financial analyst for a company that manufactures fabricated industrial rubber products, is quick to note that her leadership style is different from that of most men. Says Liza: “It certainly has more feminine personality, but I think it works. I don’t think yelling at people or belittling people or stressing them out is necessarily going to get good results.”

Instead Liza emphasizes the importance of listening and making people feel heard. As a result, her colleagues feel like their contributions matter. She tries to make herself approachable so that no one ever feels intimidated to ask her questions. “I think I’m a really good teacher and that’s

something that I pride myself on, so it’s usually pretty successful.”

Liza’s leadership style clearly focuses on her team and their needs, while trying to develop and mentor each individual. She is always willing to stand up for her team members, which further demonstrates her commitment to individualized consideration. Liza’s leadership style showcases numerous aspects of transformational leadership, which goes to show how effective this style truly is in practice.

“I think I’m a really good teacher and that’s something that I pride myself on, so it’s usually pretty successful.”

Work-Life Balance

Though work-life balance is becoming more of a priority at many companies, it still proves to be an obstacle for women trying to cultivate both a family and a career. While men have increased the amount of housework they perform, women still dedicate more hours to childcare and chores, and have less leisure time than men. Furthermore, the amount of time spent on childcare has actually increased since earlier generations, as cultural changes emphasize more hands-on parenting. In managerial positions that require long hours, women may feel pressure due to lack of time for themselves and family. This challenge is further exacerbated by the fact that typical child-bearing years generally coincide with the time during which an important foundation is built for a successful career. Moreover, temporarily leaving a job or working part-time can put women at a disadvantage in relation to pay and advancement opportunities.

In order to overcome this barrier, society must continue to advance toward equality in distribution of labor and childcare.

FEATURED IN THIS SECTION



Vanessa Manz



Beth Seabright



Gena Neugebauer



Vanessa Manz
(BSBA '00), Marketing
Senior Manager, PPG Industries
Pittsburgh, Pennsylvania

Labrynth Principle: Equal Distribution of Household Labor

Finding the elusive work-life balance is one of the biggest obstacles working women face. Although time spent parenting has increased for moms and dads alike, women still provide more childcare and have less leisure time than men. A supportive partner can make all the difference in the quest for balance.

Instead of exiting the workforce after having children, Vanessa Manz started a business. Later, she was able to re-enter the corporate world with this unique experience under her belt. She explained the influence of female role models in developing her work character, which she describes as “instead of thinking of work and family as two separate entities, how do I think of them as both parts of myself so that I didn’t feel like I was ever being torn in two directions?”

“You can do both. It’s okay to identify as something other than a mother; it’s okay to identify as a professional.”

This mentality allows her to be successful as a professional and as a mother. Says Vanessa: “You can do both. It’s ok to identify as something other than a mother; it’s ok to identify as a professional.” She emphasizes the importance of surrounding yourself with positive female role models who also are balancing a family and their job.

Over time, her relationship with her husband has changed. In a dual-income family, there is sometimes the expectation that one spouse will have the power career and their career will take precedence over the other person’s career. “In my relationship with my husband we’ve kind of shifted that back and forth,”

Vanessa says. “Originally my career took the front burner, and we moved around the country and he took care of our children when they were young. When we were running our businesses,

he kind of took over. As we’ve transitioned back, he has a job with a startup and I’m at PPG, and I’m traveling a lot and have a greater leadership in my role, so it’s shifted back.”

In order to be successful in any role, Vanessa firmly believes in having a supportive partner and supportive family who are flexible.



Beth Seabright
(BSBA '00), Marketing
President, Seabright Group
Pittsburgh, Pennsylvania

Labyrinth Principle: Flexible Work Environment

Family responsibilities can add difficulties to a woman's path through the career labyrinth. Women who temporarily leave the workforce to have and care for their children often face a wage gap when they return.

Though Beth Seabright originally aspired to be a brand manager, she found that her dream job wasn't what she had imagined it to be. Beth found her passion in professional services marketing and has worked for law, accounting, and architecture firms in this role. Today, she runs her own business. However, it wasn't a straight path to this point for Beth, who moved through several jobs before creating Seabright Group, a coaching, training, and consulting firm that helps businesses and professionals to improve their business development efforts.

"No one is going to be looking out for your career but you. It's important to make sure you always ask for what you want," Beth says.

