

BEING A WOMAN IN THE WORKPLACE

A Senior Honors Thesis

Submitted in Partial Fulfillment of the Requirements for  
Graduation in the Honors College

By

Casey Vattimo

Accounting Major

The College at Brockport

December 4, 2020

Thesis Director: Dr. Barbara LeSavoy, Associate Professor, Women and Gender Studies

*Educational use of this paper is permitted for the purpose of providing future students a model example of an Honors senior thesis project.*

**Table of Contents:**

Abstract.....	3
Introduction.....	4
Fortune 500.....	5
Women in Fortune 500.....	6
Discrimination Phenomenon Case Studies.....	10
Being a Women.....	14
What Are The Women Saying? .....	17
Deborah Dugan.....	17
Sheila Ronning.....	18
Other Powerful Women Impacted.....	20
Kerry Washington.....	21
Ellen Pompeo.....	22
Movements.....	24
Time’s Up Movement.....	25
Me-Too Movement.....	29
Moving Forward.....	31
Focus on Succession.....	32
Educational Gender Gap.....	32
Increasing Networking.....	33
Importance of Inclusion.....	34
Conclusion.....	35

**ABSTRACT**

This research examines the current number of women holding CEO positions within the Fortune 500 companies. It takes a deeper look into this gender gap and fully examines the hidden barriers that women face when progressing through their careers. I examine this through an analysis of articles, studies, interviews and testimonials that have been published around this subject. The Time's Up and Me-Too movement also play an important part in this discussion, and I discuss the current work of both these organizations and how they have inspired women. These movements shed a light on how society can move forward with fighting the gender imbalance. This topic is important to women across all industries as there remains lingering gender discrimination. Looking at these issues in such a magnified lens can prepare women for the hardships they are going to face in the workforce but can also inspire women to continue to demand change.

## INTRODUCTION

The purpose of this thesis is to take a deeper look into the path that many women face when trying to progress to the highest-ranking officer in a company, also known as the “Chief Executive Officer.” The CEO is defined as the, “main person responsible for managing a company” (CEO | *Definition in the Cambridge English Dictionary*). In this thesis, I examine the women who currently serve as CEO’s across the nation, particularly those who run Fortune 500 companies. I further explore the issues facing women who were not able to reach CEO status. Personal stories will demonstrate the frustrations of being a woman within the workplace amongst all statuses. Finally, I will discuss the movements currently taking place, specifically the Time’s Up<sup>1</sup> and Me-Too Movements, that are trying to combat the gender imbalance phenomenon within the workplace.

Discrimination has been around for decades and is still a lingering problem. Whether it’s through the color of skin, sexual orientation, hair color or family income, these are still ways that are used to separate people. The most prominent separation in the business world is discrimination through gender. When looking at the current population of the United States of America, the numbers are constantly changing, but the population is usually split fifty-fifty. Fifty percent are female, and the other fifty percent are male. Within the business world this ratio is completely skewed, not accurately representing the population split is majorly skewed towards males. This creates a certain stigma in the business world creating a sense of discrimination towards women. Although workplace discrimination was prohibited back in 1964 by the Title VII

---

<sup>1</sup> More widely known on social media as #TimesUp and #MeToo but in this paper I will be referring to them as organizations.

of the Civil Rights Act of 1964, many women still experience some sort of discrimination while on their journey to securing higher ranked positions. Most of this discrimination is being done without realization through hidden barriers and preconceived notions on what a stereotypical female should be doing with their life. Understanding why those notions are so prevalent today is important within this conversation.

Gender discrimination stems from many things, whether it was taught during grade school or has become conditioned into society that it has been able to determine what the female lifestyle and career path should look like. All these conditions have played a role in creating this gap between male and females among higher ranked positions that has become more notable in the past years. To be able to fully understand this trend, I will examine the condition of the business world today along with the barriers that women are facing on a day-to-day basis that is holding them back from obtaining those higher ranked positions.

## **FORTUNE 500**

Fortune 500 companies are referred to most prominently in the business industry and are constantly being talked about. It is a list of the 500 largest companies within the United States published by Forbes every year (Hayes). These companies can be either public or private, but their financial data needs to be publicly available (Hayes). Once this list is put together, the companies then are ranked by their revenues throughout comparable years, which makes being on this list a huge accomplishment. A listed company is considered one of the most successful within the United States (Hayes). This list can accurately portray companies that are currently popular and have more of an influence on society.

My research will specifically examine the current state of the number of women serving as CEOs along with the barriers that are keeping women from progressing through an analysis of articles, studies, and dissecting published interviews to better understand any lingering discrimination phenomenon. Also, the Me-Too and Time's Up Movements will portray the power of women supporting women and how those movements are putting a spotlight on the power imbalance.

### **WOMEN IN FORTUNE 500**

As of May 2020, there are currently 37 females holding a CEO positions within Fortune 500 companies (Ebrahimji, 2020). Women currently hold 7.4% of CEO positions, meaning males occupy the rest, 92.6% (Ebrahimji, 2020). The trend shows a positive outlook but still shows a distinct gender gap within these positions.

#### CNN Data of Women Holding CEO Positions in Fortune 500 Companies

Year	Women holding CEO positions
2020	37
2019	33
2018	24

Although the trend is going up, these numbers are still concerning. When females make up 50% of the population within the United States, the percentage of female representation should be greater than 7%. The data shows there is a clear and present gap between the number of females that become CEOs. This can be discouraging to aspiring women who want to one day

become a CEO . While there are many logical reasons for women not representing a higher percentage, there are a lot of unspoken barriers that women are facing while progressing through their careers.

There are certain factors that need to be addressed when observing that more women are not holding these highly demanding positions more frequently, including balancing work with home life. A lot of women find themselves putting other responsibilities before their careers. Historically society has expected women to put their children as priority to everything; this created an image of the caretaker to be solely the female's duty (Anderson, 2016). Eagly and Wood (2014) attribute this stereotype to the constant exposure to more women being the caretaker throughout society. This allows people to make the connection between seeing a caretaking role and automatically linking a woman to that role (Eagly & Wood, 2014). The CEO of Western Cooperative Credit Union, Melanie Stillwell, accounts this as one of the main reasons women do not prosper in their careers, because often women feel like they need to take full responsibility for running the house, childcare, appointments and other family obligations including laundry, cooking and cleaning (Anderson, 2016). These expectations have been set for the specific role of a mother and those behaviors become expected (Eagly & Wood, 2014). This can create an unspoken rule that when you become a mother, a career is going to take the back seat to those expected roles. When you tack on a demanding position such as a CEO to all those other responsibilities, it can seem overwhelming and near impossible. Stillwell holds her success as becoming a CEO while maintaining a family as one of her largest accomplishment and notes that if her husband, daycare and family were not so understanding of these new demands that she would not be the CEO (Anderson, 2016). While Stillwell was

extremely fortunate to have the understanding that she did from her whole family, that doesn't ring true to many women. This is shown through a study done in 2013 by Kim Parker with help from the Pew Research Center, which found that a larger percentage of women experienced an interruption to their career to attend to family needs than men (Parker, 2015). The data also showed that women spent an average of 14.2 hours per week on housework and 10.7 hours on childcare while compared to men averaging 8.6 hours on housework and 7.2 hours on childcare (Parker, 2015). These averages clearly show that women are spending more time on housework and childcare which requires more time being taken from their day. Parkers study also showed that 16% of adults surveyed said that having a mother who worked full time would be "ideal" and that 79% of adults agreed that women should focus on their more "traditional roles" in the society (Parker, 2015). This is heightening that idea that those societal roles are still prevalent to a lot of people and that the traditional role of a stay-at-home mother is expected and preferred. This creates the expectation that women need to prioritize family care over their career which could mean cutting hours. Parker's study also found that 42% of women cut back on their work hours to attend to family needs, while only 28% of males reported that they had to cut their work hours back (Pew Research Center). Along with this, 39% of women surveyed reported that they took a "significant" amount of time off work to take care of their family, while only 24% of men reported taking a similar amount of time off for family needs (Parker, 2015). This becomes amplified when talking about the number of women who feel the need to leave their job to take care of their family, and Parkers study found 27% of women reported leaving their jobs to prioritize family care (Parker, 2015).

