

The Macrotheme Review

A multidisciplinary journal of global macro trends

The influence of women on business in national economies

Mariola Dźwigoł-Barosz

*Silesian University of Technology, Faculty of Organization and Management
Institute of Management, Administration and Logistics, Poland*

Abstract

The article analyzes the impact of women on business in the Polish economy at the beginning of the 21st century. The image of a woman was presented, according to the research of other authors and research carried out by the author in 2013-2016, aimed at examining the perception of women in managerial positions in Polish enterprises. The reasons for the low participation of women in management positions in national economies have been cited. The arguments for increasing the presence of the number of women in top positions have been indicated, which promotes the efficiency of enterprises. The latest report "Women in Work Index 2018" was analyzed, which presents the situation of women on the labor market and their impact on the economy. Key findings from the above report, including 33 countries belonging to the Organization for Economic Cooperation and Development (OECD) were also presented. A complement to the deliberations is the presentation of current data on the participation of women in the top management positions in Poland.

Keywords: manager; gender; diversity

1. Introduction

In the light of the current situation in the job market, a potential success for modern companies is inextricably connected with making use of the potential of women, what is important to improve the effectiveness of companies, but also to develop entire national economies. Out of two outstanding and well-managed teams, the greater potential has the one that is more diverse. Female managers exert their influence in a slightly different way than their male counterparts – they more willingly share their ideas with the others and justify their own decisions in a rational way. The organisations that deliberately fail to benefit from the diversity are depriving themselves of opportunities to achieve a more effective action culture.

Having said that, what do the best companies do to maintain the gender equality? They have been learning how to use gender-related languages; through realising that the current situation is not completely impartial and through adjusting the language and behaviour styles to talent resources and the 21st-century market reality (Wittenberg-Cox Maitland 2010: 135).

The article attempts to find answers to five questions on the influence of women on modern business: what is the situation of female managers in Poland like at the beginning of the 21st century?; why has the female managers' contribution to the businesses been modest?; what arguments support the idea of increasing the number of women in the management bodies of companies?; what is the

present situation of women on the labour market like in 33 countries belonging to the Organisation for Economic Co-operation and Development (OECD)?; what is the real percentage of women holding the top managerial posts in Poland?

2. What did it use to be like?

In 2012, among the biggest Polish companies, belonging to the cream of the crop of the companies from Central Europe, female members of the Board of Directors accounted for 30%, whereas women held the post of Presidents in but 4% of companies. The situation was not different in companies listed on the Warsaw stock exchange, where women acted as members in every fourth Board of Directors, whereas as few as 6% of companies were run by female managers. The analysis of changes that occurred in previous years instils no optimism – the number of women in Board of Directors, in Poland and numerous EU countries has been going down instead of going up (Frańczak Georgijew 2012).

In Poland, the female contribution to the Board of Directors amounted to a mere dozen per cent. The situation is not caused by lower qualifications or insufficient professional skills but by stereotypes, being obstacles to the professional development and promotion.

According to the research studies run by the European Commission, the contribution of female managers in the Boards of the largest companies in Poland amounted to 11.8 %. Every fourth company has a male-only Board, while over a half of companies employ but one female member (Grzesiak).

A small representation of women in top management could be a proof of low entrepreneurial skills of female managers.

Facing the choice between being professionally active and starting a family, the 21st-century women opt for jobs (with the current high rate of divorce, a different choice would not be financially reasonable) (Wittenberg-Cox Maitland 2010: 44).

Moreover, the studies show (Hawlett Buck Luce 2006: 13) that women find it uncomfortable to be financially dependent on their spouses. Despite of the fact whether the relationship is good or not, most women do not like asking for money. Nearly one half of the surveyed women (46%) admit that having their own source of income is an important advantage of professional careers.