"No one is going to be looking out for your career but you. It's important to make sure you always ask for what you want."

Beth's entrepreneurial motivations are fueled partly by her desire to give herself more flexibility to balance work and family. Prior to starting Seabright Group, Beth created her own part-time position at the law firm where she worked because it gave her the flexibility she needed after having her first child. Today, Beth is the mother of three, and having the flexibility associated with running her own business means working fewer hours than she would in the corporate world and taking on clients who are understanding of her being a working mom. "It's not uncommon for a conversation on the phone be interrupted by a little voice asking for a glass of milk."

"I'm able to balance my hours because I have my own business," Beth says.



Gena Neugebauer
(BSBA '99), Accounting
Director, International Tax Services, PwC
Pittsburgh, Pennsylvania

Labyrinth Principle: Job Preference and Studies of Promotion

The metaphor of a glass ceiling stems from the idea that it is difficult for women to advance in an organization once they reach a certain point. That extra discrimination exists only at the top may be an illusion — in truth discrimination exists uniformly for women at all levels of organizations.

Gena Neugebauer has been to many business seminars and client meetings where she has been the only woman in the room. She attributes the shortage of women at the top of organizations to the fact that women face unique challenges in terms of starting a family. Says Gena: “It seems like females take a slower path because they are having children. There are definitely times when women peel back because they focus on something else for the time being.”

While child-rearing isn't a form of outright discrimination, that doesn't lessen the negative impact it can have on women's careers. Gena believes this is due to the fact that it can be next

to impossible for women with lots of family obligations to manage the heavy workload of certain fields. “It's more from women trying to balance everything in their lives. And that

“I see the struggles that some of the other women have and most of it isn't really an obstacle from a discrimination perspective but more from trying to balance everything in their life.”

is definitely something I am not a stranger to because you can work all day every day and still have things to do, especially in a professional services organization.”

Gena emphasizes the importance of taking time for yourself and being clear about the boundaries between work and your life because “your career isn't going to go off the rails because you decided you needed a week of vacation.”

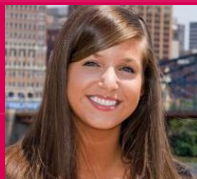
Company Culture

Challenges related to organizational culture can prove to be quite difficult to overcome. Company culture influences everything that occurs in the workplace, including how social capital is formed and how employees advance within the organization. Since culture is so pervasive, if that culture is one that tends to exclude women, it can be much tougher for women to network their way to success. If the culture dictates long hours and extensive travel, women may feel even more intense pressures in trying to balance family with work. In addition, the forms of outright discrimination, harassment, and sexism that still exist today can thwart the progress of women in an organization.

FEATURED IN THIS SECTION



Janine Ciranni



Jessica Presutti



Sara Conroy



Stephanie Stano



Janine Ciranni

(BSBA '07), Finance

*Vice President, Specialized Industries Treasury Sales Officer, Bank of America Merrill Lynch
Charlotte, North Carolina*

Labyrinth Principle: Networking in Male-Dominated Company Culture

The culture of an organization defines how relationships happen and how social capital is shared across people. Women face additional networking challenges because they can be a minority in some organizations and because they may face additional family obligations that limit their time after hours.

Janine Ciranni attributes her success in the banking industry to her ability to network with colleagues both inside and outside of the office. Building relationships means working with people on their level.

“This is a very male-dominated industry,” Janine says. “One thing I would tell my younger self is, Janine, you need to take time out of your schedule to learn how to golf. I look at a lot of other male colleagues that I have who participate in many golf tournaments. In our industry, there are many, whether it’s for our clients, their foundations, or another charity.”

The golf course, according to Janine, is the place “where relationships are built and deals become tangible. In a more

“laid-back environment” you have the ability to become a trusted advisor and build rapport with your clients.” Janine has used networking to her advantage and gives this advice for how to make a powerful impression: “You can’t be afraid to speak up. I’m frequently in meetings where there will be only two or three females at the most, including myself, in the room. You have to do your research on the subject matter at hand. Make yourself known. Show your pro-activeness and intelligence about whatever is being discussed.”

By asking intelligent questions and doing her research, Janine is always able to contribute to the discussion and is never left quietly sitting in the background.