Another big issue that limits women prospering is that men are still being held to a higher standard than women (Anderson, 2016). Anderson goes on to describe how this plays out in the workplace. When women are more assertive (as a man would) they get placed into two categories; “masculine bra-burning feminists” or “spunky cute pixies who instead of a legitimate shot at success, receive a pat on the head” (Anderson, 2016, p1). When this happens, it creates a double standard. If a man were to do the same thing those stereotypes would not be mentioned, but since it is a woman it is considered unusual and receives a negative connotation. This can be a roadblock to success, The Global Women’s Leadership Network<sup>2</sup> Chairwoman, Susan Mitchell describes this as a main reason women are not successful in becoming CEOs. When applying this to the workplace, the Psychological Science published a study by Brescoll and Uhlman in 2008 that contrasted reactions of both men and women expressing assertiveness within the workplace (Menzies, 2018). The data collected by Brescoll and Uhlman ended up showing that when men expressed some type of assertiveness within the workplace, they “received a boost in their perceived status,” while women, in comparison, received a negative reaction: “women who expressed anger were consistently accorded lower status and lower wages, and were less competent” (Menzies, 2018, para 5). These separate reactions to the exact behavior are consistent with the common stereotypes regarding people in the workplace, and this can reinforce discrimination against women. These reactions deepen stereotypes when someone reacts differently just because of gender. This can be challenging for women when they show leadership qualities and become perceived in a worse way than

---

<sup>2</sup> The Global Women’s Leadership Network is an organization that provides women a safe place to communicate any hardships they are facing on their profession and personal journey. To learn more about this organization, visit their website: [About | cuwomen.org](https://www.cuwomen.org)

anticipated and can cause many women to avoid taking leadership positions or showing any type of assertiveness in the workplace.

If women are scared to show leadership skills, they can become hidden behind those who are asserting themselves and progressing. This limits the success women can obtain; when looking at all these factors, women must find the perfect balance of assertiveness while not being too assertive before they are able to fully succeed. If that balance cannot be found or if a woman goes too far, it can affect them for the rest of their career within that organization (Menzies, 2018).

#### **DISCRIMINATION PHENOMENON CASE STUDIES**

“Gender Bias At Work: The Assertiveness Double-Bind” was published through Psychological Science by Felicity Menzies (2018), which details how performance appraisals play into the idea of a gender divide within the workplace. When looking into these performance appraisals and comparing people who hold the same manager roles, the study showed that in 75% of performance reviews, women were told to “watch their tone” and were labeled bossy when men received positive feedback (Menzies, 2018). In addition, it was noted that women received three times more comments than men did about being aggressive when communicating with their employees and were often called “abrasive”(Menzies, 2018). Adding these performance appraisals is another way of separation when performance is almost identical, but the reviews come out drastically different. There is no other explanation for this rather than bias based on gender. If two employees are doing the same work, but the only difference is their gender then the differences in how they are being perceived can be

attributed to gender. Women are often perceived through appearance while men are perceived through personality traits which include rough-housing and challenging activities which can explain why the reviews of women came out drastically different (Cocoradă, 2018). Naturally men are expected to be rough and assertive while women fall into the stereotype of being kind and caring, so when they assert themselves (as they did for the performance appraisal study) it can be perceived in a negative manner.

Another aspect of these performance appraisals is self-ratings and what women think about themselves, their abilities and confidence levels. To examine this further, a Cornell psychologist, David Dunning, and a psychologist from Washington State University, Joyce Ehrlinger, conducted a study with male and female college students (Shipman, 2014). Most of their work is done surrounding confidence and competence specifically, and for the purpose of this study the researchers wanted to work directly with college students. Dunning and Ehrlinger gave a quiz out to both female and male college students. Before completing the quiz, the students were asked to rate their own scientific skills, with the following questions: "Am I good at science? Did I get this question right?" (Shipman, 2014). The results showed that women rated themselves more negatively than males on both questions, but when it came to the actual results of the quiz, the average scores were almost identical (Shipman, 2014).

(Average out of 10)	Pre-Quiz Scientific Ability Question	Pre-Quiz Performance Question	Actual Results of the Quiz
Women Average	6.5	5.8	7.5
Men Average	7.6	7.1	7.9

To deepen their understanding, Dunning and Ehrlinger added a second part to this study. After the quiz, the students were invited to compete in a science competition where prizes would be awarded. Only 49% of women participated while 71% of the male college students participated (Shipman, 2014). Dunning and Ehrlinger did this to see the percentage of women that would believe in their capabilities and accept the opportunity that was being given to them (Shipman, 2014). This shows that even when an opportunity is given to females, confidence levels can be what stops them. Looking at this through a deeper level, if less than 50% of capable women accepted this opportunity when it was given directly to them, the percentage of women who will go out and seek opportunities must be significantly lower. This “confidence gap” plays a significant role when looking at the number of women that are willing to put themselves out there and allow themselves new opportunities. This confidence gap also is shown through a study done by The Institute of Leadership and Management in 2014, where a group of managers were surveyed on their abilities to effectively manage. The results showed that half of the female managers responded showing some kind of doubt compared to less than a third of male managers (Kay, 2014). These preconceived notions exist on a subconscious level for women that is has hindered their ability to reach full potential. A review of records that was

done by Dunning and Ehrlinger for the company, HP showed that women only applied for a promotion when they believed they met all of the qualifications needed while men applied when meeting half of the requirements (Kay, 2014). All of this data shows that women are conditioned to question their abilities which ultimately enhances the gender gap.

A professor at the New York University, Madeline Heilman, has spent her entire career looking at how these preconceived differences became so powerful in creating a sex bias within the workplace (Heilman, 2018). Heilman dives into this by saying that the way that people have been programmed to perceive women as “caretakers” can be associated with being kinder and caring, while men are perceived to be more “agentic” (Heilman, 2018, Para 3). This is supported by the Social Role Theory that was developed by Eagly and Wood who described this phenomenon as group stereotypes that develop from correlating certain roles with certain characteristics that are gendered (Koenig, 2014). The “group stereotypes” have women in this category of only being able to occupy jobs that contain the characteristics which include warmth and nurturing (Koenig, 2014). This has developed through society by labeling women who traditionally have belonged to jobs where they are kind and caring as not able to handle the more prestigious and higher positions in the workplace and therefore are passed up for those opportunities (Heilman, 2018). This perception affects women in any role trying to succeed. If these subconscious thoughts are buried into our minds, then when a decision is to be made between promoting a male versus a female, the subconscious thought will favor a male, which leads to gender separation within the workplace.

