
Index

- 70-20-10 rule 379
- AACR Model 28–9
- Accenture 400
- access to power 87, 103, 106, 234
- accommodators, career type 411
- achievers, career type 411
- Acker, J. 108–9
- adaptive leadership 155
- adolescence 172
- Adult Learning: Bridging Theory and Practice* (Merriam and Bierema, 2014) 152
- advancement of women 361
- challenges for women's leadership growth 362–3
 - developmental networks 361, 364
 - developmental relationships *see* developmental relationships
 - identity development and construction 361–2
 - relationships 364
 - positive relationships at work 365–6
- affinity groups 322
- ageism 276
- agency 57, 258, 330
- agentic values 296
- Albright, Madeleine 56, 58
- alternator, work-life management style 309
- ambition
- connotations of 181
 - de-feminization 181–2
 - definition 182, 184, 188
 - deterioration in 180
 - motherhood and 181, 187, 305–6
 - opt-out revolution 180, 180–81, 294, 305, 306
 - role incongruity and 181
 - self-confidence 189
 - self-efficacy 183, 187–8, 189
 - social cognitive career theory (SCCT) 182–3
 - study 183–4
 - boys' club 185, 186
 - close role models 185
 - defining and declaring ambition 184
 - fit 184–5
 - lacking similarity with leaders 185, 188
 - presenteeism 186, 189
 - professional services organization (PSORG) 183, 184
 - promotion 186, 189
 - self-efficacy, upbringing and support 187–8
 - social role conflicts 186–7
 - undervalued, feeling 186
 - violation of trust 185–6, 189
 - turnover theory 182
 - of women, evidence supporting 181
 - women's views of 209
 - see also* career development
- American Express 297
- amygdala 245, 248
- androgynous traits 170, 175
- Annan, Kofi 32
- applied linguistics 79–80
- archetypes
- female 29, 39, 117
 - masculine 355
 - see also* identity(ies)
- arthritis risk 149, 150
- Asilomar Declaration and Call to Action on Women and Leadership*
- advancing women in leadership 38–9, 45
 - call to action 40–41
 - declarations 39–40
 - background 25
 - genesis of the declaration and call to action 26–7
 - location and significance of Asilomar 26
 - process 27–8
 - Women and Leadership Affinity Group (WLAG) 24, 25–6, 27
 - executive summary 24–5
 - expanding leadership education and development worldwide 35–6, 44–5
 - call to action 37–8
 - declarations 36–7
 - helping girls and young women become leaders 32, 43–4
 - call to action 34–5
 - declarations 32–3
 - identifying critical areas for future research 42–5
 - increasing equality in power and decision-making 28–9, 42–3
 - AACR Model 28–9
 - call to action 30–31
 - declarations 29–30

- aspirations for leadership 45, 165, 176–7
 - evaluation of costs and benefits of leadership 166, 167, 174–6
 - implicit leadership theory 166, 167–70
 - of men 166
 - perceptions of self-efficacy 166, 167, 170–74
 - predictions of 166
 - Singer's leadership aspiration model 166
 - Stead and Elliott's leadership web 166–7
 - of women 166
- Association for Talent Development (ATD) (2016) 395
- assumptions 154, 180
 - cultural 312
 - prior, confirmation of 319
 - racial 318–19
- attribution 200
- authentic leadership theory 135, 197
 - true self 197
- backhanded compliments 319
- backlash 225
- Bahrain 122–4
- balance goals 256, 257
- barriers facing women 15, 40, 86–7
 - access to leadership roles 104
 - employment gaps 417–18
 - external 208
 - gender bias 272
 - glass ceiling 49–51, 86–7, 104, 281, 287, 290, 335, 348–9
 - implications 283–4
 - internal 209–210
 - intersectional theoretical perspectives 90–92
 - interventions
 - community group partnerships 284–5
 - gender-equity workshops 284
 - new workplace norms 284
 - spousal contributions, recognition of 285
 - lack of fit: stereotype-based expectations 87–8
- macro level
 - cultural constraints on women's own choices 273–4, 282
 - gender stereotypes 274–5
 - gender unconsciousness 275, 282
 - leadership perceptions 275
 - scrutiny 275
 - women's voices, control of 273
- meso level
 - devaluing of communal practice 276
 - discrimination 276
 - glass cliff 51–2, 89–90, 110, 277, 347, 349, 355
 - informal networks, exclusion from 276, 283
 - male gatekeeping 277–8, 283
 - male organizational culture 278
 - mentoring, lack of 277, 283
 - organizational ambivalence 278
 - queen bee metaphor 260, 278–9, 329, 330, 347, 351, 354
 - salary inequality 279
 - sponsorship, lack of 277
 - support, lack of 277, 283
 - tokenism 279
 - two-person career structure 279, 282
 - unequal standards 279–80
 - workplace harassment 203, 280
- micro level
 - communication style constraints 280
 - conscious unconsciousness 280
 - personalizing problems 281, 282
 - psychological glass ceiling 281
 - work–life conflict 281
- networking 417
- prejudice and discrimination 88–9, 409
- stereotypes shaping behavior and beliefs 92–4
- structural 363
- studies on 272–3
 - cross-sector comparison 281–2
 - differences in strength 282–3
 - similarities 282
- behavioral genetics 239, 241, 246
- Beijing Declaration and Platform for Action 4, 13, 19, 20, 26, 35, 42
- belief systems 89
- benevolent sexism 383
- bias 238
 - interpretations and observations 238–9
 - status and 106, 110
 - training and 322
 - see also* gender bias; gender stereotypes; implicit bias; second-generation bias; unconscious bias
- biological gender differences 243, 288, 336
- blood oxygen level dependence (BOLD) 240
- body language 241
 - confidence and 242, 243
 - masculine 243
- Bolivia
 - criminalizing aggression against women 12
 - gender quotas 6
- Bourdieu, Pierre 102–3
- brain scanning 239–40
- brains
 - differences between men and women 247
 - see also* neuroscience

