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**UNDERSTANDING THE BOUNDARY CONDITIONS SURROUNDING
THE GLASS CLIFF PHENOMENON**

by

MIDORI ROMAN

A THESIS

**Submitted in partial fulfillment of the requirements for the degree of Master of Arts
in
The Department of Psychology
to
The School of Graduate Studies
of
The University of Alabama in Huntsville**

HUNTSVILLE, ALABAMA

2018

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Midori Roman

11/4/18

THESIS APPROVAL FORM

Submitted by Midori Roman in partial fulfillment of the requirements for the degree of Master of Arts in Psychology and accepted on behalf of the Faculty of the School of Graduate Studies by the thesis committee.

We, the undersigned members of the Graduate Faculty of The University of Alabama in Huntsville, certify that we have advised and/or supervised the candidate on the work described in this thesis. We further certify that we have reviewed the thesis manuscript and approve it in partial fulfillment of the requirements for the degree of Master of Arts in Psychology.

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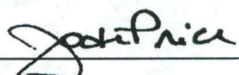

ABSTRACT
The School of Graduate Studies
The University of Alabama in Huntsville

Degree: Master of Arts College/Dept: Arts, Humanities, & Social Sciences/Psychology.

Name of Candidate: Midori Roman.

Title: Understanding Boundary Conditions Surrounding the Glass Cliff Phenomenon.

Research has found mixed evidence regarding the existence of glass cliff, a phenomenon that occurs when women are more likely to be placed in high leadership positions as an organization undergoes a crisis. I proposed that glass cliff would be confirmed by a main effect for the nature of the crisis such that women were more likely to be chosen as leader when the organization was undergoing a relational crisis. I also proposed that agentic vs. communal leadership style interacted with the nature of the crisis, such that women would be most likely to be appointed leaders when they displayed communal leadership styles during a relational organizational crisis and were least likely to be appointed leaders when they displayed communal leadership styles during a financial organizational crisis. The results did not support my hypotheses. This study contributed to existing literature by analyzing boundary conditions that may influence the glass cliff.

Abstract Approval: Committee Chair 
Department Chair 
Graduate Dean 

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My family and their support has been invaluable throughout this whole process. My parents, aunts, uncles, cousins, and my abuelito German constantly encouraged me, and aided me in any way possible to ensure that I could finish. They never let me lose sight of why I was doing this. This experience has introduced me to some wonderful fellow graduate students that have helped my morale and Jeffery Dyas, Samineh Gillmore, Victoria Castille, Helen Sowards, and Alex Marbutt have become like family to me. This would not have been possible without all of my friends outside the graduate program who made me promise to do my best, especially Jesse Moore who kept me sane, loved, fed, and forced me to sleep.

TABLE OF CONTENTS

	Page
List of Figures	viii
List of Tables	ix
List of Symbols.....	x
Chapter	
I. INTRODUCTION	
A. Women in the Workplace	1
B. The Glass Cliff Phenomenon.....	3
C. Boundary Conditions of the Glass Cliff Phenomenon	5
D. Nature of Crisis	6
E. Leadership Style.....	8
F. Financial Crisis	9
G. Relational Crisis	10
II. METHODOLOGY	
A. Participants.....	12
B. Procedure and Materials	13
C. Measures	15
III RESULTS	
A. Participants Demographics	17
B. Candidate Choice	20
C. Perceived Candidate Suitability and Perceived Leadership Ability	21

IV DISCUSSION

A. Results Summary	28
B. Limits and Future Research	31
C. Conclusion	34
APPENDIX A: Institutional Review Board Approval Form	36
APPENDIX B Consent Form	37
APPENDIX C Debriefing Form	38
APPENDIX D Measures	39
APPENDIX E Scenarios	40
APPENDIX F Profiles	41
REFERENCES	46

LIST OF FIGURES

Figure	Page
3.1 Interaction on Markus' Suitability	24
3.2 Men's View of Paul's Suitability	27

LIST OF TABLES

Tables

3.1 Demographic Information for the Experiment	18
3.2 Demographic Information by Conditions	19
3.3 Final Candidate Selection by Condition	20
3.4 Logistic Regression Results for Candidate Choice	21
3.5 Means and Standard Deviations for Samantha's MANOVA	22
3.6 Means and Standard Deviations for Markus' MANOVA	23
3.7 Means and Standard Deviations for Paul's MANOVA	25

LIST OF SYMBOLS

<u>Symbol</u>	<u>Definition</u>
$Exp(B)$	Odds Ratio for logistic regression
B	Coefficient for the intercept in LR
SE	Standard Error
$Wald$	Significance for logistic regression
p	Probability statistic
N	Total sample size
N	Sample size
M	Arithmetic average (Mean)
SD	Standard Deviation
F	ANOVA statistic
η_p^2	Effect size for ANOVA
Box's M	Box's Test for Homogeneity of Variance

CHAPTER I

INTRODUCTION

A. Women in the Workplace

Women are underrepresented in high leadership positions despite women's increased participation in the workplace. The Bureau of Labor Statistics (2017) stated that women's labor force participation in 2015 was approximately 56.7%. In 2017 about half of the workforce was comprised of women; however, only 20.2% of the board seats in Fortune 500 companies were occupied by women (Brown, 2017). Although the number of female CEOs reached an all-time high in 2017, it was only 6.4% (Zarya, 2017). Leanin.org and McKinsey & Company conducted a comprehensive study involving 132 companies and found that very few women were in line to become CEOs because they were less likely to be promoted to positions that could lead to a CEO role (Yee et al., 2016). These findings suggest that women may still experience discrimination when climbing the corporate ladder.

The term glass ceiling was created as a metaphor to describe women's struggles in furthering their careers. This term refers to the invisible barriers that most women face when trying to advance their careers (Hoobler, Wayne, & Lemmon, 2009). They further asserted that one of the most prominent struggles women encounter in the workplace is the lack of offers for top tier leadership positions. Recent research in women and leadership has discovered something seemingly surprising. When an organization is undergoing a crisis, women are more likely to be chosen as the leader (Bruckmuller, Rink, Ryan, & Haslam, 2014; Glass & Cook, 2016; Kulich, Lorenzi-Cioldi Iacoviello, Faniko, & Ryan, 2015; Ryan & Haslam, 2007). Researchers extended the glass ceiling metaphor and termed it the "glass cliff" to describe the phenomenon where women are more likely to be selected for precarious leadership positions than men (Ryan et al., 2016).

Although the glass cliff phenomenon has been demonstrated in many empirical studies (Ryan & Haslam, 2011), other studies have failed to support its existence (Adams, Gupta, & Leeth, 2009). These mixed findings may be attributed to the fact that the glass cliff appears to be context-dependent (Ryan & Haslam, 2016). That is, there may be certain boundary conditions that determine when women are more likely to be chosen for risky leadership positions than men (Kulich et al., 2015). The purpose of this study is to better understand the glass cliff phenomenon by exploring two boundary conditions. First, I examined whether the nature of the organizational crisis (i.e., financial vs. relational) has any impact on women's appointment as leaders. Second, I investigated the actual leadership style (i.e., agentic vs. communal) as a boundary condition of the glass cliff and its interaction with the nature of the organizational crisis.