## BEING A WOMAN

Being a woman is no doubt hard, from dealing with the double standards in society, painful periods once a month, catcalling and sexual harassment to feeling alone in the world (Campoamor, 2015). These experiences are not widely talked about until they happen while growing up. Often the hidden barriers keeping women from success are not widely talked about. A big problem within these hidden barriers is how on-board training is conducted. Women are trained with the idea that they will be working with clients using those caring tendencies that are assumed women have, rather than with men who are trained to make the strategic decisions and provided more information on how to do business (Fuhrmans, 2020). This is a subtle barrier that many women can face within the workplace by not getting the proper training that could be used to enhance their knowledge and could make them more successful. Taking that opportunity away while offering it to men is a way that women are set back. Another study that reinforces this point even further was performed by Carol Dweck, a Stanford psychology professor. Dweck studied a younger population of males and females and focused on their behavior (Shipman, 2014). Dweck found after observing the classroom behavior that men received eight times more criticism and guidance on how to change their behavior than women (Shipman, 2014). This shows that the behavior of men is often prioritized over women even at an early age, making sure that males are more prepared rather than giving that equality to both genders. If this is occurring in a grade school classroom, then it is most definitely happening within high schools and even in colleges which makes those subconscious notions so much more dominate as growing progresses. Dweck also found that men are more tolerant of criticism than females which can put them at another advantage. Men have become

accustomed to received constructive criticism while women are not exposed to criticism in the same way males are and react differently. This can cause the majority of females to shy away from positions or situations where they could face criticism. (Shipman, 2014).

Another issue that is overlooked within the business world is that there is a preconceived notion that sponsoring or mentoring a woman will be difficult and should be avoided (Demarco, 2019). A 2010 Harvard research study led by Sylvia Ann Hewlett<sup>3</sup> showed that men try to avoid being a mentor to women out of fear of a sexual harassment lawsuit (Demarco, 2019). 64% of men in executive positions responded that they would not meet individually with women out of that fear (Demarco, 2019). This creates two problems; the first being is without that extra support and knowledge, women are left at a significant disadvantage when trying to advance their positions. The second being women are losing a lot of guidance opportunities. Having a mentor can be so important and helpful when in a new workplace or when wanting to move up. Having someone always in your corner is extremely helpful for a career, let alone mental health. A mentor can offer a unique perspective without the consequences or pressures that a manager usually is facing when working with employees, such as performance evolutions and deadlines.. Mentors can see actions without bias, which can be helpful when looking at what can be improved (Rampton, 2016). This can be expressed in a casual way rather than an intimidating, documented meeting with a manager. Mentors can also provide constant encouragement. The relationship between a mentor and mentee can be different in the sense that there does not need to be any competition between the two, and both can want the other

---

<sup>3</sup> Sylvia Ann Hewlett is the President of Center for Work-Life Policy, CEO of Hewlett Consulting Partners, Founder and Chair of Center for Talent Innovation and a member of the Council on Foreign Relations. For more about Hewlett and her work please visit: <http://www.sylviaannhewlett.com/about.html>.

to succeed; rather than with a manager, who could just want to hit deadlines and quotas (Rampton, 2016). This relationship can be so powerful and is only offered in slim opportunities. More importantly it is rarer for women to have this kind of support which can impact a women's progression.

Another large hidden barrier is that women don't have a whole lot of people in their corner advocating for them (Shellenbarger, 2012). This can hinder progression within the workplace because there is no incentive to challenge women and without that advocacy, a lot of managers just assume women cannot handle difficult tasks (due to those subconscious thoughts) and they will not have the opportunity to advance. Having a network of advocates can enhance women's performance and confidence through constant guidance and communication (Logue, 2001).

Networking can be very influential in the workplace, but men and women are often taught different way of networking. Networking is a widespread practice that is picked up through experiences. Men are taught at an early age that networking can be the most important aspect of their career and is vital to success (Castrillon, 2019). This tends to create advantage for men by providing larger networks and more opportunities. On the other hand, women are taught networking later, and focus relationships where trust has already been built (previous bosses and employees) (Castrillon, 2019). This is clearly different than the way a man is taught to network and can explain why women are not putting themselves out there to the extent men are. This tends to be a major barrier for women. While men are out there meeting new people, who will help advance their careers, women are stuck in the same trusted group of individuals and they are not encouraged to break that barrier.

## **WHAT ARE THE WOMEN SAYING?**

It is noticeably clear that a woman holding a higher position in a company is exceedingly rare, so when it does happen, a lot of interviews with those women take place. During these interviews they discuss all things that have occurred during their journey to the top. Whether they are discussing their experiences within the workplace or what they experienced getting to where they are now. The interviews put a spotlight on different barriers that these women faced firsthand including gender imbalances among staff, men using their power to an advantage and so on. However, for these women, they fought against odds and persisted until they reached their maximum potential and are trying to change the world while they have the opportunity. I examined interviews that have been pulled from news articles and magazines including Billboard, Forbes, Inside Business Entrepreneurs. These women have chosen to talk about their success and how these women are trying to influence a change in society. These women include Deborah Dugan, CEO of Recording Academy, who interviewed with Melinda Newman of Billboard, Sheila Ronning, Founder of Women in the Board Room, who interviewed with Kara Zone, a professional writer and editor, Kerry Washington, Actress, Producer and Director, who spoke at the 2017 Forbes Women's Summit, and Ellen Pompeo, Actress and Producer, who spoke on the Porter panel.

### **DEBORAH DUGAN**

Deborah Dugan is powerful woman who started out as an attorney on Wall Street in New York City, and then became the executive vice president after eight years with the EMI Record Group (Aswad, 2019). Dugan also is the prior president of Disney Publishing Worldwide, and

now she is the CEO of the Recording Academy (Aswad, 2019). The Recording Academy previously had Neil Portnow leading them for the past 17 years where he had the reputation of lacking gender and racial diversity and his executive group was labeled as “the boys club” (Newman, 2019). With this management change, Dugan wants to “change the world for the better” by bringing in a new representation that is diverse and more accurately represents the population (Newman, 2019).

In a recent interview with *Billboard* Dugan explains how she has prepared for this role as a CEO, and how she became so comfortable with her previous job that she was hesitant to jump at her dream of becoming the CEO of the Recording Academy (Newman, 2019). She ended up getting comfortable in her prior position so there was no urge to move up or even look for another position. The CEO position of the Academy was the only job that she would have taken, which shows that if that would have not come along, she would not have searched for advancement, which is something many women fall trap to. This relates back to the study that was done by Dunning and Ehrlinger that showed those preconceived notions that women could take opportunities away from them. They tend to believe they cannot do as well as they are capable of, so they turn opportunities down when they could perform just as well as men do (Shipman, 2014). This leads to women avoiding taking risks believing they are going to fail, which puts men at an advantage.

### **SHEILA RONNING**

Sheila Ronning is the current CEO and founder of Women in the Boardroom which is a group that supports women in their efforts to achieve their highest professional goals (Zone,

2020). This company focuses on changing women's mindsets and helping them through the process of creating campaigns while also providing events to facilitate connections with other board members that are currently serving (Zone, 2020). In this interview, Ronning describes the hardships she faced while working at Best Buy. She states the moment when she realized no matter how hard she worked, she was not going to get a promotion because she was a woman, "It was not until I saw men getting promoted before me, I realized how much of a good ol'boy network it was. In hindsight, it was a female thing" (Zone, 2020, para 6). This relates back to that idea of men wanting to be surrounded by men. Sheila mentions her boss, who was male, kept "dangling" a promotion in front of her. However, no matter how many demands she followed through with, she was not promoted while the manager continued to promote other males with similar skills and experience (Zone, 2020).

