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John C. Gregory

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ASSESSMENT OF WOMEN LEADERS AS SHAPED BY SOCIAL IDENTITY THEORY AND THE
CONCEPT OF DOUBLE CONSCIOUSNESS

A dissertation submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy
at Virginia Commonwealth University.

by

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Dedicated to my late father, Aaron E. (Cookie) Gregory

This dissertation has been a testament to the power of prayer and persistence. I have climbed a few mountains and crawled through some valleys during this process, but it was a journey that has forced me in both a spiritual and practical sense to put all of my faith, hope, and trust in my lord and savior Jesus Christ. Each time I was overcome with doubt, insecurity and even when it appeared that this journey was over, GOD your Grace and Mercy saved the day and saved my sanity and most importantly my spirit and my soul.

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I dedicate this journey to my late father, Aaron E. (Cookie) Gregory, who was a giant of a man and a man of total integrity who served his country in the Army to include being a Vietnam veteran and who was the ultimate example of hard work and stamina. You rose out of bed at the crack of dawn every morning for 40 years and went to work without missing a single day until the Lord called you home. Cancer did not take your life, I know you knew it was time to go home and take your place among the angels as you fought the good fight, you finished the race, and you kept the faith. GOD Bless You and Thank you Jesus, AMEN!

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Abstract

RECOGNIZING HER CHARACTERISTICS AS A LEADER: AN EXAMINATION OF THE SELF-ASSESSMENT OF WOMEN LEADERS AS SHAPED BY SOCIAL IDENTITY THEORY AND THE CONCEPT OF DOUBLE CONSCIOUSNESS

By John C. Gregory, Ph.D.

A dissertation submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy at Virginia Commonwealth University.

Virginia Commonwealth University, 2017

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Women leaders are grossly underrepresented in police and Army organizations and relevant research suggests that women face the most significant challenges in reaching leadership positions in male dominant organizations. Although there have been recent policy changes to increase opportunities for women in police and Army organizations, women are still barely represented in senior command and primary staff positions in police and Army organizations. When women are underrepresented, particularly at the most senior ranks, there are implications regarding cultural, structural, and attitudinal challenges that simply should not still exist in these organizations.

Using qualitative methods, this study examined the experiences of women leaders, specifically senior leaders, in selected police departments and representative Army commands and staff support agencies. Specifically, the study explored the characteristics of effective women leaders to assess the perceived group affiliation of these leaders as it relates to these leadership characteristics and personal assessments of their leadership capabilities.

The findings revealed that women leaders possess a multitude of characteristics that have set the conditions for them to break through the “Glass Ceiling” despite the many challenges and obstacles that exist within male dominant organizations. The findings indicate that women leaders in police and Army organizations are care-givers, selfless servants, over-achievers, and great communicators. They identify themselves by their performance and leadership acumen as opposed to their gender, race, or any other demographic descriptors. The findings also suggest that women leaders continue to be faced with challenges and obstacles that make it extremely difficult for them to become senior leaders and navigate up the chain of command within their organization, which impacts their ability to influence policy changes that could address some of these cultural, structural, and attitudinal challenges.

CHAPTER I. INTRODUCTION, BACKGROUND, AND OVERVIEW

Statement of the Problem

Leadership requires commitment, sacrifice and at times a willingness to support organizational needs above personal and professional achievement. An abundance of scholarly and practitioner attention has focused on understanding leaders and the way organizations support and develop leaders. Recent scholarship recognizes the importance of leadership, social identity, and the relationship gender plays in leadership opportunities and the attributes associated with effective leaders. This study will focus on female leaders, with emphasis on senior leaders, within two segments of both the law enforcement community and the Department of Defense (DoD). Specifically, female leaders within selected police departments on the local and state level as well as female leaders within represented U.S. Army commands and staff support agencies within the Headquarters, Department of the Army (HQDA). This work explores identity and the leadership development process as viewed through the lens of the female leaders. Leader identity is a crucial component to achieving opportunities of greater authority and responsibility as a leader because it influences one's motivation to pursue leadership roles (Day & Harrison, 2007; Lord & Hall, 2005).

Historically local and state police departments and Army commands and staff support agencies have been predominately male and even today most of the leaders in both organizations are men. There are approximately 58,000 full-time female police officers which makes up 12% of the sworn officers across the nation (Bureau of Justice Statistics, 2013). (See Table 1) Perhaps more importantly female police officers continue to be under-represented at the command and senior rank level (Archbold, 2010 & Silvestri, 2007).

