Index

accident rates 247–8
acid attacks 354
‘action empathy’ 64
Adams, A. 152
‘adapting–selecting’ process 318
advancement of women
and business schools 26–7
and child care 36–9
and corporate masculinity 18–19
and feminism 34–5, 41
and gender stereotypes 217–18, 228–9
and ‘having it all’ 30–31
helpful actions towards 41–2
and human resource management 28
increase in senior-level roles 12–13
and language of leadership 19
and leadership 388–91
and male backlash 22–6, 356–7
and male privilege 17
and marriage 95–7
and masculinization of organizations 11–12, 13–14, 19–21, 42–3
and men who ‘get it’ 40–41
new reality 31–3
and organizational change 43–4
and ‘representation gap’ 13
in sciences 291–302, 316–28
and sponsorship 41
and stereotype threat 280–84
and talent management 28–9, 30–31
unequal access to jobs 27–8
and work–family role system 95–6
affirmative action 337
AFL (Australian Football League) 421–2
agency prescriptions 260
agentic OCB (organizational citizenship behavior) 21
agentic women 22–3, 224–7, 337, 346–8
aggression 63, 64–5, 80–81, 100–101, 139–40, 142–3, 240–41, 250–51, 253
AIAI (Anger-Irritation-Aggravation-Impatience) 143
Airco (airline) 200–201, 209, 211–12
Albion, Mark 112
alexithymia 65–7
al-Shihan, Mazin 352
Alsop, Marin 13
Ambady, N. 276
ambiguity 220–22
ambition 15, 389–90
anti-feminist movements 23, 351
Aquino, K. 21
architecture 201
Aronson, J. 271
ART (Alexithymia Reduction Treatment) 67
artefacts 201
Ashcraft, K. 81
Association for Women in Science 320, 322, 323
Astrachan, A. 342
asymmetric gendered power relations 87
asymmetrical boundary permeability 374, 378–9
Aulakh, R. 353, 354
authoritarianism 18
avoiding challenges 280
Aziz, S. 175, 176, 184
Badalament, J. 37
Bank of Montreal 40
Bartz, Carol 13
Baumeister, R. F. 42–3
belonging, sense of 275–6
Ben-Zeev, T. 278
Bergeron, D. M. 21, 281
Beutell, N. J. 366
Bhawe, N. M. 281–2
‘Big 5’ personality traits 175–6
Bilimoria, D. 295
biological antecedents (of workaholism) 178
biological gender differences 56, 134, 197–8, 205–6
Black, S. 357
Blanchard, Ken 107
Block, P. 98, 101–2
Bolton, S. 127, 128
Booth-Kewley, M. 143
Borman, E. 19
Boston University Fatherhood Project 65
Bowring, M. A. 79
BP (British Petroleum) 105–6
Brannon, R. 59, 136, 159
Brooks, P. 27
Brown, R. P. 273
BSRI (Bem Sex Role Inventory) 58
Buck, R. 61
Bulcke, Paul 40
bullying 19–20, 255
Burchell, B. 151
bureaucracy 94–5
Burke, R. J. 22, 142–3, 144, 153–4, 155, 160, 177, 182, 184, 185, 344–5, 357
Burnette, J. L. 283
burnout/exhaustion 150, 182, 370–72, 375
Burton, Robert 18
business schools case studies into 236–8, 240–43
and masculinity 234, 235–6, 238–44
schemes to improve gender representation 235, 236
under-representation of women in 234, 235–6, 243
and ‘unspeakability’ of gender 234, 236–8, 240, 243
Butler, J. 118
‘bystander intervention’ campaigns 420
Cadinu, M. 272
CAIB (Columbia Accident Investigation Board) 102, 104
capitalism 85, 144
career success/personal failure’ phenomenon 155–6
Carlson, D. S. 375
Carnes, M. 282
Caruso, C. 148–9
Case, S. S. 322
Catalyst (women’s advocacy group) 16–17, 27–8, 33, 389, 391–2, 395–7
catch-22 situations 254–7
Challenger (space shuttle) 22, 43, 76, 94, 102–5
channelling emotions 61–2, 64
CHD (coronary heart disease) 141–2, 143–4, 157
childbirth 16, 31, 316
child care and barriers to women in sciences 301–302, 313–14, 316, 318–26
and commitment 299
and dual-career couples 35–6
and flexibility 36, 38, 39
and ‘having it all’ 31
on-site facilities 16
and parental leave 36–7
and work–family role system 95–7
and working hours 207
Chu, C. 174
Citadel Military College (South Carolina) 336
Clark, A. E. 152
Cobb-Clark, D. 97
Cockburn, Cynthia 81, 195
Coe, Trudy 210
‘coercive control’ 408

cognitive antecedents (of workaholism) 177–8
cognitive mechanism (in stereotype threat) 272
Cohen, G. L. 279
Cohen, J. B. 143
Colbeck, C. 324
Collins, Jim 108, 110
Collinson, D. 18, 208–9
Index