It is hard to know the motive behind these actions, but Ronning perceived it was because of her gender (Zone, 2020). Ronning notes that these experiences are exactly why she is doing what she does today (Zone, 2020). Ronning says she hears a lot of women describing the same issues that she dealt with and realized that the doubt women have about themselves needs to change (Zone, 2020). An important part of the interview is when Ronning talks about how people should work together. Ronning details that there needs to be healthy diversity (Zone, 2020). Human differences need to be taken into account to create a comfortable work environment (Zone, 2020). Then the interviewer, Zone, asks Ronning about how she sees the future of her company and what advice she has to offer. Ronning says the company's main goal right now is expanding connections and her advice would be "Success does not always mean you are making money; it means different things to different people. I view myself as successful

because I am doing something I love” (Zone, 2020, para 27). This is so important because networking is a big barrier that women face and creating an outlet for a group of women to expand their network and create connections will be helpful to their career journey. Through this group they have created a community, which acts as an advocacy group where women are able to support each other through hardships.

### **OTHER POWERFUL WOMEN IMPACTED**

Not only are CEO’s impacted by the gender imbalance, this imbalance exists at high-profile positions in other industries throughout the world. Many powerful women have used their platforms to spread information and messages about gender discrimination. Hollywood actresses have used their positions on social media to share stories about gender imbalance they have experienced throughout their careers. Many Hollywood actresses have experienced comparable situations on their rise to fame which I portray through analyzing interviews with Kerry Washington and Ellen Pompeo that have been published in magazines. These two women, Washington and Pompeo are very outspoken and present on social media regarding gender imbalance throughout the workplace. I noticed missing throughout literature is the connection between the gender imbalance happening across industries. With the Hollywood actresses being so outspoken I can compare their experiences to those of CEOs and I can put a spotlight on the commonalities throughout the industries.

## KERRY WASHINGTON

Kerry Washington holds a huge presence within today's society as she was the first African American female to have a leading role on prime-time television show(Nylander, 2020). Washington has recently set up her own production company and has been a co-writer on a television series based off a bestselling novel (Nylander, 2020). During her interview with Lynetter Nylander of Porter, Washington highlights the issues that are important to her. The first being the gender imbalance that she noticed during her upbringing. She recalls an experience on a set where she noticed that she was the only woman on the full set, and she felt completely isolated (Nylander, 2020). Washington says her colleagues often talked about other women that they had worked with, describing all of them as "difficult, needy, crazy, unpredictable, a diva" and so on. Eventually, Washington would meet these actors and the gossip heard on set was completely inaccurate (Nylander, 2020). Through all these experiences, Washington realized that something needed to change. Washington then got involved with the Time's Up ,movement which is a movement that is focused on creating a safe and fair workplace for women of all kinds (TIME'S UP). Washington believes that female creative relationships should be encouraged and supported (Nylander, 2020). Washington has felt the isolation and gender imbalance of being a woman can bring, but she is using her platform through social media to bring attention to the matter.

During an interview with the Forbes Women's Summit<sup>4</sup> Washington is asked to speak about the way she uses her platform as an actor and if she should be as outspoken as she is.

---

<sup>4</sup> The Forbes Women's Summit is an annual event where it spotlights the most powerful women of the year that have the power to change society for the better and create meaningful progress (Forbes Release, 2020).

Washington explains that she uses her voice as power and that is her given right and by encouraging women to support other women she believes that is her way of paying it forward (Entrepreneur Insider, 2017). This relates back to many women on their journey to becoming a CEO that experience isolation. An article written by Berneke and Strella titles “ *It’s Lonely at the Top,*” details that when a woman is entering a higher ranked position, they are often finding themselves among a group of males can create a feeling of isolation (Berneke & Strella, 2017). Being the only female within an executive group. Wanda Wallace’s research was mentioned within Berneke’s and Strella’s writing saying that loneliness is one of the top five aspects that can affect women’s career progression (Berneke & Strella, 2017). In Wallace’s study, she found that the loneliness that women experience being the minority in an executive group adds to the stress of an already demanding career and family life which leads women to leave the position (Berneke & Strella, 2017).

## **ELLEN POMPEO**

Ellen Pompeo, an American actress and producer, was born in Massachusetts and made her first film debut in 2002 and has been a growing success since then (IMBD, 2020). Her most notable role is her leading position in the hit series *Greys Anatomy*; where in 2017 she made the notable accomplishment of being the highest paid actor on a television series (Salazar, 2018). One of the things Pompeo is outspoken about is her struggles on getting what she thought that she was worth. Pompeo has talked in several interviews about fighting the wage gap she directly faced on *Greys Anatomy* and becoming a better self-advocate (Salazar, 2018 ). Pompeo details how the executives would try to intimidate her and that she thought about quitting multiple times after finding out her co-star, Patrick Dempsey, who had the same

leading role as her, was being paid almost double her salary (Pomarico, 2019). The executives also used her co-star against her during negotiations by trying to convey that the show would be fine without her and could continue with just Dempsey (Pomarico, 2019). This ignited a spark within Pompeo who began testing her limits during negotiations to see what the producers would go for (Pomarico, 2019) Pompeo asked the producers to give her a raise that was more than what Dempsey was being paid and, it was shut down almost immediately (Pomarico, 2019). Ever since then, she has been fighting for equal rights and trying to shut down the wage gap.

Pompeo is a huge icon for the Times Up movement. Pompeo attends rallies and tries to spread more information about how gender equality is being overlooked (Read, 2018). Pompeo dives deeper into this by saying if gender inequality is prevalent even amongst the wealthiest people then it must be something that every woman is dealing with (Read, 2018). She also has been an advocate about the importance of supporting one another; “We still have a really long way to go with respect to women supporting women. It is still more rare to have women support women when you are on top. It’s still more challenging to get women to support women to support you when you’re actually on the top and doing fantastic” (Salazar, 2018, para 4). It has become more typical to see women supporting women when they are struggling and having hardships, but as soon as a woman is powerful and successful it becomes threatening. If women can start supporting other women more often, no matter what their position is, a community of support can be created. Pompeo notes that the main reason she took charge of her salary and getting what she thought she is worth was through the security she built throughout the years of filming *Greys Anatomy*. Pompeo notes it could be so much

more difficult for women who do not have that sense of security and confidence (Salazar, 2018).

Pompeo's experiences are important to relate back to the commonalities that are shared with the hardships that women progressing through the workforce are experiencing. Using Pompeo's experience and how she overcame those hardships it is clear that when Pompeo started becoming confident in her abilities, she was able to progress. If women progressing through the workforce believe in their capabilities they will be open to new experiences and opportunities. Pompeo also states that by creating a community through the Time's Up movement has been incredibly helpful to her journey throughout her career (Read, 2018). This can shed a light on women progressing to CEO and by creating a community can give strength to women which can be useful throughout a career journey.

