

Research Team

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Quiet Confidence

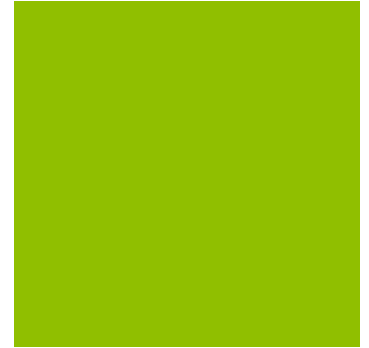
Leadership | Communicative Styles

Women at work often have ways of creating authority that can be misinterpreted as a lack of confidence or even competence.

– Deborah Tannen, Sociolinguist

RECENT LANDSCAPE:

The higher you go, the fewer women...

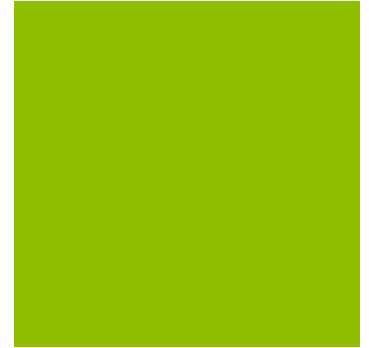


- While women constitute*
 - 50.6% management and professional positions...
 - 15.4% Fortune 500 corporate officers
 - 14.8% Fortune 500 board members
 - 6.7% Fortune 500 top-tier earners
 - 2.4% Fortune 500 CEOs, 12 total

*Fortune 500 Woman CEOs List in 2008 / CNNMoney.com

RECENT LANDSCAPE:

Do women leaders face a glass ceiling?

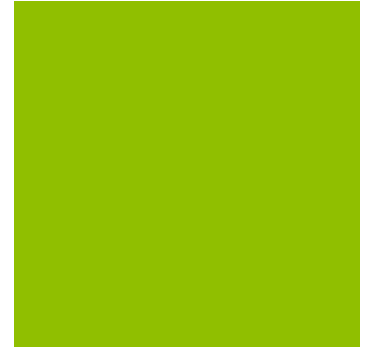


- Question: What is the likelihood that a woman will lead your organization in the next five years? *
 - A. A woman is currently CEO of my company.
 - -- 5%
 - B. It is likely.
 - -- 13%
 - C. It is unlikely.
 - -- 82%

*Audience poll at the PwC Diversity Leadership Forum in 2008.

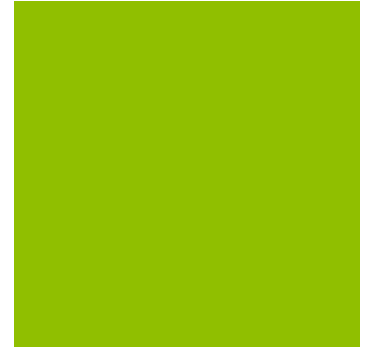
Women and men exhibit different communication styles in the workplace

-- Deborah Tannen, *Talking from 9 to 5*



- Women and men exhibit different communication styles in the workplace
- Examine pronoun usage in the workplace is one effective method to study “Quiet Confidence”
 - Men say “I” in situations where many women would say “we”
 - Women tend to be more indirect, and at times more apologetic, than men
 - Women “quietly” come up with ideas that influence their groups, helping those around them to do their best until a certain point in their career

Is “Quiet Confidence” constructive to leadership?



■ Our Definition | Quiet Confidence

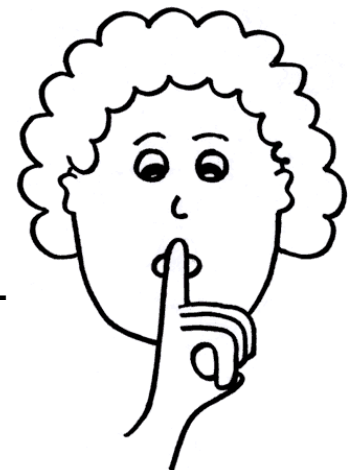
- Being aware of one’s capabilities and strengths but not necessarily drawing attention or demonstrating strong verbal/body language cues in professional interactions.

■ Research Question

- Do successful women and men in top-tier leadership positions exhibit Quiet Confidence communicative characteristics in professional communicative events?

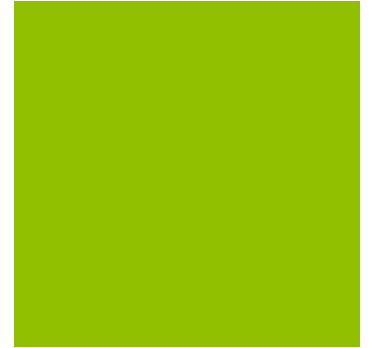
■ Hypothesis

- Executives who exhibit confident and assertive communicative styles in professional interactions are more likely to obtain top-tier leadership positions. **Quiet Confidence thus hinders career advancement.**



RESEARCH METHODOLOGY

Video Analysis & Executive Survey



■ Why Video Analysis

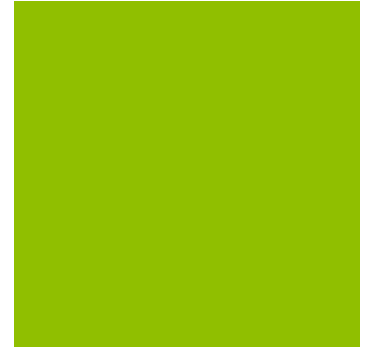
- *The Washington Post*, “On Leadership” online interview video series
- Public resources
- Provided a wide range of industry leaders for this study