The studies published in 2011 show (COIG, 2011) that women are owners of 37% of companies. Psychologists underline their resistance to stress, ability to work under pressure, their multi-tasking abilities, better self-organisation and teamwork skills. It seems that women's entrepreneurial qualities are not lesser than men's, and yet they are not reflected in promotion opportunities. In most cases women own small companies (they run 2/3 of such companies) (gk.24.pl), which proves that women feel the most comfortable in flat structures and that there are obstacles for promoting women in large companies. The phenomenon in question is called a glass ceiling effect – being a kind of invisible (i.e. there are no official rules that prevent women from achieving more important positions), but yet a considerable barrier for promotion of women. The career of women resembles a pyramid or a glass mountain that nobody is able to climb, whereas the perspectives, shown by the trends from the past years, seem to be far from optimistic. Although more women in Poland become managers as compared to women from other EU countries (there are by 6 percentage points more female managers in Poland than abroad), nonetheless the trend is slowly reaching the low average level in the EU – over last 5 years the number of female managers has decreased by 3% (COIG, 2012).

After 2000 there occurred a curious phenomenon concerning those women who managed to climb to the top of corporate ladders. Often, however, these proven managers, despite being "at the

top", leave the company and set up their own businesses. This escape from the highest levels to your own company in English is called careerpreneur, corporate incubator, or corporate climber (Terjesen 2005: 246-259). Among the most common reasons, mentioned, for women leaving the company are: wage inequality, frustration with organizational obstacles and the need for greater flexibility (Vinnicombe Bank 2003).

The research study carried out by the Author over 2013-2016 was aimed to find out how female managers are perceived. For the sake of the study, 228 respondents were randomly chosen and asked to evaluate the level of acceptance (within the scale of 1-4) of the following statements (Table 1)

Table 1. Statements as to perception of women holding managerial posts.

Statement number	Statement	Points
		1 – strongly disagree
		2 – disagree
		3 – agree
		4 – strongly agree
1	I prefer male leadership style in management	
2	I am used to the male leadership style	
3	Business remains the world created by men for men	

Source: Own elaboration.

The Table no. 2 depicts research findings, along with a count of answers given by the respondents, while the Table no. 3 contains their interpretation.

Table 2. Table of count of respondents' answers.

Statement number	Answers by respondents			
	Strongly disagree	Disagree	Agree	Strongly agree
1	21	79	70	58
2	6	51	87	84
3	33	51	108	36

Source: Own elaboration.

Table 3. Interpretation of research results

Perception of women holding managerial posts	Statement acceptance	Interpretation of answers with percentage count
1. Preferring the male leadership style in management	STRONGLY DISAGREE and DISAGREE	40% of respondents do not prefer the male leadership in management
	STRONGLY AGREE and AGREE	56% of respondents prefer the male leadership in management
2. Being accustomed to the male leadership style	STRONGLY DISAGREE and DISAGREE	25% of respondents do not declare to be accustomed to the male leadership style
	STRONGLY AGREE and AGREE	75% of respondents declare to be accustomed to the male leadership style
3. Being convinced that business was created by men for men	STRONGLY DISAGREE and DISAGREE	37% of respondents are not convinced that business remains the world created by men for men
	STRONGLY AGREE and AGREE	63% of respondents are convinced that business remains the world created by men for men

Source: Own elaboration.

The research study carried out by the Author in Polish companies confirmed that the male leaderships styles in management are favoured by the respondents. The opinion was shared by 56% respondents. As many as 75% respondents declare to be accustomed to the male leadership styles, while 63% of respondents stated that business remains the world created by men for men.

3. Why did it use to be so?

In a situation when a female and a male candidate are applying for the same post, the woman needs to be two times better than the man to get the post (Eichelberger 2005: 35). The phenomenon of 'glass ceiling' has been experienced by many female managers in the US. The existence of the said phenomenon was confirmed by 52% of women employed as managers of companies, whereas 82% of men denied its existence (Strykowska 1995: 49).

The Catalyst organization conducted a survey among 1660 business school graduates, in which it assessed projects allocated to employees with high potential. They proved that men are more often

assigned to important tasks leading to promotion. The projects they run were on average twice as large as those entrusted to women and three times as many employees participated in them. Over a third of men admitted that thanks to their tasks, they managed to attract the attention of the senior management. Only every fourth woman could boast the same effect (Silva Carter Beninger 2012). In practice, this means that the so-called The glass ceiling, an invisible barrier on the way to the highest managerial positions, is still widespread.