Columbia (space shuttle) 94, 102, 104–5
commitment 298–9
‘common stressors’ 368
communal OCB (organizational citizenship behavior) 21
communication 225
competence 299–300
Connell, R. 75–6, 85
contextual engagement 307–8, 311–14, 317
contradictory resistances 80–82
Cooper, C. L. 152, 182
CoPs (communities of practice) 397, 399
Corish, Katherine 200
corporate masculinity
  costs of 43, 140–41
  dimensions/foundations of 18–19, 94–101
  dysfunctions of 101–6
  and feminist leadership perspectives 106–11
  and language of leadership 19
  and leadership 98–101
  management paradigms 97–102
  and work–family role system 95–7, 98
Coser, Lewis 94
counselling 413
Cramer, P. 376
Crandall, C. S. 277
Cranfield University 40–41
critical dialogue 397–8
Croizet, J. C. 271–2
crossover effects (in work–family balance) 367–79
Csikszentmihalyi, M. 154
CSMM (critical studies on men and masculinities) 75–6, 84–5, 87
Cuberes, D. 387
cultural exclusion
  and biological gender differences 197–8, 205–6
  equal opportunities policies 202
  and informal networking/socialising 208–10
  and management style 204–6
  and masculinization of organizations 14
  and organizational cultures 193–6, 197–8, 213–14
  and public/private divide 203–4
  and sexuality 210–12
  and working hours 206–7
cultural performance 122, 130
culturally approved violence 353–6
Cunningham, J. 61, 184
Cusk, Rachel 42
Danaher, K. 277
David, D. 59
davies, P. G. 284
de Geus, Arie 108–9
death threats 335, 336
Decker, D. L. 14
Deepwater Horizon (oil rig) 94, 105–6
DeKeseredy, W. S. 414
Deloitte (financial services provider) 39–40
Dembe, A. E. 148
demerouti, E. 373, 374
Denollet, J. 143
descriptive gender stereotypes 218–22, 228, 252–3, 295
deszca, E. 142–3
DeVault, M. L. 303
‘developing others’ 310–11
differences, celebrating 205
‘direct crossover’ 368
‘discrepancy strain’ 60
disembodied/virtual leadership dynamics 85–6
disengagement 278–9
diversity initiatives 251, 256, 395–9
‘doing’ gender 239–40
domain disidentification 275
domain identification 273
domestic violence 24–5, 405, 407–9, 410–11, 413–14, 417–19, 422
dominance proscriptions 260
‘double disembodiment’ 86
Downe, Bill 40
Drigo, R. 324
dual-career couples 35–6, 95–7, 185, 301–302
see also work–family balance
Dunlap, S. 41–2
Dunlop, Y. 97
Dunn, J. 61, 63
Gender in organizations

Dweck, C. S. 275–6
‘dynamic stereotypes’ 248
‘dysfunction strain’ 60

Eagly, A. H. 29, 281, 389
earned entitlements 17
EAs (Enthusiastic Addicts) 153–4
‘Echoes of Challenger’ (report) 102, 104
‘effective’ managers 101–2
‘effort change’ 151
Effort-Recovery model 148, 149
Eichler, Leah 335
Eisaid, A. M. 15
Eisaid, E. 15
Eisler, R. 12
Ely, R. J. 19
Emma (business school student) 236
emotion socialization 61–7
emotional empathy 64
emotional labour
  gendering/re-gendering of 121–3, 125, 128–30
  and masculinity 118–19, 123–30
  and ‘women’s jobs’ 119–21
emotional mechanism (in stereotype threat) 272
empathy 64, 113–14
empowerment 273–4
Engaging Men in Gender Initiatives (report) 197
entrepreneurialism 18, 281–2
environmental antecedents (of workaholism) 176–7
‘essentialist’ view of sex roles 56–7
Esteve-Volart, B. 387
ethical values 13
Etzioni, D. 156, 370, 379
evaluation, ambiguity in 221–2
Evans, J. 124
excessive work investment 144–6, 182
exclusion of women see cultural exclusion
expected devaluation 274–5
experience of environment 308, 311–14, 325–7
external gender bias 311–12
‘extreme jobs’ 145–6
‘face time’ 151
Fagan, C. 151
Faludi, S. 23–4, 336–9, 340, 342, 345, 350, 351
Family and Medical Leave Act (US) 140
family bias 311, 313–14
family engagement 373–4
Family Violence Prevention Fund 419
Fassel, D. 144
fatherhood 33–4, 35–7, 39–40, 159–60
Fathering (journal) 33
Faulkner, Shannon 336
Fayol, Henri 106
feedback discounting 279
Feinberg, M. R. 27
Female Advantage (book) 205
female–female conflict 20–21
feminism
  and advancement of women 34–5, 41
  and business schools 238
  and leadership dynamics 78, 79, 81–2
  and male backlash 335–6, 338, 342, 350–51
  and masculinity ideologies 60
  men supporting 41
  new leadership perspectives 106–11, 113–14
  and violence against women 406
Fifth Discipline Fieldbook (book) 109
Financial Times (newspaper) 234, 235
Fine, Cordelia 206
Finn, M. A. 413
‘firsts’ 13, 356
Fivush, R. 63
FIW (family interference with work) 366
Fletcher, J. 122, 127–8
flexibility 36, 38, 39, 323
Flood, M. 25–6
Folkman, Joseph 107
Folkman, S. 376
Follett, Mary Parker 106
Fortune Magazine 107
Frances (business school student) 237
‘frat boy mentality’ 241–2
French, Kate 213–14
Frick, D. 110–11
Index

