

Researchers say

# Sex roles block women managers

Not enough women have the training and desire to fill managerial positions in a United States faced with both a managerial shortage and the requirements of the Civil Rights Act of 1964. The solution to this problem, management researchers Theodore T. Herbert and Edward B. Yost explain in a University of Michigan publication, lies in training more women in the skills of management and eliminating the traditional role stereotypes which block their advancement.

Their analysis is offered in the spring issue of Human Resource Management, published by the ILM Graduate School of Business Administration.

Theodore Herbert, an author and division chairman of the Academy of Management, is associate professor of management at the University of Akron. Edward Yost is a Ph.D. student at Ohio State University.

They suggest that this is a major reason that the development of female managers in business colleges and within employing organizations themselves—the two basic career management sources—has not kept pace with that of male managers.

LOOKING AT remedial activities, the authors write: "There are two general elements in the overall strategy for bringing women into management. The first of these is training women in the skills of management. A barrier exists, though, even for those women who want to be managers; a powerful deterrent is that of the societal norm of marriage, motherhood, and 'appropriate' career paths. Women who follow the social norms cannot achieve whatever potential they may have as managers.

"The answer seems to be in being able to encourage women to choose managerial careers rather than traditional roles, which can best be accomplished through the use of role models.

"Once women see that other women have ignored the social norms and suffered no negative consequences, the motivation to manage will equal that of male counterparts, and a domino effect of more women into management should ensue.

"The task of systematically exposing women to role models and breaking down constraints imposed by societal norms can be accomplished through university level programs and industry training programs. Women can be made aware of role models, the fallacies of traditional stereotypes, and how to deal with such problems as discrimination, sexuality, and balancing the goals of family and career.

"Unfortunately, this solution only prepares women to be managers. The second portion of the strategy addresses the more difficult part of the problem.

THEY CONTEND that "The sexes are similar at the school age stage in achievement motivation, but girls have somewhat more need for achievement than boys."

"Yet" their report added, "when self-esteem and self-confidence are measured among college students, women tend to score lower than men."

"Why do women lose self-confidence at the start of adulthood? Why does this change in attitude take place at this specific point in the life-cycle?"

"The answers to these questions are probably based in social pressure for women to conform to the traditional sex-role stereotypes. Success, defined as outperforming one's counterparts (especially the males) is seen as unfeminine. This pressure may force women to fear success and channel their achievement motivation away from success in the business world and toward more socially acceptable paths and goals."

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## Community Calendar

**"THE PLAY'S THE THING"**  
Tuesday, Aug. 1: "The Play's the Thing," production for preschoolers staged by the two libraries' young writers at 10:30 a.m. in Farmington Community Library on Liberty, and at 2 p.m. in Farmington Hills Community Library on Twelve Mile. No charge.

**GOOFY'S GLIDER**  
Thursday, Aug. 3: Goofy's Glider, program of experiment and flight for all elementary school-aged children at 2 p.m. in Farmington Community Library on Liberty and at 10:30 a.m. in Farmington Hills Community Library on Twelve Mile. Youngsters are asked to call the libraries for list of materials to bring for making paper airplanes, parachutes, and other flying paraphernalia. No charge.

**VACATION BIBLE SCHOOL**  
Monday, Aug. 7: Vacation Bible school runs from 9:15-11:45 a.m. through Aug. 11 in Hope Lutheran Church, 26715 Farmington Road. Open to all children from 3 years old through sixth grade. Registrations are taken by calling the church office, 474-1136.

**Widows, widowers will meet Tuesday**  
Widows and widowers are invited to hear Sr. Margaret Basso talk on "Coping With Loneliness Tuesday, Aug. 1, at 7:30 p.m. in Mercy Center. The group meets once a month in the center on Middlebelt, east of 11 Mile. All sessions are open to all widows and widowers in all surrounding areas. A \$2 donation is asked at the door. There is no membership, but Jean Feterl will take inquiries by calling her at 476-8910.

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