“You have to do your research on the subject at hand. Make yourself known. Show your pro-activeness and intelligence about whatever is being discussed.”



Jessica Presutti

(BSBA '10), Marketing

Brand Manager for Pet Supplements, GNC

Location: Pittsburgh, PA

Labyrinth Principle: Navigating a Male-Dominated Workplace

Fitting into an organization's culture can be difficult for anyone, but sometimes more so for a woman due to cultures that are male-dominated. It is important for women to identify what type of culture exists in their organization so they can craft the best strategy for building social capital.

Within two weeks of her graduation from Pitt Business, Jessica Presutti landed a job at an advertising agency and eventually became an account executive working for several different firms in Pittsburgh. Later on, she landed a job at Merkle as an SEO search specialist. The company was attractive to her because it offers a women-focused leadership program and has several women in upper-management positions. This was quite a contrast from the environment at the advertising agencies for which she had worked previously.

“At times they resembled a boys club where I would be asked to do tasks such as setting up snacks and water for clients, whereas another male coworker who was the same level as me wouldn't be asked to do those chores,” Jessica says.

In order to ensure that she was treated as a valuable member of the team, Jessica would strive to come across as friendly and direct, and demand to be taken seriously. While some male colleagues would simply say whatever came to their mind,

Jessica was more cautious, but in time she realized she needed to make her voice heard.

“You need to get rid of being self-conscious about speaking up and just be bold. Even when I had a small point to make, it was important that I was heard.”

“You need to get rid of being self-conscious about speaking up and just be bold.” Jessica realizes now that it made a big difference in her career because “even when I had a small point to make, it was important that I was heard.”



Sara Conroy

(BSBA '07), Accounting

Assistant Professor of Accounting, Community College of Allegheny County
Pittsburgh, Pennsylvania

Labyrinth Principle: Sexual Harassment as a Barrier

Men, in particular, may resist female leadership because men possess more status in society. This barrier can manifest itself in many ways, including through sexual harassment, which affects, by one estimate, up to 58 percent of employed women.

Sara Conroy began her career in public accounting at a large firm in Pittsburgh. The office, at the time, had no female partners out of the 28 partners there and Sara faced several difficulties due to her gender.

“I was criticized for what outfits I wore, how my hair looked, what makeup I wore, what shoes I wore. I was brought into offices many times and had people — even other women — criticize me for how I looked, called me names, and said I looked unintelligent, even though obviously I had the grades and intelligence to be in that situation.”

Despite these challenges, Sara excelled in public accounting. She worked with large clients at first, then eventually moved to a smaller firm where she did specialty project work and was able to pursue her master’s degree. After leaving public accounting to start a career in teaching, Sara found that forms of harassment didn’t cease.

“Even in the academic world women still face similar challenges. Women are still the victims of harassment and female professors are outnumbered in traditionally male-dominated subject areas. In general, at colleges, it is known that Title 9 violations happen against women. If they occur at our campus, the complaints go to the office of diversity and inclusion and the HR office to be investigated.”

Fortunately, her institution has specified procedures and policies in place that women can follow in order to speak up about sexual harassment when it occurs. However, Sara has also developed her own strategies for dealing with harassment. She advises others who are victims to do the following: “Take the standpoint of not being a victim, and say, ‘I’m not doing anything wrong. This person is the person doing something wrong. It’s their behavior that’s wrong, not mine.’”

“Take the standpoint of not being a victim, and say, ‘I’m not doing anything wrong. This person is the person doing something wrong. It’s their behavior that’s wrong, not mine.’”



Stephanie Stano

(BSBA '99), Marketing

Eco-preneur & Corporate Sustainability Consultant
Portland, Oregon

Labyrinth Principle: Studies of Wages and Gender Prejudice

The wage gap between women and men has been decreasing for decades, but the discrepancy still remains. Even when accounting for years of education and job experience, women are paid less than men. Women also face discrimination in terms of obtaining, maintaining, and advancing their careers.

Prior to launching her own business, Stephanie Stano held positions at various companies at which she was quite successful. However, some positions came with challenges related to sexism. From being required to attend work meetings at strip clubs, experiencing inappropriate physical contact and lewd suggestions from direct supervisors, and being reprimanded for not knowing her “place as a woman,” she has experienced an array of gender bias in the workplace.