Friedman, H. S. 143
Friedman, M. 143, 157, 160
Frone, M. R. 367, 370
Fuchs, D. 63
future orientation 307–11, 317

Galperin, B. L. 184
gaming 335
gender identities 283–4, 292–4, 325
gender role socialization
emotion socialization 61–7
and GRSP 55–7, 66
masculinity ideologies 58–60
and NMA 65–7
types of male gender role strain
60–61
‘gender schemas’ 296
gender stereotypes
and advancement of women 217–18,
228–9
descriptive 218–22, 228, 252–3, 295
future research 261–4
and health 247–8, 250, 254
implications of 227–8
and leadership 391
and male backlash 346–8
and masculinity 217–19, 223–4,
248–52
penalties for male stereotype violations 247–8, 252–61, 264–5
prescriptive 218–19, 223–7, 229,
252–3, 257–60, 295
proscriptive 257–60
and racial stereotyping 261–3
and sciences 294–5, 296–7, 324
and stereotype threat see stereotype threat
Geurts, S. 150
Gherardi, S. 199
‘gift exchange’ 126, 127–9
Gill, R. 238
Gillis, Deborah 40
Gilmore, D. 58
‘giver’ values 112, 114
Glick, P. 347–8, 390
globalization 85
Globe and Mail (newspaper) 40, 335
Godenzi, A. 414–15
Goldberg, H. 138
Good Men Project 33
Good to Great (GTG) study 110–11
Goode, W. J. 340, 345
Goodwin, Fred 196
Grant, Adam 112
Great Place to Work Institute 107–8
Green, F. 151–2
Greenhaus, J. H. 366
Greenleaf, Robert 109–10
Greif, E. B. 63
GRIP (gender role identity paradigm)
56–7, 58
‘group socialization’ 412
GRSP (gender role strain paradigm)
55–7, 59, 66
Gupta, V. K. 281–2
Gutek, Barbara 296
Hall, E. 122, 130
Ham, Linda 104
Hammer, L. B. 369
Harrington, B. 35, 36
Harris, L. C. 152
Harrison, J. C. 137, 139
Hatcher, A. S. 178
hate mail 335
hatred of women 25
Haviland, J. J. 61
‘having it all’ 30–31
Haynes, M. C. 20
health
and effects of long working hours 147–51
and gender stereotypes 247–8, 250,
254
and male gender roles 136–7,
138–40, 141–4
and masculinity 136–7, 138–40,
141–4
and workaholism 181–2
Hearn, J. 18, 211
Hegelson, Sally 205
hegemonic masculinity 59, 60, 76,
82–3, 100, 235–6, 239–42, 244
Heider, John 93
Heilman, M. E. 20, 23, 219–20, 224,
296, 346, 349
Helen (business school student) 242–3
Helgeson, V. S. 140
Hentschel, T. 219
<table>
<thead>
<tr>
<th>Name</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heppner, P. P.</td>
<td>139</td>
</tr>
<tr>
<td>‘heroic individualism’</td>
<td>297</td>
</tr>
<tr>
<td>heroic masculinity</td>
<td>82–3, 84, 87</td>
</tr>
<tr>
<td>Hewlett, S. A.</td>
<td>30, 145</td>
</tr>
<tr>
<td>Higgs Report (2003)</td>
<td>194</td>
</tr>
<tr>
<td>Hochschild, A.</td>
<td>121, 123</td>
</tr>
<tr>
<td>Hoffman, C.</td>
<td>105–6</td>
</tr>
<tr>
<td>Honolulu Heart Program</td>
<td>143</td>
</tr>
<tr>
<td>honor killings</td>
<td>355</td>
</tr>
<tr>
<td>horizontal leadership power dynamics</td>
<td>87</td>
</tr>
<tr>
<td>Hoyt, C. L.</td>
<td>284</td>
</tr>
<tr>
<td>HR (human resource)</td>
<td>28</td>
</tr>
<tr>
<td>Hussein, Ludna</td>
<td>354</td>
</tr>
<tr>
<td>ICTs (information communication technologies)</td>
<td>85–6</td>
</tr>
<tr>
<td>‘ideal worker’</td>
<td>318</td>
</tr>
<tr>
<td>‘i-deals’ (idsiosyncratic deals)</td>
<td>378</td>
</tr>
<tr>
<td>impact of gender bias</td>
<td>311, 312–13</td>
</tr>
<tr>
<td>inclusive leadership</td>
<td>385, 393–9</td>
</tr>
<tr>
<td>individualism</td>
<td>318–19</td>
</tr>
<tr>
<td>industrialization</td>
<td>94</td>
</tr>
<tr>
<td>informal networking/socialising</td>
<td>14, 208–10, 414–15</td>
</tr>
<tr>
<td>informalism</td>
<td>18</td>
</tr>
<tr>
<td>‘intellectual stars’</td>
