

young women = „risky business“? the **maybe baby** effect in the early career phase

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draw from multiple sources, data
(supply- & demand-side)
explain theory
present results
propose practical implications

*provide **NEW** insights*



“No self-respecting small businessman with a brain in the right place would ever employ a lady of child-bearing age.”

- Godfrey Bloom, British Politician & Member of the European Parliament (2004-2014)



“The problem is that (early career women) are likely to take time off at a number of times to have children... My wife has covered for maternity leave 7 times now...”

- Study Participant

Gloor (2014), Assistant Professor Exit Survey

women face employment disadvantages
relative to men (Heilman, 2012; Koch, D'Mello, & Sackett, 2014)

not all women equally affected: mothers face
greater employment obstacles (Benard & Correll, 2010;
Correll, Benard, & Paik, 2007; Cuddy, Fiske, & Glick, 2004; Fuegen, Biernat,
Haines, & Deux, 2004; Heilman & Okimoto, 2008; Okimoto & Heilman, 2012)

BUT even childless women may experience
motherhood penalties

intersection of age, gender, & parenthood:
childbearing chance → **risk**



maybe baby

occupational disadvantages often stem from
gender-based stereotypes

women	men
warm kind nurturing	agentic competent dominant

gender bias & motherhood:

parent status exemplifies stereotypically

communal traits for women (Cuddy, Fiske, & Glick, 2004;
Heilman & Okimoto, 2007)

lack of fit (Heilman, 1983; 2001; 2012)

attributes & behaviors associated with effective leadership **≠** stereotypically female

women = poor fit for masculine settings, roles
(Heilman et al., 1989; Powell, Butterfield, & Parent, 2002)

social role theory (Eagly, 1987)

historical sex distributions (breadwinners & homemakers) → genuine & perceived difs

incongruity between gender stereotypes & leader attributes (Eagly & Karau, 2002)

„ideal“ worker ≠ woman ≠ mother



somewhat outdated, less relevant once professional roles achieved
more women & mothers in workforce than ever before (OECD, 2004; She
Figures, 2012; U.S. Bureau of Labor Statistics, 2014)
asymmetrical & changing parental leave policies „blurs“ lines
„perceived risk“ distinct mechanism from previously studied

“maybe baby” effect

risk: “the multidimensional probability distribution of realizing losses on a range of dimensions” (Conchar, Zinkhan, Peters, & Olavarrieta, 2004)

gender triggers stereotypes of congruence

age cues the salience, potential fulfilment of these expectations

decision-makers avoid risk (Kahneman & Tversky, 1979)

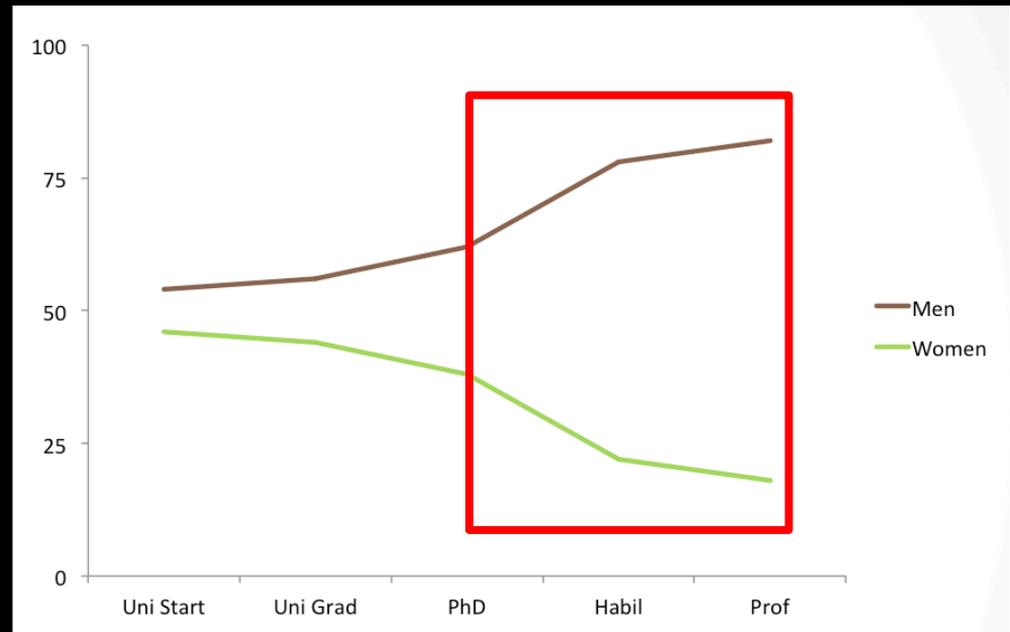
why early career?