## **MOVEMENTS**

Gender inequality and the industry wide imbalance has impacted and led a lot of women to have negative experiences throughout their career. Many women have collectively come together across the world to voice their opinions on a bigger scale through several movements. The definition of movement is, "the act, process, or result of moving" (Dictionary, 2020). These movements are used to move forward in progress by trying to reach a general goal. These movements have a lot of various aspects to them which will be explained, but most of them focus directly with sexual harassment. It is a common idea within these organizations that the power imbalance between men and women can be directly related to sexual harassment (TIME's UP, 2020). These movements are important as they play a role in trying to make the

work environment more inviting for women through addressing the gender imbalance and gender stereotypes. These movements put a spotlight on many issues that compare to the hardships that CEO's are facing. The movements show what can be done when collectively coming together to address a common issue. This can shed a light for CEO's on how to take proper action regarding gender discrimination.

### **TIMES UP MOVEMENT**

The Times Up movement was started in 2018 by a group of more than 300 women within the entertainment industry with the main goal of gender equality (TIME'S UP, 2020). This started when accusations about powerful men that were abusing their positions within the workplace started to surface (TIME'S UP, 2020). A group of women within the entertainment industry came together to see what they could do to prevent further abuse (Karasik-Shannon, 2019). The Time's Up organization officially started January 1<sup>st</sup>, 2018 by over 400 women with an open letter published to their website stating their mission statement (Karasik-Shannon, 2019). Their mission statement reads, "TIME'S UP Now aims to create a society free of gender-based discrimination in the workplace and beyond" (TIME'S UP, 2020). They are known to focus specifically with problems within the workplace and creating a sense of fairness, safety, and equality (Langone, 2018). Within the first year the foundation, the employees were tackling gender equity issues from Los Angeles all the way to the United Kingdom (TIME'S UP, 2020). Along with this, a legal defense fund was created that helps sexual assault survivors (TIME'S UP, 2020). They provide more than 700 attorneys who are taking on cases (TIME'S UP, 2020) More recently they have added a program focused solely on preventing sexual harassment and any kind of discrimination in the workplace. They find the root cause of the discrimination or

harassment within organizations and work hard to eliminate any inequality existing at all levels of society because, they believe women will only become safe at work when they become equal (TIME'S UP, 2020).

Times Up Now focuses on three aspects they are trying to accomplish including safety, power and equality (TIME'S UP, 2020). Within safety, they are aiming more towards preventing sexual harassment within the workplace (TIME'S UP, 2020). A Redbook survey titled "*The Reckoning*," that was published by Christine Rosen reported that nearly 90% of women had experienced some sort of sexual harassment throughout their career (Rosen, 2018). That large of a percentage creates a common thought that a woman will experience some sort of sexual harassment over the course of her career (Rosen, 2018). This can create a hostile workplace for women which can ultimately hinder their success. The Time's Up Movement chooses to focus on creating a safer workplace for women so that they do not feel afraid of sexual harassment and can reach their full potential. Relating back to the progression that is needed to reach CEO status, the idea that women will encounter sexual violence over their career can create a barrier. This barrier is created when women are inherently thinking that men should be feared (Rosen, 2018). If progressing through the workplace means being the only female among an executive group of all males, the barrier of constantly fearing men comes into play and woman may not feel comfortable with that opportunity. Through the Times Up Movement, the goal is to create a safe and fair workplace where women can feel comfortable and progress with no fear.

The second aspect is power. This aspect focuses on taking the imbalance of power back after years of the underrepresentation of women within the workplace (TIME'S UP, 2020). They

correlate sexual assault with the lack of power women hold. Focusing on the imbalance of power and eliminating it can ensure equality among genders so that sexual violence does not occur. The organization realizes the importance of changing this imbalance within the workplace by saying, “The economy suffers because of the enormous lost potential of women who are effectively or chased out of jobs or whose careers stall before they rise through the ranks to positions of power (TIME’S UP, 2020). This goes back to the lack of women in high ranked positions facing similar barriers that keep them from progressing. This idea can also be known as the “glass cliff” (Stewart, 2018). The “glass cliff” is when women are put through riskier situations that no male wants to occupy within their companies, but the expectation is already set that they are going to fail (Stewart, 2018). When this happens, it creates the notion that men have the power to say, “I don’t want to step into this,” and the only thing that is left for a woman to step in (Stewart, 2018). Permitting this power imbalance, it is allowing men to be constantly held to a higher standard than women. This can damage a woman’s self-confidence by being the last person who is considered for a leadership position. This relates to the focus of the Time’s Up movement of getting rid of the power imbalance to allow equal progression. To fight this, they aim to increase the number of women holding high ranked positions but also trying to get rid of the barriers that are preventing women from reaching higher statuses (TIME’S UP, 2020). They also aim to place a larger emphasis on the value of women throughout industries by implementing public policy, enhancing corporate practice and creating inclusive cultures (TIME’S UP, 2020).

The last aspect the Time’s Up Organization focuses on is equality. Equality to this organization is described as allowing everyone to deserve “a fair shot at success” (TIME’S UP,

2020). The organization details that to do this they need to tackle those barriers that are preventing women from reaching their potential. These barriers could be structural, including the lack of paid time off to the underrepresentation of women in leader roles and the abundance of women working in lower wage jobs (TIME'S UP, 2020). These issues run deep, and it could take proper legislation to see the proper culture change (TIME'S UP, 2020). One of the Time's Up Organizations main focuses has been based around those barriers that are stopping women from reaching their full potential. A main focus has been advocating for women to receive equal pay, paid family and medical leave, childcare, and against discrimination regarding pregnancy (TIME'S UP, 2020). This focus of the Time's Up movement incorporates the two other focal points (safety and power) by addressing the need for equality which can be solved by first giving back safety and power to women.

The Time's Up Movement has made notable progress within 15 states that have made changes to their sexual harassment laws that strengthen protections for women in the workplace (TIME'S UP, 2020). In June 2019, the Times Up Safety Legislature was passed, and it strengthens protections for workplace sexual harassment victims and extends the statute of limitations for reporting second- and third-degree rape which allows victims a longer period to report their incident (TIME'S UP, 2020). Through the years they have identified issues that needed to be changed and have worked to make changes where they see fit. The Times Up movement is still very present today and continues to fight for gender equality.

## ME TOO MOVEMENT

The Me-Too movement was started in 2006 by Tarana Burke who as a young girl always was involved within her community and her passion stuck out (*Me Too. Movement, 2020*). In high school Burke focused on racial issues, housing inequality and injustice within the economy (*Me Too. Movement, 2020*). Burke went to attend Alabama State University where she continued to advocate for these issues (*Me Too. Movement, 2020*). After college, Burke moved to Selma, Alabama, and she started to focus on supporting victims of sexual assault after she made a personal connection with a young Black girl (*Me Too. Movement, 2020*). After meeting so many survivors, Burke realized that all these survivors had something in common, this being the limited resources available to them and lack of support (*Me Too. Movement, 2020*). Through this organization, Burke hopes to change the way sexual assault survivors are seen and treated while providing informing the public with information about consent (*Me Too. Movement, 2020*).