Table 1

Sex of full-time sworn personnel in local Police Departments by population Size, 2013

Population Served	Male	Female
All Sizes	87.8%	12.2%
1,000,000 or more	82.4%	17.6%
500,000 or 999,999	83.6%	16.4%
250,000 – 499,999	85.4%	14.6%
100,000 – 249,999	88.2%	11.8%
50,000 – 99,999	90.3%	9.7%
25,000 – 49,999	91.2%	8.8%
10,000 – 24,999	92.2%	7.8%
2,500 – 9,999	92.5%	7.5%
2,499 or fewer	93.9%	6.1%

Source: Bureau of Justice Statistics, Law Enforcement Management and Administration Statistics (LEMAS) Survey, 2013

The percentage of females assigned in first line leaders' positions is 9.5 percent and females only make up an estimated 3 % of local police chiefs (Reaves, 2015).(See Table 2)

Table 2

Female representation among selected positions in local Police Departments

Position	Percentage
First Line Leaders	9.5%
Chiefs of Police	3%

Source: Bureau of Justice Statistics, Law Enforcement Management and Administration Statistics (LEMAS) Survey, 2013

Women make up approximately 15% of today's US military (Secretary of Defense Memorandum, 2013). The Army is authorized 331 General Officers (10 US Code 526). According to the Defense Advisory Committee on Women in the Services (DACOWITS) Annual Report for 2016, there are no Four-Star Female Generals in the Army. 8.8 percent of the Three-Star Generals are females, 4.7 percent of the Two-Star Generals are female, and 6.1 percent on the One-Star Generals are female. In addition, the DACOWITS 2016 Annual Report

indicated that females make up 11.4 percent of the Colonels, 13.4 percent of the Lieutenant Colonels, 18.2 percent of the Majors, and 19.8 percent of the Captains in the Army. The bottom line is that males make up well over 90 percent of the General Officers in the Army and over 80 percent of the Field Grade Officers (Majors and above) and nearly 90 percent of the Colonels and Lieutenant Colonels. (See Table 3)

Table 3

Army Leadership Percentages

Organization	Rank	% of Females	% of Males
Army	4-Star General	0	100
Army	3-Star General	8.8	91.1
Army	2-Star General	4.7	95.2
Army	1-Star General	6.1	93.8
Army	Colonel	11.4	88.5
Army	Lieutenant Colonel	13.4	86.5
Army	Major	18.2	81.7
Army	Captain	19.8	80.1

Source: Defense Advisory Committee on Women in the Services (DACOWITS) 2016 Annual Report

While all occupations and positions have been open to women in police organizations, the military just recently declared full gender integration by opening all combat occupations, positions and units to women across all service components on 3 December 2015. Women remain vastly underrepresented in leadership positions across the spectrum (Rhode & Kellerman, 2007). A substantial amount of research demonstrates that women leaders face cultural, structural, and attitudinal challenges in advancing to senior command and primary staff positions (e.g., Eagly & Karau, 2002; Ely & Rhode, 2010; Ridgeway, 2001). Although women have proven themselves in the communities across our country as police leaders and as Army leaders on the battlefields in foreign lands, they are still significantly under-represented in male

dominated occupations. A male dominated occupation is defined as an occupation where at least 75% of the total workforce is male (Ashraf, 2007; Frome, Alfeld, Eccles, & Barber 2006, 2008).

Legislative actions designed to facilitate gender equality such as Title VII and Executive Orders 11375 and 11378 as well as organizational policy changes such as Army Directive 2016-01, still have proven unsuccessful in reversing women's career progression as it compares to their male counterparts (D'Agostino & Levine, 2010; Fagenson & Jackson, 1993; Morrison & Von Glinow, 1990; Stroh et al., 1992). The underrepresentation of women in senior management is a multi-faceted dilemma which has been commonly referred to as the "glass ceiling," an imaginary term, which is identified as an artificial or invisible barrier that prevents qualified individuals from advancing vertically in their organization into high ranking positions (Baumgartner, 2010; Leskaj, 2009; & O'Neill, 2002). Eagly and Carli (2002) suggest this process should be more appropriately described as a labyrinth or maze, with winding paths, dead ends, and unexpected obstacles. Much less is known about how women view and assess themselves as leaders given the context of navigating through male dominated organizations like local and state police departments and Army commands and staff support agencies. What is known and what is clearly evident is that women leaders' career progression into senior and executive level positions continues to lag their male counterparts (D'Agostino & Levine, 2010; Fagenson & Jackson, 1993; & Oakley, 2000).

