

# Spring School on Leadership in Knowledge Organizations: Perspectives on Talent Management & Diversity

## Summary

FührMINT project

Chair of Research and Science Management

Technical University of Munich

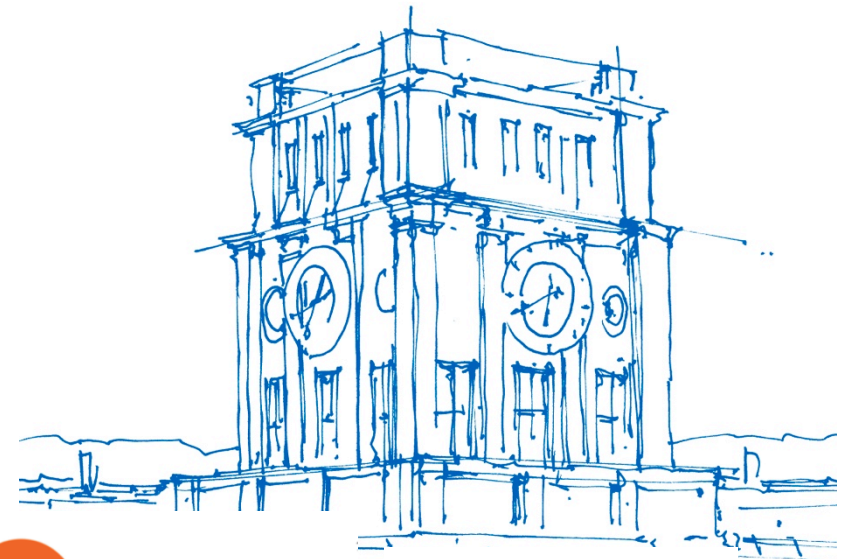
GEFÖRDERT VOM



Bundesministerium  
für Bildung  
und Forschung



NATIONALER PAKT FÜR FRAUEN  
IN MINT-BERUFEN



**FührMINT**

# Overview



	Monday, 05/03/2018	Tuesday, 06/03/2018	Wednesday, 07/03/2018	Thursday, 08/03/2018
09:00 - 10:30	Individual Meetings	<b>Gender, STEM, Diversity</b> Prof. Dr. Susanne Ihlen  Presenters: Sarah Glännefors, Carly van Mensvoort	<b>Leadership &amp; Gender</b> Prof. Dr. Marieke van den Brink  Presenters: Thomas Fischer, Joyce Elena Schleu	<b>Workshop: Translating research findings into practice</b> Prof. Dr. Claudia Peus
10:30 - 11:00		Coffee break and networking		
11:00 - 12:30		<b>Qualitative Studies</b> Prof. Dr. Marieke van den Brink  Presenters: Dr. Janina Sundermeier, Bianca Wagner	<b>Science Slam - Preparation -</b>	<b>Workshop: Translating research findings into practice</b> Prof. Dr. Claudia Peus
12:30 - 13:30	<b>Welcome &amp; Introduction</b> Prof. Dr. Claudia Peus <b>Keynote: Gender in Academia</b> Prof. Dr. Marieke van den Brink	Lunch break		
13:30 - 15:00	<b>Leadership &amp; Identity</b> Prof. Dr. Ronit Kark  Presenters: Xiao Liu, Karolina Nieberle, Dr. Jamie Gloor	<b>Experience Sampling</b> Prof. Dr. Sabine Sonnentag  Presenters: Philipp Böhnlein, Sheldon Carvalho, Eva Weißenböck	<b>Science Slam</b>	Individual Meetings
15:00 - 15:30	Coffee break and networking			
15:30 - 17:00	<b>Careers in Academia &amp; Science</b> Prof. Dr. Claudia Peus  Presenters: Stephanie Rehbock, Daniela Datzer, Sonja Kugler	<b>Conjoint Analysis</b> Prof. Dr. Joachim Henkel  Presenters: Dr. Lara Bertola, Alexander Küssbauer, Biljana Rudic	<b>Experimental Studies</b> Prof. Dr. Michael Kurschilgen  Presenter: Regina Dutz	
18:00	Opening - Dinner  „Zur Brezn“, Leopoldstraße 72, 80802 München			

