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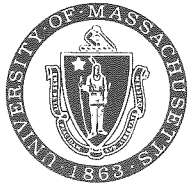
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Letter from Susan T. Fiske to Ann Hopkins, October 17, 1990

Susan T. Fiske

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October 17, 1990

Ms. Ann Branigar Hopkins
2134 Cathedral Ave., NW
Washington, DC 20036

Dear Ann:

Hello! I hope all is well with you. I thought you might be interested in the findings of this recently completed meta-analysis of the literature on gender and leadership as it exactly fits your situation at Price-Waterhouse. Basically, the authors have statistically combined all the empirical results across virtually every study done on this topic. What's exciting about this is that it's a statistically based review of the literature rather than a narrative review as I did earlier. I'm sending this to you with the permission of the first author, but it's still under review so it shouldn't be cited yet.

Sincerely,

Susan

Susan T. Fiske
Professor

STF/hvh

cc/Sarah Burns
James Heller
Ann Hopkins
Douglas Huron

Gender and the Evaluation of Leaders:

A Meta-Analysis

Alice H. Eagly and Mona G. Makhijani

Purdue University

Bruce G. Klonsky

State University of New York at Fredonia

Manuscript submitted for publication

Do not cite without authors' permission

Abstract

In this article, we review research on the evaluation of women and men who occupy leadership roles. In these experiments, the characteristics of leaders other than their sex were held constant, and the sex of the leader was varied. These experiments thus investigated whether people are biased against female leaders and managers. Although this research showed only a small overall tendency for subjects to evaluate female leaders less favorably than male leaders, this tendency was more pronounced under certain circumstances. Specifically, women in leadership positions were devalued relative to their male counterparts when leadership was carried out in stereotypically masculine styles, particularly when this style was autocratic or directive. In addition, the devaluation of women was greater when leaders occupied male-dominated roles and when the evaluators were men. These and other findings are interpreted from a perspective that emphasizes the influence of gender roles within organizational settings.