A significant portion of the existing conceptual work on leader identity development recognizes that the way women view themselves as leaders may in fact be different (DeRue, Ashford & Cotton, 2009; Lord & Hall, 2005; Ibarra, Snook & Guillen, 2010) because the subtle, cultural, structural, and attitudinal barriers to women's advancement may impact women's ability to see themselves as leaders (Ely, Ibarra, & Kolb, 2011). The organizational climate and

unique culture that exist within local and state police departments as well as some Army commands and staff support agencies present certain challenges to women leaders as it relates to acceptance, opportunities and policy implementation.

There are constitutional and statutory authorities as well as executive directives at both the federal and state level that make police and Army organizations different from other organizations. Police departments and Army Commands were specifically selected for this study for several reasons, however, the most prominent reason is because both are predominately male dominate organizations. Although there are other fundamental similarities between local and state police departments and Army commands and staff support agencies as it relates to protecting the American citizens and the ideals of the United States, distinct differences exist in regard to authorities, mission, and statutory requirements. Police authorities to execute their duties are derived from the 10th Amendment to the U.S. Constitution, which stipulates that the powers not delegated to the federal government are reserved for the states or to the people. These reserved powers as exercised by the legislative and executive branches of State governments allows for the enactment and enforcement of laws. States have the power to compel obedience to these laws. The obedience to these laws is enforced by duly empowered local and state police departments within the jurisdictions across the State. Local and state police departments derive their authority and power through the Governor and the State government. While there is not one unified mission for all local and state police departments, the following mission and vision statement from the Fairfax County Virginia Police Department is representative of many police departments across the country. “Prevent and Fight Crime (mission); Provide a culture of safety at work and in the community which preserves the sanctity of human life; Keep pace with urbanization” (Fairfax County Police Department Annual Report, 2015).

The Army, as a member of the DoD, derives its authority and power through the Secretary of Defense as appointed by the President of the United States and the federal government. The Army is one of the three military departments (Army, Navy, and Air Force) reporting to the DoD, is composed of two distinct and equally important components: the active component and the reserve components. The reserve components are the United States Reserve and the Army National Guard. The Army is organized under the Secretary of the Army. It operates under the authority, direction, and control of the Secretary of Defense as prescribed in Title 10, United States Code Armed Forces. Command refers to the authority a commander lawfully exercises over subordinates by rank, position or assignment. Command also includes the authority and responsibility for using available resources for planning, organizing, directing, coordinating, and controlling military forces for the accomplishment of duly assigned missions and directions from constitutionally empowered civil authorities. It also places upon commanders a responsibility for the health, welfare, morale, and discipline of military personnel. The U.S. Army's mission is to fight and win our Nation's wars by providing prompt, sustained land dominance across the full range of military operations and spectrum of conflict in support of combatant commanders (U.S. Army Organization). 10 U.S Code 164, Commanders of Combatant Commands: Assignment; Powers and Duties states that a combatant commander is responsible to the President of the United States and to the Secretary of Defense for the performance of missions assigned to that command by the President or by the Secretary with the approval of the President.

Both local and state police and U.S. Army commands seek to uphold the public trust and maintain accountability to their senior leaders both civilian and uniformed and the public.

However, their missions and specific duties and responsibilities, especially in the use of deadly

force are very different. Local and state police are limited geographically to specific communities and jurisdictions, while the U.S. Army is responsible for fighting and defending the United States of America in combat operations across the globe. As part of the use of force continuum, the decision to use lethal or deadly force should be based on the threat posed to the officer(s) or potential harm to others after all other courses of action either fail or it becomes abundantly apparent that lethal or deadly force is the only option (National Institute of Justice, 2015). Deadly and lethal force is oftentimes, the primary means to accomplish the Army's mission and defend the U.S. The trust placed in these forces by the constitution and our society in the development, distribution, and employment of deadly, even overwhelming, force demands highly capable and competent leaders at all levels of these organizations. Given our free and democratic society, it's imperative that every segment of our population is visibly represented among those so entrusted. Thus, the leadership of these powerful organizations should include women at all levels.