B. The Glass Cliff Phenomenon

Research on the glass cliff phenomenon is relatively new and the findings have been mixed. Bruckmuller et al. (2014) conducted a study that discussed the intricacies of the glass cliff phenomenon and found that women were more likely to be appointed to high leadership positions in London's top 100 companies when organizations were undergoing a period of financial downturn. Mulcahy and Linehan (2014) found further support for the existence of the glass cliff phenomenon when they tested the relationship between a net loss and changes in board gender diversity. They matched London's top 100 companies with a list of companies that reported a net income loss throughout the years 2004-2006. Their results indicated that women were more likely to be placed on the board after the organization faced a major financial loss. Cook and Glass (2014a) also found similar results when they studied CEO transitions in Fortune 500 companies in the past 15 years. Their results stipulated that women or minorities were more likely to be promoted to CEO positions in underperforming organizations.

Although several studies' results have revealed the existence of the glass cliff, other studies have had inconclusive results. For example, Cook and Glass (2014b) found that women were more likely to be promoted to high leadership positions when the group of decision makers was diverse, not when the companies were witnessing declining performance, which contradicted the results of their previous study (Cook & Glass, 2014a). Similarly, Adams and colleagues (2009) conducted an analysis on CEO appointments in US corporations between the years 1992 and 2004 and reported that men and women were equally likely to be appointed CEO within poorly performing companies. Kaiser and Wallace (2016) even found that when appointing a new CEO,

bias may be in favor of women and minorities, an indication that they were more likely to be promoted regardless of whether the company was struggling or not.

Glass cliff scholars have sought to offer explanations for the conditions under which the glass cliff occurs. Ryan and Haslam (2007) note that there are several factors that may cause the glass cliff phenomenon. First, the appointment of a female CEO may reflect the organization's strategic change in time of crisis. That is, by making a woman CEO during an organizational crisis the company may send a message to the employees, the stockholders, and the public that it is prepared to make a drastic change (Ryan et al., 2016). Indeed, Kulich, Lorenzi-Cioldi, Iacoviello, Faniko, and Ryan (2015) found that the female leadership candidate's potential to signal organizational change accounted for the preference of the female candidate. Bruckmüller and Branscombe (2010) found in one study that the glass cliff was more prevalent in organizations that previously only had male leaders but was not present in organizations that had a history of female leaders, further indicating that glass cliff may be context dependent.

Ryan and Haslam (2007) claimed that another factor that may explain the glass cliff phenomenon is selection bias based on descriptive and prescriptive gender stereotypes. According to Eagly and Karau (2002), descriptive gender stereotypes are consensual expectations about what men and women *are* like, whereas prescriptive gender stereotypes designate what men and women *should be* like. Schein (1973) asked 300 male managers to rate women, men, and successful middle managers on 92 descriptive terms. She found that people tended to perceive successful managers as having agentic characteristics or traits. These traits are more commonly ascribed to men than to women, and include aggression, independence, self-reliance, vigor, and

objectivity. Perceived similarity between the stereotypes of successful managers and men, known as the “think manager-think male” association, increases men’s chances of being selected as leaders (Ryan et al., 2011). Nevertheless, what constitutes a successful leader may be different during times of crisis (Ryan & Haslam, 2007). Specifically, although successful leaders are stereotypically agentic (Schein, 1973), people may tend to perceive that an organization in crisis needs leaders who are intuitive, understanding, and tactful (think crisis-think female; Ryan, Haslam, Hersby, & Borngiorno, 2011), i.e., communal traits that are stereotypically more associated with women. Moreover, Ryan et al. (2011) found that a woman was perceived as a more ideal and suitable candidate for a poorly performing company only when the company needs a good people manager or a scapegoat for its current situation.

C. Boundary Conditions of the Glass Cliff Phenomenon

Based on previous research, the glass cliff phenomenon appears to be dependent on the contextual factors during times of crisis. For instance, Rink, Ryan, and Stoker (2013) examined how the availability of social resources during the crisis may attenuate the glass cliff effect. They found that when the new leader was unable to rely on social resources to fix the crisis, women were more likely than men to be appointed as the new leader because women were believed to be better at establishing social relationships, thereby gaining acceptance from organizational shareholders. In another study, Kulich et al. (2015) found that when the cause of the crisis was attributed to the fault of the previous CEO, women were more likely to be placed in high leadership positions than

men. In contrast when the cause of the crisis was caused by uncontrollable external events (e.g., global economic downturn), the preference for female leaders disappeared.

D. Nature of Crisis

To better understand the contextual conditions that create the glass cliff, I first examined whether the nature of the organizational crisis affects the likelihood of women being promoted to precarious leadership positions. Most previous experimental studies that supported the existence of the glass cliff phenomenon presented the participants with scenarios that involved financially struggling companies (Cook & Glass, 2014a; Cook & Glass, 2014b; Kulich et al., 2015; Kulich et al., 2017; Mulcahy & Linehan, 2014; Rink et al., 2013; Ryan et al., 2011;). However, there are many other forms of crises that organizations may face, such as natural disasters, technological crises, and personnel crises. For example, British Petroleum experienced a series of technical failures that led to the infamous oil spill in 2010. Uber recently has come under fire for various personnel crises, including sexual harassment within the organization, underpaying drivers, and investors revolting. It is problematic that these different types of crises have not been studied in the glass cliff research, as the nature of the crises might be a contextual factor that determines women's likelihood of being appointed leaders. It is possible that organizational crises are gendered, such that certain crises require leaders with agentic traits to turn around, whereas others call for leaders with communal characteristics. In this study I classify organizational crises into two types: financial and relational. Financial crises arise when the organization is faced with declining financial performance, and relational crises arise when the organization

engages in misconduct that can harm its relationships with the stakeholders (e.g., employees, customers, investors) and external parties (e.g. , public reputation).

I argued that the glass cliff may be more likely to occur when the newly appointed leader is needed to improve an organization undergoing a relational crisis as compared to a financial crisis. Although previous studies on the glass cliff mainly focused on financial crises, Ryan et al. (2011) found evidence that suggested that the think crisis-think female association may be dependent on what is expected of the leader. They found that if the leader was expected to be a spokesperson or improve the company's performance, a male leader was preferred; however, if the organization needed someone to manage people or be the scapegoat, there was a clear preference for a female leader. Specifically, it is likely that relational crises may call for female leaders who possess communal traits such as tact, compassion, communication, and politeness. These traits are considered necessary for amending damaged relationships them ideal for repairing relational crises. On the contrary, financial crises may call for male leaders that have agentic traits such as assertiveness, high need for power, and forcefulness, as those traits may be useful for making high risk monetary decisions.

Role congruity theory (Eagly & Karau, 2002) states that people are viewed more favorably when they act consistently with their gender roles and has been useful in explaining the disadvantages that women face in leadership roles. Because leadership roles are stereotypically masculine (Koenig, Eagly, Mitchell, & Ristikari, 2011; Schein, 1973), female leaders can elicit perceived incongruity between their female gender roles and typical leadership roles which leads to prejudice against female leaders. In a similar vein, role congruity theory can also shed light on how people appraise women's

potential for leading companies to overcome different types of crises. In the context of the glass cliff, role incongruity faced by female leaders may increase or decrease depending on the nature of the crises. During a relational crisis which calls for communal traits from a leader such as being understanding, courteous, and tactful, a female leadership candidate may experience less role incongruity between her gender roles and the required leadership actions to handle the relational issues. Accordingly people might be more likely to appoint a female leader during a relational crisis. On the contrary, a female candidate may face greater role congruity in the time of a financial crisis because her gender roles are not consistent with the agentic leadership traits (e.g., decisiveness, assertiveness, forcefulness) required to repair the declining financial performance. This lead to my first hypothesis:

1. Hypothesis 1

Women may be more likely to be appointed CEO for an organization undergoing a relational crisis than a financial crisis.