This organization focuses on programs that are available to the public to help through the healing process of sexual assault. These programs are at no cost and they are designed to encourage leadership and support among women (*Me Too. Movement, 2020*). Currently, this organization offers three programs including the survivor leadership training, community healing circle and survivor healing series (*Me Too. Movement, 2020*). These programs are very popular within the Me-Too organization, but they are most well-known for taking down men who have been accused of sexual harassment within the workplace (Carlsen et al., 2018). In 2017, the first articles using the Me-Too hashtag dropped in a huge way, accusing Harvey Weinstein, an enormously powerful film producer of sexual misconduct (Grady, 2020). After

this first story was released, more accusations using the hashtag began to surface very quickly not only about Weinstein but naming other well-known actors/producers including Kevin Spacey, Charlie Rose. By the end of 2018 numbers would reach 262 by the end of 2018 (Grady, 2020). Using that “Me-Too” hashtag created a sense of community and comfort and people sprung to action (Grady, 2020). Joan Williams, a professor of law at the University of California noted that they had never seen anything like the outrage after these accusations became known which turned people’s heads (Carlsen et al., 2018). Through using this organization as an outlet, they have successfully removed around 200 men from their positions due to sexual harassment (Carlsen et al., 2018).

The Me-Too Organization offers a continuous support outlet for survivors and are actively trying to stop sexual violence within the workplace (*Me Too. Movement, 2020*). Within the workplace, the threat of sexual violence is a big barrier that women face when trying to progress. More importantly women want to make sure there are proper repercussions after a sexual assault occurrence (Stewart, 2018). Through this organization, women are encouraged to share their stories which can help lead to changes within the society and workplace. Relating this back to the struggle of women progressing through their companies (Langone, 2018). By allowing women a community of support, they can start to shed a light on the changes that need to happen that would collectively create a better workplace (Langone, 2018). Allowing women, a platform to share their stories can create a community with a common goal of gender equality which can lead to a rise of women in the workplace. By increasing the number of women in the workplace, that underrepresentation goes away, and the power imbalance can be shifted towards an equal workforce. Burke, the founder of the organization, is creating a

community where women can go for support along with fighting the systems that are allowing sexual violence to continue by getting rid of lingering power imbalances (Langone, 2018).

The Times Up Movement and the Me-Too Movement have been hard at work the past couple years trying to break down the gender gap that has become more prevalent in society. Through the movements, it can help bring more attention to gender inequality and the changes that need to happen. A study done, *“Worldwide Optimism About Future of Gender Equality,”* reported by Juliana Horowitz and Janell Fetterolf released that 98% of people surveyed agree that gender equality is important to them (Horowitz & Fetterolf, 2020). Another study, *“Representation in Corporate Pipeline by Gender,”* done by the Scout Exchange showed that 80% of recruiters have noticed an increase in the want to hire women (Anderson, 2018). This importance of gender diversity within companies can make the future important for those with power to make societal changes.

## **MOVING FORWARD**

In 2015 the United Nations came together and set *“Sustainable Development Goals;”* within these goals was the goal to achieve gender equality and increase support for women everywhere by the year 2030 (Krishnan, et al. 2020). McKinsey and Company conducted a study to see if there has been any progress within companies to diversity their staff. McKinsey and Co. found that 87% of American companies now prioritize gender diversity compared to 74% in 2015 (Krishnan, et al. 2020). This increase of 13% shows a promising change that companies are taking responsibility for the diversity of their company and are trying to eliminate any lingering gender imbalance. Companies can take specific actions to break down those barriers that are

creating such a gender imbalance including a focus on succession, addressing the gender gap in education situations, and increasing networking and committing to inclusion (Frankiewicz, 2020).

## **FOCUS ON SUCCESSION**

A big issue that has been identified as a barrier to women's success by Madeline Heilman, a professor at NYU, is the sex bias within the workplace (Heilmand, 2018). This sex bias creates gendered career paths and can affect a women's opportunity to be considered for a higher demanding job that requires more assertive leadership styles (Heilman, 2018). By putting a focus on succession, companies can make it a priority for leadership to make the company more inclusive to women. Putting an emphasis on leadership rather than gendered career paths, women will have more opportunity and not get stuck with those stereotypical roles (Frankiewicz, 2020). This will also allow companies to be direct with their employees (whether male or female) on what qualities and skills are needed to be the best at the position they are striving for (Frankiewicz, 2020). Making these changes and putting a focus on creating better leaders will provide women with the opportunity to progress and not be stuck in gendered career paths.

## **EDUCATIONAL GENDER GAP**

A study done, "*How to Address Gender-Based Training Gaps in the Workplace*," by D2L<sup>5</sup> showed that 56% of men were aware of the training opportunities offered by their company

---

<sup>5</sup> D2L is an online learning company that studies the differences in how men and women receive training opportunities within the workplace. For more information on D2L visit their website: <https://www.d2l.com/corporate/blog/gender-based-learning-development-gaps/>

while only 42% of women were aware of their training, and 16% of women reported they had no access at all to any training within their company (Florentine, 2018). Men are being offered the training to help their careers and encourage them to move up and women are not and that can create an imbalance of opportunity. Looking at specific skills, 68% of men reported they had access to a type of technical skill training while only 47% of women reported having access, and 37% of the women who do not have access reported they wish that they did (Florentine, 2018). The imbalance plays a key factor in why this educational gap is often noted as an obstacle women face when trying to progress in the workplace. Many women often feel like they cannot develop an expertise within one specific area which often hinders them from moving up the ranks (Fuhrmans, 2020). Women cannot feel comfortable in their skills to seek out an opportunity to move up because that expertise does not have the opportunity to develop fully.

### **INCREASING NETWORKING**

Over 50% of women who start in entry level positions only make it to the middle rank and stay there, while only 35% make it to the director level, 24% make it to vice president level and 19% end up making it to an executive level (Shellenbarger, 2012). This can be attributed to the lack of networking and sponsorships available for women (Shellenbarger, 2012). The lack of advocacy women receive can hinder their confidence and progression within their careers. This stems from an early age when men and women are taught to network differently creating two distinct types of networking done within a workplace (Castrillion, 2019). Men are taught to go out and seek new opportunities while women are taught to embrace their inner circle and create close knit relationships (Castrillion, 2019). While it is far past the time to change how

women are taught to network, changing the way the company values networking could increase the abilities of women to progress better. Adding more women to these companies could be extremely helpful for employees (McGrath, 2019). Adding more women to a company, it removes the pressure of being among being the only female executive in the room and can create comfortability and it encourages women to network more (McGrath, 2019). This can also benefit the company through those networking events, it can encourage young females to be excited about the company combatting those stereotypes that are lingering within the workplace (McGrath, 2019).

### **THE IMPORTANCE OF INCLUSION**

A company's culture defines them. The culture tells the average person about the company's core values and can impact functionality (Moseley, 2019). A culture that is inclusive for women is especially important to increase the number of women that feel comfortable seeking opportunity (Moseley, 2019). This inclusion must be strict. It is not enough to say that the company is inclusive, they need to show it as well (Moseley, 2019). Many companies have discussed how they are going to create a more diverse workforce but fail to plan and never implement those changes (Moseley, 2019). The most powerful move a company can make is to encourage women within the workplace, and to strive for greatness for them (Moseley, 2019). By giving women support to become leaders and progress in their careers they are creating an inclusive culture, which can encourage women to want to be better (Moseley, 2019). This will encourage women to take advantage of all available opportunities and feel supported to act on those opportunities. This will also ensure that women are not being left behind, and that they feel like they are a part of a team.