Demoskop studies indicate that women are perceived as inferior and more difficult bosses (IPSOS Demoskop 2002; Oleksyn 2010: 21 and next). Undoubtedly, the phenomenon can be explained by widespread stereotypes, reigning also in Poland. A person who claimed that men and women were equal in the workplace was mistaken – business is dominated by men. Due to women-related stereotypes the companies did not want to employ female managers. There was a common belief that male managers or directors were more successful.

With reference to the foregoing, one could notice a lack of cohesion and ambiguity as to the approach to professional careers of women holding managerial posts.

The results of research carried out by Deloitte (Frańczak Georgijew 2012), supported by many analyses, indicate that stereotypes and a lack of understanding of the benefits that result from their participation in management have a big impact on the weak position of women in business management. But the research also shows that men are better promoted as exercising power - thanks to the extortion strategy they use in building careers in companies. Even in the highest positions, men do not cease using pressure, fight and break the resistance. However, the presidents and board members in relations with subordinates and colleagues behave differently - they use consultations, like to inspire the team and reach for rational justification methods. They use them more often than men in similar positions (Frańczak Georgijew 2012; Filipowicz 2004: 17 and next).

Business imposes on managers – regardless of their sex – certain rules of action. It seems, therefore, that women should start applying (appropriate to men) the tactics of extortion, since these are so effective in building a career. However, it turns out that such a solution does not bring them benefits. Why? Because they are not authentic at the time – and authenticity is a factor of enormous importance in the perception of the boss by the environment (co-workers and subordinates) (Frańczak Georgijew 2012).

Therefore, there appears a question why women in business were such a rarity? Is it the effect of a "glass ceiling", or maybe the fear of motherhood? Goodwill sexism (King Botsford Hebl Kazama Dawson Perkins 2012; Biernat Tocci Williams 2012), i.e. the belief that women by definition need protection and special reasons proves the use of lower standards for them. Or maybe just women are too emotional, too kind and gentle to the environment? In the light of research (Judge Livingstone Hurst 2012) carried out in the group of American employees in 1957-2008, it was found that unpleasant people usually earn more than sympathetic people. Therefore, women, due to the personality traits commonly attributed to them, are unable to achieve the so-called "Bonus for unkindness"?

Looking from another point of view, maybe the women themselves are guilty? The observation shows that the main barriers hindering the promotion of women are: lack of self-confidence and self-confidence, as well as giving in to the opinions and prejudices of the environment (Wiecka 2014: 74). According to well-known surveys, almost half of men are considered exceptionally or very ambitious, in the case of women, only one third of respondents think so. Although this percentage is systematically growing especially among those working in business, 43% of respondents admit to big ambitions. In the race to the top, therefore, they lose with men, although they are well-educated, have the knowledge and necessary competences to occupy key positions in enterprises (Hewlett Buck Luce 2006: 19).

In the recruitment process, and then applying for a promotion, the woman often hear that this is not a role for her, that women are not good leaders, directors, etc., or that such a role will make her function worse as a mother, there is a great danger of launching negative auto-stereotype. Indeed, in competitions or assessments women will fall out worse because there is stress, that they will confirm this stereotype and will not be good managers enough, at the same time they will become worse mothers. It may also be a desire to prove to men that in the managerial role they are as good as they are. This desire to prove your competence, additional strong pressure, results in less concentration and attention in relation to the task. Then women really get worse, because additional thinking about the difficulties resulting from the role reduces their ability to process data. This is to a certain degree the responsibility of women, in an emotionally difficult situation, not to give themselves and others to start the stereotypical pattern of their gender, and focus on their achievements, successes – not to think of themselves as simply a woman as a person who has experience and he can handle the task that stands in front of her. In connection with the above, one can notice a lack of coherence and ambiguity in the approach to professional career realized by women performing managerial functions (Raport... 2012: 14).

4. Why should it be different?

Secretary-General of Organisation for Economic Co-operation and Development (OECD), A. Gurría, says that women are the least utilized economical commodity in world's economy (Kobiety... 2014: 24).

Many researches prove that discrete prejudice against women are still present in enterprises and society which distorts learning cycle that is crucial for becoming a leader. Those research also point out actions enterprises can undertake to alleviate the situation. It is not enough to determine required skills and competences and pass those on to people as if they were existing in social void. It is necessary to create climate for women motivation to power will be stimulated and encourage others to notice and support women efforts (Ibrarra Ely Kolb 2014: 42).