■ Why Survey

- A qualitative step to test quantitative findings
- 5 female senior executives at J.P. Morgan Chase responded to questions on their impression of peer leaders’ communicative styles

VIDEO ANALYSIS: PAIRINGS

Industries | Leaders | Genders



Women

Anne Mulcahey

Former CEO, Xerox

Marilyn Carlson Nelson

CEO, Carlson Companies

Sheila Johnson

Co Founder, BET

Michelle Rhee

Chancellor, D.C. Schools

Wendy Kopp

Founder, Teach for America

Ann Veneman

Executive Director, UNICEF

Rosabeth Kanter

Professor, Harvard Business School

Men

Eric Schmidt

CEO, Google

Bill Conway

Co Founder, Carlyle Group

Kevin Martin

Former Chairman, FCC

Joel Klein

Chancellor, NYC Schools

Paul Schmitz

CEO, Public Allies

Craig Fugate

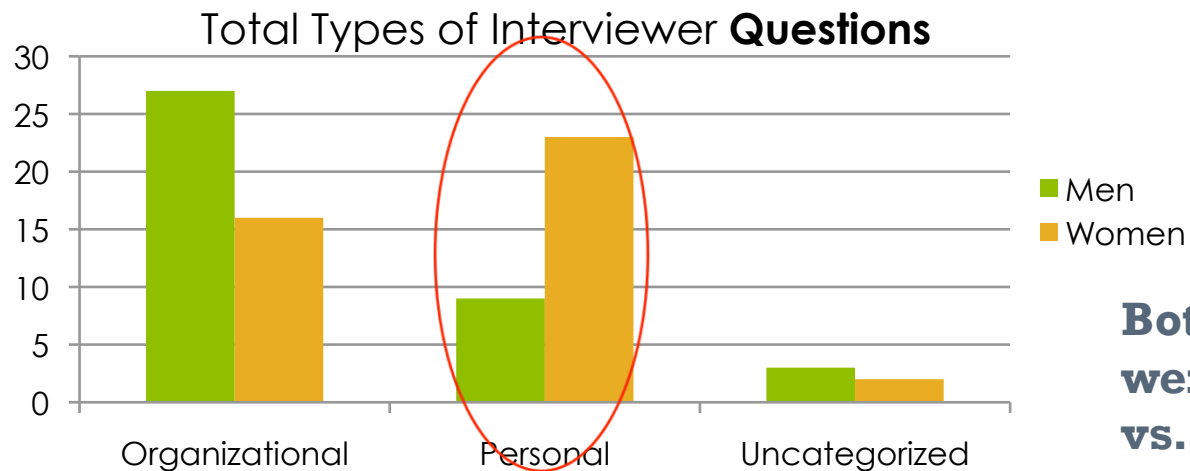
Administrator, FEMA

Bill George

Professor, Harvard Business School

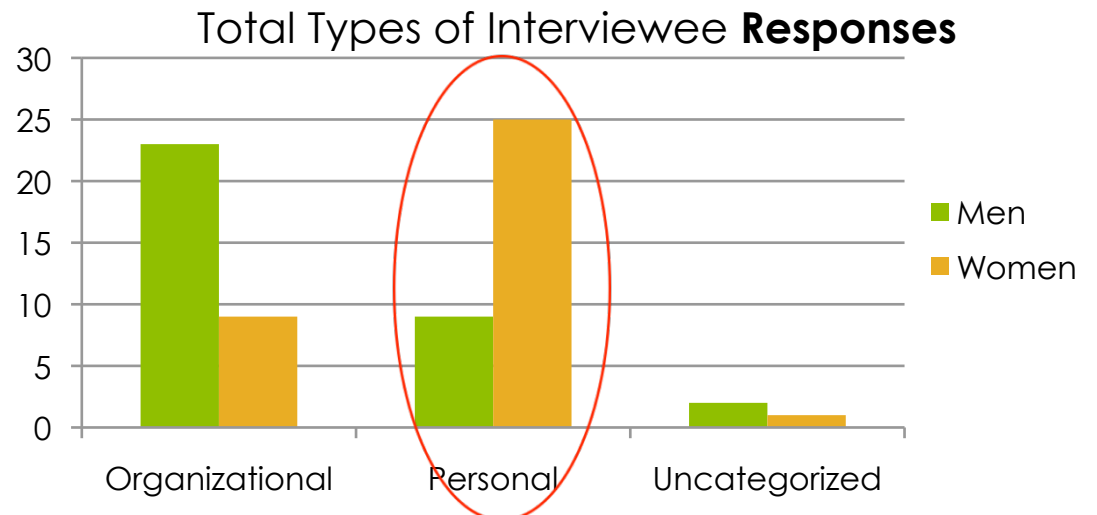
VIDEO ANALYSIS

Women Were Asked **38%** More Personal Questions Than Men.