She recalls one particularly troubling incident: “One time I was going through my review, which was very positive, and I asked for a raise. My boss flat out told me that I didn’t deserve to be paid more because a man would provide for me. I said, ‘Well, I’d like to provide for myself.’”

“I seek advice and surround myself with men and women that I know support me.”

Despite encountering various levels of sexism during her different jobs, Stephanie has found ways to counteract the difficult challenges. “I tried to find other women in the company who had been there a while. I usually try to ask them for advice, or I seek advice and tend to surround myself with men and women that I know support me.” In addition, Stephanie likens the workplace to an ecosystem, noting that for each position within the system there are predators, just as there are symbiotic relationships that allow the whole system to thrive. As such, she maintains a positive perspective that the challenging experiences she has encountered are not representative of the entire system and believes it takes everyone to champion for workplaces that foster equality.

Career Advancement

The importance of social capital, or relationships with others, is an important component of leadership. The support of other people can typically be described in one of three categories: mentors, sponsors, and networking. Although the terms may be used interchangeably by some, there are certain distinctions to be made. Networking is the broadest term, used to describe the general relationships formed with other professionals. Mentors can be found both in the professional and personal facets of life and are generally considered to be those from whom advice is sought and a close relationship is formed. Finally, a sponsor is the most specialized term in that it typically describes a person of higher status in an organization who will vouch for and promote the career of a person of lower status within an organization. Women tend to possess less social capital than men, which can be attributed to many reasons, including lack of time to network and difficulty breaking into male-dominated circles. However, social capital is vital to success in an organization.

FEATURED IN THIS SECTION



Joan Kuhl



Kim Harclerode



Prachi Gupta



Jacque Skowvron



Joan Kuhl
(BSBA '01), Marketing
President and Founder, Why Millennials Matter
New York City, New York

Labyrinth Principle: Mentors

Mentors are important resources that help women excel in their careers. Mentors aren't necessarily friends, nor do they have to be female. In fact, it is best to find mentors of both genders, and in various stages of their career. The impact of a mentor comes from those who can best guide one's career and give advice.

The ideal mentoring relationship is reciprocal and natural. Some organizations offer formal mentorship programs, yet women should seek mentors regardless. Joan Kuhl has a huge variety of mentors from different industries for whom she relies on for various needs and many of them are alumni from the University of Pittsburgh. Her mentors are people with whom she feels a connection, even if they work in a wholly different industry or in a totally different role.

*"You can't force mentorship.
It has to be a two-way street."*

"At the start of the mentorship, we just have to get to know each other and if it works, it works. So I think I have some value to add to your life and you think you have some value to add to my life, it has to be a two-way street," Joan says.

Joan says it is extremely important to maintain the relationship. "Seventy percent of the work is on the protégé or the mentee

to manage those relationships and keep them alive." While mentors may exist in a variety of capacities, sponsorship is more clearly defined. "The difference with sponsorship is specifically your career. The sponsor has to be somebody who is at least two levels higher than you, who is in a senior leadership position, and who can advocate for you, put you up for visible assignments, and provide air cover for you when you're not in the room."

To make this relationship work well, it is up to the mentee to be invested in the mentor's brand. Joan has found the mentoring relationships that she's made have had a very positive impact on her career.



Kim Harclerode

(BSBA '09), Marketing

Trade Development Manager, T. Marzetti Company
Columbus, Ohio

Labyrinth Principle: Advice for Navigating the Labyrinth

Building social capital is a powerful tool for women who strive to advance their careers. A person's networks can be built in a number of ways, one of which is not being afraid to go up the ladder in establishing personal connections.

Kim Harclerode's successful marketing career began at Hershey Company after she graduated from Pitt Business. She moved into category management at Smucker's and then to her current position in trade development management at T. Marzetti Company.

She attributes her success in navigating the labyrinth to several factors. Chief among them is having a strong work ethic.

Says Kim: "I think it's what you do off the clock at work, and I think it's what you do off the clock in college that really determines your future." Secondly, Kim's bold determination led to her establishing powerful connections among people very high in the ranks. "I didn't see a title as an issue when I had

a first job," she says. "I remember saying, 'Oh, you're a VP of marketing? Awesome. Let's chat.'"