<td>298</td>
</tr>
<tr>
<td>intentional coping strategies (in work–family balance)</td>
<td>375–9</td>
</tr>
<tr>
<td>‘internal barriers’</td>
<td>15</td>
</tr>
<tr>
<td>International Labour Organization</td>
<td>386</td>
</tr>
<tr>
<td>International Violence Against Women Survey</td>
<td>405</td>
</tr>
<tr>
<td>intervention tactics (in stereotype threat)</td>
<td>276, 277, 279, 282, 283</td>
</tr>
<tr>
<td>‘intimacy avoidance’</td>
<td>141</td>
</tr>
<tr>
<td>Investco (investment bank)</td>
<td>200, 201, 202, 211</td>
</tr>
<tr>
<td>Inzlicht, M.</td>
<td>278</td>
</tr>
<tr>
<td>IPV (inter-partner violence)</td>
<td>24–5</td>
</tr>
<tr>
<td>Isaacs, Jeremy</td>
<td>193</td>
</tr>
<tr>
<td>isolation status</td>
<td>282</td>
</tr>
<tr>
<td>James, N.</td>
<td>125</td>
</tr>
<tr>
<td>Jenkins Activity Scale</td>
<td>176</td>
</tr>
<tr>
<td>job behaviors</td>
<td>153–4</td>
</tr>
<tr>
<td>job characteristics (as antecedent of workaholism)</td>
<td>180</td>
</tr>
<tr>
<td>job interviews</td>
<td>209, 255</td>
</tr>
<tr>
<td>Jobs, Steve</td>
<td>86</td>
</tr>
<tr>
<td>Johns, M.</td>
<td>272</td>
</tr>
<tr>
<td>Johnston, D. W.</td>
<td>157</td>
</tr>
<tr>
<td>Johnston, L.</td>
<td>180, 185</td>
</tr>
<tr>
<td>Johnstone, A.</td>
<td>180, 185</td>
</tr>
<tr>
<td>Jones, Paul Tudor</td>
<td>40</td>
</tr>
<tr>
<td>Jones, R. J.</td>
<td>26</td>
</tr>
<tr>
<td>Judge, T. A.</td>
<td>348</td>
</tr>
<tr>
<td>Juni, S.</td>
<td>137</td>
</tr>
<tr>
<td>Kanter, R.</td>
<td>195, 208</td>
</tr>
<tr>
<td>Kanter, R. M.</td>
<td>96, 97, 111</td>
</tr>
<tr>
<td>Karau, S. J.</td>
<td>281</td>
</tr>
<tr>
<td>‘karoshi’</td>
<td>147, 151</td>
</tr>
<tr>
<td>Kaufman, M.</td>
<td>135–6, 158, 159</td>
</tr>
<tr>
<td>Keith, Kent</td>
<td>93, 111–12</td>
</tr>
<tr>
<td>Kelan, E. K.</td>
<td>26, 197</td>
</tr>
<tr>
<td>Keller, J.</td>
<td>273</td>
</tr>
<tr>
<td>Kelley, L.</td>
<td>183</td>
</tr>
<tr>
<td>Kennedy, J. A.</td>
<td>13</td>
</tr>
<tr>
<td>Kiechel, W.</td>
<td>178</td>
</tr>
<tr>
<td>Kimmel, M.</td>
<td>33, 41, 160, 340</td>
</tr>
<tr>
<td>Kitzinger, C.</td>
<td>211</td>
</tr>
<tr>
<td>Knights, D.</td>
<td>95</td>
</tr>
<tr>
<td>Kofodimos, J.</td>
<td>141, 156, 158</td>
</tr>
<tr>
<td>Kolhatkar, S.</td>
<td>39, 43</td>
</tr>
<tr>
<td>Kopecky, G.</td>
<td>62, 64</td>
</tr>
<tr>
<td>Korman, A.</td>
<td>143, 155, 156, 158</td>
</tr>
<tr>
<td>Korman, R.</td>
<td>143, 155, 158</td>
</tr>
<tr>
<td>Koster, Janet</td>
<td>320</td>
</tr>
<tr>
<td>Kray, L. J.</td>
<td>13, 280</td>
</tr>
<tr>
<td>Kristoff, N. D.</td>
<td>356</td>
</tr>
<tr>
<td>Krusinski, Lt. Col.</td>
<td>Jeffrey 34</td>
</tr>
<tr>
<td>Kulik, C. T.</td>
<td>278</td>
</tr>
<tr>
<td>Kullman, Ellen</td>
<td>13</td>
</tr>
<tr>
<td>Kunnanatt, J. T.</td>
<td>142</td>
</tr>
<tr>
<td>Kurpius, S. E. R.</td>
<td>413</td>
</tr>
<tr>
<td>‘lack of fit’ model</td>
<td>218, 219–20, 228, 296</td>
</tr>
<tr>
<td>Ladge, J. J.</td>
<td>38</td>
</tr>
<tr>
<td>Landers, R. M.</td>
<td>179</td>
</tr>
<tr>
<td>Landes, D. S.</td>
<td>357</td>
</tr>
<tr>
<td>Lang, I. H.</td>
<td>41</td>
</tr>
<tr>
<td>language of leadership</td>
<td>19</td>
</tr>
<tr>
<td>Lanza, Adam</td>
<td>25</td>
</tr>
<tr>
<td>Lazarus, R. S.</td>
<td>376</td>
</tr>
<tr>
<td>leader–leader relations</td>
<td>87</td>
</tr>
<tr>
<td>leadership</td>
<td></td>
</tr>
<tr>
<td>barriers for women</td>
<td>388–91</td>
</tr>
<tr>
<td>and corporate masculinity</td>
<td>98–101</td>
</tr>
</tbody>
</table>
Index