- Bray, Lamm 216, 217
bureaucracy 101
business leadership
 financial decision-making of women 242
 gender parity 19–20
 masculine metaphors 117
 women in
 benefits of 13, 361
 CEOs 14–16, 361
 corporate boards 13–14, 54
 parity 19–20
 senior management 16–19
 slow pace of change 54, 233
- Callan, Erin 349
calling 218–19
 definition 212
 intersection with women in leadership 215
 gender role perspectives 216
 identity development and 216–18, 219
 importance of relationships 215–16
 to lead 215, 218
 purpose and 212–14
 religious background of 214
 sacred and secular understandings of 213–14
 sensing, benefits of 214
- cancer risk 149, 150
career choices 230
career development
 aged-linked stage model 411
 barriers facing 409
 career models and types 410–12
 comparison of men and women 255
 concept of career 255
 definition 409
 employment gaps, addressing 417–18
 encouragement 230
 informal networks 117
 initiatives supporting 413–14
 addressing barriers 417–18
 best practice 418–19
 developmental relationships 414–15
 developmental work experiences 415
 flexible work arrangements 417
 succession planning 416
 training and development 416
 masculine approach to 255
 maternal wall 418
 obstacles to 139
 organizational initiatives 412
 organizational support for returning-to-work women 412
 overcoming barriers 171
 perceptions of women's advancement 413
 phases of 411
 positive developments for 424
 values of managerial women at work 412–13
 see also ambition; barriers facing women; success
- career exit 180
career models and types 410–12
 accommodators 411
 achievers 411
 comparison of men and women 410
 navigators 411
 patterns in literature 410
 themes 410
- career satisfaction 371, 403, 412, 415, 416
caregiving 306–7
 fathers participating in 310
 gendered expectations 305–7, 312
- caricatures 351–2
Carter, Jimmy 208
Catalyst
 best practice organizational cultures 413
 competence–likeability trade-off 316–17
 competence of women 318
 hot jobs 382
 motivation of women 230
 recommendation to challenge gender stereotypes 320
 unappealing choices for women 363
 women filling senior leadership roles 18
 women MBA graduates 305
- catfights 330
caucases 12
centre for creative leadership (CCL) 155
CEOs 14–16
 diversity 16
 by industry 15
 perceptions of women's advancement 413
 by region 14–15
 women and assertiveness 287
- challenges
 women's leadership growth 362–3
 see also barriers facing women; gender stereotypes; media; organizational processes and systems; stress; unconscious bias; women's negative relations with other women
- challenging assignments 379, 380, 381–2, 424
 expatriate readiness 382
 glass cliff 382
 hot jobs 382
 turnaround assignments 382
- change
 individual strategies for 320–21
 at the local level 30
- change management 429
characteristics, workplace behaviors 169–70

- choice
 of career 230
 conceptual framework with leadership and success 261–3
 agency level 263
 cultural constraints on 273–4
 discourse of 258–9
 ideal worker, personal choice 258–9, 289, 291
 leaving work, personal choice 258, 305–6
 notion of 263
 societal link between women and family 259
- Clinton, Hillary 4, 55–6, 57–8
- closed posture 243
- clothing/dressing of women 107, 120, 428
- coaching 369–71
 maternity coaching 414–15
 personalized development experiences 400
see also executive coaches/coaching
- CofP (community of practice) 121–2
- collective intelligence 209
- collective programming 172, 173
- collectivism 173
- collegial peers 414
- communal practice 276
- communal values 296
- communication style constraints 280
- community group partnerships 284–5
- competence 243
 devaluation of 319
 presumption of 317–18
 women of color 318–19
- competition
 evolutionary psychology perspective 336
 social processes of 336
 women's intra-gender 330, 335–7
- complexity, in theorizing process 66, 68, 70–71
- complexity reduction 68, 69
- confidence 146, 187–8
 confidence gap 238
 culture of 189
 differences between men and women 238–9
 lack of 209
 neuroscience and 239, 241–4
 observation and measuring of 238–9
 self-confidence 189, 402
 unconfident body language 241
- conflict theory 102
- Confucianism 173
- conscious advocacy 156–8, 159
- conscious unconsciousness 156, 159
 barriers facing women 280
- consciousness-raising 76, 77
- consensual depersonalized liking 200
- consideration behavior 169
- consulting firms 398–9
- containment, holding behavior 367
- contemporary goals 256, 257
- context of discovery 66, 67–8, 69
- context of justification 66, 67–8
- contextual performance 136
- contingency theories of leadership 130
- conventional goals 256, 257
- conversation analysis (CA) 122
- conversational dominance 115
- corporate boards 13–14, 119
 gender parity 19
- corporate culture 131
- corporate masculinity 115
- cortisol 245
- coursework 379, 380, 384–5
- Cox, Jo 12
- creativity, in theorizing process 65–6, 68, 69–70, 71
- crisis
 appointment of women to board positions 51, 90
 “think crisis, think female” 51, 90, 284
see also glass cliff
- critical action 155–6, 160
- critical feminism 146
see also critical leadership development
- critical gender conscious leadership development 158–60
- critical leadership development
 critical action 155–6, 160
 critical theory 153–4, 160
 critical thinking 154–5, 160
 facilitating 152–8
 gender conscious 158–60
- critical theory 153–4, 160
- critical thinking 154–5, 160
- cultural assumptions 312
- cultural capital 102
- cultural dimensions 173
- cultural norms 172–4
- cultural reproduction tradition 102–3
- cultural stereotypes 169
- culture
 barriers to women 15
 definition 289
 developmental 373
 high-feminine 173
 high-masculine 173
 male corporate 289
- cyborg metaphor 116
- Dahl, Birgitta 11–12
- Dasein* concept 195
- Dawson et al.