early career overlaps with childbearing years
(Adamo, 2013)

e.g., age of 1st child = 30, AP by 35
(ETH Faculty Affairs, 2013; Swiss Federal Statistical Office, 2013)



women maintain lion share of „unpaid work“
(OECD, 2009; Swiss Federal Statistical Office, 2014)



professional desire = clear (self-selected “in”)
departure point for widening gender gap
most research on leaders (barriers every step)

why assistant professors?

overview of experiments

perceived risk of hiring young women:

1. contingent on *believed* desire to have children
2. *compared* to young childless men, mothers, and fathers



contexts of asymmetrical parental leave

risk hypotheses

1. want children > don't want children
2. childless women > childless men
(childless women = mothers)

study 1

sample: 31 Executive MBAs in Switzerland

3 conditions: desire, no desire, control

risk (Cabrera, 2008)

“...risk you perceive in hiring the candidate.”

7-point scale („no risk“ – „extremely risky“)

commitment (Heilman & Okimoto, 2008)

“...be committed; make work priority.”

7-point scale („strongly disagree“ – „strongly agree“)

Photo Obscured for Anonymity

Friends Following Message

Timeline About Photos Friends More

ABOUT

- Works at Roche
Past: EY
- Studied at University of Zurich
Past: University of Zurich
- Lives in Zurich, Switzerland
- From Zurich, Switzerland
- Married to

LIKES · 69

Post Photo / Video

Write something...

Travel Channel
19 hours ago

Travelers now, travelers always!
We could never do this with kids...

in Search for people, jobs, companies, and more...

Stefanie
Planning & Marketing Manager at Roche
Basel Area, Switzerland | Marketing

Photo Obscured for Anonymity

Current Roche
Previous EY
Education University of Zurich, University of Zurich

259 connections

Contact Info

Send a message

Experience

- Planning & Marketing Manager**
Roche
November 2011 – Present (3 years)
- Assistant Marketing Strategy**
EY
November 2008 – November 2011 (3 years)
- Marketing Internship**
EY
May 2008 – October 2008 (5 months)

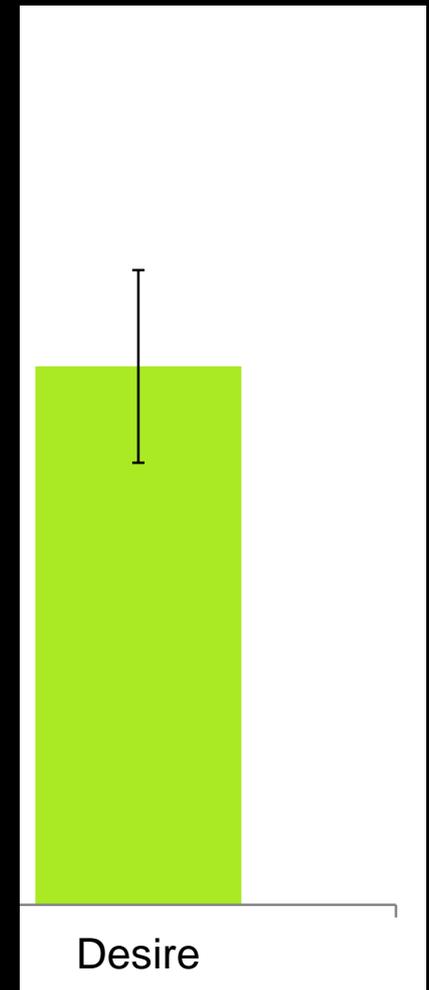
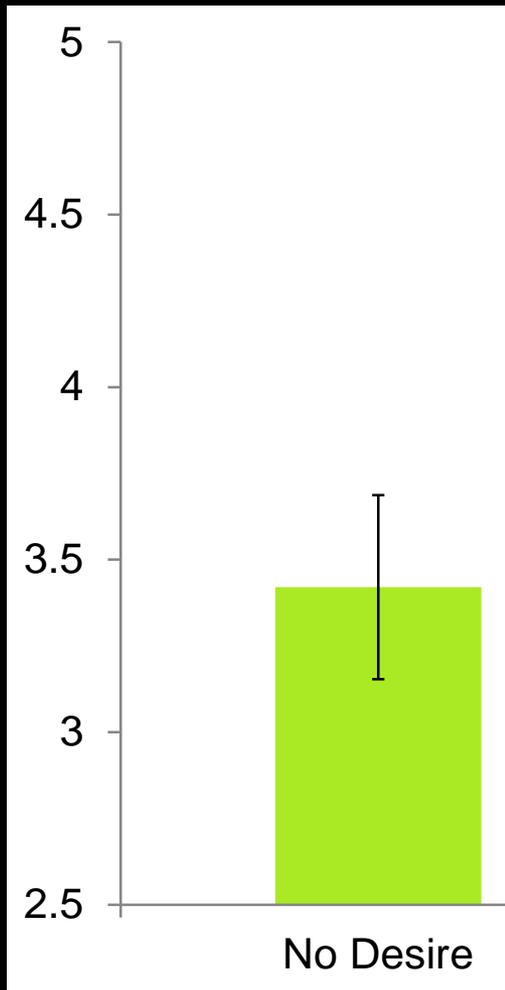
Education