dynamics see leadership dynamics exercises 111–14
feminist perspectives 106–11, 113–14
and gender inequality 386
and gender segregation 387–8
and gender stratification 386–8
inclusive 385, 393–9
language of 19
and ‘management’ 74
power structures 391–3
and stereotype threat 280–84
‘leadership ambition gap’ 15
leadership dynamics
contradictory resistances 80–82
and CSMM 75–6, 84–5, 87
disembodied/virtual 85–6
hegemonic/heroic/post-heroic masculinities 82–4
mainstream gender and leadership approaches 77–8
and masculinity 73–5, 77–88
multiplicity and diversity 84–5
power and control 78–80
‘leaky pipeline’ analogy 307, 318, 326, 328

Lean In (book) 96
‘leaning in’ 16, 31, 96
Lépine, Marc 335–6
Leslie, L. M. 39
Levant, R. E. 62, 64, 65–7, 135
Levi, L. 150–51
Lewis, P. 121
Liang, X. 295
Liang, Y. 174
life expectancy 137, 139, 250
Lipman-Blumen, J. 80
Litano, M. A. 367
LMX (Leader–member exchange) theory 377
Lucas, William 103
Luce, C. B. 30, 145
Lupton, B. 123
Luthans, Fred 101–2

Macaskill, A. 353
Macdonald, C. 123
Maddock, S. 195
Maier, M. 18, 76
Maitland, A. 32
Major, D. A. 367, 376, 378

Major, V. S. 150
Malatesta, C. Z. 61
male backlash
and advancement of women 22–6, 356–7
and agentic women 346–8
consequences of 343–5
death threats 335, 336
defining 339–41
and discrimination against women 352
and feminism 335–6, 338, 342, 350–51
and gender stereotypes 346–8
implications of 356–7
men’s movements 23–4, 343, 350–51
penalties for stereotype violations 247–8, 252–65
predictors of 349
research into 336–9, 357–8
and reverse discrimination 342, 344, 345–6
strength of 342
violence against women 352–6
male bonding 124, 206, 209, 242, 338, 343, 408, 412
‘Male Champions of Change (MCC)’ campaign 422–3
male gender roles
confusion over 133
defining masculinity 134–5
and emotion socialization 61–7
expectations 18–19
and gender role strain 55–7, 59, 60–61, 66, 137–8
and health 136–7, 138–40, 141–4
and masculinity ideologies 58–60
as ‘provider’ 133, 140
and violence 43, 59, 137–8
management paradigms 97–101
management style 204–6
‘manager as male’ stereotype 14–15
MARC (Men Advocating Real Change) 33
marriage 95–7, 301–302
Marx, Gary T. 392
‘masculine spaces’ 119, 124–5, 129
masculinist movements 23, 350–51
‘masculinities theory’ 75–6