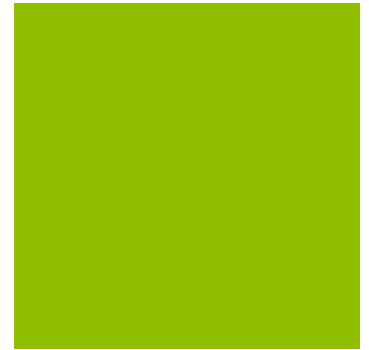
Both questions and responses were categorized into **Personal vs. Organizational**

Women responded with **47%** more personal responses than men. →

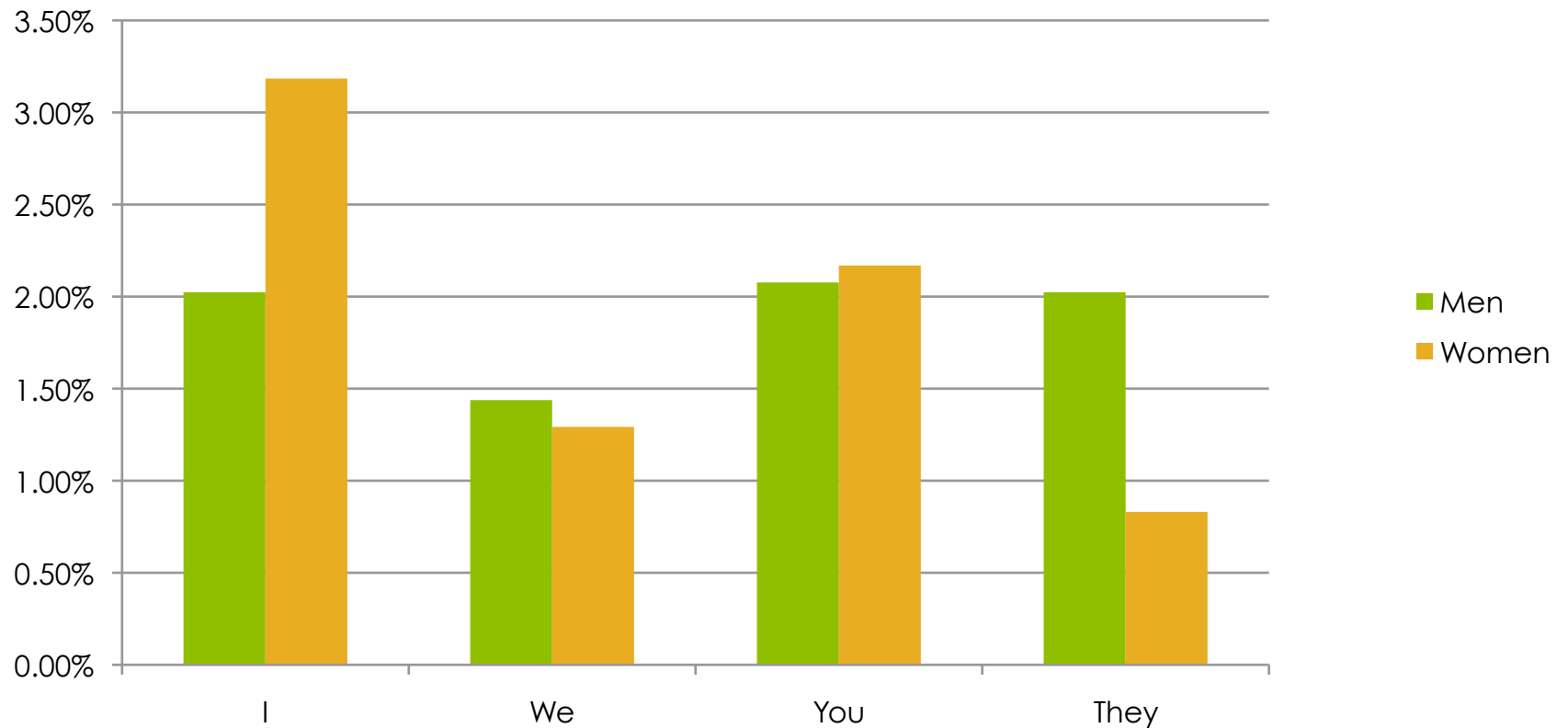


VIDEO ANALYSIS

Women used the individual, 'ownership' pronoun "I" more

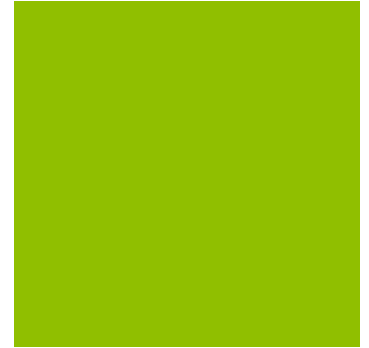