- Universität Zürich**
Master of Arts (MA), Business Administration
2005 – 2008
- Universität Zürich**
Bachelor of Arts (BA), Business Administration
2001 – 2005

Groups

- Roche
297,135 members
- Travel Channel
10,993 members

study 1: perceived risk





maybe baby

review

even *very* subtle interest in kids triggers risk
evidence that risk diverges from commitment

study 2

replicate with between-subjects design
compare with men, fathers, mothers

study 2

72 professors in Switzerland (12 Universities)

randomized, double-blind, between-subjects

study 2: stimuli

Participant ID: #149

Name: Stefanie [REDACTED]

Gender: Female

Civil Status: Married, no children

Degree: PhD, obtained October 2010 from [REDACTED]

Current position: Senior Research Associate

Education:

- M.A. in Business & Economics (2007)
- Ph.D. in Business Administration (2010)

Research experience:

- 2 articles published in B-level journals
- 2 refereed articles under review (1 A- and 1 B-level journal)
- 6 international and European academic conference paper presentations

Teaching experience:

- Teaching Assistant, Business Administration (assessment level)
- Lecturer, master's level course in research methods
- Coach for 8 bachelor's and 5 master's students

Service activities:

- Referee for 2 C-level Business/Management journals
- Organizing committee member for summer methods workshop

Awards and Grants:

- Recipient of 3 previous conference travel grants
- Best conference paper for division (finalist)

Research stays:

- Visiting scholar in the United States for 1 term (6 months)

Languages:

- German (native), English (fluent), and French (intermediate)

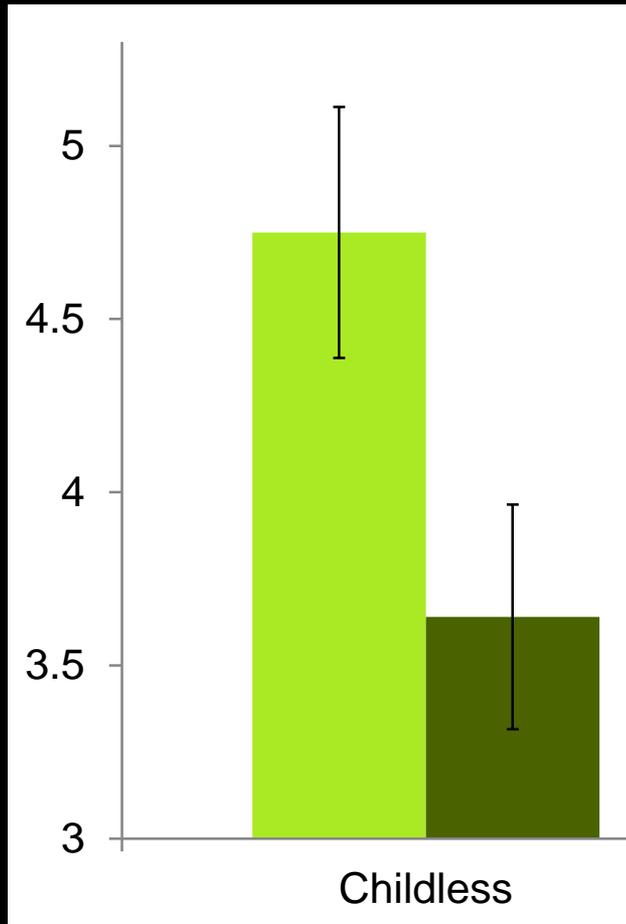
Referees:

- 3 references from academic faculty/former research collaborators; all supportive

Research statement (excerpt): Conducting rigorous and relevant studies that not only inform the scientific literature, but also have concrete managerial implications, are key aims of my research. I strive to conduct studies that change how we conceptualize business strategy as well as everyday practices. Specifically, my main areas [REDACTED]

Teaching statement (excerpt): Being an effective and engaging teacher is my main aspiration, which I take special attention and make additional effort to achieve. For example, criticisms that arise in my teaching evaluations do not often reappear from one year to the next. Although I have several years of experience teaching at the bachelor's and master's level, my teaching skills continue to improve because I regularly engage in the meta-processes of teaching: reviewing comments and critiques from my students and colleagues, which, in addition to self-reflection, helps me grow as an educator [REDACTED]

study 2: perceived risk



■ Woman
■ Man



maybe baby

review

1 line on a CV = enough to increase risk
childless women riskier than childless men
(yet equally risky as mothers)



multi-wave field research



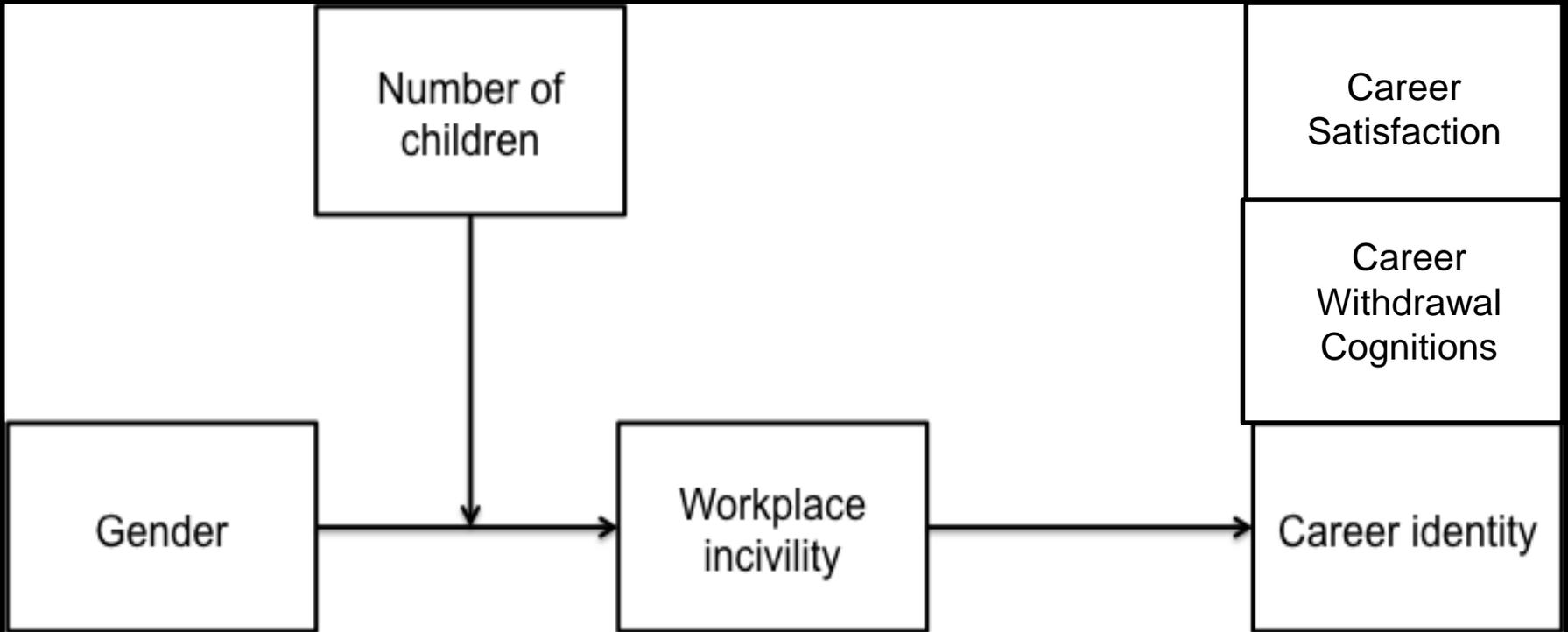
559 (51% women) early career scholars
39.9% Swiss

data collected 1 year apart (2014, 2015)