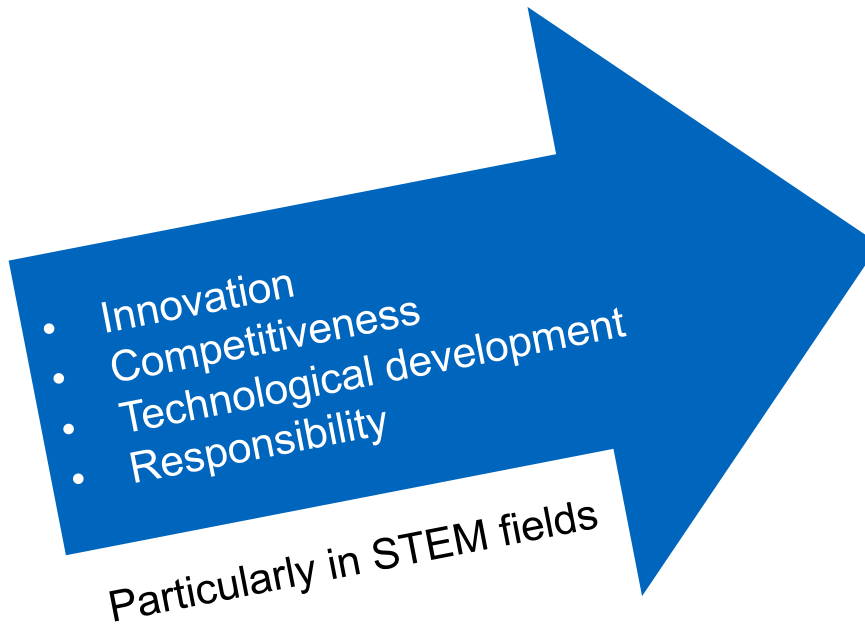
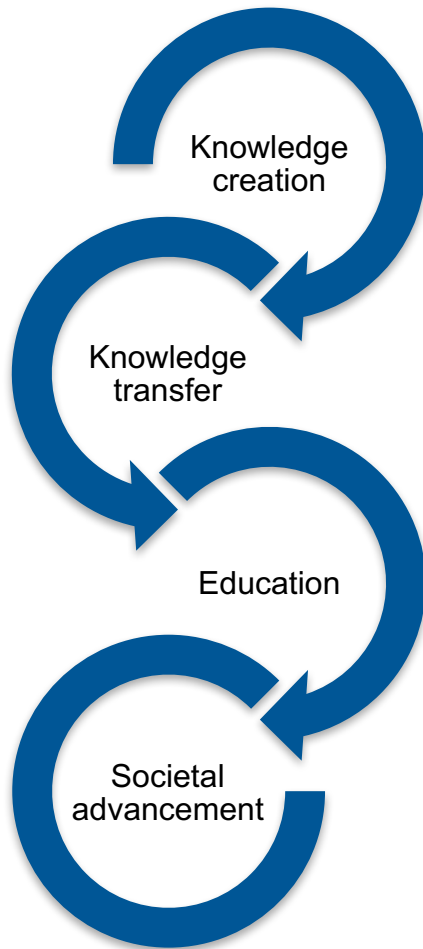


# Introduction by Claudia Peus



- Success factors for women in academic STEM fields
- Why should we care about gender?
- Academia's role in society

# Academia's Role in Society



**To fulfill its functions,  
academia needs the best talents!**



# Diversity Matters...

## Secure gains

Financial performance  
Collective intelligence



## Avoid losses

Vulnerability to external shocks  
Group think

# Keynote by Marieke van den Brink: Gender in Academia



- Gender differences in informal networks
- Double standards in women's careers
- In search of excellence → excellence or suitability?
- Intersection of gender and age

# Potential of excellence

- How do we measure potential?

Key Note by Marieke van  
den Brink (Monday)

Four patterns of practicing gender in the evaluation of potential.

	Strengths	Weaknesses
Men candidates	<p>Inflated</p> <ul style="list-style-type: none"><li>- spending time and detail</li><li>- ignoring nuances</li><li>- ascribing star potential</li></ul>	<p>Down played</p> <ul style="list-style-type: none"><li>- reframing weaknesses</li><li>- dropping criteria</li><li>- using temporality</li></ul>
Women candidates	<p>Down played</p> <ul style="list-style-type: none"><li>- ascribing limited potential</li><li>- reframing into weaknesses</li><li>- reinforcing doubts</li></ul>	<p>Inflated</p> <ul style="list-style-type: none"><li>- stating as irremediable</li><li>- making vilifications</li><li>- spending time and detail</li></ul>

van den Brink, M., Holgersson, C., Linghag, S., & Deé, S. (2016). Inflating and down playing strengths and weaknesses—Practicing gender in the evaluation of potential managers and partners. *Scandinavian Journal of Management*, 32(1), 20-32.