Kim admits it can be difficult to be a female manager because you can come across as "bossy," but she has struck a balance by trying to understand the people she works alongside. She is passionate about her career and in helping students and she advises working for something that really matters. At times Kim can be a self-described workaholic, but recognizes that there is more to life than work. "Work is part of life," she says, "but I would recommend not making it your whole life."

"I didn't see title as an issue when I had a first job. I remember saying, 'Oh, you're a VP of marketing? Awesome. Let's chat.'"



Prachi Gupta
(BSBA '09), Finance; (BA '09), English Writing
Senior Writer, Cosmopolitan.com
New York City, New York

Labyrinth Principle: Standards of Competence

Exceptionally qualified women may find difficulties in career advancement because they are often held to a higher standard of competence than men. In fact, a woman must prove herself to be more competent than a man in order to be perceived as equally qualified. Compounding the problem is that women may be disliked for boastfulness, which leads to women not owning their own success.

Prachi Gupta knows what it's like to experience imposter syndrome. As she puts it: "It's where you think that you don't belong there, you think that you're a fraud." She experienced it during a career change, moving from management consulting in 2011 to embrace her true passion for writing. Despite this unconventional career path, Prachi has proven herself time and time again in the journalism field, working her way up from an unpaid intern at Gawker in 2012 to her current role as senior writer for Cosmopolitan.com. Her career highlights include covering the Sundance Film Festival, interviewing First Lady Michelle Obama, and reporting on the Syrian refugee conflict in the Middle East.

"Men and women both suffer from this feeling, but I think studies have shown that it's a bigger problem for women. They're just more humble and more quick to think that they got somewhere because of luck than because of hard work," Prachi says.

While humility is encouraged in women leaders, giving in to the feelings of imposter syndrome can be detrimental to one's career. Says Prachi: "If you're not going to advocate for yourself, stand up for yourself, or put yourself up, no one else will. That can really hold you back."

"If you're not going to advocate for yourself, stand up for yourself, or put yourself up, no one else will. That can really hold you back."

Eventually, Prachi realized that her self-doubt was harming her career. "I thought I was just trying to be humble," she says. "Then I realized I was actually sabotaging my career by not being positive and being really hard on myself, and that wasn't going to do me any favors."

Prachi has overcome the difficulties associated with imposter syndrome by surrounding herself with positivity and inspiration. It was helpful for her to "listen to positive things that my friends and colleagues and editors were telling me about my own work, and to try to internalize them a bit." Now that she has addressed the issue, she advises others: "I no longer feel like I am an imposter... for a long time I couldn't take a compliment about my work. I did not feel like I really belonged in the journalism world, whereas now I do."



Jacque Skowvron
(BSBA '09), Marketing
Manager of Communications, DICK'S Sporting Goods
Pittsburgh, Pennsylvania

Labyrinth Principle: Negotiation

Negotiating is key to promotion and recognition in anyone's career development. In this realm, women face a combination of outright discrimination and selling themselves short by being reluctant to draw attention to their accomplishments.

After graduating from Pitt Business, Jacque Skowvron started working for the NFL in the marketing department. She headed the high-profile NFL PLAY 60 campaign and enjoyed some incredible experiences, including going to several Super Bowls and seeing the inside of the NFL's command center in New York City.

Jacque was promoted several times during her tenure at the NFL, and attributes her success to being vocal. "I don't think you can expect your boss to come to you and say, 'You deserve to be a manger, we're going to promote you.' You really have to ask for it, and you have to not only just say, 'I want it,' but "I deserve it and here's why."

Jacque received advice early in her career from a female mentor at the NFL who told her to go into negotiations with a plan, such as bringing a current job description and highlighting

accomplishments above and beyond it. In her case, highlights included projects she successfully lead, new initiatives that were implemented under her watch, and ways she made the organization more efficient.

"You really have to ask for it, and you have to not only say, 'I want it,' but 'I deserve it and here's why.' "

She believes that having confidence in oneself is key. "I've always been confident going into a promotion conversation with a manger, and that I can back up my reasoning with many examples if questioned. I think there's also a little bit of the 'walk away' effect at play any time you're negotiating for yourself: the idea that you need me more than I need you. If you go into a situation knowing that you're the best option for the role or promotion and that the company is going to be worse off if they don't have you, then it really comes across strong and can help make a difference. There is a fine line between confident and cocky, but knowing how to gracefully toe that line can be really beneficial."