Unfortunately approach to women in business still seems to be based on stereotypes despite women having better school results and diploma notes.

For the first time more women than men study at universities and women frequently have very good education and interesting experiences (Nitzsche 2005: 8).

In OECD countries the majority (54%) of university graduates are women (Education... 2006).

P. Cieślak, management practitioner who observes business environment notices, that female presidents "are less inclined to waste time. They are more efficient. Men have a tendency to wandering off into other areas or discussions on other subjects. Women have better business discipline, better target focus and use facts to persuade. They are more 'masculine' than men" (Deloitte Raport 2012: 19).

Countries and enterprises that allow women to realize their full potential will benefit from their educational achievements. Among women in the age of 25-34 an average of one third has higher education compared to 28% men (Women and Men in OECD Countries, 2006). Currently 59% of all university diplomas and 61% PhD titles in Europe are given to women (She Figures 2006).

The research shows that companies that are managed by sexually diverse managerial staff are more successful in business and have a better market position. According to the McKinsey report, where the boards were represented by at least 3 women, the organizations achieved a 41% higher rate of return on capital and 56% higher operating results. It is worth noting that their 30% representation on management boards is called the "critical mass", which means that both women and men can participate more effectively in the decision-making process (Dąbrowska 2014: 44).

Scientific findings show how harmful the negative stereotype is – harmful not for women but for companies and markets. In 2010 "Science" (Wooley Chabris Pentland 2010) published research implying that efficiency of groups working on solving tasks or issues increases with diversity of competences of their members. More diversified groups have higher potential for finding adequate and profitable solutions. Diversity is mostly gender-related – teams with female members are in general more effective. Therefore diversity increases efficiency.

Increased number of women at higher positions is beneficial for enterprise results. American Catalyst analytic centre made a ground breaking discovery while researching correlation between women at high power posts and enterprises from the Fortune 500 list. It turned out that a group of enterprises with highest percentage of female representatives at the highest managerial positions had way better results than those with lower percentage of female representatives. Proprietary capital return rate was 35.1% higher and total shareholder return was 34% higher (The Bottom Line 2004).

If women employment rate in the United States, Japan and Egypt was at the same level as men employment rate, their GDP would be higher by 5.9 and 34% respectively (Empowering... 2012).

5. Is it better?

The newest report 'Women in Work Index 2018' described the situation of women on the labour market and their impact on the economy in 33 countries belonging to the Organization for Economic Cooperation and Development (OECD) – table 4. The index is a weighted average of such indicators as: gender pay gap, the unemployment rate of women, job security, forms of employment (full-time or part-time). This year's report covered the data as per 2016.

Table 4. Women in Work Index 2018. Ranking 2016.

Ranking	Country	Ranking	Country	Ranking	Country
1	Iceland	12	Hungary	23	Czech Republic
2	Sweden	13	Belgium	24	Austria
3	Norway	14	Israel	25	Ireland
4	New Zealand	15	United Kingdom	26	Slovakia
5	Slovenia	16	Australia	27	Japan
6	Denmark	17	Germany	28	Spain
7	Luxembourg	18	Portugal	29	Italy
8	Finland	19	Estonia	30	Greece
9	Poland	20	France	31	Chile
10	Canada	21	USA	32	South Korea
11	Switzerland	22	Netherlands	33	Mexico

Source: <https://www.pwc.pl/pl/publikacje/2018/polska-women-in-work-index-2018.html>, access date: 28.10.2018.

The first places in the top of the ranking are taken by Nordic countries: Iceland (1), Sweden (2) and Norway (3). At the bottom of the list one can find: Mexico (33), South Korea (32) and Chile (31).

Poland, on the other hand, has moved up since 2000 from the 19th to 9th place. It was one of the most rapid increases – similar results were achieved only by Luxembourg (from the 23rd to 7th

place) and Israel (from the 26th to 14th place). The biggest falls were experienced by Portugal (from the 5th to the 18th place) and the US (from the 9th to the 21st place)

The advancement of Poland in the PwC ranking resulted from a rapidly decreasing rate of unemployment of women. In 2016 the rate accounted to 6%, against 18% in 2000. There is a noticeable improvement in the index related to the full-time employment of women – up to 91%. It is a very good result, taking into account an average rate of 75% in the OECD countries.