Ratio for Pronouns Used Per Response

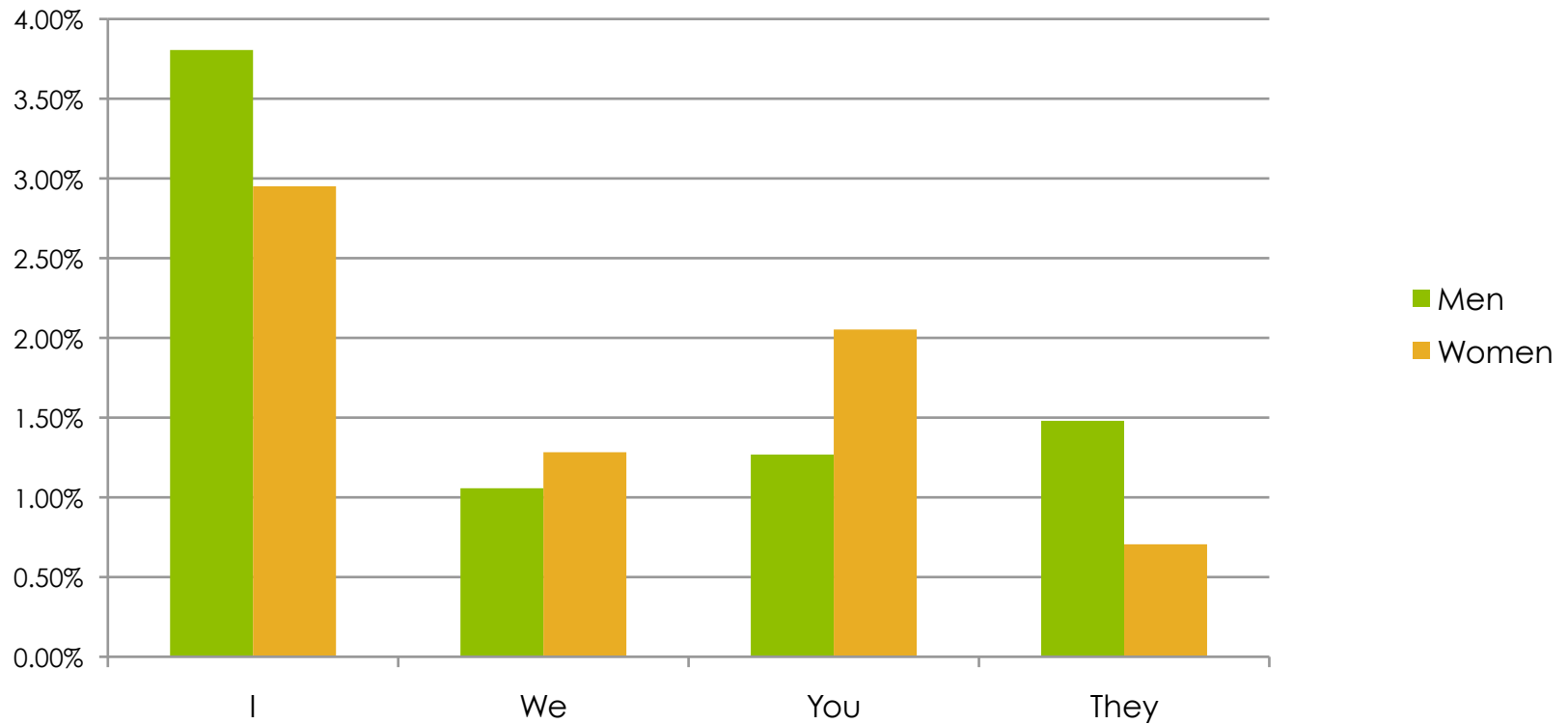


VIDEO ANALYSIS

While both women and men used more “I” in Personal Responses

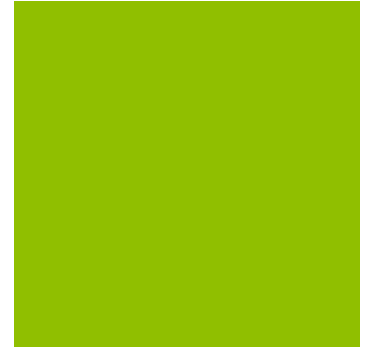


Pronoun Usage in Personal Responses

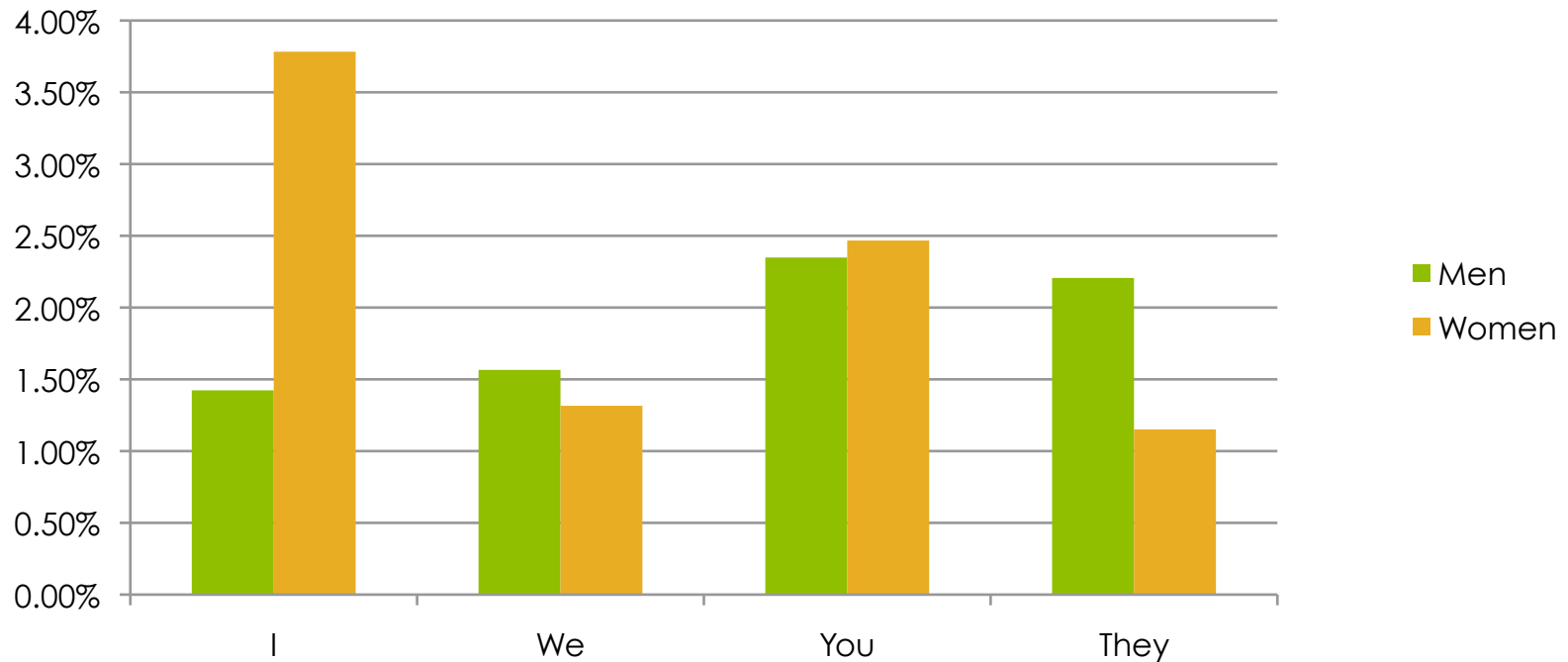


VIDEO ANALYSIS

**Woman leaders used more “I”
in organizational responses**