E. Leadership Style

Previous research has neglected to consider how a person's leadership style may influence the glass cliff phenomenon. A multitude of previous experiments that investigated the glass cliff phenomenon only manipulated the gender of the leadership candidates if they displayed gendered traits consistent with their gender (Cook & Glass 2014a; Cook & Glass 2014b; Kulich et al., 2015; Ryan et al., 2011; Rink et al., 2013; Mulcahy & Linehan, 2014). That is, a female candidate would display a communal

leadership style, whereas a male candidate would display an agentic leadership style. This can be problematic, as some individuals may have leadership styles that deviate from their ascribed gender stereotypes. Kulich and associates (2017) addressed this limitation by manipulating both gender per se and gendered leadership styles. They found that individuals with agentic leadership styles were more likely to be chosen as the leader for poorly performing companies regardless of their gender. However, they only examined the issue in the situation of a financial crisis. It is likely that companies undergoing a relational crisis may prefer individuals with communal leadership styles. I further proposed that leadership style (agentic vs. communal) can be another potential boundary condition of the glass cliff also interact with the nature of the crisis in determining when women would be the preferred candidates for precarious leadership positions.

F. Financial Crisis

I asserted that the glass cliff was more likely to happen to women with agentic leadership styles when the company undergoes a financial crisis. In the time of a financial crisis, women with communal leadership styles may be regarded as unsuitable for the leadership position because of the perceived lack of fit between what the crisis requires and what they can provide. Alternatively, while women may not be viewed positively for having agentic leadership styles as it is incongruent with preconceived gender roles (Eagly & Karau, 2002), they would be preferred during a financial crisis because they supposedly have the traits that would be considered suitable for fixing said crisis. In fact, Kulich and associates (2017) found that during times of financial crisis

leadership applicants with agentic leadership styles were preferred as a result of their perceived higher task orientation and higher change potential.

G. Relational Crisis

As part of my hypothesis, I stated that the glass cliff phenomenon is more likely to happen to women with communal leadership styles when the company undergoes a relational crisis. A relational crisis may require leadership traits that are compatible with the stereotypical female gender roles. Women with communal leadership styles may be viewed as the most suitable candidates for leading a company to overcome a relational crisis. Women with agentic leadership styles instead may be perceived as less suitable because they might be evaluated negatively based on role congruity theory (Eagly & Karau, 2002). Women with agentic leadership styles may be perceived to lack the desirable traits necessary to weather a relational crisis. Thus, I hypothesized the following:

1. Hypothesis 2

An interaction exists between the nature of the crisis and leadership style in influencing the preference for a female leadership candidate. Specifically, the preference is the greatest for a female with a communal leadership style in time of a relational-crisis, followed by a female with an agentic style during a financial-crisis, followed by a female with an agentic style during a relational-crisis, and the preference is the least for a female with a communal style during a financial-crisis.

In sum, I proposed that women would be more likely to be chosen for precarious leadership positions when their perceived communal traits are needed to help the underperforming organization. In addition, women candidates' leadership style would interact with the type of organizational crisis. Overall, the current research examined two contextual factors that may function as boundary conditions and aimed to offer insights regarding the inconclusive findings about the glass cliff.

CHAPTER II

METHODOLOGY

A. Participants

The participants consisted of workers recruited from Amazon's Mechanical Turk (MTurk) platform. A power analysis revealed that 162 participants were needed for this study (Faul, Erdfelder, Buchner, & Lang, 2009). MTurk is a cost-effective web service that allows both companies and researchers to access a wide range of participants within the workforce (Cheung, Burns, Sinclair, & Sliter, 2016). MTurk workers complete tasks, known as human intelligence tasks (HITs), and receive small payments after having the completed HITs approved by the survey providers (requesters). Requesters can also specify qualifications of the MTurk workers and make the study only available for those who meet the qualifications. Refer to appendix A for the IRB approval, Appendix B for the consent form, and Appendix C for the debriefing form.

Using Mturk I managed to attain 199 participants; however, after applying a series of data cleaning criteria, only 136 participants were retained. Participants'

responses were removed if they had missed any of the manipulation checks. Each candidate had two manipulation checks that pertained to their leadership style. Another manipulation check question was included to ensure that the participants had paid attention to what type of crisis had occurred in the scenario. Two attention check questions were also included. These questions asked the participants to align their age or gender with a specific choice. The responses from participants who failed one or more such manipulation check and attention check questions were excluded from the final sample. Participants that completed the survey in less than 3 1/2 minutes were also deleted, as they might not have answered the questions carefully. All of the questions that the participants had to answer can be found in Appendix D

B. Procedure and Materials

This study adopted a 2 x 2 x 2 (Crisis Type by Leadership Style by Leader Sex) mixed factorial design with Leader Sex as within subject factor. Participants were randomly assigned to one of the four versions of an online Qualtrics survey. At the beginning of the survey, the respondents read a story about a fictitious company undergoing a major company crisis. Half of the participants were presented with the relational crisis scenario and the other half received the financial crisis scenario. In the financial crisis scenario, the company had invested a great sum of financial resources into branching into a new market and failing which led to the resignation of the current CEO and the acquisition of a new CEO. The participants in the relational crisis condition read a scenario where the company's long-lasting mistreatment of its

employees had just recently unfolded in the public eye and a new CEO is needed. The entire scenarios can be found in Appendix E.

After the participants read the scenarios, they were presented with three possible candidates' profiles. Two of the profiles belonged to competent contenders and one belonged to an incompetent contender. The incompetent applicant was included to simulate a realistic shortlist for management positions in which women candidates are a minority (Haslam & Ryan, 2008). The resumes of the competent applicants were accompanied with headshots that Haslam and Ryan tested previously to ensure the photos were equivalent in terms of attractiveness and appeal. The incompetent applicant's photograph was taken from a stock photo website. The main difference between the two competent contenders was gender. These two candidates had equivalent educational backgrounds, previous work experience, and recommendations from colleagues. The incompetent person's resume demonstrated an apparent lack of managerial experience.

The "coworker testimonials" section was used to manipulate the candidates' leadership style. Half of the participants read "coworker testimonials" that described someone with an agentic leadership style, and the other half read "coworker testimonials" that described a communal leadership style. Refer to Appendix F for the employee profiles and testimonials.

After browsing the profiles of the three leadership candidates, the participants were directed to a set of manipulation check questions which included one multiple-choice question asking which type of crisis the company in the scenario was undergoing, and two questions about whether each candidate displayed an agentic or communal

leadership style. Then the participants were asked to answer several questions about each candidate's leadership ability, perceived suitability, and to indicate which candidate they would choose as the new CEO. After completing the survey, the participants were given a code that they had to enter into MTurk to receive their award of 70 cents.

C. Measures

The following dependent measures included one nominal scale for candidate choice and two interval scales for perceived suitability and leadership as detailed below.

1. Control Variables

Participants' age, gender, and educational level were included as potential covariates.

2. Candidate Choice

I asked the participants to choose one candidate whom they would like to promote as the new CEO.

3. Perceived Leadership Ability and Perceived Candidate Suitability

I used the perceived leadership scale created and used by Haslam and Ryan (2008). Participants evaluated each candidate's leadership ability and suitability on a 7-point Likert scale (*1* = do not agree at all, *7* = completely agree). The three statements used to measure perceived leadership ability are: "The candidate would be a good leader", "The candidate has the skills and experience to lead other people", and "The candidate has clear leadership credentials". The three

items used to measure perceived candidate suitability are: “The candidate's experience is relevant to the position”, “The candidate will bring the required skills to the job”, “The candidate is suitable for this position”. The alpha coefficient for the perceived leadership ability scale was high ($\alpha = .82$) indicating that the items had high internal consistency. Similarly, the perceived candidate suitability scale also had high internal consistency ($\alpha = .84$).