- women CEOs 15
- women filling senior leadership roles 18
- Day O'Connor, Sandra 321
- de-feminization 181–2
- decision-making
 - confidence and 244
 - equality in 29, 30, 31, 42–3
- deficiency theory 50
- descriptive stereotypes 231
- desire for power 230, 338
- desired beliefs 232
- developing women leaders
 - assessing active change strategies for
 - pertinence 156
 - assessing organizational change strategies
 - adding women and stirring 157
 - creating new organizational structures 158
 - fixing individual women 157
 - small wins/changes 157
 - transforming gendered society 158
 - valuing the feminine 157
- chasm 151
- critical theory 153–4
- developmental experiences 378
 - career development 415
 - challenge, support and recognition model 415
 - challenging assignments 379, 380, 381–2, 424
 - coursework 379, 380, 384–5
 - developmental relationships 379, 380, 383–4
 - feedback 383, 384
 - mentors 383
 - sponsors 383, 424
 - disadvantages of women obtaining 388
 - disparities across gender/culture 379
 - hardships 379, 380, 385–6
 - implications for organizations 389–90
 - implications for research 390–91
 - Lesson of Experience (LoE) framework 378–81, 383, 387
 - personal experiences 379, 381, 387–8
 - support from others 383
- developmental networks 361, 364, 372
 - multiple developers 365–6
 - peer relationships 369
 - planning for the future 372
 - reassessing the health of 372
 - relationships 366
 - strategic relationships 372
 - structure and composition 365
 - supports, range of 424
- developmental relationships
 - career development 414–15
 - core categories of support functions 366
 - developmental culture of workplace 372–3
 - developmental experiences 379, 380, 383–4
 - maternity coaching 414–15
 - notion of 365
 - positive relationships at work 365–6
 - psychosocial support 371
 - relational identification 364
 - types of
 - executive coaches 367, 369–71, 414
 - learning partners 367, 371
 - mentors 366–8, 414
 - peers 367, 369, 414
 - sponsors 367, 368
- diabetes 149, 150
- difference theory 114, 117–19
 - critique of 119
- discourse theory 114, 119–24, 125
 - CofP (community of practice) 121–2
 - comparison of UK and Bahraini companies 122–4
 - conversation analysis (CA) 122
 - linguistic strategies 120, 121, 122
- discrimination 43, 88–9
 - barriers facing women 276
 - systemic, worldwide 208
 - see also* gender discrimination
- diversity 145
 - benefits of 254
 - in leadership 198, 203
- division of labor 78
 - gendered 88, 306
- doing gender 103, 332
 - well and differently 330, 332–3
- Dolan, Liz 109–10
- dominance theory 114, 115–17
 - critique of 119
- dominant leader archetypes *see* identity(ies)
- double bind 88–9, 116, 133, 138, 174, 181, 186, 294, 316, 317, 331, 363
 - Ellen Pao lawsuit
- double jeopardy hypothesis 90, 91
- double standards 39, 40, 294, 316
- education
 - gendered cultures 183
 - leadership 35–8
 - women outperforming men 148
- effective leadership 199
- elites
 - monopoly of power 102
 - reproduction of elite status 102
- emotional experience and expression 247–8
- emotional intelligence 128–33, 246–7
- emotional processing 245
- emotional regulation 248

- empathetic acknowledgement, holding
behavior 367
- empathy 247
- emphasized femininities 331
- employment gaps 417–18
- empowerment
women, political 4, 6, 7–11, 12
- enabling perspective, holding behavior 367
- entrepreneurs, women 16
- equality
in power and decision-making 29, 30
enlisting help 31
increasing 42–3
negative consequences faced by women 29
see also Asilomar Declaration
- equity theory 129
- Erikson, Erik 194
- espoused theory 154
- ethical behavior 248–9
- evaluation of the costs and benefits of
leadership 166, 167, 174–6
role congruency 174–5
time demands 175–6
value of leadership for women 176
- executive coaches/coaching 367, 369–71, 400
career development 414
external 370–71
internal 370
safe environment for women 370
self-disclosure 370, 371
self-reflection 370
- exit, career 180
- expansive posture 243
- expectancy theory 129
- expectation states theory 105
- experiential learning 155
- extra-individual factors 193, 197
- family, as gendered discourse 123, 124
- family devotion schema 306
- family-friendly workplaces 150
- family responsibilities 291
- feedback 118, 155, 175, 242, 321, 364, 383–4
negative 317
- female advantage, effective leadership 232, 296
- female archetypes 29, 39, 117
- female misogyny 329, 330, 337–8, 339
- female-normed contexts 208
- feminine characteristics 157
- femininity 173
- feminism 59
caricatured and characterized 347
representation in the media 347
see also second wave feminism; third wave feminism
- feminist poststructuralist discourse analysis (FPDA) 123–4
- fight-or-flight response 245
- first-generation bias 290
- flexibility stigma 307–8, 309–10
professional men 310
- flexible working 307–8, 417
- Follett, Mary Parker 145, 145–6, 150, 158, 160
- Foucault, Michel 120
- four-quadrant sociological framework 72, 73–4
see also paradigms
- Freud, Sigmund 194
- friendships *see* homophily; homosociality
- functional magnetic resonance imaging (fMRI)
240, 243, 244, 246
- functionalist paradigm 74–5
- fundamental attribution error 200
- Gadamer, Hans-Georg 195–6
- gatekeeping, male 277–8
- Gates, Melinda 38
- gender balance 5, 6
- gender-based leadership barriers *see* barriers
facing women
- gender bias 20, 42
barriers facing women 272
eradication of 145
focus on sexualized bodies of women 428
second-generation 42, 43, 168, 208
stereotype-based lack of fit 87–8
see also gender stereotypes; unconscious bias
- gender conceptions 231–2
- gender consciousness 154–5
fostering leadership development 156–8, 159
- gender discrimination 49–52
liberal feminist view 52–3
persistence of 53–4
- gender disparity, outdated perceptions of
29–30
- gender diversity 4, 5, 30
CEOs 16
on corporate boards 13, 14
- gender equality 12–13, 30
inclusive organizational processes 296–7
- gender-equity workshops 284
- gender gap 4–5
- gender inclusive strategies 299
- gender inequality 4
areas of 32
glass ceiling 49–51, 86–7, 104, 281, 287, 290, 348–9, 355
glass walls 52
involving stakeholders and partners 31