One can observe a significant decrease in differences between remunerations of Polish men and women, i.e. so called pay gap. The data collected in the PwC report showed that the pay gap indicator amounts to 7% (against 12% in 2000). This makes the fourth best result among the OECD countries – apart from Luxembourg (4%), Greece and Belgium (6% each). The average value as to pay gap in the OECD amounts up to 16%, whereas the worst results were identified in South Korea (37%), Japan (25%) and Estonia (24%).

The position of Poland in the Women in Work Index could be better if the professional activities of women on the labour market were growing. In the meantime, the data shows that since 2000 the index has grown by a mere 2%, whereas in the present edition (data as per 2016) the index amounts to 62%, against the average index of 69% in the OECD.

Key reports findings are the following ([www.pwc.co.uk/...](http://www.pwc.co.uk/)):

- Iceland, Sweden and Norway remain the top 3 performing OECD countries.
- The UK has fallen back from 14th to 15th position as improvements in female job market conditions and the gender pay gap in other countries has outpaced the gains achieved in the UK.
- Poland stands out for achieving the largest annual improvement, rising from 12th to 9th place due to a fall in female unemployment and an increase in the full-time employment rate for women.
- Luxembourg has seen the biggest improvement in its rank over the long-term, while Portugal has seen the largest negative movement.
- The analysis of the drivers of the gender pay gap across the OECD shows that government spending on family benefits, the share of female entrepreneurs, maternity leave and occupational segregation help explain the gender pay gap.
- Government policies to reduce the gender pay gap should focus on enhancing social support to families to help women stay in, or return to work, and promoting female entrepreneurship.
- Business can also help by improving opportunities for working women in higher-paying, higher-skilled roles through greater flexibility.
- Fully closing the gender pay gap could increase total female earnings by US\$2 trillion across the OECD.
- There are significant economic benefits in the long-term from increasing the female employment rate to match that of Sweden. The GDP gains across the OECD could be over US \$ 6 trillion.

Good news for Poland does not imply that there is nothing to be done as to the involvement of women, in particular, women managers, in the labour market.

The above is confirmed by the Millward Brown research study, commissioned by Grant Thornton International ([forsal.pl/...](http://forsal.pl/)), carried out among 10,000 owners and managers of medium-size and large companies in 33 countries. The findings of the study, published in March 2017, showed that despite a high participation of women in the general category of senior managers, there are still few women holding the highest positions in Polish companies – only 8% of presidents of the Board are women.

According to the report called 'Polski biznes silny kobietami', based on the International Business Report carried out by Grant Thornton (www.pap.pl), women account for 34% of senior managers, i.e. top managers, in large and medium-size companies in Poland.

Another report, commissioned by the Ministry of Labour and Social Policy within the scope of the project 'Równość kobiet i mężczyzn w procesach podejmowania decyzji ekonomicznych – narzędziem zmiany społecznej' (Equality of women and men in the process of making economic decisions – a tool for social changes) ([www.newsweek.pl/...](http://www.newsweek.pl/)), underlines that the biggest Polish companies, i.e. the companies listed on the stock exchange, including state-owned enterprises, have less than 15% of women in Board of Directors and Supervisory Boards, whereas around 7% of women hold the posts of Presidents of the Boards.

There should be constant actions to promote the women's entrepreneurial spirit, enhance their contribution to Boards of Directors and Supervisory Boards in companies, as well as forge a stable and responsible pro-family policy that does not exclude women from the labour market because of their maternity-related decisions. The said actions should be supported by both the state and individual employers.

6. Conclusion

Upon analysing the contribution of women and men in business, a question arises – whether men or women are able to guarantee better results in the management of businesses?

Research conducted by "Diners Club" under the Talent Club program shows that although most people see differences in men and women management, they do not think that those differences influence their efficiency and professional achievements (Ibarra Ely Kolb 2014: 43-44).

In research titled "Wojna Płci" ("Gender War") (Wilk 2011) ([www.talentclub.pl/...](http://www.talentclub.pl/)) over 500 Polish managers answered questions related to managerial positions held by men and women. According to nearly two thirds of them (63%) sex does not have noticeable impact on manager's efficiency and according to more than half (58%) – on their professional achievements.