# Keynote by Marieke van den Brink: Gender in Academia

**See also our interview with Marieke van den Brink. She answers four questions on gender and diversity in academia:**

1. **Why should we care about gender in the academic system?**
2. **What can we learn from your research about selection processes in academia?**
3. **How can we increase diversity in academia?**
4. **How do you recruit team members for your own research projects?**

## **Additional insights on gender in academia:**

- Van den Brink, M. & Benschop, Y. (2014). Practicing Gender in Academic Networking: The role of gatekeepers in professorial recruitment. *Journal of Management Studies*, 51 (3), 460–492.
- Van den Brink, M. & Benschop, Y. (2012), Gender practices in the construction of academic excellence: Sheep with five legs, *Organization*, 19 (4), 507-524.

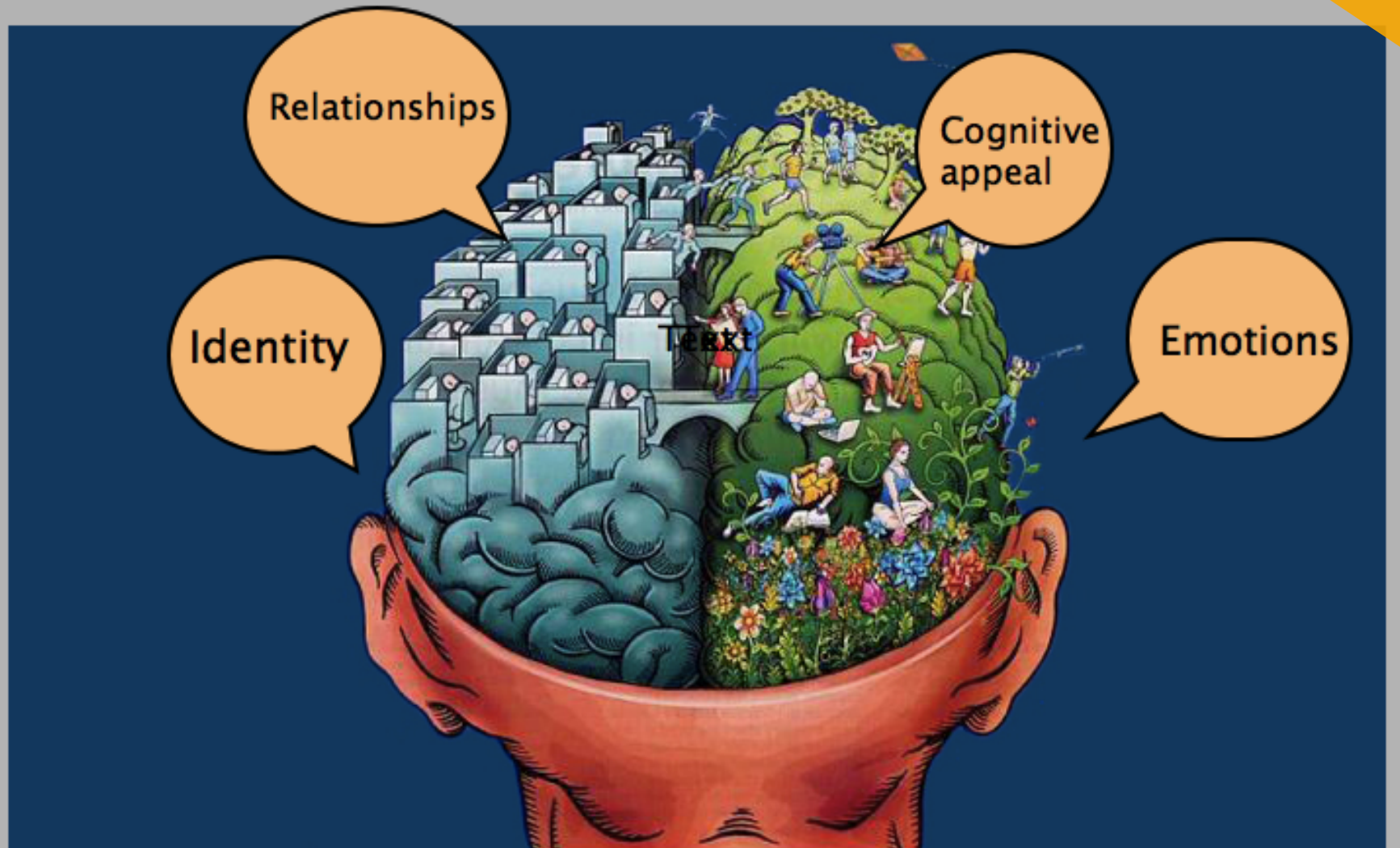
# Session 1, Leadership & Identity: Ronit Kark