Pronoun Usage in Organizational Responses



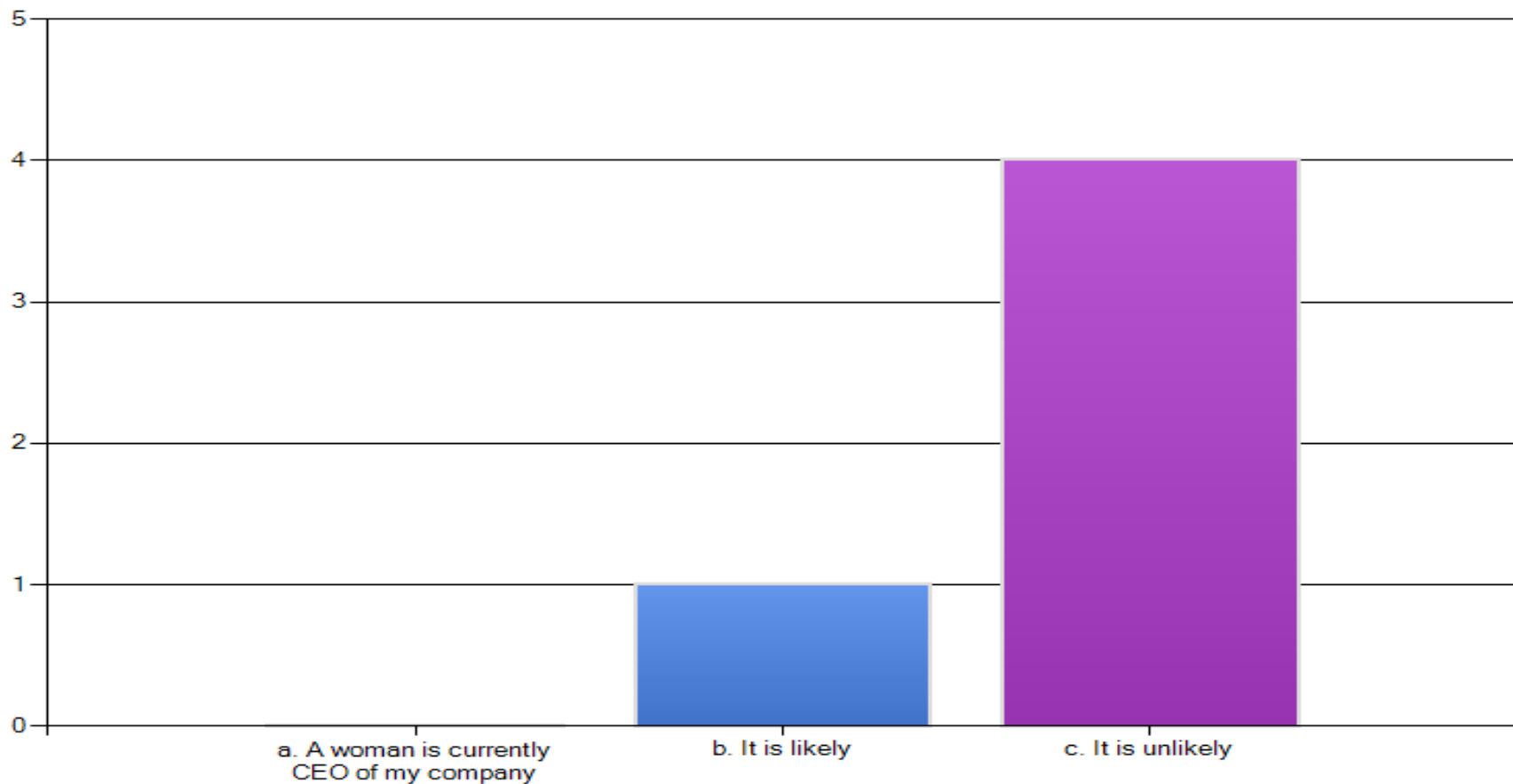
SURVEY ANALYSIS

On becoming CEO...not confident

- **Female** executives ages 35 – 55 at J.P. Morgan Chase

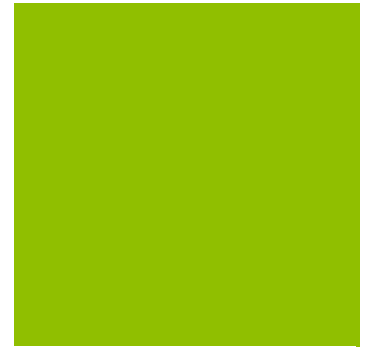


What is the likelihood that a woman will lead your organization in the next five years?