CHAPTER III

RESULTS

A. Participant Demographics

In this study, I included workers who were employed at least 20 hours per week, more than 100 HIT, a HIT approval rate of 90% or more, and are from the United States. The demographic information for the entire sample can be found in Table 3.1.

Table 3.1 Demographic Information for the Experiment

	N	Hours Worked	Number of Subordinates	Education	Age	Sex
Total	136	10-20 hours: 2	0: 63	High School Graduates: 5	18 - 24 years: 4	Men: 63
		21-30 hours: 2	1-5:41	Some College: 18	25-34 years: 40	Women: 73
		31-40 hours: 74	6-10:16	2 year degree: 19	35-44 years: 60	
		40+ hours:58	10-15:7	4 year degree:62	45-54 years: 20	
			20+: 9	Master's degree: 27	55-64 years: 10	
			Doctorate: 5	65+ years: 2		

Participants' responses were deleted from the experiment if they missed any of the manipulation check questions or if they completed the experiment in under three and a half minutes. As a result, 14 participants' responses were deleted from the financial-agentic condition leaving 36 participants within that condition. The financial communal condition had a final sample of 33 participants after erase 18 responses. In the relational-agentic condition, I kept 33 participants after eliminating 18 participants' responses. Finally, 14 participants' data were erased in the relational-communal condition to leave a sample of 34 people within this condition. Table 3.2 displays the demographic information for each condition.

Table 3.2 Demographic Information by Conditions

	<i>n</i>	Number of Hours Worked	Number of Subordinates	Education	Age	Sex
Financial Agentic	36	21-30 hours:1	0 subordinates:17	High School Graduates:2	25-34 year olds: 15	Men:20
		31-40 hours:16	1-5 subordinates:13	Some College:4	35-44 year olds: 13	
		40+ hours:19	6-10 subordinates:3	2 year degree:5	45-54 year olds: 6	Women:16
		10-15 subordinates:2	4 year degree:18	55-64 year olds: 2		
			20+ subordinates:1	Master's degree:5		
				Doctorate:2		
Financial Communal	33	10-20 hours:1	0 subordinates:15	High School Graduates:2	25-34 year olds: 9	Men:15
		31-40 hours:20	1-5 subordinates:9	Some College:2	35-44 year olds: 16	
		40+ hours:12	6-10 subordinates:4	2 year degree:3	45-54 year olds: 5	Women:18
		10-15 subordinates:3	4 year degree:13	55-64 year olds: 2		
			20+ subordinates:2	Master's degree:10	65+ year old: 1	
				Doctorate:3		
Relational Agentic	33	10-20 hours:1	0 subordinates:14	High School Graduates:1	18 - 24 year olds: 2	Men:14
		21-30 hours:1	1-5 subordinates:11	Some College:4	25-34 year olds: 11	
		31-40 hours:19	6-10 subordinates: 5	2 year degree:7	35-44 year olds: 13	Women:19
		40+ hours:12	10-15 subordinates:1	4 year degree:18	45-54 year olds: 5	
		20+ subordinates:2	Master's degree:3	55-64 year olds: 1		
					65+ olds: 1	
Relational Communal	34	31-40 hours:19	0 subordinates:17	Some College:8	18-24 year olds: 2	Men:14
		40+ hours:15	1-5 subordinates:8	2 year degree:4	25-34 year olds: 5	
			6-10 subordinates:4	4 year degree:13	35-44 year olds: 18	Women:20
			10-15 subordinates:1	Master's degree:9	45-54 year olds: 4	
			20+ subordinates:4		55-64 year olds: 5	

B. Candidate Choice

As shown in Table 3.3, in the financial-agentic condition, 77.8% of participants selected the female candidate as the new CEO. Most of the participants throughout the experiment also chose Samantha as the best choice with 69.7% of participants in the financial-communal condition, 63.6% of participants in the relational-agentic condition, and 73.5% of participants in the relational-communal condition.

Table 3.3 Final Candidate Selection by Condition

	Markus	Paul	Samantha
Financial Agentic	19.40%	2.80%	77.80%
Financial Communal	24.20%	6.10%	69.70%
Relational Agentic	12.10%	24.20%	63.60%
Relational Communal	23.50%	2.90%	73.50%

For hypothesis testing, I performed a logistic regression with candidate choice as the dependent variable (female candidate = 1, male candidate = 0). The independent variables included the control variables (participants' gender, age, and education), the type of crisis (financial = -1, relational = 1), leadership style (agentic = -1, communal = 1), and the interaction between crisis type and leadership style. As shown in Table 4, neither crisis type, $Exp(B) = 1.104, p = .802$, nor leadership style, $Exp(B) = 1.295, p = .509$, was related to the likelihood of selecting the female candidate. Additionally, the interaction term was also not significant, $Exp(B) = 1.281, p = .204$. Accordingly, none of the hypotheses were supported. Refer to Table 3.4 for the results of the logistic regression.

Table 3.4 Logistic Regression Results for Candidate Choice

	<i>B</i>	<i>S.E.</i>	<i>Wald*</i>	<i>p</i>	<i>Exp(B)**</i>
Sex	-0.55	0.40	1.95	0.16	0.59
Age	0.16	0.20	0.61	0.44	1.17
Education	0.20	0.17	1.36	0.24	1.22
Crisis Type	0.10	0.39	0.06	0.80	1.10
Leadership Style	0.26	0.39	0.44	0.51	1.30
Interaction	0.25	0.20	1.61	0.20	1.28

Note. *Wald's test is used to test the significance of the independent variables in the model.

**Exp(B) this column contains the odds ratios for the independent variables in the model.

C. Perceived Candidate Suitability and Perceived Leadership Ability

1. Samantha's Results

I also conducted a series of 2 x 2 MANOVAs to test whether perceived suitability and leadership ability of each candidate was affected by crisis type and leadership style. Table 3.5 displays the means and standard deviations for Samantha's MANOVA.

Table 3.5 Means and Standard Deviations for Samantha's MANOVA

Condition	<i>n</i>	Perceived Candidate Suitability		Perceived Leadership Ability	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Financial Agentic	36	6.08	0.65	6.16	0.72
Financial Communal	33	5.90	0.99	6.01	0.81
Relational Agentic	33	5.98	0.88	6.13	0.66
Relational Communal	34	6.29	0.60	6.38	0.54

For the analysis of the female candidate (Samantha), the Box's *M* test indicated that the covariance matrices across groups were not equal ($p < .02$). The multivariate tests revealed no significant main effect of crisis type, $F(2, 131) = 1.071, p = .346$, and no significant main effect of leadership style, $F(2, 131) = .119, p = .888$. The interaction was also insignificant, $F(2, 131) = 1.748, p = .178$. The univariate ANOVAs also displayed a lack of significant results for leadership style on Samantha's candidate leadership ability, $F(1, 132) = .192, p = .662$, or for leadership style on her suitability, $F(1, 132) = .229, p = .633$. Similarly, no significant effect was found for crisis type on Samantha's suitability, $F(1, 132) = 1.154, p = .285$, or for crisis type on Samantha's leadership ability, $F(1, 132) = 2.142, p = .14$.

2. Markus' Results

For the analysis of the male candidate (Markus), the Box's *M* test indicated that the covariance matrices across groups were not equal ($p < .001$). Table 3.6 displays the descriptive statistics for the MANOVA.