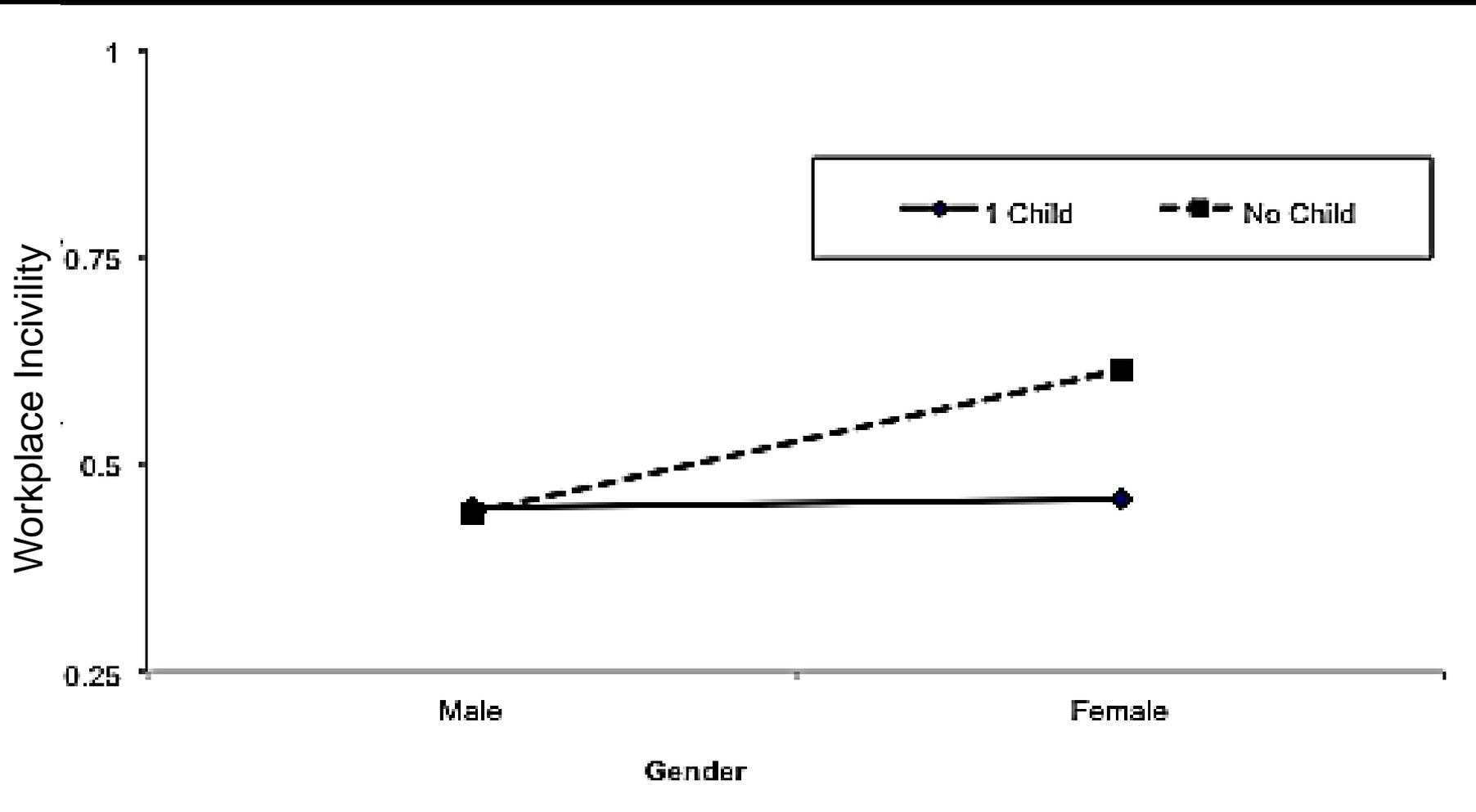
gender, family & career

incivility: subtle disrespect from colleagues
**career satisfaction, career withdrawal
(turnover), career identity**

- are women targeted with >disrespect?
- are mothers especially targeted?
- how does this affect career identity?