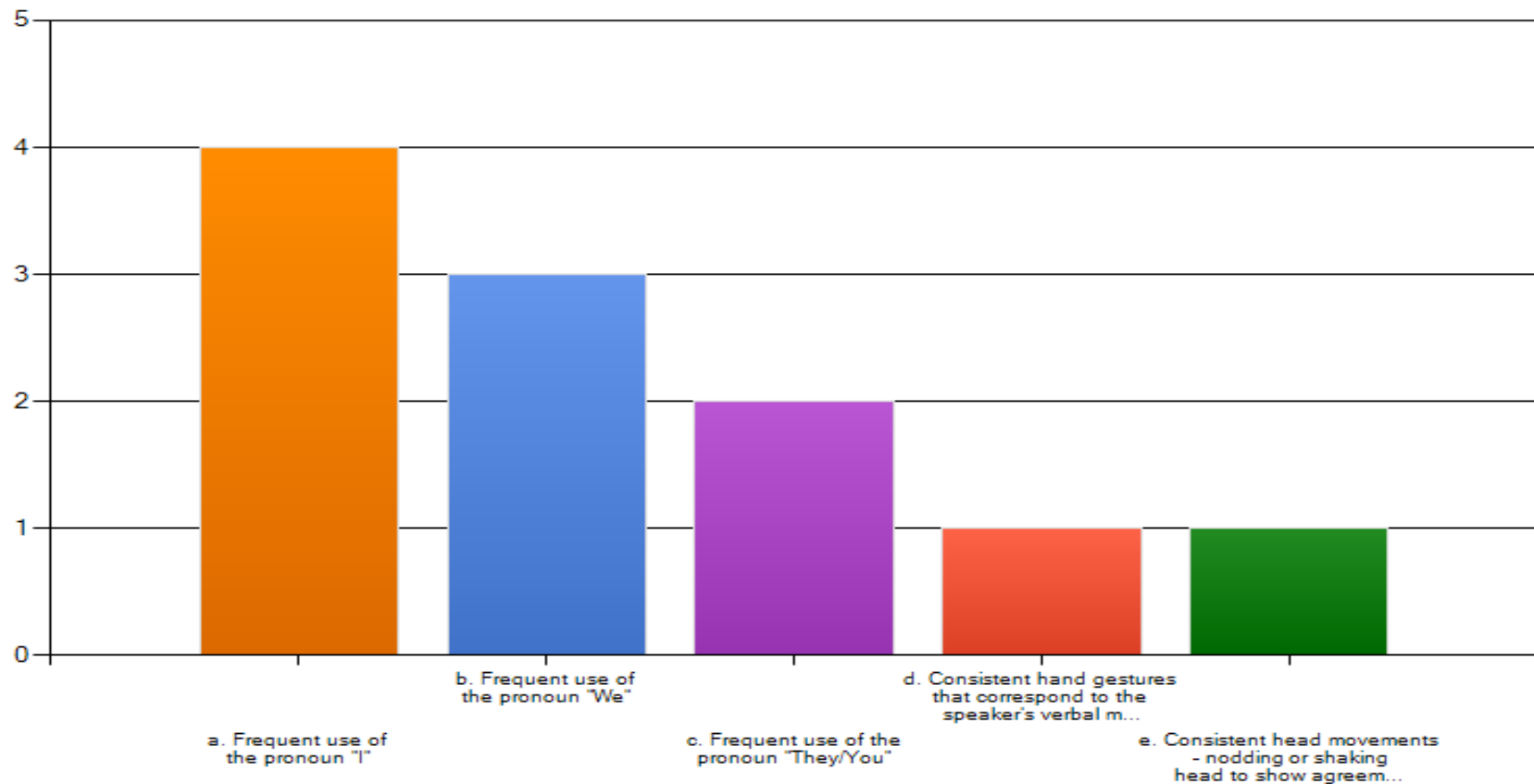


SURVEY ANALYSIS

Impressions of male executives' pronoun usage and gestures



Which of the characteristics below do you notice the most in professional communicative events spoken by male executives in your workplace? Please select as many as applicable (In-person communicative events only)