When women feel supported they are unstoppable, as shown through the power of the two movements discussed throughout this paper. The Time's Up Organization started because more than 400 women came together and decided enough was enough (TIME'S UP, 2020). This organization has been incredibly powerful. Within the first year they expanded their work all the way to the United Kingdom (TIME'S UP, 2020). Time's Up has made progress within 15 different states that have adopted changes to legislation to rightfully protect women (TIME'S UP, 2020). The Me-Too movement has taken down more than 200 powerful men that were abusing their power (Carlsen, 2018). These two organizations show the power of women when they come together in a community that is encouraging them. This sheds a light on what women are capable of, which can inspire women to succeed across all industries. Women who are trying to progress to become CEO's can take inspiration from these organizations when facing hardships through their career. Instead of allowing the barriers to keep them down, they can put a spotlight on them and demand change. The testimonies from Hollywood actresses, and current women holding CEO positions can add to that spotlight and create a community that wants gender equality. Women who are facing these common barriers are just a part of the change.

## **CONCLUSION**

In this thesis I have argued that there is a distinct gender imbalance that directly affects the number of women that become CEOs. There are many issues that create hidden barriers that women face throughout their journey that are not commonly talked about. Within this paper I examine the current condition of the number of women holding CEO positions among the Fortune 500 companies. Also, I examine and detail many hidden barriers that women are

facing on a day-to-day basis and a number of studies that show the commonality of these hardships. I introduce several women including Deborah Dugan (CEO of Recording Academy), Sheila Ronning (Founder of Women in the Board Room), Kerry Washington (Actress, Producer, Director), and Ellen Pompeo (Actress and Producer). These women share their experiences with similar hardships and how they overcame them. Those testimonials can be used for women today as inspiration and encouragement when facing their own workplace hardships. The Me-Too movement and Time's Up movement put a spotlight on the importance of coming together and how much can truly be done when women fight a common battle. Like the Me-Too Movement and Time's Up Movement, women progressing through the workplace can kickback against those gender discrimination barriers which could create a revolutionary change.

## Works Cited

- Psychological Science*. (n.d.). Association for Psychological Science - APS. Retrieved November 25, 2020, from [https://www.psychologicalscience.org/publications/psychological\\_science](https://www.psychologicalscience.org/publications/psychological_science)
- Anderson, B. (2018, June 26). *5 Proven Tactics Every Company Can Use to Get More Women in the C-suite*. <https://business.linkedin.com/talent-solutions/blog/diversity/2018/recruiting-women-leaders>
- Anderson, H. (2016). 4 Reasons Why Women Don't Apply for CEO Jobs. *Credit Union Times*, 27(17), 4–4.
- Association, P. (2020, March 2). Kerry Washington: Gender imbalance has let women be dismissed as difficult. *Evening Express*. <https://www.eveningexpress.co.uk/lifestyle/entertainment/kerry-washington-gender-imbalance-has-let-women-be-dismissed-as-difficult/>
- Aswad, J. (2019, April 16). *Who Is Deborah Dugan, the New Boss of the Recording Academy?* - *Variety*. <https://variety.com/2019/music/news/who-is-deborah-dugan-neil-portnow-replacement-grammy-awards-recording-academy-1203191083/>
- Berneke, I., & Strella, K. (2017, January 1). *Organizational Challenging Facing Female Executives Today*. Organizational Challenging Facing Female Executives Today. <https://www.egonzehnder.com/what-we-do/diversity-equity-inclusion/insights/its-lonely-at-the-top>
- Brescoll, V. L., & Uhlmann, E. L. (2008). Can an Angry Woman Get Ahead?: Status Conferral, Gender, and Expression of Emotion in the Workplace. *Psychological Science*, 19(3), 268–275. <https://doi.org/10.1111/j.1467-9280.2008.02079.x>
- Campoamor, D. (2015, May 28). *Why Being a Woman Is Difficult* | *HuffPost*. [https://www.huffpost.com/entry/why-being-a-woman-is-difficult\\_b\\_7457032](https://www.huffpost.com/entry/why-being-a-woman-is-difficult_b_7457032)
- Carlsen, A., Salam, M., & Miller, C. (2018, October 29). *#MeToo Brought Down 201 Powerful Men. Nearly Half of Their Replacements Are Women*. - *The New York Times*. <https://www.nytimes.com/interactive/2018/10/23/us/metoo-replacements.html>

Castrillon, C. (2019, March 10). *Why Women Need To Network Differently Than Men To Get Ahead*. Forbes.

<https://www.forbes.com/sites/carolinecastrillon/2019/03/10/why-women-need-to-network-differently-than-men-to-get-ahead/>

CBS Evening News Anchor Norah O'Donnell Says, "Down the Middle" Is Still the...: EBSCOhost. (n.d.).

Retrieved December 9, 2020, from <https://web-a-ebSCOhost-com.brockport.idm.oclc.org/ehost/pdfviewer/pdfviewer?vid=13&sid=9374eb96-cfc4-438d-be96-134e09a0143d%40sdc-v-sessmgr03>

CEO | definition in the Cambridge English Dictionary. (n.d.). Retrieved November 24, 2020, from

<https://dictionary.cambridge.org/us/dictionary/english/ceo>

Cocoradă, E. (2018). Gender Stereotypes in School Textbooks. *Romanian Journal for Multidimensional Education / Revista Romaneasca Pentru Educatie Multidimensionala*, 10(4), 65–81.

<https://doi.org/10.18662/rrem/73>

Definition of movement | Dictionary.com. (2020). Wwww.Dictionary.Com.

<https://www.dictionary.com/browse/movement>

Demarco, J. (2019, December 17). *The Lesser-Known Career Barriers That Women Face*. Career Contessa.

<https://www.careercontessa.com/advice/5-career-barriers-women-face/>

Ebrahimji, A. (2020, May 20). *Female Fortune 500 CEOs reach an all-time high, but it's still a small*

*percentage—CNN*. <https://www.cnn.com/2020/05/20/us/fortune-500-women-ceos-trnd/index.html>

Ellen Pompeo. (n.d.). IMDb. Retrieved December 1, 2020, from <http://www.imdb.com/name/nm0690186/bio>

Florentine, S. (2018, December 14). *How to address gender-based training gaps in the workplace*. CIO.

<https://www.cio.com/article/3326499/how-to-address-gender-based-training-gaps-in-the-workplace.html>

Forbes Press. (2020). *Forbes' 2020 Power Women Summit: Women Harnessing The Power Of This Pivotal*

*Moment To Shape A New Way Forward*. Forbes.

<https://www.forbes.com/sites/forbespr/2020/11/12/forbes-2020-power-women-summit-women-harnessing-the-power-of-this-pivotal-moment-to-shape-a-new-way-forward/>

Frankiewicz, B. (2020, January 30). *5 ways we lack gender balance in the workplace*. World Economic Forum.

<https://www.weforum.org/agenda/2020/01/5-ways-companies-can-progress-more-women-into-leadership-roles/>

Fuhrmans, V. (2020, February 6). *Where Are All the Women CEOs? The traditional stepping stones to the chief executive position are jobs responsible for the bottom line—such as head of division—and those roles are still overwhelmingly filled by men* - *The Wall Street Journal* - ProQuest. [https://search-proquest-](https://search-proquest-com.brockport.idm.oclc.org/wallstreetjournal/docview/2351515680/3BEE30B1FC46484BPQ/1?accountid=26985)

[com.brockport.idm.oclc.org/wallstreetjournal/docview/2351515680/3BEE30B1FC46484BPQ/1?accountid=26985](https://search-proquest-com.brockport.idm.oclc.org/wallstreetjournal/docview/2351515680/3BEE30B1FC46484BPQ/1?accountid=26985)

Grady, C. (2020, February 24). *Harvey Weinstein verdict: Why the Me Too movement hasn't "gone too far"*—

*Vox*. <https://www.vox.com/culture/2020/2/24/21150966/harvey-weinstein-rape-conviction-sexual-predatory-assault-me-too-too-far>

Hayes, A. (n.d.). *Fortune 500: What It Means to Be on the List*. Investopedia. Retrieved November 24, 2020,

from <https://www.investopedia.com/terms/f/fortune500.asp>

Heilman, M. (2018, May 17). *Psychological Research Shows How Biased We Are When It Comes To Female Leadership*. Association for Psychological Science - APS.

