

# BREAKING THE GLASS CEILING

## **Appendix A**

### Cover Story

#### Pilot Study

“Evaluations and decisions”

#### INTRODUCTION

Thank you for agreeing to participate in our study. We are interested in finding out how different amounts and types of information affect the way people characterize others. In this case, you will be asked to review information about a person and their job. You will then be asked to describe this person and answer a few questions.

#### Studies 1, 2, 3, 4, & 5

“The Right One: Screening Applicants for Top Positions”

#### INTRODUCTION

Most organizations have formal selection procedures to help decision makers choose the right candidate for a position. In the initial stages of this process, applications are quickly screened to determine which ones will be formally reviewed. In this study, we are interested in finding out how initial screening decisions of job applicants are made and identifying rules of thumb that are used to eliminate candidates or keep them in the applicant pool.

#### WHAT YOU WILL BE DOING

For background purposes, you will be asked to review a short description of the current state of affairs of a company. We will then provide you with information about potential candidates to take over an important position. You will be given only a little information about the applicants. We are interested in your first impressions.

## Appendix B

### Stimuli<sup>1</sup>

#### Leader gender manipulation, male-typed company (Pilot Study)

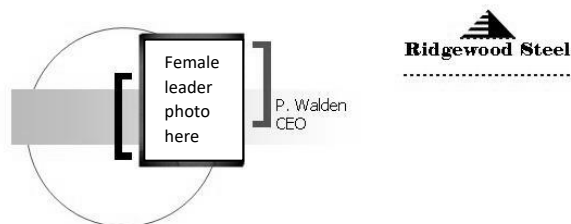
##### Version A: Steel manufacturing company

[Patricia, Michael] Walden is the current CEO of Ridgewood Steel.

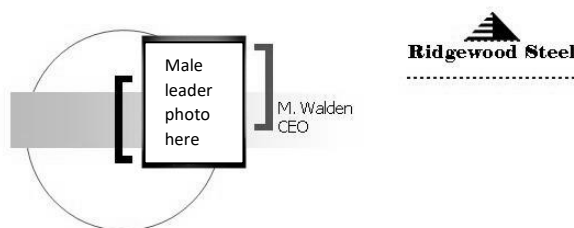
Ridgewood Steel is a private industrial plant dedicated to the manufacturing of steel. It is one of the largest steel producers in the United States, and the largest of the "mini-mill" steelmakers. The company operates 31 facilities throughout the country, including subsidiary businesses. Ridgewood Steel's total annual steelmaking capacity is roughly 25 million tons.

As of December 2014, the steel mill employed over 20,000 people. Their current CEO, [Patricia/Michael] Walden, has been in charge of Ridgewood Steel since 2013.

##### Female condition



##### Male condition



---

<sup>1</sup> Pictures may be subject to copyright. Please email corresponding author for pictures used.

## Version B: Tool manufacturing company

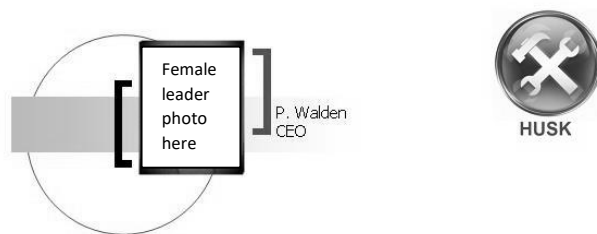
[Patricia, Michael] Walden is the current CEO of HUSK

HUSK is a home improvement product manufacturer located in Northern California.

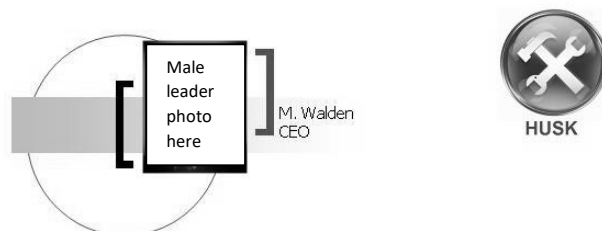
As the executive leader of HUSK, one of the nation's largest home improvement companies, the CEO is both the heart and the brains behind its lines of hardware and parts. The CEO maintains a hands-on approach in all aspects of the business: from the design and creation of construction materials and tools, to the actual marketing of these products to home improvement consumers.

As of December 2014, the home improvement manufacturer employed over 20,000 people. Their current CEO, [Patricia/Michael] Walden, has been in charge of HUSK since 2013.