- liberal feminist perspectives 52–3, 56–7
- organizational regimes 108–9
- pay and conditions 148, 254
- status 105–6
- gender neutral policies 52, 53, 151, 290–91, 296, 297, 298, 428
- gender parity
 - of business leadership 19–20
 - of political leadership 4, 6
 - of women to men, achieving 20, 158
- gender performativity 345
- gender quotas 6, 11–12
 - in Bolivia and Rwanda 6
 - corporate boards 14
 - leadership 19
 - voluntary party quotas 6–11
- gender segregation 229
- gender-sensitivity practices 401
- gender stereotypes 88, 316–19
 - barriers facing women 274–5
 - confirmation of prior assumptions 319
 - double bind 88–9, 116, 133, 138, 174, 181, 186, 294, 316, 317, 331, 363
 - double standard 316
 - glass cliff 51–2, 89–90, 110, 277, 347, 349, 355
 - in-group favoritism 52, 320
 - “he’s skilled, she’s lucky” label 318
 - individual strategies for change 320–21
 - job applications 318
 - male traits attributed to leaders 316
 - strategies for organizations 321–2
 - voluntary training programs 322
 - women adopting masculine leadership styles 316–17
 - women of color 318–19
- gender unconsciousness 156, 159, 275
- gendered contexts 331
 - differences between women 334–5
 - doing gender well and differently 332–3
 - female misogyny 337–8
- gendered discourses 120, 122, 125
 - comparison of UK and Bahraini companies 122–4
- gendered expectations of work and caregiving 88, 296, 305–7, 312, 384
- gendered linguistic styles 118
- gendered organizations, theories of 148, 152, 328, 329, 335
 - see also* barriers facing women; gender bias
- gendered power relations 147, 151, 154, 156
- gendered structures of society
 - gender bias 272
 - see also* barriers facing women
- genetics, behavioral 239, 241, 246
- girl disease 165
- Girls Who Code 285
- glass ceiling 49–51, 86–7, 104, 287, 290
 - media usage of 348–9, 355
 - psychological 281
- glass cliff 51–2, 89–90, 110, 277, 347, 349, 355
- glass escalator 52, 107
- glass metaphors 49–60
- glass wall 52
- Global Entrepreneurship and Development Institute (GEDI) 16
- Global Gender Gap Index 149
- Global Media Monitoring Project (GMMP) 344
- globalization 33
- goal setting theory 129
- goals 43, 165
 - strategies for progression
 - naming 257
 - negotiating 258
 - networking 258
 - norming 257–8
 - women’s career goals 256–7
 - balance goals 256, 257
 - contemporary goals 256, 257
 - conventional goals 256, 257
 - ethnic differences 257
- Goldberg paradigm 88
- good soldier behavior 136
- Grant Thornton 17, 18
- in-group favoritism 52, 320
- guilt 304–5, 306–7
- habitus 102–3
- harassment, workplace 280
- hardships 379, 380, 385–6
 - men’s experiences 386
 - personal career difficulties 386
 - women’s experiences 386
- Harvard Business School 385
- Hasler, Adrian 20–21
- health, of working women 149–50
- heart disease risk 149, 150
- hegemonic masculinity 331
- hegemonic systems 228
- Heidegger, Martin 195
- heroic leadership 117, 150, 196–7
 - see also* post-heroic leadership
- heteronormative family system 291–2
- heuristics 104
- hidden leadership, concept of 261
- hierarchical group relationships 89
- hierarchy 123
- high-feminine cultures 173
- high-masculine cultures 173

- hiring 105, 107
 - parental status 293
 - underrepresented minorities 293
- historically infected consciousness 195–6
- Hofstede, G. 173
- holding behaviors 367
- homophily 137, 333–5, 336
 - networks 290
- homosocial desire 334
- homosocial reproduction 107
- homosociality 333–5, 336
- horizontal violence 30
- Horton Cooley, Charles 194
- hot jobs 382
- household chores 291
- human capital 361
- human resource development theory 154

- ideal-self 194
- ideal worker, concept of 259–60, 289, 291, 306, 308
- identity fit model of career motivation (IFMCM) 182, 185
- identity safety 93
- identity(ies)
 - calling and 216–18
 - complexity of 432–3
 - construction and development 361–2
 - covering 309
 - definition 308
 - essentialism 196
 - identity shift 312
 - as internal construct 194
 - multifaceted identities 312
 - multiple, tensions caused by 309
 - person and context interaction 193, 194, 195, 199
 - personal, as parent 309
 - professional 308–10
 - conflicting roles of motherhood/ideal worker 308–9
 - workplace identity 308
 - relational identification 364
 - self-concept 193–4
 - self-identity 194, 195
 - social context 194–5
 - see also* leader identity; self
- imagery 346
 - iron maiden metaphor 351–2, 353, 354
 - queen bee metaphor 350–51, 354
 - selfless heroin metaphor 352–3, 354
 - stereotypical images of women leaders 349–52
- Implementing a Critical Approach to Organization Development* (Bierema) 154

- implicit bias 154, 155, 316
- implicit identity theory 193
- implicit leadership theory 87, 166, 167–8, 198–9
 - masculine and feminine behaviors and leadership 168–9
 - prevailing and changing leadership stereotypes 169–70
 - second-generation bias and deep structure 168
- impostor syndrome 172, 209, 241
- inclusion 322
 - gender equality 296–7
 - inclusive leadership 297–9
- individualism versus collectivism 173
- inequality *see* gender inequality
- inequality regimes 108–9
- influence 43
- informal networks 227
 - for women's career development 417
 - women's lack of access to 276, 361, 363
- information peers 414
- injustices 432
- input–process–outcome (IPO) framework 131
- institutional self-assessment 322
- institutional theory 138–9
- institutional tradition 101–2
- integrator, work–life management style 309
- intensive parenting 306
- Inter-Parliamentary Union (IPU) 5, 6
- interactional styles 118, 121
- International Criminal Court (ICC) 12
- International Leadership Association (ILA) 24, 25
 - Women in Leadership Network Luncheon (2010) 26
- interpretive paradigm 77
- interruptions 115–16
- intersectionality theory 56, 57–8, 90–92
 - definition 403
 - double jeopardy 90, 91
 - intersectional framework 431–4
 - complexity of identity 432–3
 - hierarchical discourse 431–2
 - injustices 432
 - privilege 432, 433
 - problematizing women leaders' experiences 433–4
 - intersectional invisibility 90–91
 - role congruency 175
- intra-gender competition, women's 330, 335–7
- intra-gender micro-violence 330, 335, 339
- intra-individual factors 193, 197
- iron maiden metaphor 351–2, 353, 354