Most respondents agreed that differences between sexes do exist but are not as significant to influence the quality and efficiency of a male or female manager. According to the respondents good team leadership skill depends way more on individual's work practice and interpersonal skills, such as encouraging to creative thinking and leaving them choice regarding execution of their duties, than gender.

G.N. Powell (Powell 2002: 362) claims that there are no differences in management styles of men and women. He claims that men and women represent similar managerial potential, high motivation to pursue leadership. Although he acknowledges, that women are more often focused on self-development and interesting challenges and men are focused on work environment, its prestige, possibilities of exerting influence and pursuit of highest possible remuneration. He also confirms that women have a tendency for democratic management and men are more authoritarian. According to the author the above mentioned differences do not justify the conclusion that women are less suitable for managing than men or that men are more suitable for managing than women. G.N. Powell claims: "There are few reasons to believe that only men or only women can be perfect managers. "Member of each sex can be an outstanding, mediocre or poor manager" (Powell 2002: 362).

Regardless of their sex, business leaders are expected to set clear goals, overcome obstacles and take rapid and decisive actions. The analysis of tactics preferred by female and male managers creates some space for similar actions performed by both sexes. Thus, the companies should make use of talents of both men and women, as it is the only way for them to stay competitive. These organisations which consciously ignore the variety are depriving themselves of opportunities to establish a more

effective action culture. This idea is embedded in the trend saying that differences between female and male management styles are disappearing.

It cannot be said with certainty that an increase of number of women in company boards will cure national economies, but it must be noted that diversity undoubtedly introduced by women in managerial positions can determine organization's success.

References

- (Biernat Tocci Williams 2012) Biernat M., Tocci M.J., Williams C. 2012. The Language of Performance Evaluations: Gender – Based Shifts in Content and Consistency of Judgment. *Social Psychological & Personality Science*.
- (Brol Kosior 2004) Brol J., Kosior M. 2004. Kobięcy styl zarządzania w Polsce (aspekty społeczno-ekonomiczne). *Kobięta i Biznes*, 1-4
- (Cieślak) Cieślak P. *HR Business Partner, Head of HR*. Roche Diagnostics.
- (COIG 2011) Centralny Ośrodek Informacji Gospodarczej, 15 kwietnia 2011.
- (COIG 2012) Centralny Ośrodek Informacji Gospodarczej. *Puls Biznesu*, March 8, 2012.
- (Dąbrowska 2014) Dąbrowska E. February 2014. Jak przełamać stereotypy. In *Harvard Business Review Polska*.
- (Education at a Glance Report 2006). Education at a Glance Report 2006. Paris: OECD.
- (Eichelberger 2005) Eichelberger W. 2005. Stres menedżerek. *Home&Market*, 2(151).
- (Empowering ... 2012) *Empowering The Third Billion: Women and the World of Work in 2012*. 2012. New York: Booz & Company.
- (Fisher 2003) Fisher H. 2003. *Pierwsza płeć. Jak wrodzone talenty kobiet zmieniają nasz świat*. Warszawa: Wydawnictwo Jacek Santorski & Co.
- (Frańczak Georgijew 2012) Frańczak H., Georgijew I. winter 2012. Deloitte: Kobięty i władza w biznesie. *Thinktank*.
- (Hewlett Buck Luce 2006). Hewlett S.A., Buck Luce C. 2006. Odejścia i powroty. Czyli jak zatrzymać utalentowane kobiety na ścieżce zawodowej. In *Kobięty i biznes*. Gliwice: Helion.
- (Ibarra Ely Kolb 2014) Ibarra H., Ely R., Kolb D. February 2014. Kobięty na stanowiskach przywódczych. Niewidzialne bariery w drodze na szczyt. *Harvard Business Review*.
- (IPSOS Demoskop... 2002) *IPSOS Demoskop*, badania na zlecenie *Polityki*, XI.
- (Judge Livingstone Hurst 2012) Judge T.A., Livingstone B.A., Hurst Ch. 2012. Do Nice Guys – And Gals – Really Finish Last? The Joint Effects of Sex and Agreeableness on Income. *Journal of Personality and Social Psychology*.
- (King Botsford Hebl Kazama Dawson Perkins 2012) King E.B., Botsford W., Hebl M.R., Kazama S., Dawson J.F., Perkins A. 2012. Benevolent Sexism at Work: Gender Differences in the Distribution of Challenging Developmental Experiences. *Journal of Management*.
- (Kobięty...) Kobięty i ekonomika równych praw. February 2014. *Harvard Business Review*.
- (Nitzsche 2005) Nitzsche I. 2005. *Reguły gry w pracy. Jak kobiety i mężczyźni mogą je zrozumieć i wykorzystać dla siebie*. Białystok: Studio Astropsychologii.
- (Powell 2002) Powell G.N. 2002. Przywództwo i płeć: Vive la différence? In *Kobięty, mężczyźni i płeć*. Edited by M.R. Walsh. Warszawa: IFiS PAN.
- (Raport...) *Raport z badania mechanizmów budowania pozycji w organizacji oraz sposobów wywierania wpływu przez osoby zajmujące wyższe stanowiska menedżerskie w Polsce: Kobięty i władza w biznesie. Czy płeć ma znaczenie dla budowania pozycji i wpływu w organizacji?* Deloitte, October 2012.
- (Rosener 2003) Rosener J.B. (2003). Przywództwo i paradoks płci. In *Kobięty, mężczyźni i płeć*. Edited by M.R. Walsh. Warszawa: IFiS PAN.
- (Rubin 1997) Rubin H. 1997. *The Princess. Machiavelli for Women*. New York.
- (She Figures 2006) She Figures 2006. EU.