## Female condition



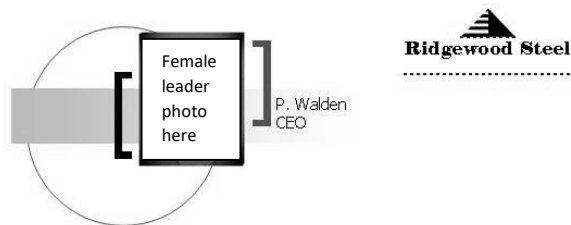
## Male condition



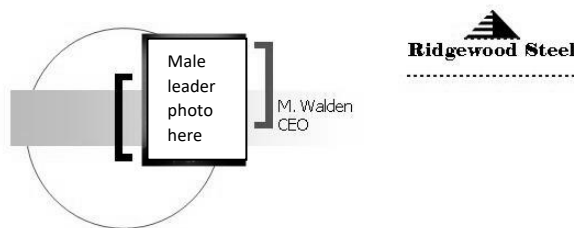
Leader gender manipulation, male-typed company (Studies 1, 2, & 4)

Ridgewood Steel is a private industrial plant dedicated to the manufacturing of steel. Their current CEO, [Patricia/Michael] Walden, is leaving the company and the search for a replacement is underway.

## Female condition



## Male condition



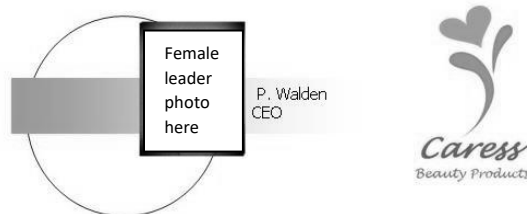
Company gender-type manipulation (Study 3)

[Caress/HUSK] is a [beauty/home improvement] product manufacturer located in Northern California.

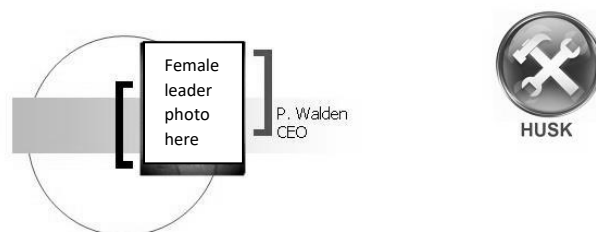
As the executive leader of [Caress/HUSK], one of the nation's largest [beauty product/home improvement] companies, the CEO is both the heart and the brains behind its lines of [lotions and perfumes/hardware and parts]. The CEO maintains a hands-on approach in all aspects of the business: from the design and creation of [fragrances and creams/ construction materials and tools], to the actual marketing of these products to [beauty/home improvement] consumers.

The current CEO of [Caress/HUSK], Patricia Walden, is leaving the company and the search for a replacement is underway.

## Female-typed condition



## Male-typed condition



Leader performance manipulation (Studies 1 & 4)

Failure (example of male condition)



Success (example of female condition)



Leader performance manipulation (Studies 3 & 5)

Failure (example of female-typed condition)



Success (example of male-typed condition)





Female candidate background (Studies 1, 2, & 3)

<b>Katherine Clark</b>	<b>BACKGROUND</b>
Female candidate photo here	<p>Became the president of [REDACTED] in 2009.</p> <p>Her responsibilities include executive decisions about the organization's operations and financial position, managing the budget and maintaining procedures to implement strategic directions.</p> <p>Before joining [REDACTED], she served as general manager of business development at [REDACTED], with overall responsibility of local operations.</p> <p>She received a BA in economics from University of California at Riverside, and an MBA in corporate management and finance from University of Rochester's Simon Business School.</p>

Female and male candidate background (Studies 4 & 5)

Version A, example of male condition

<b>Thomas Moore</b>	<b>BACKGROUND</b>
Male candidate photo here	<p>Became the president of [REDACTED] in 2009.</p> <p>His responsibilities include executive decisions about the organization's operations and financial position, managing the budget and maintaining procedures to implement strategic directions.</p> <p>Before joining [REDACTED], he served as general manager of business development at [REDACTED], with overall responsibility of local operations.</p> <p>He received a BA in economics from University of California at Riverside, and an MBA in corporate management and finance from University of Rochester's Simon Business School.</p>



Version B, example of female condition,

<b>Katherine Clark</b>	<b>BACKGROUND</b>
Female candidate photo here	<p><b>President of [REDACTED], was named to her current role in 2010.</b></p> <p><b>As president, she creates annual operating plans to support strategic direction, manages annual budgets and oversees organizational performance.</b></p> <p><b>Between 2006 and 2009, Clark was chief operating officer of [REDACTED], a multi-national corporation, with responsibility for technology planning, marketing and sales.</b></p> <p><b>She earned a bachelor's degree in business analysis and finance from Iowa State University and an MBA in business management from University of Florida's Hough Business School.</b></p>

## Appendix C

### Dependent measures

#### Pilot Study

Imagine that you had to describe the person you just reviewed to someone who has no information about this person. Please choose 5 words that you think would provide the most accurate description of the person you read about.

Please write a brief description of the person you reviewed.

#### Studies 1, 2, 3, 4, & 5

How competent do you think this candidate is?