- James, William 193–4
 job applications 318
 justice, national judicial systems 12
- Kanter, Rosabeth Moss 106–8, 116
 Keohane, Nannerl 211
 Kleiner Perkins 320
 knowing 42
 non-logical and non-cognitive ways of 68
 personal 69
 women's ways of 67, 71
 Korn Ferry 399
- labyrinth metaphor 87, 288
 Lagarde, Christine 321
 language *see* sociolinguistic theories
 Language in the Workplace Project (LWP)
 120–21
 leader behavior 197
 leader identity 195
 authenticity 197
 executive coaching and 114
 gender and 196–8
 heroic leader perspective 197
 true self 197
 leader identity theories
 follower identity 202
 implicit leadership theory 198–9
 leader prototype approach 199, 200
 social attraction theory 200, 201
 social cognition identity theory 198,
 200–201
 social construction 198
 social identity theory 199–200
 social minorities 201
 social process of leadership 201–3
 claiming acts 202
 collective identity 202
 individual identity 201–2
 organizational structures 202–3
 relational identity 202
 leaderful practice 261
 leaders
 female gender stereotypes 260
 male attributes attributed to 316
 men are natural leaders myth 293
 stress 245–6
 leadership
 challenging traditional definitions of
 32–3
 collaboration with men 33
 conceptions of 232–3
 conceptual framework with success and
 choice 261–3
 structure and agency level 263
 crisis in 146
 development programs for women 136
 diverse ways of 261
 female advantage 232–3, 296
 gender association 232–3
 as gender-neutral activity 151
 growth, challenges for 362–3
 structural barriers 363
 hidden ways of 261
 mutual support 33
 perceptions 275
 positional 258, 259, 260–61
 quality of 146
 understanding of 32
 women owning 33
 women's experience of 108
 leadership barriers *see* barriers facing
 women
 leadership development
 critical gender conscious 158–60
 effectiveness of 147
 failings of 147–8
 gender conscious, fostering 156–8
 global deficit of leadership skills 147
 holistic approach 430, 432
 human and social capital 361
 learning and development (L&D) 146, 147
 modernist approaches 156
 multilevel and longitudinal 423
 as a priority 146
 spending on 146, 147
 understanding the “self” 152
 see also critical leadership development
 leadership education
 informal training 36
 for marginalized and underserved women
 populations 36
 for women and girls 35–8
 leadership equality 24
 leadership language and discourse 113, 114,
 119, 120
 leadership programs, women only *see* women-
 only leadership programs
 leadership self-efficacy 166
 leadership styles
 empathy 247
 gender differences in 85–6
 interactional 118, 121
 neuroscience and 246–7
 participatory 260
 relational 118, 119, 121
 traditional 39
 transactional 85, 246
 transformational 85, 86, 94, 135, 246
 leadership theory 65, 68

- leadership web 170, 174
 - place 167, 169, 172, 172–3
 - relationships 166–7, 169, 171–2
 - work 166, 168–9, 170, 171
- Lean In: Women, Work and the Will to Lead* (Sandberg) 55, 56–7, 287
- learned helplessness 389
- learning and development (L&D) 146
 - experiential 155
 - see also* training
- learning partners 367, 371
- legal-rational authority, legitimacy of 101
- legitimate authority, theory of 101
- Lesson of Experience (LoE) framework 378–81, 383
 - personal experiences 387
- liberal feminism 52–3, 56, 58, 59
- linguistic strategies 120, 121, 122
- linguistic styles 118
- linguistic theories *see* sociolinguistic theories
- liquid modernity 147
- logic 67, 68, 69
- logical empiricism 68
- long working hours 149–50, 176, 258–9
- looking glass self 194
- loyalty 123, 124
- Luther, Martin 214

- May, Theresa 4
- male gatekeeping 277–8
- male-normed theories 77, 208
- management
 - as more communal, less agentic 232
 - by objectives 129
 - participative 118–19
 - succession 416
 - see also* senior management, women in
- ManpowerGroup 20
- marginalization 345
 - of feminism 347
- Marxism 78
- masculine archetypes 355
- masculine hegemony 331
- masculinity
 - body language 243
 - cultural notions of 168
 - heroic leadership 150, 197
 - leadership as a masculine construct 115, 123
 - metaphors 117
 - normative 116
 - verses femininity 173
- master identity, gender view 354
- material self 194
- maternal wall 418
- maternity coaching 414–15
- maternity leave 292
- MBA's
 - course enrolment 384
 - graduates in senior management positions 305
 - lower salaries of women graduates 385
- McKinsey & Company 395
- Mead, George Herbert 194, 195
- meaning/meaningfulness 218
- media
 - focus on sexualized bodies of women 428
 - imagery 346, 353
 - iron maiden metaphor 351–2, 353, 354
 - queen bee metaphor 350–51, 354
 - selfless heroin metaphor 352–3, 354
 - stereotypical images of women leaders 349–53
 - influence of 344, 345
 - metaphors 347, 348, 355
 - glass ceiling 348–9, 355
 - glass cliff 349, 355
 - representations of women's leadership 344–5
 - performative heritage of gender 345
 - women's professional marginalization 345
 - social identity 355
 - social setting 355
 - stereotypes of gender 346–7, 347–8, 355
 - trivialisation of women executives 345
- meetings, times of 311
- mentors/mentoring 39, 40
 - developmental relationships 366–8, 383, 414
 - high-quality 366
 - informal/formal 367, 368
 - lack of 277
 - multiple 367–368
 - power and 227–8
 - scholarships 361
 - step-ahead mentors 369
 - women only leadership programs 400–401
- meritocracy 258
- Merkel, Angela 20
- meta-theoretical perspectives 72
- metacognition 242
- metaphors 49, 287
 - cyborg 116
 - glass
 - half empty 52–4, 58–60
 - half full 54–8, 58–60
 - glass ceiling 49–51, 86–7, 104, 281, 287, 290, 348–9, 355
 - glass cliff 51–2, 89–90, 110, 277, 347, 349, 355
 - glass escalators and walls 52
 - iron maiden 351–2, 353, 354

- labyrinth 87, 288
- masculinity 117
- media usage of 347, 348
- queen bee 260, 278–9, 329, 330, 347, 351, 354
- religious 58
- selfless heroin 352–3, 354
- Michel, Charles 20
- millennials, female 54–5, 59
- Mills, C. Wright 102
- ministerial appointments 5
- mirror neurons 247
- misogyny 329, 330, 337–8, 339
 - raging 337
- modern conflict tradition 102
- monitoring 322
- moral behavior 248–9
- Morgan Stanley Capital International (MSCI)
 - World Index 13, 14
- motherhood 172
 - ambition and 181, 187
 - devaluation of competence 319
 - maternal wall 418
 - motherhood penalty 388
 - opting out of elite leadership roles 305–6
 - workplace stigma 305
- motivation
 - to lead 211–12
 - power and 230–31
 - to work 210
 - see also* purpose
- motivational metatheory 174
- motivators to lead 3, 21
- mutuality 365