Although there are differences that exist as it relates to Police organizations and US Army Commands, these two organizations were selected for this study because of their commonalities. The significant commonalities as it relates to this study are 1) Both are male dominant organizations as at least 85 percent of the work force is male, 2) The lack of female leadership, specifically senior female leadership within both organizations: Females make up approximately 3 percent of the Police Chiefs in the nation and females make up approximately 8 percent of the General Officers in the Army, and 3) Previous research suggests that female characteristics and skills are recognized as being incompatible with the duties and requirements associated with police and military work. Differences due exist between the two organizations,

however, the similarities as it relates to this study make the female leaders within these organizations an appropriate selection for examination.

The Civil Rights Act of 1972 opened the door to patrol operations for women and made it illegal for police organizations to use gender as a barrier for assignment and promotion opportunities (Rabe-Hemp, 2008). There are thousands of opportunities for women to become leaders in law enforcement organizations based on the number of organizations across the country. The issue is not so much the availability of opportunities but fair and equitable access to those opportunities. There are approximately 17,000 federal, state and local law enforcement organizations in the United States (Wuesterwald, 2012). Women have to be willing to actively engage in the established promotion processes across these 17,000 organizations. In order to be successful in this selection process and as leaders once they gain the position, they must exhibit self-assurance, competence, and confidence in their own leadership abilities, regardless if senior police leaders or even their male counterparts do not value them or lack confidence about their potential or capability to be as effective a leader as any male officer.

The US Army, on the other hand, has just recently opened a wide range of previously closed occupations, positions, and units to female Soldiers. The expansion of roles for women in the Army has been a methodical process designed to open previously closed positions to women incrementally. Initially in June 2012, the Secretary of the Army signed a directive that rescinded a portion of the Direct Ground Combat Definition and Assignment Rule (DGCDAR) which permitted the Services to bar the assignment of women to units and positions doctrinally required to physically collocate and remain with Direct Ground Combat units. Army Directive 2012-16 defines Direct Ground Combat as engaging an enemy on the ground with individual or crew-served weapons while being exposed to hostile fire and to a high probability of direct physical

contact with the hostile force's personnel. This directive also opened six previously closed positions to women because of the rescission of portions of the DGCDAR.

The 2012 Army Directive was followed by another directive in 2013 that opened specific military occupational specialties (MOSs) to women in select brigade combat teams. The policy changes represented in the Army Directives were significant. However, the most cogent factor was the initiation of a cultural change throughout the Army and the recognition that Army policies have not kept pace with the changing operational environment and personnel requirements over the last 10 years.

In 2014, the Army, after completion of the Congressional waiting period, opened all positions in open occupations to women. However, this did not include closed occupations in combat arms specialties such as engineer, field artillery, armor, and infantry as well as positions in special operations units per Army Directive 2014-16 (Expanding Positions in Open Occupations for the Assignment of Female Soldiers). Army Directive 2016-01 (Expanding Positions and Changing the Army Policy for the Assignment of Female Soldiers) opened the remaining 125,318 positions in conventional force units and the remaining 13,482 special operations positions to women. Amidst these policy changes, it is essential that the focus remains on cultural change as it relates to the full spectrum of opportunities for women to compete for leadership positions and succeed. Accordingly, it is paramount that organizations understand more about how women perceive themselves as leaders and the sacrifices that they make to become effective leaders (Ely & Rhode, 2010; Ely et al, 2011; Hogue & Lord, 2007).

These policy changes opened positions which included MOSs and areas of concentration (AOC) such as armor and infantry as well as Special Forces and Ranger-coded positions within

the U.S. Army Special Operations Command (USASOC). USASOC is the Army's component of the joint U.S. Special Operations Command. USASOC consists of the 75th Ranger Regiment and Army Special Forces commonly known to most as the "Green Berets". Other components of the U.S. Special Operations Command include the Navy Seals as well as special operations units from the U.S. Air Force and U.S. Marine Corps. These are some of the most elite, highly trained, and physically demanding units in the military and now women in the Army can be assigned to these units pending selection and successful completion of a rigorous training process such as the U.S. Army Ranger School which is an intense 61-day multiphase combat leadership course oriented towards small unit tactics. It has been called the "toughest combat course in the world" and it is the most physically and mentally demanding course the Army must offer. With the opening of all remaining positions to women, the Army no longer has separate policies for the assignment of female Soldiers.