- How do leaders influence?
- How do managers make an effective transition from a follower identity to a leader identity?
- Leader identity development processes



# What are the mechanisms?

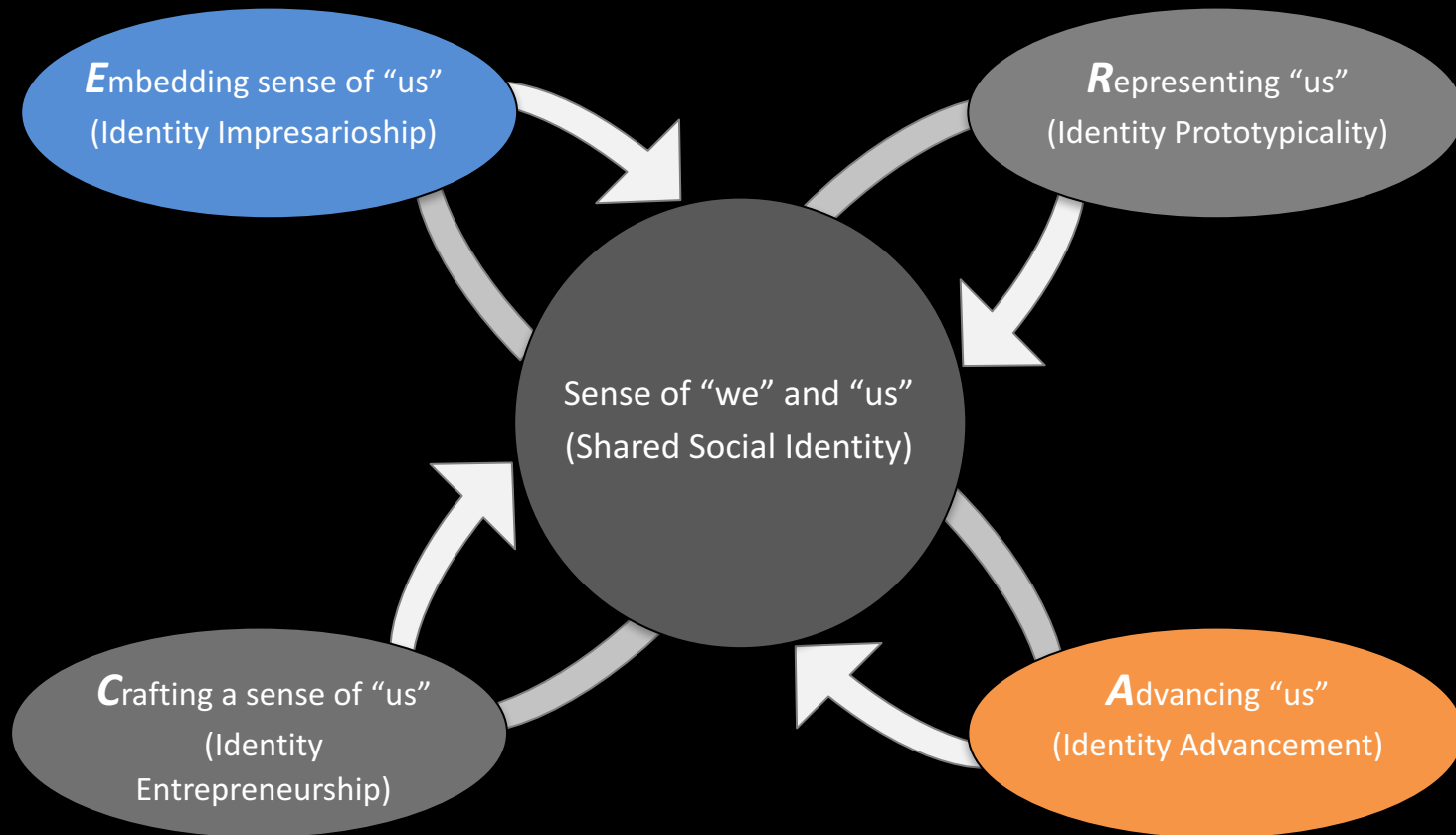




# Leadership as a Process of Social Identity Management

Session by Ronit Kark  
(Monday)

that comprises four key elements:



To exert influence, leaders need to *CARE* – and be seen by others to *CARE* – about the group

# Session 1, Leadership & Identity: Presentations

## Presenters

### Xiao Liu

- Interactions of job characteristics, identity, and leadership
- Job crafting and work identity development

### Karolina Nieberle

- How do visions motivate followers towards action?
- Promotion and prevention focus in communication

### Jamie Gloor

- Can humor counterbalance the agency backlash that women face when showing agentic traits?

# Session 2, Careers in Academia & Science: Presentations

## Presenters

### Stephanie Rehbock

- Requirements are gendered and differ across career stages
- Should we reconsider recruitment criteria for scientists?

### Daniela Datzer

- Bouncing back from setbacks - resilience in higher education
- Transferability of findings across contexts?

### Sonja Kugler

- What is performance in academia?
- Does job insecurity result in a psychological handicap?

# Session 3, Gender, STEM, Diversity: Susanne Ihlen



- What is diversity management and gender mainstreaming?
- Gender effects in the attraction to STEM fields
- User inclusion in research and development projects (robot example)

# User inclusion in research and innovation: the Ambient Living Assistant

(funded by BMBF, *Förderkennzeichen 16SV4005*)

- Testing of scenarios together with seniors, social scientists and engineers
- Two day testing with 20 participants (14 seniors, 6 caregivers)
- Evaluation of the test run (participant observation, standardized questionnaires)



# Session 3, Gender, STEM, Diversity: Presentations

## Presenters

### Sarah Glännefors

- Diversity management practices
- The impact of diversity management

### Carly van Mensvoort

- Gender role attitudes and leadership
- The importance of country context





# Session 4, Qualitative Studies: Mariekeke van den Brink



- The importance of aligning the design to the research question
- How transparent should we be about our research topic?
- Can we use data when informants have not been informed?
- Which source fits for which research question? – Telephone interview, personal interview, survey, ...

# Session 4, Qualitative Studies: Presentations

## Presenters

### Janina Sundermeier

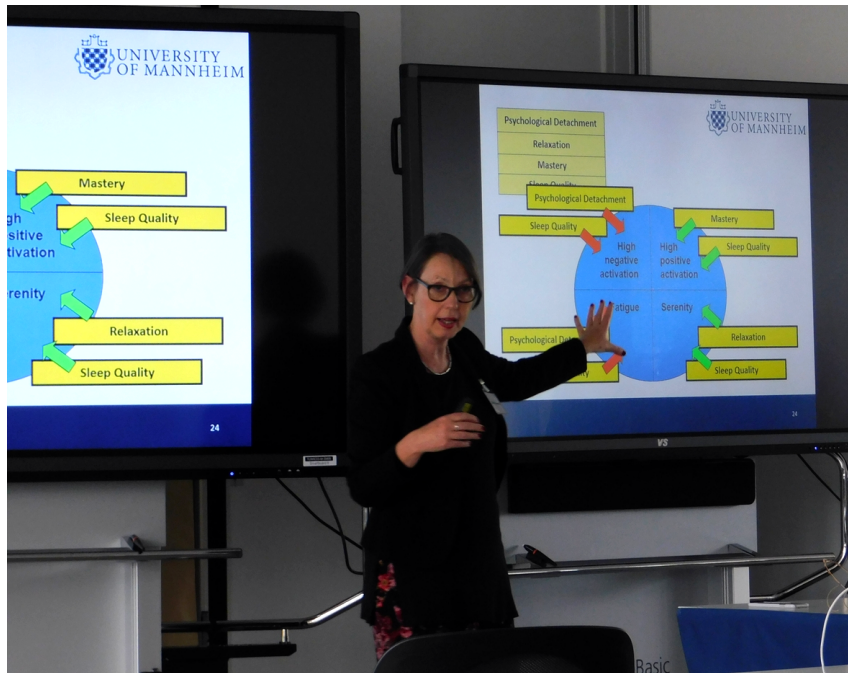
- What holds women back from becoming entrepreneurs?
- How do success factors differ due to gender?