Downloaded from Elgar Online at 12/25/2018 06:22:35AM via free access
masculinity
and accident rates 247–8
and business schools 234, 235–6, 238–44
and ‘changing men’ 157–9
and contradictory resistances 80–82
corporate see corporate masculinity
costs of 136, 139, 140–41
and CSMM 75–6, 84–5, 87
defining 134–6, 239
‘doing’/‘undoing’ gender 239–40, 242
and emotional labour 118–19, 123–30
and gender role socialization 55, 58–60, 61–5
and gender role strain 55–7, 59, 60–61, 66, 137–8
and gender stereotypes 217–19, 223–4, 248–52
and health 136–7, 138–40, 141–4
hegemonic 59, 60, 76, 82–3, 100, 235–6, 239–42, 244
heroic 82–3, 84, 87
‘invisibility’ of 194
and leadership dynamics 73–5, 77–88
and male family roles 27, 32, 33–4
and male role expectations 18–19
and men’s power 135–6
and NMA 65–7
penalties for stereotype violations 247–8, 252–61, 264–5
post-heroic 83
power and control dynamics 78–80
redefining 159–60
re-evaluating 133
and risk-taking 247, 249–50, 251
and sexual harassment 211–12
‘transnational business masculinity’ 85, 239
and Type A behaviour 143
and weakness 247, 255
and ‘women’s jobs’ 119–21
masculinization of organizations
and advancement of women 11–12, 13–14, 19–21, 42–3
and behaviour of women 19–21
and business schools 26–7
dimensions of 18–19
disadvantages for women 11, 13–14
and discrimination in pay 13
and language of leadership 19
and patriarchal society 11, 14
and sexual harassment 14, 22
and stereotyped attributes 22–3
mass shootings 25, 335–6, 352–3
‘mastery striving’ 141
maternal identity 38
‘maternal wall’ 39, 301
Matthews, R. A. 369
Matthiesen, S. 154, 185
Maxwell, Robert 196
Mayer, Marissa 13, 16, 31
McGregor, Douglas 106, 109
McIntosh, P. 17
McMillan, L. 173, 174–5, 178
measuring gender 56–7
Mehrabian, A. 19
Meindl, J. 79–80
Men and Women of the Corporation
(book) 195, 208
men’s movements 23–4, 343, 350–51
Men’s movements in the wider society
(book) 23–4
mentoring 41, 391–2
Merton, Robert 98
Messerschmidt, J. W. 75–6
Meyerson, D. 19
‘missing’ women 355–6
Montague, Ashley 27
Moores, Sir John 200
Morgan, David 95
Morganson, V. J. 376
Morrison, A. M. 338
Moruyama, S. 151
Mosher, D. L. 140
Mosier, S. K. 173
Moss-Racusin, C. A. 249, 256, 348
Mulloy, Larry 103
‘multiple masculinities’ 82–4
multiplicity/diversity dynamics 84–5
Murphy, M. C. 276
‘My Best Leadership’ (exercise) 112–14
‘mythopoetic’ men’s movement 350
NASA (National Aeronautics and Space Administration) 103–5
National Science Foundation 275
National Violence Against Women survey 24
Index

Naughton, T. J. 175
negative crossover 368–72 (in work–family balance) 368–72
negotiation skills 280
‘neurosexism’ 206
‘new manhood’ 126–7, 129
Newtown mass killing (Connecticut, USA) 25
Ng, T. W. H. 174, 175
Nguyen, H. H. D. 271, 273
NIH (National Institutes of Health) 282
NMA (normative male alexithymia) hypothesis 65–7
Oates, W. 152–3, 171
OCB (organizational citizenship behavior) 21
OCPD (obsessive–compulsive personality disorder) 175
O’Driscoll, M. 174–5
Ogbonna, E. 152
Okimoto, T. G. 224
‘old boys’ club/network 13, 18, 41, 209, 300–301, 312, 320
O’Neill, O. A. 347
‘optimal experience’ 154
organizational antecedents (of workaholism) 178–80
organizational interventions 158–9
O’Reilly, C. A. O. 347
Oron, I. 220
Orton, R. S. 160
OSHA (Occupational Safety and Health Administration) 106
ostracism 253
overtime 148–50
PAHO (Pan American Health Organization) 420
PAQ (Personal Attributes Questionnaire) 58
parental emotion socialization 62–3
parental leave 36–7
Paris, L. D. 14
Parkin, W. 211
paternalism 18
paternity leave 33, 39, 302
patriarchal society 11, 14, 42–3, 122, 159
Pazy, A. 220
peer group emotion socialization 62, 64
perfectionism 172, 175, 183–4, 342, 353–5, 407, 415
Personal Safety Survey Australia 405
personality traits (as antecedent of workaholism) 175–6
Phelan, J. E. 348
physiological mechanism (in stereotype threat) 271–2
PI (principle investigator) 292, 324
Pierce, J. L. 125, 129
Pinel, E. C. 273
Piotrkowski, C. S. 27, 173
Pleck, J. H. 18, 56–7, 58, 60, 97, 135, 137–8, 378
political correctness 338, 340, 343, 344
Pollack, W. S. 139
Porter, G. 144, 174
positive crossover effects (in work–family balance) 372–9
post-heroic masculinity 83
power and control dynamics 78–80
‘practising’ gender 239
pragmatic orientation 308–10
predominant identities 308–9
Preston, A. E. 325–6
Prime, J. 249, 256
pro–feminist movements 23–4, 350
profit 105–6, 107–9
projected success/fulfillment 315, 321–5
Promise Keepers (Christian organization) 351
promotion rates 97, 142, 226, 335, 344
proscriptive gender stereotypes 257–60
‘provider’ role 133, 140
public/private divide 203–4
purposeful sampling 303–5
‘pyramidal politics’ 98
quality of life 12
‘Queen Bees’ 20
‘quiet revolution’ 386
quotas 22, 40, 337, 339, 341, 344, 346, 385
Gender in organizations