Now that the Army has enacted gender neutral assignment policies, this study becomes even more relevant to the development of future leaders because it proposes to focus on how female leaders assess themselves, their value, and their leadership authority and potential as it relates to senior leaders' efforts to change the largely male centric culture within the Army, and especially combat units. Senior Army leaders are directing Army efforts to open all occupational fields to women as directed in HQDA Execution Order 097-16 to the U.S. Army Implementation Plan 2016-01 (Army Gender Integration), while ensuring readiness and combat performance are unaffected if not enhanced by the changes. Again, the central issue in this process is not the availability of leadership opportunities, but the willingness of females to actually seek and compete for leadership positions of greater responsibility and authority. Women have not been as eager to enter management level positions; approximately 25% of women as compared to 50% of

men planned to seek positions of greater responsibility and authority (Baumgartner & Schneider, 2010). A greater representation of female leaders in the senior ranks would create a more diverse pool of decision makers who will have the authority to approve policies that address the lack of gender diversity among Army leaders and potentially facilitate enduring cultural changes across the Army. The public policy component is integral to this process because policy can modify behavior at least in the workplace even if attitudes and the overall culture are slow to change.

The Army also conducted an assessment on the possibility of allowing female Soldiers to attend Ranger School in 2015. As a part of the assessment, 19 women started Ranger School in April 2015 and three women graduated from Ranger School and received the coveted Ranger Tab. These three women along with their male classmates successfully completed all the requirements of the most physically and mentally demanding leadership course the Army has to offer. Even after the achievements of the three female graduates of Ranger School, there are still impediments in the leadership path for women across the Army. There has been some negative commentary regarding assumptions that the three female Ranger School graduates received preferential treatment and that both civilian and military senior leaders wanted to ensure that a woman graduated from Ranger School. There has been no evidence to support these assertions are accurate or valid.

The umbrella issue that still is prevalent in 2017 is that women are still grossly underrepresented in leadership positions and women lag their male counterparts in opportunities for senior positions of greater responsibility and authority particularly in police agencies and army units (Archer, 2012; Smith, 2010; & Dick, 2007). Government agencies ranging from the local level all the way through many federal government agencies lack gender diversity at the command and primary staff level. Women make up 85% of all clerical positions in the federal

government and only 13% of senior or executive positions (Smith, 2010). Leadership development across gender lines is important to all organizations and should be a priority for all senior leaders. Traditionally, members of the command group or primary staff, mainly men, have a high self-interest in protecting and maintaining that position or status so they perpetuate their style and traits of leadership creating an “in-group” phenomenon (Smith, 2010). Senior leaders should have a shared social identity with junior leaders and aspiring leaders to create a perception of what leaders should be which can serve as a rite of passage into the “in group”. The foundational problem with this process is that it is largely exclusive to men and women more times than not find themselves left out of the process entirely. Women are not usually seen as being part of this “in group” and so are not developed as potential leaders (Kanter, 1977; Ridgeway, 2001; Ryan & Haslam, 2007).

Often women shoulder the burden of navigating through the promotion process carrying a double-edged sword. If they are perceived as feminine they are evaluated as lacking leadership. However, if they exhibit masculine behaviors commonly associated with strong leaders, they offend the feminine stereotype and are subsequently seen as being maladjusted for leadership roles (Smith, 2010). The effects of this burden can create a professional culture that is inherently detrimental to the advancement of women. These additional barriers, many of which are not annotated in policy, make it more difficult for women to be recommended for assignment to key developmental positions that could potentially lead to positions of greater responsibility and authority. This highlights the necessity for inclusive policies that address not only the interests of all leaders but longstanding impediments to policy implementation as well.

Eagly, Makhijani, & Klonsky (1992) reaffirm the general perception that behaviors associated with leadership are more closely associated with the expectations of men rather than

women. These expectations can be exacerbated if the culture of an organization prescribes gender specific roles as it relates to opportunities, assignments, and promotions. Eagly, Makhijani, & Klonsky (1992) found based on a meta-analysis of gender and the evaluation of leaders that people do evaluate female leaders slightly more negatively than their male counterparts in similar or equal positions. Perhaps a more revealing finding in the 1992 study is that when leadership styles are classified as masculine or feminine, women were devalued more compared to men when exhibiting masculine styles than when they conformed to the expectations and exhibited other leadership styles, including feminine styles. This is telling especially for women who are leaders in organizations that are perceived as requiring a certain level of masculinity to execute tasks and accomplish the mission. This is not an isolated issue that only impacts junior leaders. This problem impacts senior leaders, decision-makers, and even lawmakers alike. Unfortunately, this even applies to some of the most capable women at the highest levels of government. Hawkesworth (2003) conducted a study of congresswoman and discovered that they too obtained their power from men in a manipulative fashion rather than more direct and immediate assumptions of power as common among their male counterparts.

