

Editorial Overview: Advancing Women in Business

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Abstract

The Rutgers Center for Women in Business (CWIB) is honored to serve as guest editor for this special edition of the Rutgers Business Review as we spotlight scholarly research focused on advancing women in business. While women have achieved many milestones toward parity in the workplace, there is still a long way to go. CWIB was established in December 2019 as a research and education center dedicated to helping women achieve economic and workplace parity. The center accomplishes this by providing access to education, opportunity, and thought leadership that removes barriers, builds community, and empowers women with the confidence and skills to succeed as business leaders. This Rutgers Business Review issue is an extension of the center's mission to educate both scholars and practitioners through thought leadership. We have curated articles from various academic scholars throughout the country. The articles are organized around the three tenets of the CWIB mission of removing barriers, building community, and empowering women.

Removing Barriers

Research finds that women face unique barriers to entry and promotion in the workplace. These barriers include systemic inequities, biases and women's own lack of confidence, to name a few. The first three articles in this special issue each focus on different ways organizations and individuals can attenuate the often hidden hurdles encountered by women. David G. Smith (John's Hopkins University) and W. Brad Johnson (U.S. Naval Academy) provide an overview of public allyship, including specific advocacy actions

and their resulting implications for men, women and organizations (*Male Allies Must Publicly Advocate and Sponsor*). Next, Priyanka D. Joshi (San Francisco State University), Cheryl J. Wakslak (University of Southern California), Laura Huang (Harvard Business School), and Gil Appel (George Washington University) highlight key gender differences in communication. The authors detail the implications of these differences for how managers can best support emerging women leaders, as well as strategies for both men and women to adapt their communication depending on the situation and audience (*Gender Differences in Communicative Abstraction and their Organizational Implications*). Finally, Mason Ameri (Rutgers University), Lisa Amoroso (Dominican University), and Terri Kurtzberg (Rutgers University) discuss recent research findings that inform improved effectiveness of diversity training, including repeated exposure of ideas, buy-in from leadership, appropriate expertise, opportunities for active engagement, and connective presentation styles (such as using storytelling) (*Advancing Diversity Training*).

Building Community

Removing barriers that historically precluded women's advancement is a necessary step toward parity. In addition, to retain diverse talent—including women—organizations must pay close attention to creating an environment that supports inclusion and belonging. Sara L. Cochran (Indiana University) draws on recent qualitative research on women's experiences in entrepreneurship to recommend ways investors, educators and entrepreneurs can create a more inclusive entrepreneurial ecosystem to encourage and support women entrepreneurs (*Creating a Space for Women Entrepreneurs*).

Empowering Women

Whether a woman is at the beginning of her career or midway through an established career path, interpersonal (social-imposed) and intrapersonal (self-imposed) pressures faced by women can hinder advancement. The next two articles uncover the hidden pressures women encounter when making critical life decisions, reveal why these pressures arise, and discuss the workarounds and solutions that women can enact in their own lives and the interventions that organization must employ through policy changes. Vanessa M. Patrick (University of Houston) discusses personal policies and introduces the DREAM (Diagnose - Reflect - Establish - Act - Monitor) framework to inspire and empower women leaders to develop their own set of personal policies that can shape how they lead and live (*Getting to Gutsy: Using Personal Policies to Enhance (and Reclaim) Agency in the Workplace*).

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Kristina M. Durante (Rutgers University) and Alexis Rittweger (Rutgers University) discuss recent research that demonstrates how traditional gender roles still hinder women's advancement in the workplace and what needs to change for the future of work (*Outdated Gender Norms Continue to Haunt Women's Workplace Advancement*).

Concluding Summary

While there has been progress for women's advancement in business, it has been slow and insufficient. Women achieve higher education and post-higher education at a greater rate than men, yet only 8.1% of Fortune 500 CEOs are women. The concluding article by Nancy DiTomaso (Rutgers University) and Catrina Palmer Johnson (Kent State University) reviews the current state of scholarship on the role of gender in organizations and discusses how our current knowledge can expedite the path to gender equity (*Pathways to Gender Equity: More than a Seat at the Table*).

Special Issue Editors

*Lisa Kaplowitz is the Co-founder and Executive Director of the Rutgers Center for Women in Business, whose mission is to develop women business leaders by removing barriers, building community and empowering them with the confidence and skills necessary to succeed. She is also Assistant Professor of Professional Practice, Finance, at Rutgers Business School. Lisa has been a restless champion for gender equality and has been recognized as a Woman on the Rise by Paradigm for Parity and as a Women in Business Influencer by ROI-NJ. Her work has been featured on Bloomberg TV and in Forbes, CFO Magazine and Bloomberg.com. Lisa began her advocacy work as scholar-athlete at Brown University, when she was part of a landmark Title IX case that added more varsity athletic opportunities for women. She also co-founded Brown Athletics W.O.M.E.N. (Women's Opportunity, Mentorship & Empowerment Network) and serves on the Board of the Brown University Sports Foundation. Lisa began her career as an investment banker at Deutsche Bank and Bank of America. She then transitioned to the company side, where she served as the Treasurer of Bed Bath & Beyond, and subsequently, as CFO of various private equity-backed start-ups, working with firms such as L. Catterton Partners and Eurazeo. Lisa earned a B.A. in Economics and International Relations from Brown, where she was Academic All-Ivy and 2018 Hall of Fame Inductee, and an MBA from Northwestern's Kellogg School of Management.
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*research program focuses on how our evolved biology (ancestral ecology and internal physiological systems) and our modern social environment interact to influence behavior. Kristina's areas of expertise include women's consumer choice and luxury spending, family consumer decisions, hormones and behavior, and the psychological consequences of ambiguity. Her work integrates knowledge from biology with diverse areas of psychology and marketing. By considering the deep historic forces that continue to shape modern behaviors, Kristina's research provides insight into the underlying fundamental motives behind consumer choice that can guide the creation of successful marketing appeals and workarounds for some of society's most pressing problems. Kristina's work has been published in the leading academic journals in marketing, psychology, and biology. Kristina spoke about her research in a recent TEDx talk. Her studies have been featured in USA Today, The Wall Street Journal, The New York Times, and The Chicago Tribune, as well as hundreds of other media outlets worldwide. Kristina spent seven years as an entertainment marketing executive at Metro-Goldwyn-Mayer, Loud Records, and Planet Hollywood before entering academe.
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