Table 3.6 Means and Standard Deviations for Markus' MANOVA

Condition	Perceived Candidate Suitability			Perceived Leadership Ability	
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Financial Agentic	36	5.23	1.03	5.28	1.13
Financial Communal	33	4.71	1.52	5.02	1.41
Relational Agentic	33	5.40	1.02	5.76	0.81
Relational Communal	34	5.88	0.91	5.93	0.84

The multivariate tests revealed that crisis type had a significant main effect, $F(2, 131) = 7.644, p < .001; \eta_p^2 = .105$. Participants thought Markus was more a more competent and suitable as a leader in the relational condition. There were no significant results found for leadership style, $F(2, 131) = .028, p = .972$. The interaction between crisis type and leadership style was also significant, $F(2, 131) = 3.735, p = .026; \eta_p^2 = .054$. Markus was deemed a more competent candidate when he had a communal leadership style when an organization was undergoing a relational crisis. The univariate ANOVAs indicated that leadership style affected neither Markus' perceived leadership ability, $F(1, 132) = .052, p = .820$, nor his suitability, $F(1, 132) = .014, p = .906$. Crisis type had a significant main effect on Markus' suitability, $F(1, 132) = 11.894, p < .001; \eta_p^2 = .083$, and perceived leadership ability, $F(1, 132) = 14.316, p < .001; \eta_p^2 = .098$, suggesting that Markus was perceived as more suitable and capable under the relational crisis. Crisis type and leadership style also interactively affected Markus' suitability, $F(1, 132) = 6.583, p < .01; \eta_p^2 = .048$. This interaction indicates that the impact that

Markus' leadership style has is dependent on the type of organizational crisis. Markus was viewed as a more suitable leader when he had a relational leadership style in a communal crisis. He also was viewed Figure 3.1. exhibits the differences between crisis types and leadership styles.

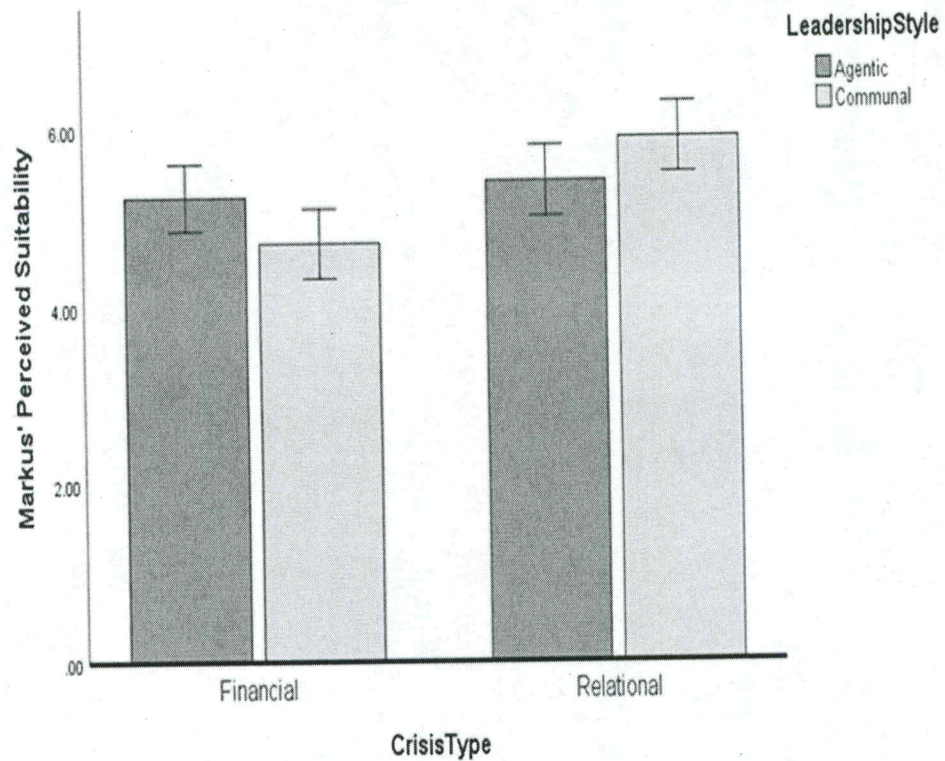


Figure 3.1 Interaction on Markus' Suitability

3. Paul's Results

I also performed a MANOVA for the incompetent third candidate (Paul). The insignificant Box's M test ($p = .131$) indicated the homogeneity of the covariance matrices. The descriptive statistics for Paul's MANOVA can be found in Table 3.7.

Table 3.7 Means and Standard Deviations for Paul's MANOVA

Condition	<i>n</i>	Perceived Candidate Suitability		Perceived Leadership Ability	
		<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Financial Agentic	36	3.94	1.42	4.47	1.12
Financial Communal	33	4.54	1.25	4.82	1.00
Relational Agentic	33	4.24	1.43	4.54	1.42
Relational Communal	34	4.06	1.32	4.27	1.23

The multivariate tests revealed no significant main effect of crisis type, $F(2, 131) = 1.181, p = .310$. The main effect of leadership style was also not significant, $F(1, 131) = .763, p = .468$. The interaction was not significant, $F(2, 131) = 1.405, p = .249$. The univariate ANOVAs found no significant results for leadership style on Paul's candidate leadership ability $F(1, 132) = .034, p = .855$, or for leadership style on candidate suitability $F(1, 132) = .762, p = .384$. Crisis type affected neither Paul's suitability, $F(1, 132) = .147, p = .702$, nor his perceived leadership ability, $F(1, 132) = 1.423, p = .235$. No significant interaction was found.

4. Re-analyses

I also conducted additional exploratory analyses by separating the data based on participants' gender (male vs. female) and age (under 40 vs. over 40). The same statistical analyses were performed with split datasets. Overall, the findings using split datasets were consistent with those generated from the complete dataset. The only difference found was within the male only MANOVA that analyzed Paul. A univariate analysis found an interaction between crisis type and leadership style on Paul's suitability, $F(1, 59) = 4.452, p < .04, \eta_p^2 = .070$. The results of the ANOVA demonstrated that men perceived Paul's suitability as higher during times of relational crisis when he had an agentic leadership style. This is the opposite of what was found for Markus. Paul was also viewed as more suitable when he had the communal leadership style during a financial crisis. An insignificant interaction was found on between crisis type and leadership style on Paul's leadership ability, $F(1, 63) = 3.893, p = .053$. Figure 3.2 displays the differences found between crisis types and leadership styles.