- National Institute of Adult and Continuing Education (NIACE, 2015) survey 151
- national judicial systems 12
- National Longitudinal Survey of Youth 149
- navigators 411
- negative comparisons, brain processes 244
- negative intra-gender relations 328, 330, 331, 333, 339–40
- negotiation 224, 225, 294–5, 429
 - penalization of women 317
- neoliberal feminism 56
- neoliberalism 49, 57
- networks/networking 31, 34–5, 37–8, 40–41
 - challenging gender stereotypes 322
 - developmental 361
 - informal 227, 361
 - exclusion from 276, 361, 363
 - for women's career development 417
 - old boys 290, 409
 - power and 227–8
- social network theory 109, 137–8
 - women-only leadership programs 403–4
- neuroendocrinology 240
- neuroimaging 239–40, 243, 244, 246
- neuroscience
 - confidence 241–4
 - body language 242, 243
 - experience 242
 - impostor syndrome 241
 - neuroimaging (fMRI) research 243
 - perception versus reality 242
 - physiological differences based on gender 243
 - psychology, inadequacies of 242
 - social comparison 243–4
 - in specific contexts and/or skills 242
 - emotional experience and expression 247–8
 - empathy 247
 - ethical/moral behavior 248–9
 - goal of 238, 239
 - leadership style 246–7
 - measuring and predicting confidence 238–9
 - methods and leadership
 - behavioral genetics 241
 - brain scanning and neuroimaging 239–40
 - neuroendocrinology 240
 - risk-taking 244–6
 - amygdala, role of 245, 248
 - impulsive base-reaction 245
 - stress 245–6
 - testosterone levels 245
 - women as more risk averse 244–5
- neutrality 29
 - organizational 53
- Nightingale, Florence 352
- normative masculinity 116
- norms and structures 138
 - workplace norms, new 284
- opt-out revolution 180, 180–81, 305, 306
 - promotion 294
- order 70
- organization restructuring 158
- organizational and management science
 - theories 80, 127–8, 139–40
 - advantages of 140
 - individual (micro) level
 - emotional intelligence 128–33
 - equity theory 129
 - expectancy theory 129
 - goal setting theory 129
 - self-efficacy theory 130
 - interpersonal (meso) level
 - application to women and leadership 135–6

- authentic leadership theory 135
- contingency theories of leadership 130
- leadership theories 133–4
- relationship leadership theory 130
- servant leadership theory 134
- social exchange theory 136–7
- social network theory 109, 137–8
- team effectiveness theory 131
- transformational leadership theory 135–6
- organizational (macro) level
 - institutional theory 138–9
 - organizational culture theory 132
 - resource dependence theory 132
 - upper echelons theory 132
- organizational barriers 190, 349, 355, 427
- organizational citizenship behavior (OCBs) 136–7
- organizational culture theory 131
 - enhanced effectiveness provided by women 209–10
 - male-normed 278
- organizational processes and systems
 - gender equality, solutions for 296–7
 - glass ceiling 287, 290
 - glass escalator 287
 - heteronormative family system 291–2
 - family responsibilities 291, 292
 - married men 291–2
 - parental leave 292
 - hiring 293
 - inclusive leadership 297–9
 - benefits of 297
 - leadership labyrinth 288
 - male competitive model 289–91
 - men are natural leaders myth 293
 - men helping women/minorities 296
 - negotiation 294–5
 - promotion 293–4
 - underrepresentation of female leaders 287, 288, 289, 290
 - women helping other women/minorities 296
 - women receiving help 296
- organizations
 - ambivalence of 278
 - broken 154
 - collaboration with 31, 35, 38
 - communicating family/work norms 311
 - cultural assumptions 312
 - deep structure 168
 - developmental culture 372–3
 - leadership teams 373
 - developmental experiences 389–90
 - flexible working policies 307–8
 - gender divisions 331
 - gender inequality regimes 108–9
 - inequality regimes 108–9
 - loss of effectiveness 42
 - male dominated 228–9
 - meeting times, disciplined use of 311
 - modern, Weberian notion of 101
 - numerical representation 228
 - power inequities 229
 - responsibility for gendered environments 259
 - small wins, nurturing 312
 - strategies for reducing gender stereotypes 321–2
 - support for returning-to-work women 412
 - supportive organizational cultures 413
 - women in executive roles, benefits of 409
 - work–life balance strategies 311
 - “other,” women as 195, 345, 350
- Pao, Ellen 317, 320
- paradigms
 - agency–communion 346
 - functionalist paradigm 74–5
 - Goldberg paradigm 88
 - interpretive paradigm 77
 - masculinity–femininity 346
 - overview of 72–4
 - radical humanist paradigm 76
 - radical structuralism 77–8
 - “think manager, think male” 51, 77, 87, 89, 169, 284, 346
- parental leave 292
- parental status 293, 319
- parity *see* gender parity
- parsimony 66, 68, 70
- participative management 118–19
- patriarchal culture 148
- patriarchy 331
- peers 182, 186
 - collegial peers 414
 - developmental relationships 367, 369
 - high-quality peers 369
 - step-ahead mentors 369
 - information peers 414
 - special peers 414
- perceptions of leadership 171, 348
- perceptions of self efficacy 166, 167, 170
 - influences of family and friends 171–2
 - prevailing cultural norms 172–4
 - role models and gendered vocations 170–71
 - outstanding women 171
 - overcoming barriers to STEM careers 171
 - similarity 171
- performance appraisals 321

- performative heritage of gender 345
- person–context issues in identity theory
 see identity(ies), person and context interaction
- personal authority, legitimacy of 101
- personal experiences 69–70, 379, 381, 387–8
 depletion argument 388
 leadership competencies 387
- personality traits 128, 169–70
- personalizing problems 281
- pipeline theory 16, 207, 209, 210
- Pocahontas, as selfless heroin stereotype 352
- Poe, Tayarisha 56
- political leadership, women in 4–13
 opposition to 12
 participation in parliament 6, 7–11, 54
 participation in politics 7–11, 12
 political empowerment 4, 6, 7–11, 12
- positional leadership 258, 259, 260–61
- positive comparisons, brain processes 244
- positive relationships 365–6
- post-heroic leadership 233, 349–50, 353, 354
- power
 attitudes toward 43
 conceptual factors
 conceptions of leadership 232–3
 gender and leadership behaviors, problems of 233
 gender conceptions 231–2
 definition 223
 gendered power relations 147, 151, 154, 156
 indirect strategies 231
- individual behavioral factors 223–4
 backlash, fear of 225
 gender differences in attitudes about power 226–7
 gender differences in outcomes 224
 gender differences in use of power 224–5
 status differences 226
 stereotypes 225–6
- language of 42–3
- monopoly by elites 102
- organizational factors 227
 behaviors 229
 heightened stereotype effects 228–9
 limited networks and mentoring 227–8
 motivation 230–31
 power inequities 229
 small numbers of women in high-level positions 227
 types of 42
 women's desire for 230, 338
- power elite theory 102
- Power of Critical Theory: Liberating Adult Learning and Teaching, The* (Brookfield) 153–4
- prejudice 88–9, 174
- prescriptive stereotypes 231
- presenteeism 186
- primacy of learning 146
- privilege 432, 433
- promotion 174, 186, 189, 224
 double standard for women leaders 294
 organizational ambivalence 278 278
 self-promotion 174, 186, 189, 224, 287, 317
 treatment of women adopting masculine behavior 293–4
 women opting out 294
- protective hesitation 383
- psychological capital 416
- psychosocial support 371
- punishments 246
- purpose 210
 calling and 212–14
 motivation to lead 211–12
 motivation to work 210
 sense of 210, 212
- quantitative electroencephalogram (qEEG) 240, 250
- queen bee metaphor 260, 278–9, 329, 330, 347, 351, 354
- quotas *see* gender quotas
- racial assumptions 318–19
- racial stereotypes 91–2
- racism 276
- radical humanist paradigm 76
- radical structuralism 77–8
- raging misogyny 337
- reciprocity 365
 rule of 136
- relational behavior 233
- relational identification 364
- relational practices 123
- relational qualities 296
- relational style of leadership 118, 119, 121, 246, 354
- relationship leadership theory 130
- relationships 215–16
 developmental networks 366
 identity formation 364
 at work, positive 365–6
 see also developmental relationships
- religion 173–4
- resource dependence theory 132
- respectable femininity 333
- rewards 246, 389