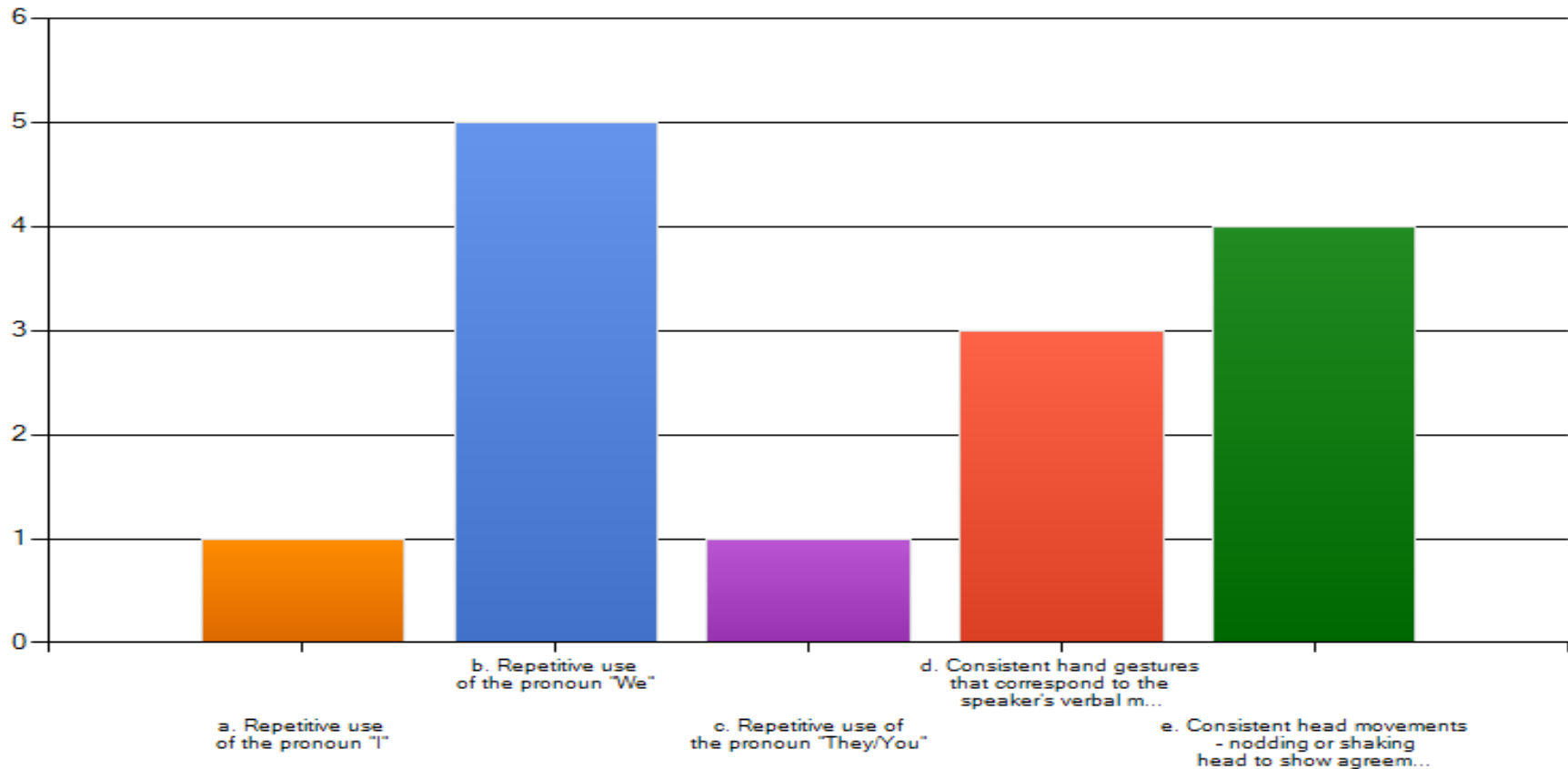


SURVEY ANALYSIS

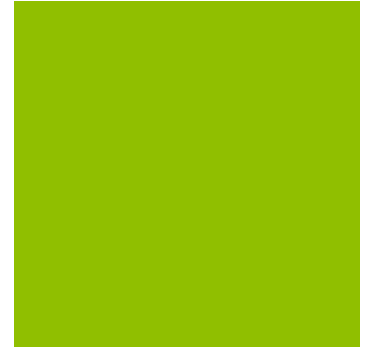
Impressions of female executives' pronoun usage and gesture



Which of the characteristics below do you notice the most in professional communicative events spoken by female executives in your workplace? Please select as many as applicable (In-person communicative events only)



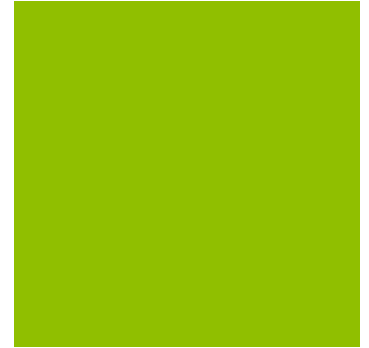
CONCLUSION



- Maintained overtime, Quiet Confidence may impede women who seek advancement to rise to top-tier leadership positions
- Recommendations
 - Women need to be more aware when managing their oral communicative styles in the workplace to invite and obtain advancement opportunities
 - The message delivery may be as critical as the message itself
 - Workplace leadership communication training for emerging female leaders is one way to rectify the imbalance between female to male executive ratios
- Optimism | Female CEOs on the rise?
 - 15 woman CEOs currently run Fortune 500 companies in 2010

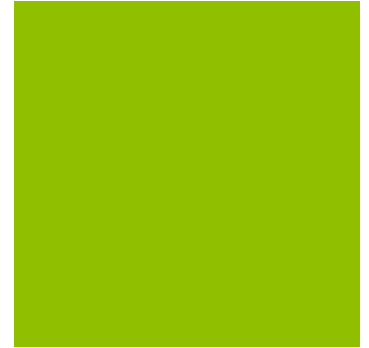


LIMITATIONS



- Edited interview videos - unable to view entire recordings
- Microanalysis for a small sample, which allowed in-depth analysis
 - Not aimed to essentialize speakers' communicative styles in other professional contexts
 - All survey respondents at J.P. Morgan Chase were females
- Context-dependent responses in interview situations
 - Ex | One response contained story-telling, which skewed the pronoun usage in favor of the pronoun "he" for a portion of the video.
- Verbal and non-verbal communicative styles can be studied using a wide range of variables beyond "I" vs. "We" pronouns or head / hand gestures