racial stereotyping 261–3, 279
rape 34, 405, 408, 413
Rashbaum, B. 157–8
‘rational care’ 119, 126–7
rationality 42
Rattan, A. 275–6
RCMP (Royal Canadian Mounted Police) 22
reciprocity 42
redirection 42
Reed, D. 143
relational orientation 310–11
‘re-ordering’ gender 239
‘representation gap’ 13
‘Respect and Responsibility’ program 421–2
reverse discrimination 342, 344, 345–6
risk-taking 76, 83, 235, 247, 249–50, 251
Rissler, A. 149–50
Robbins, A. S. 153, 172–3, 175, 176, 177, 185
Roberson, L. 278
Robinson, B. 160, 176, 177–8, 183
Rockwell Automation (global engineering company) 395–9
‘romanticizing’ leadership 79–80, 81, 82
Rosa, B. R. 150
Rosenthal, H. E. 277
Rosser, S. V. 299
Roussef, Dilma 13
Rudman, L. A. 253, 259–60, 347–8, 390
Russo, J. A. 185
Ryan, A. M. 271, 273
Sabbagh, S. 15–16, 96
Sargent, P. 118, 123
Sarkessian, Anita 335
Savile, Jimmy 82
Sayre, T. K. 29
Schaef, A. W. 144
Schaufeli, W. B. 182, 372, 373
Schein, E. H. 200
Schein, V. 14–15, 97–8
Schmader, T. 272
Schwandt, Klaus 387
Schweitzer, Albert 114
sciences
barriers to women in 291–302, 316–28
findings of study 307–16
implications of study 327–8
methodology of study 302–7
and transition zone 315–16, 316–20
Scott, K. S. 153
self-awareness 307–8, 317
self-confidence 283, 284
self-disclosure 138, 255, 257, 348
self-efficacy 271, 276, 280–81, 283, 284
self-esteem 177–8
self-monitoring 264, 347
self-selection 413–14
‘second shift’ work 14
Seligman, Dr. Martin 114
Senge, Peter 109
senior-level positions (women)
benefits of 12–13, 29
data on 16–17
and family commitments 16, 31
and preferences of staff 30, 77–8
and ‘Queen Bees’ 20
and stereotype threat 281–3
‘servant-leader’ practices 110–11
‘sex-role spillover’ 296–7
sexual assault 34, 82, 353–4, 406–7, 409, 412–13
sexual harassment 14, 22, 79, 210–12, 407
sexual language 206, 211, 412
sexuality 210–12, 251, 256–7
Shapiro, L. 61
Sharpe, M. J. 139
Sheppard, L. D. 21
Sherman, S 27
Shimazu, A. 182, 185
Shimomitsu, T. 150–51
Shulevitz, Judith 30
Sifneos, P.E. 65
SIH (status incongruity hypothesis) 257–61, 262, 348
Silverstein, M. J. 29
Silverstein, O. 157–8
Simpson, R. 121
single-father households 33
Sipe, J. 110–11
Index

siranni, c. 123
sirkin, m. 140
slaughteR, a. m. 30, 38
smith, adam 93
smith, j. l. 227
social comparisons (in stereotype threat) 283
social identity threat 274
social norms 223, 420
sodini, george 352–3
song, z. 374
sostek, a. 27
’sources of Personal Meaning’ (exercise) 111–12
sparks, k. 151
spence, j. t. 153, 172–3, 175, 176, 177, 185
spillover (in work–family balance) 366, 367, 373–4
sponsorship 41, 391–2
spruell, g. 171
stalans, l. j. 413
’stand up: Domestic Violence is Everyone’s Business’ campaign 422
status quo, costs of 43–4
stay-at-home fathers 33
steele, c. m. 271
steele, j. 275
stem (science, technology, engineering, mathematics) fields 274–7, 295, 300, 320
stereotype threat
and career advancement/leadership 280–84
and career decisions 274–7
and career obstacles 278–80
defining 270–71
literature on 271–4, 285
stereotyped attributes 22–3
stereotypes see gender stereotypes
stigma consciousness 273
stoker, j. i. 30
strati, a. 199
stress 181–2, 368, 370
sturdy, a. 121
’subtle discrimination’ 311–12
suppression of emotions 61–2, 64, 139–40
’surface acting’ 123
’surrogate males’ 236
swearing 206
’taker’ values 112
talent management 28–9, 30–31
’talentism’ 387
taris, t. w. 185
TAS (Toronto Alexithymia Scale) 65, 66
taylor, frederick winslow 106
taylor, s. 121–2, 123
team work/group work 20, 222
technology (as antecedent of workaholism) 180–81
teignier-baqé, m. 387
’the Courage to Raise Good Men’ (workshop) 157
thelen, m. 63
The Living Company (book) 108–9
thematic analysis 306–7
The Power of Ethical Management (book) 107
The Seven Pillars of Servant Leadership (book) 110
’think manager, think male’ framework 14–15, 97–8, 281, 335
thiokol (rocket contractor) 103
thomas, a. 211
thompson, e. h. 58, 135, 137–8
thompson, l. 322
tienari, j. 15
time management 206–7
toews, vic 22
tokenism 294–5, 325
tomlin, lily 30
Tomlinson, F. 208
Toronto Star (newspaper) 355–6
‘toxic leaders’ 80
traditional masculinity ideology 59
transactional leadership 74, 77
transformational leadership 74, 77
transition zone 315–16, 316–20
’transnational business masculinity’ 85, 239
transnational leadership 85
‘trauma strain’ 60–61
tronzo, c. l. 176
Gender in organizations