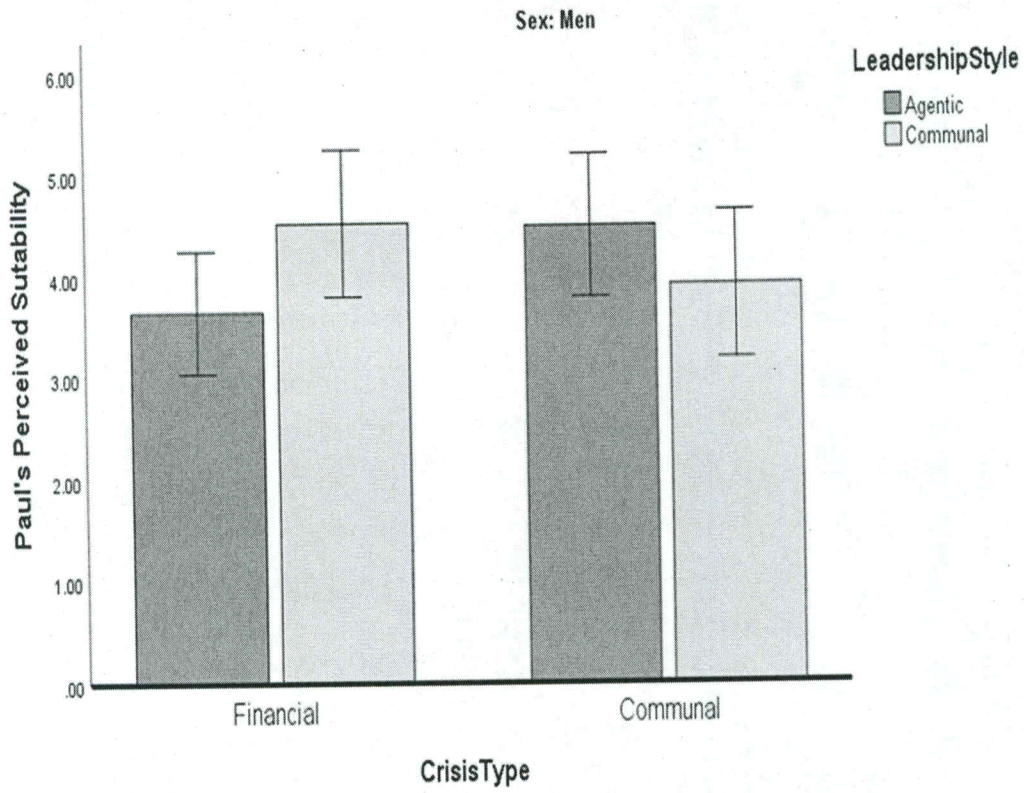


Figure 3.2 Men's View of Paul's Suitability

CHAPTER IV

DISCUSSION

A. Results Summary

The results of this study did not support my hypotheses. First, crisis type and leadership style were not related to the likelihood of selecting the female candidate. Additionally, the interaction term between them was also not significant. Although the study demonstrated that women were preferred over men for precarious leadership positions across all experimental conditions, it should not be regarded as evidence supporting the existence of the glass cliff because the current research did not involve comparison with non-risky leadership positions. There were several significant results found for the male candidates. There was a significant main effect found for crisis type on the profile manipulated to present a competent male candidate's (Markus) suitability. The participants viewed Markus as more competent candidate depending on the crisis that the organization experienced. An interaction was also found for crisis type and leadership style on Markus' perceived candidate suitability. Markus was perceived as a more suitable leader when he had an agentic leadership style during a financial crisis and a relational leadership style during a relational crisis. In a men only sample there was an interaction found between crisis type and leadership style on the profile manipulated to present an incompetent (Paul) candidate's suitability.

My results showed that the female candidate was overwhelmingly chosen regardless of crisis types. Previous research has shown that women were preferred for a variety of reasons. For instance, a female leader was preferred in the time of crisis because it could signal drastic changes to important stakeholders of the company (Kulich et al., 2015; Ryan et al., 2016). Additionally, Ryan et al. (2011) found that women were preferred for precarious leadership positions only when the company needed a passive or feminine leader to fulfill duties such as enduring the crisis or being a scapegoat, but not when the new leader was anticipated to serve an active role to improve company performance. The vignettes describing the two types of crisis in the current study did not specify the anticipated roles of the new leader.

The results demonstrated that the crisis type did influence the way Markus's perceived suitability and leadership ability. Markus was the competent male candidate that had the same educational background and work experience as Samantha. The only difference between these two candidates is gender. Although the two candidates were essentially the same, the only significant results found were for Markus. Specifically, Markus was perceived as a more suitable and competent candidate during a relational crisis. He also was viewed as a more competent candidate when he had a communal leadership style in a relational crisis and when he had an agentic leadership style during a financial crisis. This supports the first hypothesis I created for Samantha where she was most likely to be chosen when she displayed an agentic leadership style during times of financial crisis. These results support the results found by Kulich and associates (2017) where agentic leaders were preferred during times of financial crisis.

The results found for the incompetent candidate Paul in the men only sample. The results contradict Kulich and colleagues (2017) results. The men only sample revealed that men perceived Paul as a more competent candidate when he had an agentic leadership style during a relational crisis or when he had a communal leadership style during a financial crisis. An explanation for this could be that his work background and education is different from Markus. It is also possible that his lack of qualifications could have resulted in Paul being a better scapegoat than Samantha and Markus. I did not expect to find these results as Markus and Paul are Caucasian males; as such, Markus and Paul are not subject to experience the glass cliff phenomenon or the think crisis think female association mentioned by Ryan, Haslam, Hersby, and Borngiorno (2011). It is possible that other biases may have influenced the results as well.

Another possible explanation for the significant results found for Markus may be caused by biases that were created by his photo. In Markus' photo he is covering his chin as he smiles in the headshot, and this could have made him appear to be friendlier and warmer. Participants may have thought that a warm male leader was desirable for overturning a relational crisis. Even though Markus was perceived as more capable and suitable under the circumstance of a relational crisis, most participants still overwhelmingly chose Samantha as the new CEO. Social desirability bias may have played a role in explaining why the female candidate was overwhelmingly chosen. The current political climate may have influenced the participants to make choices that they believe are politically correct. Streb, Burrell, Frederick, and Genovese (2008) have found that social desirability can influence the way people complete surveys. They further state that it is more prevalent with controversial issues such as gender. Some

participants may have felt that the most politically correct choice to make would be Samantha.

The current study showed that agency or communion of the female candidate was not related to her likelihood of being appointed. This is somewhat inconsistent with Kulich et al. (2017) who stated that agentic candidates regardless of gender, compared to communal ones, were perceived as more suitable and task-oriented and therefore preferred for poorly performing companies. It is possible that our manipulation of leadership style was overshadowed by the female candidate's glowing past leadership experience. According to the think manager-think male paradigm (Schein, 1973), successful leaders are stereotypically agentic. The female candidate, given her successful leadership roles, may have been perceived as agentic regardless of the leadership style manipulation.

B. Limitations and Future Research

I acknowledge several methodological limitations in the study. First, the company crises in the scenarios are hypothetical which can limit the external validity and may not allow the findings to be generalized to other situations. These scenarios were simplified versions of actual organizational crises Real -world crises are usually more dynamic and may have different layers and facets which the vignettes used could not reflect. Similarly, the candidate profiles used in this study only included basic information about the candidates. In real leadership selection processes, decision makers rely on more assessment methods to evaluate candidates, such as interview, simulation, and reference check.

The second major methodological limitation involves the pictures used in the study. Haslam and Ryan (2008) had previously pilot tested these photos for physical attractiveness among college students in England. I did not conduct my own pilot test on the photographs using an American sample. It is possible that there might be cultural differences that affects how the photos are perceived. The differences between the photos (e.g., Markus covering his face, while Paul and Samantha did not) may have been subtle, but can lead to different interpretations of the candidate's personalities. The pictures may have lead the participants to believe that the candidates had certain personality characteristics which could have altered how they were perceived.

The experiment also failed to consider the potential order effect of the three candidates. In all four conditions, the three candidates' profiles were presented in the same order with Samantha's profile consistently being presented last. Plonsky, Teodorescu, and Erev (2015) state that learning processes that lead to reliance on small samples can lead to positive recency effects. Thus, perhaps most people chose Samantha because she was the last candidate they read about. The experimental procedure could have been enhanced if the order of the candidates was randomized.

Another limitation this research faced was the relatively small sample size. The G power analysis conducted indicated that 162 participants were needed for this research (Faul, Erdfelder, Buchner, & Lang, 2009). After eliminating careless responses, the final sample size only included 136 participants. Such a small sample size may make it more difficult to detect a significant interaction effect. Even among the retained responses, survey completion time was another methodological concern that could threaten the validity of the results. Most of the participants finished the survey in less

than 5 minutes. While the experiment was intentionally designed to be easy and quick to finish, it is still unlikely that most people that spent less than 5 minutes on the survey were able to fully consider the organizational crisis and carefully evaluate each candidate's profile in detail.