- (Silva Carter Beninger 2012). Silva Ch., Carter N.M., Beninger A. 2012. *Good Intentions, Imperfect Execution? Women Get Fewer Of The 'Hot Jobs' Needed To Advance*. Catalyst.
- (Strykowska 1995) Strykowska M. 1995. Kobiety w zarządzaniu. Społeczne i psychologiczne uwarunkowania pełnienia przez kobiety funkcji menedżerskich. In *Humanistyka i płeć. Studia kobiece z psychologii, filozofii i historii*. Edited by Miluska J., Pakszys E. Poznań: Wydawnictwo Naukowe UAM.
- (Świeboda-Toborek 2000) Świeboda-Toborek L. 2000. Kobieta sukcesu pod szklanym sufitem. *Charaktery*, 11.
- (Terjesen 2005) Terjesen S. 2005. Senior Women managers: Leveraging Embedded Career Capital in New Ventures. *Career Development International*, 10(3).
- (The Bottom Line... 2004) *The Bottom Line: Connecting Corporate Performance and Gender Diversity*. Catalyst.
- (Vinnicombe Bank 2003) Vinnicombe S., Bank J. (2003). *Women with Attitude*. London: Routledge.
- (Wiecka 2014) Wiecka A. February 2014. Menedżerki w polskich firmach. Punkt widzenia. Potrzebna jest wiara we własne siły. *Harvard Business Review*.
- (Wittenberg-Cox Maitland 2010. Wittenberg-Cox A., Maitland A. 2010. *Kobiety i ich wpływ na biznes. Nowa rewolucja gospodarcza*. Warszawa: Oficyna a Wolters Kluwer business.
- (Women... 2006) *Women and Men in OECD Countries*. 2006. Paris: OECD.
- (Woolley Chabris Pentland 2010) Woolley A.W., Chabris C.F., Pentland A. 2010. *Evidence for a Collective Intelligence Factor in the Performance of Human Groups*, *Science*, *Nada Hashmi*, 3,5 *Thomas W. Malone* 3,5. October 29.
- (biznes.gazetaprawna.pl/...) http://biznes.gazetaprawna.pl/artykuly/505499,kobiety_bryluja_w_biznesie_przybywa_tez_pan_ktore_przynosza_do_domu_wiecej_pieniedzy_niz_ich_mezowie.html.
- (www.egospodarka.pl/...) <http://www.egospodarka.pl/72517,Dobry-menedzer-nie-musi-byc-mezczyzna,1,39,1.html>.
- (www.gk24.pl) <http://www.gk24.pl>, January 31, 2012.
- (www.talentclub.pl/...) <http://www.talentclub.pl/wiedza.php?fid=529>.