- Ricoeur, Paul 194–5
- risk taking 244–6
 glass cliff metaphor 51–2, 89–90, 110, 277, 347, 349, 355
- Rogers, Carl 194
- role congruency 174–5
 intersectionality 175
- role incongruity 181
- role incongruity-based biases 89
- role models 4, 24, 33, 36–7, 40
 close role models 185
 lack of 363
 overcoming stereotypes 93
 self-efficacy and aspirations 170–71
 women's heroic qualities 117
- Sandberg, Sheryl 55, 56–7, 59, 106, 287, 318
- Sanders, Bernie 56
- science, women's voices in 70
- scientific reductionism 70, 75
- scrutiny 275
- second-generation bias 42, 43, 168, 208, 363
 definition 290
 overcoming 427–8
see also unconscious bias
- second wave feminism 56, 58, 59
- self 53
 dialogue 194
 looking glass self 194
 as other 195
 selves 193–4
 tripartite 194
- self-awareness 365
- self-belief 187–8
- self-categorization 200
- self-concept 181, 183
- self-confidence 189, 402
- self-disclosure 370
- self-efficacy
 ambition and 183, 187–8, 189
 perceptions of 166, 167, 170–74
 theory 130
- self-identity 194, 195
- self-image 174, 176, 194
- self-monitoring 275
- self-promotion 174, 186, 189, 224, 287
 backlash 317
- self-report data 238
- selfless heroin metaphor 352–3, 354
- senior management, women in 16–19
 by country 18
 by industry 17
 MBAs 305
 public sector 17
 recommendations for women's advancement 19
 by region 17
 by role 17, 18
- separator, work–life management style 309
- servant leadership theory 134
- service firms 398–9
- sex categorizations 332
- sexual advances 386
- sexual discrimination 351
- sexuality 428
- Simmel, George 109
- Singer, M. 166, 167–8, 169, 174
- sisterhood 329, 330
- situational power 226
- skills gaps 395
- small wins 312
- social attraction theory 200, 201
- social capital 361, 383, 428
- social cognition identity theory 198, 200–201
- social cognitive career theory (SCCT) 182–3, 256
- social comparison 243–4
- social exchange theory 136–7
- social identity theory 181, 199–200
- social learning theory 130
- social media 33
- social nature of language 114
- social network theory 109, 137–8
- social psychology 79
 barriers facing women *see* barriers facing women
 gender differences in leadership style and effectiveness 85–6
 identity safety 93
 stereotypes 87–8, 91–2, 92–4, 346
- social reproduction 103
- social role theory 50, 223–4
 gender stereotypes 88, 225
- social self 194–5
- social status 105
- social theory
 regulation/radical change direction 72, 74
 subjective/objective dimension 72, 74
- social values 86
- socialization processes 296
- sociolinguistic theories
 binary assumptions 116, 119
 corporate role for language 113
 critical research approach 114
 descriptive research approach 113–14
 difference theory 114
 discourse theory 114, 119–24, 125
 dominance theory 114, 115–17

- language and leadership 113
 - value of 125
 - sociological theory 79, 100–101
 - classical perspectives 103
 - cultural reproduction tradition 102–3
 - elites 100
 - institutional tradition 101–2
 - modern conflict tradition 102
 - social structures 100
 - women and leadership theory 103–4
 - Acker's gender/inequality regimes 108–9
 - barriers to women's access to leadership roles 104
 - Kanter's token theory 106–8
 - social network theory 109
 - status characteristic theory 105–6
 - unconscious bias 104–5
 - women's experience of leadership 108
 - soft power 43
 - speaking time *see* talking time
 - special peers 414
 - speech styles 118
 - sponsors/sponsorship 39, 40, 228
 - developmental experiences 383, 424
 - developmental relationships 367, 368
 - difficulties for women securing 368
 - lack of 277, 363
 - role and purpose of 368
 - women only leadership programs 401
 - spousal contributions 285
 - stakeholders 31, 35, 38, 41
 - standards, unequal 279–80
 - status 102
 - beliefs 105–6
 - biases 106, 110
 - characteristic 105
 - hierarchy and 123
 - power and 226
 - token theory 106–7
 - status characteristic theory 105–6
 - stay-at-home mom stereotype 291
 - Stead, V. and Elliott, C. 166–7
 - step-ahead mentors 369
 - stereotype threat 92–3, 346
 - stereotypes 36, 50, 51
 - criticisms of research on 231–2
 - desired beliefs 232
 - gender 274–5
 - Kanter's tokens 116
 - lazy 332
 - media 346–7, 347–8
 - imagery 349–53
 - minority status 229
 - prevailing and changing 169–70
 - purpose of 350
 - racial 91–2
 - shaping women's behavior and beliefs 92–4
 - sociohistorical context 350
 - women and lack of fit 87
 - women's power behaviors 225–6
 - see also* gender stereotypes
 - stigma
 - flexibility 307–8, 309–10
 - workplace, associated with motherhood 305
 - strain *see* stress
 - stress 245–6
 - flexibility stigma 307–8
 - future research and practice 310–12
 - changing gendered cultural assumptions 312
 - intersectionality 311
 - small wins 312
 - work–life balance strategies 311
 - gendered division of labor 306
 - ideal worker concept 306
 - guilt 304–5, 306–7
 - negotiating professional identity and
 - parenthood 308–310
 - multiple identities, tensions caused by 309
 - opting out of elite leadership roles 305–6
 - workplace stigma associated with
 - motherhood 305
- structural behavior 169
- structural theory 224
- subjective assessments 238
- subjective task value 176
- success 109
 - agency 258
 - alternative paths 263
 - career 255
 - conceptual framework with choice and leadership 261–3
 - structure and agency 262–3
 - as defined for men 310
 - definition 184
 - factors in women's advancement 413
 - research on 256
 - strategies for progression 257–8
 - subjective measures 255–6
 - women's career goals 256–7
 - women's perception of 255–6
 - see also* career development
- succession management 416
- superwoman stereotype 291
- symbolic interactionism 195, 201
- talking time 225, 226
 - competition for 116
- task-oriented leadership 246
- team effectiveness theory 131