Some of these powerful women acknowledge behaving in a stereotypical female manner to forge alliances with powerful male colleagues who then agreed to advance their agendas (Hawkesworth, 2003 & Stivers, 2002). The most salient point here for this study is not whether male senior leaders or even male peers perceive female leaders as lacking leadership abilities or not conforming to the established standard of leadership, but rather how do these female leaders actually perceive themselves and the impact their perceptions have on their ability to be an effective leader.

The double standard of gender bias has a compound impact on women as women rely more on performance evaluations to decide their own level of competency (Smith, 2010). Studies have shown that women tend to set higher standards to evaluate themselves and consistently assess themselves lower than men because women typically receive marginal and sometimes negative feedback which leads to them perceiving themselves as less competent (Correll, 2001 & Fletcher, 1999). Leadership for women is a complicated process that often includes personal sacrifice to achieve professional goals that exceed any standards of reasonableness and equity. “Park your femininity at home, it’s not wanted here” (Gunn & Gullickson, 2007, pp. 8) are instructions that were given to a woman in the 1970s as she entered the workforce. (Gunn & Gullickson, 2007) indicated that this woman stayed at this company for 17 years, however, taking that admonition to heart, she felt like she was always working with one hand tied behind her back. This is a culture and policy problem that unfortunately still exists in today.

Topic Origin and Research Justification

The genesis of the selection of this topic is rooted in direct observations and experiences gained during three deployments with the Army where I served as a platoon leader with the 101st Airborne Division (Air Assault) in Iraq, deputy G-3 (Operations Officer) with the 29th Infantry Division in Kosovo, and police advisor as well as counter assassination task force member with the 25th Infantry Division in Iraq. In addition, my service as a deputy sheriff with the Henrico County, Virginia Sheriff’s Office for approximately two years and service as a police officer with the Richmond, Virginia Police Department for almost seven years contributes to my experience and exposure to this issue.

My personal observations and experiences have been that female leaders often displayed a willingness to demonstrate hyper-masculine or male dominant traits consistent with their male

counterparts serving in the same organization. This is significant because many of the tasks, specifically for leaders, did not require an illustration of physical and or mental toughness but rather simply a modest level of competence and confidence. Army Doctrine Reference Publication 6-22 states that serving as an officer differs from other forms of Army leadership by the breadth of expert knowledge required and Noncommissioned officers (NCOs) are the standard-bearers and role models to the Soldiers who must be physically and mentally fit to accomplish the Army's mission (2012). Leaders are thinkers and planners who are valued because of their ability to synchronize the efforts of those they lead.

There are only seven physically demanding combat MOSs out of more than 300 MOSs in the Army which include Infantryman, Infantryman-Indirect Fire, Combat Engineer, Canon (Field Artillery) Crewmember, Fire Support (Field Artillery), Cavalry Scout (Armor), and Armor Crewman (USARIEM Technical Report T16-2, 2015). These are primarily enlisted positions (junior Soldiers) as the tasks and responsibilities are more associated with tactical and operational planning and decision making for more senior enlisted leaders (Noncommissioned Officers (NCOs)) and officers.

Like the Army's efforts, the attempt to make police officers more professional has been an enduring aspect of modern police departments where education and cognitive abilities are highly valued during the police recruiting process. Leaders have to be thinkers and possess the ability to develop plans and strategies as opposed to being focused on physically executing tasks. Police officers who undertake higher educational programs find great value in the knowledge acquired from these programs and the application of said knowledge (Carlan, 2007).

The ability to apply this knowledge is a key component to leadership and the development of senior leaders. Police officers have reported that criminal justice degrees improved their knowledge as well as enhanced their ability to analyze difficult leadership issues and utilize non-kinetic strategies to resolve situations (Paterson, 2011). There are inherent physical demands to being a police or Army leader however, leaders are expected to ensure that the mission is accomplished, take care of those they lead, and resolve any issues at the lowest command or leadership level. This is best executed by being competent, knowledgeable and exercising sound judgement. Paterson illustrated the significance of education in leader development by emphasizing the suggestions from Roberg and Bonn (2004) that education is necessary for the development of social values such as fairness and equity as well as the effective use of discretion which is an integral component of police performance and professionalism. Misguided or the inappropriate use of physical prowess can be detrimental without standards of fairness and equity in support of the development of professional leaders regardless of gender.