The demographics of our participants may have been another major limitation as it may have threatened the ecological validity. Realistically, the people that compromise a board to choose a new CEO for a company would consist mostly of older men (Jones & Donnelly, 2017). My participant sample was more diverse than the typical board with 53.68% female participants. In the real world, 80% of board members are in their sixties (Barret, 2017). My sample was younger (32.35% ranged from 25-34 years, 44.12% ranged from 35-44 years, 14.71% ranged from 45-54 years, and only 8.82% of the participants older than 55 years). While our participants' age range better reflects the workforce, it is not representative of boards of directors and this could have negatively influenced the generalizability of the findings. Additionally, decision makers in real executive searches are usually organizational members with extensive managerial experience our MTurk participants possibly did not have.

Although none of my hypotheses were supported, future research on related topics is still warranted. For future studies, it may be worthwhile to investigate beyond the type of crisis per se and include specific anticipated duties of the future leader. For example, one can examine whether women would still be preferred when the organization is enduring a relational crisis, but needs someone to serve as a turnaround leader instead of a people manager. Future research can also consider using a stronger manipulation for leadership style, such as assigning gendered traits (Kulich et al., 2017).

It is not realistic to conduct glass cliff experiments with real members of executive search committees, but future studies may shed light on the glass cliff by including more experienced participants instead of college students and on-demand workers. Future research should consider analyzing the glass cliff phenomenon on different types of minorities. Women are not the only ones that have troubles furthering their careers. Minority men often experience issues with advancing their careers as well. The glass cliff phenomenon may occur with them as well. Previous research has found support for the glass cliff phenomenon when minority men were included (Cook & Glass, 2014a).

C. Conclusion

As previously stated, the glass cliff phenomenon is a recent area of active research. While none of my hypotheses were supported, my study contributed to the existing literature by examining boundary conditions that have yet to be considered in previous studies. Recreations of this study should attempt to attain a population of subjects that better reflects executive decision makers. They should also attempt to assign their candidates with more stereotypical traits and place them in crises that are more gendered. Researching the glass cliff is relevant because it is important to understand any complication that may hinder minorities' future success.

APPENDICES

Appendix A

IRB Approval



April 23rd 2018

Dianhan Zheng
Department of Psychology
University of Alabama in Huntsville

<input checked="" type="checkbox"/> Expedited (see pg 2)
<input type="checkbox"/> Exempted (see pg 3)
<input type="checkbox"/> Full Review
<input type="checkbox"/> Extension of Approval

Dear Dr. Zheng,

The UAH Institutional Review Board of Human Subjects Committee has reviewed your proposal, *Understanding the Boundary Conditions Surrounding the Glass Cliff Phenomenon*, and found it meets the necessary criteria for approval. Your proposal seems to be in compliance with this institutions Federal Wide Assurance (FWA) 00019998 and the DHHS Regulations for the Protection of Human Subjects (45 CFR 46).

Please note that this approval is good for one year from the date on this letter. If data collection continues past this period, you are responsible for processing a renewal application a minimum of 60 days prior to the expiration date.

No changes are to be made to the approved protocol without prior review and approval from the UAH IRB. All changes (e. g. a change in procedure, number of subjects, personnel, study locations, new recruitment materials, study instruments, etc) must be prospectively reviewed and approved by the IRB before they are implemented. You should report any unanticipated problems involving risks to the participants or others to the IRB Chair.

If you have any questions regarding the IRB's decision, please contact me.

Sincerely,

A handwritten signature in black ink that reads 'Bruce Stallsmith'.

Bruce Stallsmith
IRB Chair
Professor, Biological Sciences

Appendix B

Consent form

You are invited to participate in a research study where you will be helping a company pick a new CEO. This study is being supervised by Dr. Dianhan Zheng, and Midori Roman from the Psychology Department of the University of Alabama in Huntsville. If you have any questions regarding this research, please contact us at dianhan.zheng@uah.edu, mrr0008@uah.edu, or (256)-824-2318. We want to recruit about 200 participants for this study.

PROCEDURE TO BE FOLLOWED IN THE STUDY: Participation in this study is completely voluntary. Sessions will be conducted individually online. Once consent is given, you will be shown a scenario explaining why a company needs a new CEO. After reading the survey you will be shown the candidates and then given a survey. You will then be asked to complete several questions. The study is expected to take 10-15 minutes to complete.

DISCOMFORTS AND RISKS FROM PARTICIPATING IN THE STUDY: There is no physical risk associated with this study.

EXPECTED BENEFITS: There are no direct benefits to you. The benefit to society and science is a better understanding about how the leader selection process in organizations may work and how people perceive candidate's leadership abilities and suitability.

INCENTIVE: You will receive \$0.70 upon completing the survey.

CONFIDENTIALITY OF THE RESULTS: No personal identifiers will be taken for this study. Your responses will be maintained in a password protected computer that only authorized researchers will have access to. Participant numbers will be used to record data. This information will only be available to authorized researchers that are directly involved with this study. This consent form will be destroyed in three years.

FREEDOM TO WITHDRAW: You are free to withdraw from the study at any time. You will not be penalized because of withdrawal in any form.

CONTACT INFORMATION: If you have questions later on, you may contact the Principal Investigator, Dr. Dianhan Zheng at 256-824-2318 or email dianhan.zheng@uah.edu. If you have questions about your rights as a research participant, or concerns or complaints about the research, you may contact the Office of the IRB (IRB) at 256-824-6992 or email the IRB chair Dr. Bruce Stallsmith at irb.@uah.edu.

If you agree to participate in this study click to continue

This study was approved by the Institutional Review Board at UAH and will expire in one year from April 23rd, 2019.

Please click on the arrow below if you wish to continue with this study.

Appendix C

Debriefing form

Thank you, for participating in this study.

The primary purpose of this study was to research the glass cliff phenomenon. This occurs when women are more likely to be chosen as leaders for risky leadership positions. We wanted to see if the type of crisis the company is experiencing, and individual's leadership styles may influence the chances of a woman being chosen as CEO in such situations. Each condition of this experiment had the company experiencing a crisis. The crisis was either a huge loss of money or a mistreatment of employees.

Each condition also had three candidates. Two of which were more competent than the other one. The more competent candidates had a similar education and work experience. Depending on the condition the competent candidate had either an agentic leadership style (task oriented, outcome focused, independent) or a communal leadership style (people oriented, understanding, and honest). We will use your responses to the survey to see if the crisis types and leadership style influenced whether the female candidate was chosen. The demographic information is requested to give researchers a better idea of the age range, gender, education, and employment status of the people who have participated in this study.

All of this information will be kept completely anonymous and cannot be linked back to you. Your responses will be used to help us better understand the conditions under which the glass cliff phenomenon occurs. We did not reveal the entire purpose of our experiment to you up front, but we hope you can see why that was necessary. When people know everything that the researcher is studying beforehand, they may change their behavior and responses. This can make survey responses unusable for drawing conclusions about human decision-making, for this reason, **we ask you to please not discuss this study with other individuals that may participate in our study.**

If you are troubled by the fact that we concealed the true purpose of this study, you may withdraw your data from our study. This will have no effect on the incentive you received for participating in this study. If you would like your data to be excluded from our study, please select the choice at the bottom of the page. If you would like your data to be used, please check that choice.