### Bianca Wagner

- Leaders' questions in meetings
- How the number and type of questions affect listening behavior?
- Does gender matter?



# Session 5, Experience Sampling: Sabine Sonnentag



- What is experience sampling?
- What are the advantages? Real world and real time tools
- What is important when conducting experience sampling studies?
- Examples from the recent studies

# Overview

- Introduction into “Experience Sampling”
  - Concept
  - Reasons for using experience-sampling (and similar) designs
- Types of research questions
- Designing a study

# Why Using ESM/Diaries as a Research Tool?

- Real world
  - Increase ecological validity
  - Can take context into account
- Real time
  - Reduce retrospective bias
- Capture within-person processes
- (+ technological feasibility)
- And: Can be used as an intervention tool!

# Session 5, Experience Sampling: Presentations

## Presenters

### Philipp Böhnlein

- Newcomers' job crafting: Socialization and leadership
- Connection between job crafting and person-job fit

### Sheldon Carvalho

- Daily challenging job experiences
- How daily CJE affect the workspace behavior

### Eva Weissenböck

- Experiences in groups of pre-founding teams
- Experience sampling applications

# Session 6, Conjoint Analysis: Joachim Henkel



## The art: Designing conjoint studies

- Understand the decision situation
- Design a situation that is close to the actual decision situation
- Make sure that decision makers care

## The craftsmanship

- Find the best analysis method for your data
- Use an analysis method that is known in your community

# Session 6, Conjoint Analysis: Presentations

## Presenters

### Lara Bertola

- Female managers in professional service firms
- Combining different research methods

### Alexander Küssbauer

- Employability of former entrepreneurs
- Using conjoint analysis to highlight the nature of the effects

### Biljana Rudic

- CEOs age and strategy
- Using conjoint analysis, including pictures, to uncover the interaction effect

# Session 7, Leadership & Gender: Marieke van den Brink

- How to manage diversity or the important difference between diversity and inclusion
- Belongingness while retaining uniqueness
- Inclusive leadership: What can leaders do to create an inclusive culture?



# Gender and leadership

- Importance of gender traditionally underexposed
- Notion of gender beyond demography
- Three core questions:
  1. Numbers: Why so few?
  2. Behavior: gender differences in leadership?
  3. Representation of male and female leaders
  4. Inclusive leadership





# Session 7, Leadership & Gender: Presentations:

## Presenters

### Thomas Fischer

- Does showing off predict success in the future and perceived competence?
- The tradeoff between emphasizing competence and likeability

### Joyce Elena Schleu

- The research gap on meritocratic promotion in business organizations
- Finding valid predictors of leader performance and theoretically interesting moderators

# Science Slam: Introduction by Sylvia Hubner



## What is a Science Slam?

- Humorous presentation of scientific research for a non-expert audience
- Communication of science in a creative and original manner

# What are the Functions of a Science Slam?

## Develop your skills:

- Presentation and scientific communication
- Summarizing **complex scientific contents** for a **non-expert audience**



- Communication and networking
- Interdisciplinary exchange
- **Promotion of humor within science**

# Science Slam Impressions





# Science Slam

## Congratulations to the winning team!



# Session 8, Experimental Studies: Michael Kurschilgen



## Experiments in behavioral economics

- The importance of the research question for designing experiments
- Fit vs. prediction
- Causality in experiments

**Presenter**

## Regina Dutz

- Lack of fit of female candidates for STEM professorships
- An experiment on fit perceptions

# Three Pillars of Experimental Econ

## 1) Causal identification

- **Induced** exogenous variation
  - Randomization
  - Treatment differences
    - What about non-induced variation?
      - e.g. gender, culture

## 2) No deception

- Usually no **debriefing**

## 3) **Incentivized** choice making

- Monetary
- Non-monetary

# Workshop on Transferring Research into Practice by Claudia Peus



## Opportunities and challenges

## Examples

- Evidence based teaching
- Applying our research findings

## How can you transfer your research:

1. Who is your audience?
2. What is your message?
3. How can you communicate your message?



# Agenda

- **Transferring research into practice**
- Evidence based teaching
  - TUM Executive Education Center
  - TUM Research Management Program
  - The Big Bang Theory Syndrome: Why should we care about stereotypes?
- Applying research findings
  - Wording in job ads
  - App to support learning transfer

**Thank you for the great exchange!**

**We wish you all the best for your projects  
and hope to see you soon!**