In my limited experience, female Army and Police leaders often tried to show their male colleagues that they were just as aggressive or just as physically fit as them. In most instances, the situation required far more intellectual acumen and communication skills than strength, physical presence or intimidation tactics. Some female leaders would even go as far as to talk about how they ate insects and other unimaginable things and how they were not afraid of anyone or anything when conversing with their male counterparts. It almost became cartoonish in some instances. My perception was that they felt the need to consistently affirm their level of toughness or physical capabilities. The essence of this problem is the feeling that this type of conduct and attitude is necessary to succeed as a leader. It appears that the amount of time and energy required to get into character or put on the cloak of masculinity would be both physically,

mentally, and psychologically exhausting. This type of posture would be very difficult to maintain over an extended period such as the time it would take to climb the rank structure in a police department or Army command. The reality of being celebrated for the totality of your complete person without being cursed or ridiculed by your colleagues, without having the doors of opportunity closed is still beyond the wishes of some individuals (Dubois, 1903).

The inspiration for these thoughts and concerns come from W.E.B. Dubois as documented in his book, The Souls of Black Folk (1903). Although this problem is certainly not exclusively germane to a race or ethnic group, similar mechanisms to mitigate this problem could apply to female police and Army leaders. The anxiety of walking into a Commanders update briefing in a deployed environment and recognizing that first you must be viewed as masculine and possessing agentic characteristics which demonstrate assertiveness, competitiveness, and as being highly skilled at accomplishing the mission even before you display your competence is problematic and simply unfair. The same feeling could apply in a Computer Statistics (COMPSTAT) meeting where the room is saturated with predominantly male police precinct and area commanders and senior police executives who compare crime statistics and address creative ways to utilized targeted enforcement strategies to impact crime statistics.

Dubois stated that the problem of the 20th Century is the dilemma of the color line (Dubois, 1903). Multiple researchers, authors, and leaders of social justice movements have espoused sentiments consistent with Dubois's point as it relates to race relations. However, Dubois's application of the concept of double consciousness, although introduced as a coping mechanism or even a survival technique during the early 1900s, is relevant to this study when other more modern concepts are considered and applied to the issue.

The problem for women in police agencies and the Army in the early 21st Century may be the problem of the gender line. The concept of Double Consciousness specifically applied to Black people especially in a segregated America, however, the concept of feminism in today's environment addresses inequities for women. Feminism embraces perceptions about: women's unique needs; their subordination; differences of power within personal and professional interactions; and the need for policies and organizational strategies to improve treatment and opportunities for women (Orser, Elliott, & Leck, 2013; Gattiker & Larwood, 1986; and Nabi, 2001). Gender is viewed as a substitute for women which suggest that the world of women is imbedded in the world of men and the world is created for and by men (Scott, 1986). Dubois's concept of double consciousness was certainly applicable to African Americans during the early 1900s as the color line was the prevailing sentiment and was the foundational basis for discrimination and other unjustified grotesque forms of bias, however, in relationship to this study, the concept of double consciousness sets the conditions for the tenets of feminism. Double consciousness as a general concept primarily focuses on black males and served specifically as the baseline for this study to illustrate the need for feminism as it relates to the female experience within police and Army organizations.

The focus of this study is the lived experiences of women leaders in police and Army organizations. Dorothy Smith views feminism from the perspective that it takes the standpoint of women. She explains that it begins and it is the place where women are at that particular time in their experience (Smith, 2005). This is significant to this study because it provides women leaders the opportunity to express where they are as women, where they are as leaders and where they are within their organizations as leaders. Another aspect of the feminist experience according to Smith (2005) is the opposition to oppression of women. The organizational culture

within both police and Army organizations creates challenges and obstacles that make it more difficult for women leaders to reach their full potential as they seek positions of greater authority and responsibility.

Choosing between certain traits and attributes and in some instances innate qualities in a profession where performance as it relates to the demonstration of leadership ability should be the standard of measurement fails the common sense test every time. Dubois captures it best with these words: “It is a peculiar sensation, this is double consciousness, this sense of always looking at one’s self through the eyes of others, of measuring one’s soul by the tape of a world that looks on in amused contempt and pity” (Dubois, 1903, pp. 7). Potentially there is a sense of male privilege that female leaders simply don’t enjoy. The ability to be comfortable in your own skin in public and private places is a luxury that African Americans simply did not enjoy in Dubois’ time and it is a luxury that some female leaders can’t afford to enjoy today for fear of its negative impact on opportunities for advancement and positions of greater responsibility. Always having to overachieve is exhausting and unsustainable both physically, and more importantly, mentally. Sometimes being an over-achiever can take you to your highest performance levels but the problem is that you always feel like you must overachieve and that in some cases can be self-destructive. This exhaustion and feeling of uncertainty as it relates to the appropriate behavior can create self-doubt and potential second or even third order effects which could impact performance and leadership effectiveness.