- no differences in initial career identity
- BUT, women experience more incivility (especially childless women)
- affects career identity, career satisfaction, and career turnover



discussion

demand-side

young childless women = risky business

“maybe baby” from expected interruption

supply-side

women-especially childless-face incivility

negative consequences for career satisfaction,
career withdrawal, career identity

practical implications

tracking

not (just) gender, but also parenthood status

don't (just) compare childless women & mothers, also
childless men & fathers

practical implications

selection

women-especially childless-greater hiring **risk**

gatekeepers = risk averse (Kahneman & Tversky, 1979)

practical implications

withdrawal

incivility → turnover; career identity → effort

(Ashforth & Mael, 1989; Cortina et al., 2013; Ibarra et al., 2013; Lobel & St. Clair, 1992; Lim et al., 2008; Lim & Lee, 2011)

practical implications

demand-side

decision-makers: awareness; tools (Kühberger, 1998; Thaler & Sunstein, 2008)

reframe employers' conceptions of having children
(i.e., \geq employee commitment, Aven, Parker & McEvoy, 1993;
King, 2008; Mathieu & Zajac, 1990; “population growth”)

practical implications

supply-side

proactively highlight inaccurate risk perceptions

clarify involvement, desire to advance (King, 2008)

surrounding pregnancy (Peus & Traut-Mattusch, 2008)

job insecurity/econ. uncertainty (Proudfoot et al., 2015)

cumulative effects (Eagly & Carli, 2007; Hoobler et al., 2014)

„...extensive laws originally designed to make it easier for women to combine work and family can actually have negative consequences for women and thus result in hurting the very persons they were designed to help.“

Peus & Traut-Mattausch (2008)