Summary on Navigating the Labyrinth

In her project, Pitt Business Honors Program student Alicia Craig interviewed 20 alumnae from the College of Business Administration about the different challenges encountered in their careers and the steps they took to become leaders. She used the book *Through the Labyrinth* by Alice Eagly and Linda Carli as her framework for cataloguing and interpreting the women's professional experiences. Five common themes emerged—the double bind, leadership style, work-life balance, company culture, and career advancement—and within each theme were overlapping principles. By successfully navigating the labyrinth, women are able to pursue a journey of discovery and break down barriers.

Double Bind

Labyrinth Principles:

- Navigating Perceptions and Making Your Voice Heard
- Obtaining Challenging Assignments
- Doubts About Female Competence
- Expectations that Women Will Be Communal

Leadership Style

Labyrinth Principles:

- Democratic Leadership
- Interpersonally Oriented Leadership
- How to Blend Agency with Communion
- Resisting Women in Masculine Domains and Leadership Roles
- Transformational, Transactional, and Laissez-Faire
- Leadership

Work-Life Balance

Labyrinth Principles:

- Equal Distribution of Household Labor
- Flexible Work Environment
- Job Preference and Studies of Promotion

Company Culture

Labyrinth Principles:

- Networking in Male-Dominated Company Cultures
- Navigating a Male-Dominated Workplace
- Sexual Harassment as a Barrier
- Studies of Wages and Gender Prejudice

Career Advancement

Labyrinth Principles:

- Mentors
- Advice for Navigating the Labyrinth
- Standards of Competence
- Negotiation

Through the Labyrinth

Closing Message from Alice H. Eagly

James Padilla Chair of Arts and Sciences,

Professor of Psychology,

Faculty Fellow of Institute for Policy Research,

Professor of Management and Organizations

Northwestern University

The principles that Linda Carli and I set forth in our book, *Through the Labyrinth: The Truth About How Women Become Leaders*, are brilliantly illustrated in Alicia Craig's honors thesis project that is presented in this digital magazine. Finding matches between these abstract principles and the everyday experiences of women who occupy leadership roles required thoughtful and sensitive interviewing. Alicia found the right balance between asking the women she interviewed to focus on the problems they faced and on their successes in overcoming them. Obviously she had good rapport with these women.

The testimonies of these women fit the message of the *Through the Labyrinth* book. Linda and I sought to portray women who are rising into leadership as facing difficulties based on gender, but difficulties that they can usually overcome with forethought and courage. To describe the situation of these women, the glass ceiling metaphor is no longer apt because it suggests a world in which women are firmly blocked from becoming high-level leaders. The glass ceiling concept also suggests that women are quite puzzled about these barriers: They fail to anticipate them because of the transparency of the glass barrier. It is essential to overturn these ideas. Instead of a glass ceiling, women face a labyrinth: It can be difficult to make one's way through a labyrinth but not impossible. Persistence is the key to success, with some tolerance for mistakes. After all, a wrong turn in a labyrinth invites going back a ways and taking a different path.

It is also essential to dispel the mystery that can disguise prejudicial barriers that women can experience in workplaces. Women should be prepared to meet such challenges. It is useful for women who are ambitious for success in their careers to understand how gender bias can operate in workplaces. As a social scientist, I think that it is essential to present principles of career progress that are evidence-based. In our book, we were careful to point to the research evidence that validates the principles that we offer. Thus, it is gratifying to see these principles in action in the concrete examples from Alicia's project. These abstractions provide interpretations that expose the gender dynamics of troublesome events. For example, women managers often experience cross-pressures of being expected to take charge but nevertheless to act in a way that is warm and friendly. Women in this situation could gain some insight by realizing that they are experiencing a double bind and then remembering that one way to deal with this problem is to blend authority and warmth. They should also recall that backlash for toughness is a reaction that many women experience: It is not a sign that they are inadequate as leaders.

Alicia Craig's project reflects an inspiring collaboration with her mentor, Associate Dean and Director Audrey Murrell. Together, Audrey and Alicia recognized the value of matching the principles in the labyrinth book to the lived experience of women who become leaders. The result is a digital magazine that deserves to be read, especially by young women who are beginning their career journeys. They are entering a labyrinth that has their career goals at its center.