

Leadership Excellence and Gender in Organizations

Potential barriers that influence gender Differences in leadership self-efficacy

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Many organizations are employing women at a higher rate than seen in previous years, yet women are still underrepresented in leadership roles. In this paper, we examine factors that may influence an individual's perceived capabilities of being a leader, such as role incongruity and workplace incivility. The present study revealed that women report greater discrepancies between their own abilities and those expected of a leader, which leads to lower levels of leadership self-efficacy (LSE) than men. This process was seen more for White women than Black women. The theoretical and practical implications for female leaders in the workplace are later discussed.