SOURCES



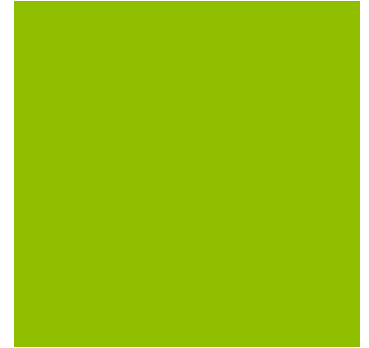
PRINT

- Allwood, J. 2002. Bodily communication – dimensions of expression and content. B. Granström, D. House & I. Karlsson (eds) *Multimodality in Language and Speech Systems*. Kluwer, Dordrecht.
- Tannen, Deborah. *Talking from 9 to 5: How Women's and Men's Conversational Styles Affect Who Gets Heard, Who Gets Credit, and What Gets Done at Work*. New York: W. Morrow, 1994. Print.

ONLINE

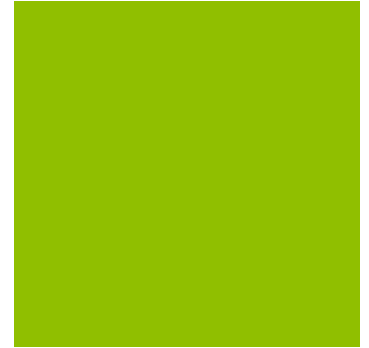
- http://www.businessweek.com/managing/content/oct2009/ca20091016_302039.htm
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- <http://money.cnn.com/magazines/fortune/fortune500/2010/womenceos/>
- <http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2008078>
- <http://www.washingtonpost.com/wp-dyn/content/linkset/2009/10/23/LI2009102302860.htm>

Appendix



- PwC Survey Data
- Raw Data
- Common Gestures That We Observed
- Suggestions for Further Research
- Sources

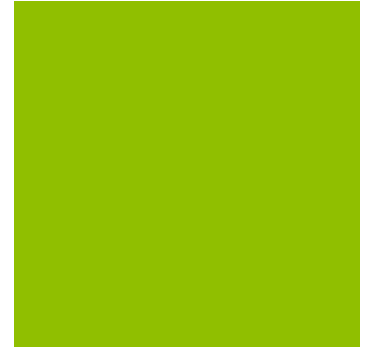
Suggestions for Further Research



- A second study on in-depth observations of leaders within the workplace, rather than in interviews, to enhance conclusions about leaders' communication styles in their "natural" environment.
- "They [men]do not speak over their colleagues or if they do they excuse themselves" comment by Chase Executive
- Additional study to note differences (if any) in communication styles based on the "type" of leader – business vs. political vs. non-profit.

RECENT LANDSCAPE:

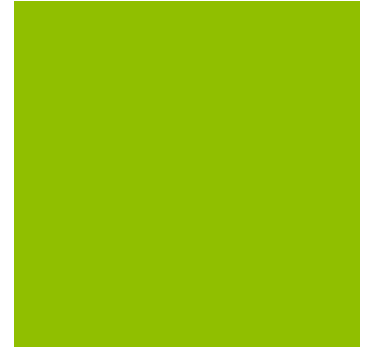
Women | Business | Performance



- **Fact: a 2007 research found**
 - Performance increased in companies which had more women board representatives
 - ROE and ROS increased by 400 basis points
 - ROI rose by 300 basis points

RECENT LANDSCAPE:

Women | Earnings



According to the Census Bureau,

- In 2007, full-time female employees age 16 or older earned \$34,278
 - Although an 2% increase from 2006
 - Every \$1 men earned for work,
 - Women earned \$0.78
- The average D.C. woman earned \$49,364 – similar to men, but
- Women earned < men in 45 out of 50 states

Raw Data for types of questions and responses



Total Types of Questions Asked

	Organization	Personal	Uncategorized
Men	29	9	3
Women	16	23	2

Total Types of Responses

	Organization	Personal	Uncategorized
Men	23	9	2
Women	9	25	1

Raw Data for Pronoun Usage



Total Pronoun Usage

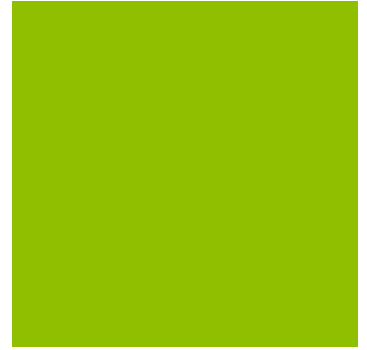
	I	We	You	They
Men	38	27	39	38
Women	69	28	47	18

Personal Response Pronoun Usage

	I	We	You	They
Men	18	5	6	7
Women	46	20	32	11

Organizational Response Pronoun Usage

	I	We	You	They
Men	20	22	33	31
Women	23	8	15	7



Common gestures observed

- Women used more hand gestures and head movements than men that correspond with their verbal message
- Cognitive linguist Jens Allwood demonstrated that speakers' body movements often aligned with his/her verbal content but also convey identity expression, illustration, specification, and sense of communication management to the audience. (Allwood 2002).