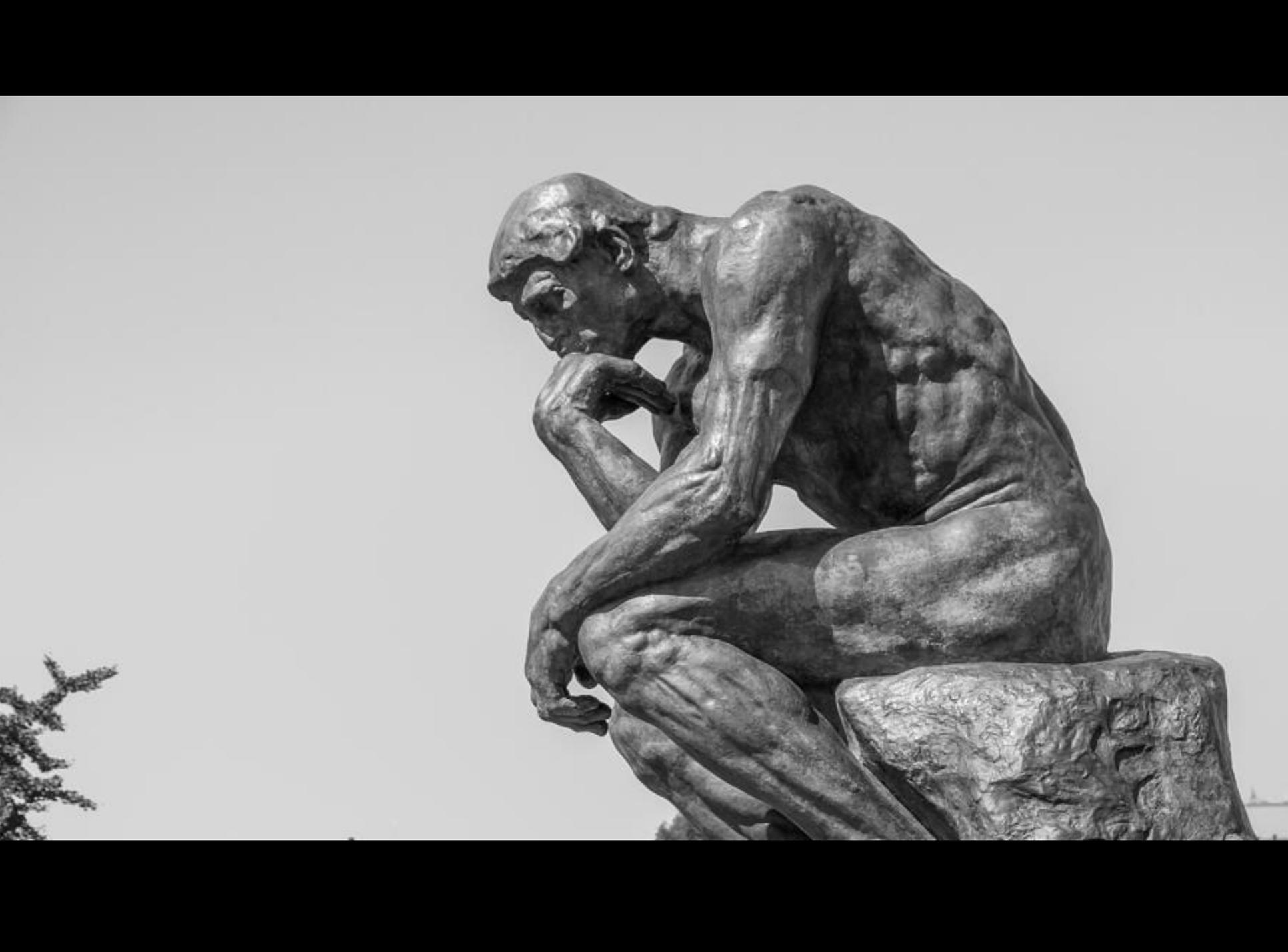


bias-free hiring = fair chances for qualified,
educated, individual & societal investment (\$)

implications for professoriate, students

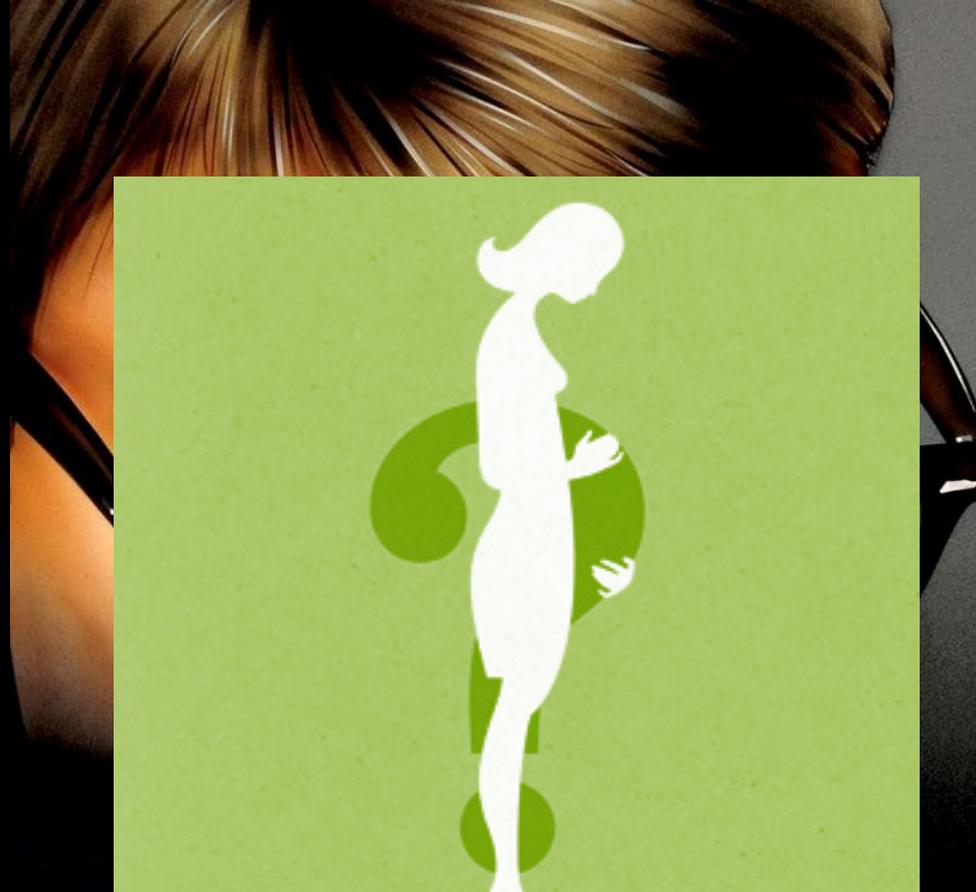
(Bettinger & Long, 2005; Carrell, Page & West, 2009; Neumark & Gardecki 1997;
Johnson, 2014)

strive for teacher diversity = student diversity









The

for playing the game
and a time for...

Risky Business



thank you.

Professor Bruno Staffelbach, Dr. Anja Feierabend

Professors Tyler Okimoto & Sandy Lim, Xinxin Li

Tanja Neve-Seyfarth, Dr. Karin Gilland-Lutz

UZH Gender Equality Office





questions?