- teamwork 261
- technology
 - engaging with young women 33
 - facilitating easy communication 31
- tempered radicals 312
- testosterone levels 245
- Thatcher, Margaret 351–2
- theorizing
 - complexity in 66, 68, 70–71
 - context of discovery 66, 67–8, 69
 - context of justification 66, 67–8
 - creativity in 65–6, 68, 69–70, 71
 - importance of 65
 - women in leadership articles 73–4
 - see also* women and leadership theories
- theory-in-use 154
- theory, interpretations of 65
- third wave feminism 56, 58, 59
- time demands 175–6
- token theory 106–8, 116
 - barriers facing women 279
- traditional authority, legitimacy of 101
- training
 - on bias, voluntary programs 322
 - career development 416
 - developmental experiences 389
 - disparities in the workplace 151
 - leadership roles 384–5
 - see also* learning and development (L&D)
- transactional language 118, 119, 121
- transactional leadership style 85, 246
- transformational language 118
- transformational leadership
 - theory 134–5
 - women's use of 232
- transformational leadership styles 85, 86, 94, 135, 246
- transformational learning 403
- tripartite self 194
- triple bind 172
- Trudeau, Justin 20
- trust, violation of 185–6
- turnaround assignments 382
- turnover theory 182

- UK Equality and Human Rights Commission (2016) 348
- UN (United Nations)
 - 2030 Agenda for Sustainable Development 4
- UN Women 26, 42
 - Planet 50–50 by 2030 4
- unconscious bias 34, 40, 88, 104–5, 260
 - training programs 322
 - see also* second-generation bias
- unconscious bustle 156, 159
- unpaid labour 87, 88
- upper echelons theory 132

- violence, horizontal 30
- voices, control of women's 273
- voluntary training programs 322
- VUCA (volatile, uncertain, complex and ambiguous) context 147, 148, 155
- vulnerability responses 92, 93

- wages
 - inequity between men and women 148, 254, 279
 - motherhood and wage inequality 319
- Weber, Max 101
- Welch, Jack 320
- womanist identity theory 216
- women
 - call to action as individuals 30–31, 34, 37, 40–41
 - family responsibilities 291
 - underrepresentation in leadership roles 39, 42, 287, 288, 289, 290, 395
- Women and Leadership Affinity Group (WLAG) 24, 25–6
 - conferences 26, 27
 - purpose of 26
 - review of UN reports 26–7
- women and leadership theories 71–2
 - literature search 72, 73–4
 - paradigms
 - functionalist paradigm 74–5
 - interpretive paradigm 77
 - overview of 72–4
 - radical humanist paradigm 76
 - radical structuralism 77–8
 - sociological approaches 103–9
- women in senior management 16–19
- women-only leadership programs
 - advantages 401–4
 - assistance in finding leadership identity 402–3
 - networking 403–4, 424
 - safety 401–2, 424, 430
 - self-confidence 402
 - transformational learning 403
- background 396
- benefits of 425–6
- call to action 405–6
- digital technologies 400
- intersectional approach 403, 431
- hierarchical discourse 431–2
- identity, complexity of 432–3
- problematizing women leaders' experiences 433–4

- mentoring 400–401
- non-university-based programs 398–9
- pedagogical methods 399–401
- principles 404
- recommendations and suggestions
 - career transitions 429–30
 - elements for successful programs 426–7
 - identity work 430–31
 - negotiation and change management 429
 - networking challenges and opportunities 428–9
 - overcoming second-generation bias 427–8
 - safe spaces 430
 - sexuality and gender bias 428
- service firms 398–9
- social collaboration methods 400
- sponsors 401
- talent development assessments 400
- training and development skills 399
- university-sponsored curricula 396–8
- workshop topics 398
- Women's Executive Leadership program 397
- women's ideas of success 255–6
- women's identities *see* identity(ies)
- women's leadership development gap 151–2
- women's leadership gap 148–9
 - health risks 149–50
 - longer working hours 149–50, 176, 258–9
 - second shift 150
 - in the US 148–9
 - women of color 149
- women's leadership theory gap 150–51
- women's leadership trajectories, research on
 - understanding 35, 36
- women's liberation 351
- women's negative relations with other women
 - catfights 330
 - dark side of relationships 339–40
 - doing gender well and differently 330, 332–3
 - female misogyny 329, 330, 337–8, 339
 - gendered contexts 331, 332–3, 334–5
 - homophily 333–5, 336
 - homosocial desire 334
 - homosociality 333–5, 336
 - intra-gender competition 330, 335–7
 - intra-gender micro-violence 330, 335, 339
 - queen bees 260, 278–9, 329, 330, 347, 351, 354
 - sisterhood 329, 330
 - women's networks *see* networks
 - women's notions of choice 263
 - women's ways of knowing 67, 71
 - Women's Ways of Knowing: The Development of Self, Voice, and Mind* (Belenky et al.) 77
 - work devotion schema 306, 308
 - work–family policies 307–8
 - work–family tensions 309–10, 311, 312
 - work–life balance 36, 184, 185, 186
 - work–life conflict 281, 304
 - work–life management styles 309
 - working mother stereotype 291
 - workplace harassment 280
 - workplace norms, new 24
 - workplace training
 - different outcomes for men and women 151
 - disparities between men and women 151
 - part-time workers penalised 151–2
 - workshops, gender-equity 284
 - World Economic Forum (WEF) 4–5, 6, 15
 - Gender Gap Reports* 20
 - Global Gender Gap Index 149
 - Global Gender Gap Reports* 6, 20
 - zero drag worker 306
 - Zoellick, Robert 12