If you have any questions about this study, feel free to contact Dr. Dianhan Zheng at dianhan.zheng@uah.edu or 256-824-2318. You may also contact Midori Roman, at mrr0008@uah.edu.

Thank you for your help today.

Appendix D

Measures

Perceived leadership ability (Haslam & Ryan, 2008).

7-point Likert scale (1=do not agree at all, 7=completely agree);

1. "The candidate would be a good leader"
2. "The candidate has the skills and experience to lead other people"
3. "The candidate has clear leadership credentials".

Perceived Candidate Suitability (Haslam & Ryan, 2008).

7-point Likert scale (1=do not agree at all, 7=completely agree);

1. "The candidate's past experience is relevant to the position"
2. "The candidate will bring the required skills to the job"
3. "The candidate is suitable for this position"

Final Question

1. "Who would you choose as the new CEO?"

Manipulation Check

7-point Likert scale (1=do not agree at all, 7=completely agree);

9. "How well do the words kind, compassionate, and caring suit Samantha (Chad or Daniel)?"

10. "How well do the words competitive, determined, and goal-oriented suit Samantha (Chad or Daniel)?"

Demographic questions

1. "How old are you?"
 2. "What is your gender?"
 3. "What is the highest level of education you have completed?"
- "What is your current employment status?"

Appendix E

Scenarios

Scenario 1: Financial Crisis

Waive Inc. is a popular rideshare company with its friendly drivers and low prices. They are extremely popular with the public as they are consistent and provide quality rides. They offer various car options for customers and are quick in responding to calls. Waives are accessible through the app, text, or a phone call.

Recently, Waive decided to branch out in San Francisco and offer a grocery delivery service for their customers. Waive Groceries would allow customers to have the ability to go on the Waive app and have a Waive deliver groceries from any store of their choice. Waive heavily invested in this area to ensure the success of the new program. When they finally unveiled their demo, however, it proved to be a huge failure. Most of the grocery stores in the San Francisco area had taken it upon themselves to create their own grocery delivery service program.

As a result, Waive lost a lot of money, creating a huge financial fiasco for the organization. The current CEO, Robert Ferguson, decided to accept responsibility for this fiasco and quickly quit the company. The board of directors must now choose a new CEO to replace him.

Scenario 2: Relational Crisis

Waive Inc. is a popular rideshare company with its friendly drivers and low prices. They are extremely popular with the public as they are consistent and provide quality rides. They offer various car options for customers and are quick in responding to calls. Waives are accessible through the app, text, or a phone call.

Recently, Waive decided to branch out in San Francisco and offer a grocery delivery service for their customers. Waive Groceries would allow customers to have the ability to go on the Waive app and have a Waive deliver groceries from any store of their choice. Waive heavily invested in this area to ensure the success of the new program. When they finally unveiled their demo, however, it proved to be a huge failure. Most of the grocery stores in the San Francisco area had taken it upon themselves to create their own grocery delivery service program.

As a result, Waive lost a lot of money, creating a huge financial fiasco for the organization. The current CEO, Robert Ferguson, decided to accept responsibility for this fiasco and quickly quit the company. The board of directors must now choose a new CEO to replace him.

Appendix F

Profiles

Agentic Profiles



Samantha Dawson
(555)-777-3233
sdawson@northernarbor.com

- **Education**

- Bachelor's degree in International Business at Harvard University (1995)
 - Intern at OWL Tech Inc.
 - Summa Cum Laude
- Master of Business Administration (MBA) at University of California in Los Angeles (2003)

- **Employment History**

- OWL Tech Inc.
 - Business Analyst
 - Senior Business Analyst
- Northern Arbor
 - Project Manager
 - Director of Business Development
 - Chief Operating Officer

Employee Testimonials

- *"Ms. Dawson is a very strong and tough leader. Once she begins a task she stays very focused until it is completed. As a leader she is an unstoppable force."*
- *"Ms. Dawson is a very ambitious and decisive leader. She uses her charisma to influence people and hold them to high standards. She always seeks to make effective decisions to benefit the business"*
- *"Ms. Dawson's competitiveness derives from the fact that she is a competitive person by nature. She makes sure to stay on top of trends and is always on the lookout for success."*



Markus Jones
(555)-343-3433
MarkusJones@gmail.com

- **Education**

- Bachelor's degree in Business Management at Yale University (1995)
 - Intern at PEER Tech Inc.
 - Summa Cum Laude
- Master of Business Administration (MBA) at University of California at Berkeley (2002)

- **Employment History**

- PEER Tech Inc.
 - Operational Analyst
 - Senior Operational Analyst
- Triple Framework
 - Project Leader
 - Director of Strategic Development
 - Chief Operating Officer

Employee Testimonials

- *"Mr. Jones has a very commanding presence. He makes certain that anyone that works with him understands that they have to reach his standards, and anything less will not be accepted."*
 - *"Mr. Jones's aggressively looks for new innovations that could be used to improve our company's products. He works relentlessly to guarantee that our company makes the best products available that can beat the competition. "*
 - *"Mr. Jones is a stern leader. He is committed to his work and ensures that his fellow workers do the same. He demands perfection and will never sign off on a subpar product."*
-

Communal Profiles



Samantha Dawson
(555)-777-3233
sdawson@northernarbor.com

- **Education**

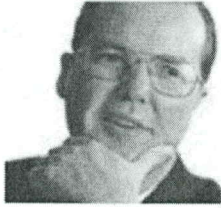
- Bachelor's degree in International Business at Harvard University (1995)
 - Intern at OWL Tech Inc.
 - Summa Cum Laude
- Master of Business Administration (MBA) at University of California in Los Angeles (2003)

- **Employment History**

- OWL Tech Inc.
 - Business Analyst
 - Senior Business Analyst
- Northern Arbor
 - Project Manager
 - Director of Business Development
 - Chief Operating Officer

Employee Testimonials

- *"As a leader Samantha is very caring about all of her team members. She knows that the only way for Goober to move forward is through teamwork and is sympathetic to all team member concerns."*
- *"She is a very capable and honest leader. Her compassion for her other team members lets you trust her and her direction for any project you are on with her."*
- *"Samantha is a very understanding leader. She doesn't forget her subordinates are people on top of being employees."*



Markus Jones
(555)-343-3433
MarkusJones@gmail.com

- **Education**

- Bachelor's degree in Business Management at Yale University (1995)
 - Intern at PEER Tech Inc.
 - Summa Cum Laude
- Master of Business Administration (MBA) at University of California at Berkeley (2002)

- **Employment History**

- PEER Tech Inc.
 - Operational Analyst
 - Senior Operational Analyst
- Triple Framework
 - Project Leader
 - Director of Strategic Development
 - Chief Operating Officer

Employee Testimonials

- *"Markus is a reliable leader and is always there for his co-workers and employees. I have never felt so understood by a boss and working with him was an immense pleasure."*
 - *"Markus's compassion towards his fellow employees is inspiring. He is always willing to listen to them."*
 - *"Markus creates a very warm and inviting atmosphere for his employees and coworkers. He cares a lot about us and doesn't let us feel overwhelmed."*
-

Incompetent Profile



Paul Robertson
(555)-444-4744
PaulRobertson@gmail.com

Education

- September 2002-2006 Tulane University
 - Internship at West Connect.

• Employment History

- New Coin Inc.
 - Program Coordinator
 - Junior Project Manager
- Ryder Dice
 - Jr Program Manager

Employee Testimonials

- *"Paul shows lots of promise as a leader"*
- *"He tries really hard to be a good leader."*
- *"Paul is one of the best mid-level managers I've ever had."*

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