Not competent    1       2       3       4       5       6       7       Very competent

How effective do you think this candidate will be in dealing with Ridgewood Steel's current situation?

Not effective    1       2       3       4       5       6       7       Very effective

How qualified do you think this applicant is to be a CEO at Ridgewood Steel?

Not qualified    1       2       3       4       5       6       7       Very qualified

How strongly would you recommend that this candidate **be kept** in the applicant pool for formal review?

Not at all strongly    1       2       3       4       5       6       7       Very strongly

If you had to choose between the two candidates you've seen so far, which one would you select to undergo formal review? (Studies 4 & 5 only)

a. Thomas Moore

b. Katherine Clark

#### Study 2

To what extent do you think the candidate reviewed is:

Timid            1       2       3       4       5       6       7       Bold

Emotional	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	Rational
Hesitant	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	Not hesitant
Uncertain	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	Certain

To what extent do you think this candidate is:

	<i>Not at all</i>						<i>Very much</i>
Decisive	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
Forceful	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
Achievement-oriented	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
A good leader	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>
Strong	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>

## **Appendix D**

### **Experimental procedure**

For all five studies, participants were asked to come into the lab and fill in our questionnaires in paper and pencil form. Each condition was photocopied from the same master copy to ensure that any effect the photocopying procedure might have on the original stimuli (e.g., sharpness of the images, shade of the font) was kept constant. Photocopies were randomized and numbered, and then distributed to participants by order of arrival. The maximum amount of participants that could sign up for a specific time slot was set to 5.

After signing the appropriate consent forms, participants were handed the experimental materials and questionnaires. They were instructed to wait until everybody had completed the study before they could leave the lab room. After all participants had completed the study, they were asked to describe what the study was about. Participants were then thoroughly debriefed and granted the appropriate research credit.

### **Experimenter training**

Before being granted permission to run participants, all experimenters are required to go through ethics training, and to approve an ethics certification test. Once approved, new experimenters are trained by senior lab members on how to run experiments. Specifically, new experimenters must study the “running protocol” (see below), observe senior experimenters running participants, and run participants under the supervision of a senior lab member before they are allowed to run participants on their own.

In addition to the training, the principal investigator holds bi-weekly meetings with all experimenters to ensure that the process is going as planned, and to address potential unforeseen issues.

## Running Protocol

1. Prepare consent forms, materials and debriefing forms according to number of participants that have signed in. You will need:
  - a. 2 blank consent forms per participant
  - b. 1 (or more) blank questionnaire per participant
  - c. 2 blank debriefing forms per participant
2. Go to waiting area. Once all participants have arrived, escort them to the lab.
3. Ask participants if they are 18 years old or older. If they are under 18, they will need to have a signed parental consent from their guardian to complete the study. They cannot participate if they don't have signed parental consent.
4. Hand participants consent form
5. Ask participants if they've completed a psychology experiment before.
  - a. If they haven't, tell them what a consent form entails à *"this form gives you an idea of what you'll be doing today. Look it over. If you agree with what it says, go ahead and sign, but you're under no obligation to do so."*
  - b. Collect all signed consent forms.
  - c. Give each participant an additional consent form to keep.
6. Distribute the experimental materials as they are numbered (make sure you have a way to match each participant with the questionnaire number)
  - a. Tell them that the first page of each of the packets will explain the purpose and procedure of the study, so it's pretty self-explanatory.
  - b. Also, tell them that if they have any questions during the experiment to let you know.

c. Ask that if they finish one of the studies before the others, that they wait for the other participants to complete all materials (so you can debrief them all at once).

7. When all participants have finished, collect all materials.

8. Tell them that you will be debriefing them, which entails giving them more information about the purpose of the studies and asking them questions about what they were thinking as they were completing the experiments.

9. Ask them the following questions. If there seems to be suspicion, document it in the sign-in spreadsheet:

a. In your own words, what do you think the purpose of this study was? (if they have no idea, that's fine, too)

10. Debriefing: Touch upon these points.

a. "Sometimes in psychology experiments, we can't tell you everything that the study is about."

b. While distributing the debriefing forms: "I'm going to give you a debriefing form that goes over this in more detail, so I ask that you read it over and sign if you agree with what it says."

c. "I'm really sorry about this deception, but as you can imagine, we wanted to gauge your natural reactions – which would be difficult to assess if we told you the purpose of the study from the beginning."

d. "We ask that you not discuss this study with anyone this semester, as it is important to keep the purpose of this study under wraps."

f. Collect the debriefing form and ask participants if they would like forms to keep (optional).

g. Ask them if they have any additional questions.

Thank them for participating in the study.

Assign each participant credit on Sona.

11. Fill in the participant sign-in spreadsheet. Make note of any suspicion or strange behavior on this sheet (e.g., “participant mentions gender as purpose of study”, “participant is falling asleep”)