<https://www.psychologicalscience.org/news/psychological-research-shows-how-biased-we-are-when-it-comes-to-female-leadership.html>

Horowitz, J., & Fetterolf, J. (2020, April 30). *Worldwide Optimism About Future of Gender Equality, Even as Many See Advantages for Men*. *Pew Research Center's Global Attitudes Project*.

<https://www.pewresearch.org/global/2020/04/30/worldwide-optimism-about-future-of-gender-equality-even-as-many-see-advantages-for-men/>

Karasik-Shannon, C. (2019, January 1). *Timeline Of Time's Up Movement*. InStyle.

<https://www.instyle.com/celebrity/times-up-movement-timeline>

Kay, K., & Shipman, C. (2014). THE CONFIDENCE GAP. (Cover story). *Atlantic*, 313(4), 56–66.

*Kerry Washington On Using Her Platform To Spark A Movement – Entrepreneur Insider*. (2017, February 25).

<http://entrepreneurinsider.us/kerry-washington-on-using-her-platform-to-spark-a-movement/>

Koenig, A. M., & Eagly, A. H. (2014). Evidence for the Social Role Theory of Stereotype Content:

Observations of Groups' Roles Shape Stereotypes. *Journal of Personality & Social Psychology*, 107(3), 371–392. <https://doi.org/10.1037/a0037215>

Krishnan, M., Madgavkar, A., Ellingrud, K., Yee, L., Hunt, V., White, O., & Mahajan, D. (2020, September

21). *Ten things to know about gender equality | McKinsey*. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/ten-things-to-know-about-gender-equality>

Langone, A. (2018, March 22). *#MeToo and Time's Up Founders Explain the Difference Between the 2*

*Movements*. Time. <https://time.com/5189945/whats-the-difference-between-the-metoo-and-times-up-movements/>

Logue, A. C. (2001). GIRL GANGS. (Cover story). *Training & Development*, 55(1), 24.

McGrath, J. (2019, April 12). *How to Create More Women-Friendly Workplaces*. Digital Trends.

<https://www.digitaltrends.com/business/how-to-create-more-women-friendly-workplaces/>

*me too. Movement*. (2020). <https://metoomvmt.org/>

Menzies, F. (2018, March 10). Gender Bias At Work: The Assertiveness Double-Bind. *Include-Empower.Com*.

<https://cultureplusconsulting.com/2018/03/10/gender-bias-work-assertiveness-double-bind/>

Moseley, C. (2019). *7 reasons why organizational culture is important*. [https://blog.jostle.me/blog/why-is-](https://blog.jostle.me/blog/why-is-organizational-culture-important)

[organizational-culture-important](https://blog.jostle.me/blog/why-is-organizational-culture-important)

Newman, M. (2019). Deborah Dugan. *Billboard*, 131(22), 76–77.

Nylander, L. (2020, March 2). *Kerry Washington on power & protecting women's voices*. NET-A-PORTER.

<https://www.net-a-porter.com/porter/article-a3ecb44e040c1e67/cover-stories/cover-stories>

Parker, K. (2015, October 1). *Women more than men adjust their careers for family life* | Pew Research Center.

<https://www.pewresearch.org/fact-tank/2015/10/01/women-more-than-men-adjust-their-careers-for-family-life/>

Pomarico, N. (2019, June 5). *Ellen Pompeo said she was paid less than Patrick Dempsey on Grey's—Insider*.

<https://www.insider.com/greys-anatomy-reportedly-paid-ellen-pompeo-less-than-patrick-dempsey-2019-6>

Rampton, J. (2016, January 9). *10 Reasons Why a Mentor Is a Must*. Inc.Com. [https://www.inc.com/john-](https://www.inc.com/john-rampton/10-reasons-why-a-mentor-is-a-must.html)

[rampton/10-reasons-why-a-mentor-is-a-must.html](https://www.inc.com/john-rampton/10-reasons-why-a-mentor-is-a-must.html)

Read, B. (2018, November 20). *Ellen Pompeo Snapped About Equal Pay, Diversity in Hollywood: Here's Why*

*We're Loving It* | Vogue. <https://www.vogue.com/article/ellen-pompeo-interview-snapped-equal-pay-diversity-hollywood>

Rosen, C. (2018). The Reckoning: Sex and Work in an Age Without Norms. *Commentary*, 145(1), 13–19.

Salazar, A. (2018, October 22). *Grey's Anatomy Ellen Pompeo On Women In The Workplace*.

<https://www.refinery29.com/en-us/2018/09/210625/ellen-pompeo-women-workplace-greys-anatomy>

Shellenbarger, S. (2012, May). *Women in the Economy (A Special Report) --- The XX Factor: What's Holding Women Back? --- A task force of business, government and academic leaders set out to confront obstacles*

*that keep women from participating fully in the economy; Here are their recommendations - The Wall*

*Street Journal - ProQuest*. <https://search-proquest->

[com.brockport.idm.oclc.org/wallstreetjournal/docview/1011169427/3BEE30B1FC46484BPQ/4?accountid=26985](https://search-proquest-com.brockport.idm.oclc.org/wallstreetjournal/docview/1011169427/3BEE30B1FC46484BPQ/4?accountid=26985)

Shipman, S. by K. K. and C. (2014, April 15). The Confidence Gap. *The Atlantic*.

<https://www.theatlantic.com/magazine/archive/2014/05/the-confidence-gap/359815/>

Stewart, E. (2018, October 31). *Why struggling companies promote women: The glass cliff, explained*. Vox.

<https://www.vox.com/2018/10/31/17960156/what-is-the-glass-cliff-women-ceos>

*TIME'S UP Now. Join Us*. (n.d.). TIME'S UP Now. Retrieved December 1, 2020, from

<https://timesupnow.org/>

*Title VII of the Civil Rights Act of 1964 | U.S. Equal Employment Opportunity Commission*. (n.d.). Retrieved

November 24, 2020, from <https://www.eeoc.gov/statutes/title-vii-civil-rights-act-1964>

*United States of America (USA) population (2019) live—Countrymeters*. (n.d.). Retrieved December 2, 2019,

from [https://countrymeters.info/en/United\\_States\\_of\\_America\\_\(USA\)](https://countrymeters.info/en/United_States_of_America_(USA))

Women CEOs of the S&P 500. (n.d.). *Catalyst*. Retrieved December 2, 2019, from

<https://www.catalyst.org/research/women-ceos-of-the-sp-500/>

Zone, K. (2020). *An Interview with Sheila Ronning: CEO & Founder of Women in the Boardroom - WITI*.

Retrieved November 30, 2020, from <https://witi.com/articles/350/An-Interview-with-Sheila-Ronning:-CEO-&-Founder-of--Women-in-the-Boardroom/>