Tsongas, Paul 35
Tullberg, M. 95
Tyler, M. 121–2, 123
Type A behavior 141–4, 157, 159, 160, 175–6, 177

Ulmer, D. 143, 157, 160
underperformance 276–7
‘undoing’ gender 239–40, 242
unearned entitlements 17
uniforms 239
University of Montreal 335–6
‘unspeakability’ of gender 234, 236–8, 240, 243

Useem, Michael 392
Uzzi, B. 41–2

Valian, Virginia 296
van Beek, I. 182
Van Daalen, G. 379
Van der Hulst, M. 148, 149, 150
Varley, John 213
Villemoz, W. 120
Vincent Peale, Norman 107
Vinokaur, A. D. 368
violating gender roles 57
violence (as male gender role) 43, 59, 137–8
violence against women
and feminism 406
foundations of 407–10
and male backlash 24, 352–6
prevention of 25–6, 415–23
statistics on 405–6
in the workplace 405–6, 410–16, 417–19, 421–3

Vodanovich, S. J. 173
von Hippel, C. 283

wage inequality 13, 280, 386–7, 389
Waldron, I. 139
Walker, G. 19
Wallen, A. S. 23, 346
‘war for talent’ 12, 30
WAs (Work Addicts) 153–4
Waters, L. E. 185
Wayne, J. H. 366–7
weakness 247, 255
Weinberg, M. K. 61
Wells, L. 422–3

WEs (Work Enthusiasts) 153–4
West, C. 118, 122, 134
Westman, M. 156, 368, 370, 371, 375, 377, 379
What Holds Women Back (study) 204
White, B. H. 413
wider society, backlash in 23–5
WIF (work interference with family) 366
Williams, C. 127
Williams, J. C. 37
Williams, Joan 301
Williams, L. 120
Williams, Mike 105–6
Williams, R. 157
Williams, V. 157
Willis, P. 81
Wilson, N. 12
Wittenberg–Cox, A. 32, 40
WMFDP (White Men as Full Diversity Partners) 395, 396
Women in Business Club 237–8
‘women’s jobs’ 119–21
work addiction 152–4
‘work drive’ 172–3, 174, 175–6, 177, 179, 184, 185
‘work effort’ 151–2
work engagement 373, 375
‘work enjoyment’ 172–3, 175–7, 179, 185
work intensity 151–2
‘work involvement’ 172–3, 174, 175–6, 185
workaholism
antecedents of 174–81
consequences of 181–4
defining 152–3, 172–4
effects of long working hours 147–51, 182
excessive work investment 144–6, 182
and gender 184–5
and leadership dynamics 83
and neglect of other interests 173–4
positive connotations of 171, 172
and redefining masculinity 160
research into 171–2, 184–5
types of workaholic 153
and work addiction 152–4, 171
and work–family balance 371
work–family balance
  defining 367
  and dual-earner couples 365
  and intentional coping strategies 375–9
  negative crossover effects 368–72
  positive crossover effects 372–9
  and spillover 366, 367, 373–4
  and work–family interface 366–7
  work–family conflict 366, 369–70
  work–family facilitation 366–7
  work–family interface 366–7
  work–family role system 95–7, 98
working hours
  and commitment 298–9
  and cultural exclusion 206–7
  effects of 147–51, 182
excessive work investment
  144–6
work-in-life integration 292, 315,
  320–21, 327
World Economic Forum 387
Worrall, L. 152
WuDunn, S. 356
Xanthopoulou, D. 374–5
Yahoo (internet multinational) 13, 16
Yatin (business school student) 240–42,
  243
Yousafzai, Malala 25, 355
Zenger, John 107
Zimmerman, D. 118, 122, 134