Despite the constant feeling of having to overachieve due to cultural, structural, and attitudinal challenges women have been able to overcome and achieve success that in some instances exceeds the achievements of their male counterparts who do not have to face the same cultural, structural, and attitudinal challenges. Patricia Hill Collins expressed that despite

oppression and suppression, African American women have managed to achieve and to have their ideas matter as their voices are being heard as it relates to essential issues facing black women (Collins, 2008). This is essential to this study because women leaders in police and Army organizations are striving to have their voices heard as they navigate up the rank structure within their respective male dominant organizations.

The perception that a piece of cloth such as the Ranger Tab provides some leaders in the Army with an instant level of creditability without ever performing a single task in their assigned position is an advantage to say the least based on my observations as an Infantry officer. This perspective and lens has provided me a level of comfortability and self-assuredness that I know does not exist for most women in the Army or perhaps for women in police departments. I have seen countless numbers of men who do not wear the Ranger Tab go to extraordinary lengths to prove their toughness to a Commander they know covets the Ranger Tab or so called “Hooah” badges that serve as an artifice of the rite of passage into the combat arms community. As an individual who has wondered what it would be like or how would my career have been different if I lived back during the Jim Crow era when being black was thought of as less than the majority race, I gain a modicum of understanding of how my career would have been different today if I was a different gender. I view the decisions that some women must make as extremely problematic and unsustainable.

How comfortable would I be in a world dominated by men and masculine characteristics? Candidly speaking, I have no desire to change genders for multiple reasons which include the professional benefits I have enjoyed as an Airborne Ranger Qualified Army Field Grade Officer and a relatively physically imposing former police officer. The best I can offer at this point is to examine this problem through this study. Dubois illustrates the acute

feeling of being an outsider by expressing that people of color were different from the others and shut out from the larger society by a vast veil (Dubois, 1903). The amount of stress and apprehension it takes to prepare to exist in a culture that rarely recognizes your talents, traits, and attributes as comparable to the dominant group norms is demeaning and inconsistent with effective leadership. Leadership effectiveness is more than skill and competency, it is the ability to access the deeper dimensions within oneself that leads to breakthroughs in self-awareness. (Anderson, 2013).

As a result of my personal experiences as an Army officer and police officer, I have observed how a very small segment of female leaders navigate through their struggle to belong or be accepted in male dominated professions and this has facilitated further exploration into this topic. This study provided me the opportunity to examine how these women leaders truly feel about themselves as leaders and as women within a male dominant organization. From my personal perspective, a man can be both a man and a police or Army leader with relative comfortability and assurance that his level of perceived competence will not be diminished because of his gender. Similarly, African Americans simply wished to make it possible for a man to be both a Negro and an American and the challenge of attempting to satisfy two unreconciled ideals can even culminate in them being ashamed of themselves (Dubois, 1903). This gets to the essence of the gender based argument of this study as the possibility of reconciling being both a woman and a police or Army leader without having to suppress certain characteristics reflects a challenge, if not a struggle, for some women police and Army leaders.

The struggle extends beyond the female leader and is manifested across the entire organization. There are consequences to denying certain characteristics and by fostering a culture where leaders feel like they have to park their femininity at home (Gunn & Gullickson, 2007).

(Gunn & Gullickson, 2007) indicated that it isn't only that female leaders' voices are silenced, but, more importantly, one figurative hand is tied behind the back of the entire organization. This is significant for this study because the effectiveness of female leaders is an important component to the overall success of the organization. This will also require female leaders to think that their leadership and contributions to the organization adds value to the organization. Research on differences between male and female leaders suggests that females tend to rate themselves lower than males (Ostroff et al., 2004; Pazy, 1986; Wohlers & London, 1989), and should therefore be inclined to underestimate and undervalue their own performance.

Research Questions

To understand the characteristics of effective female leaders in police and Army organizations, this study was guided by the following research questions.

Primary

What are the characteristics of female leaders in selected police departments and representative Army Commands and Staff Support Agencies?

Secondary

How do female police and Army leaders perceive and identify themselves comprehensively (personal and professional)?

How do female police and Army leaders perceive leadership and themselves as a leader within their organizational culture and group dynamics?

How do female police and Army leaders evaluate their effectiveness as a leader within their organization?

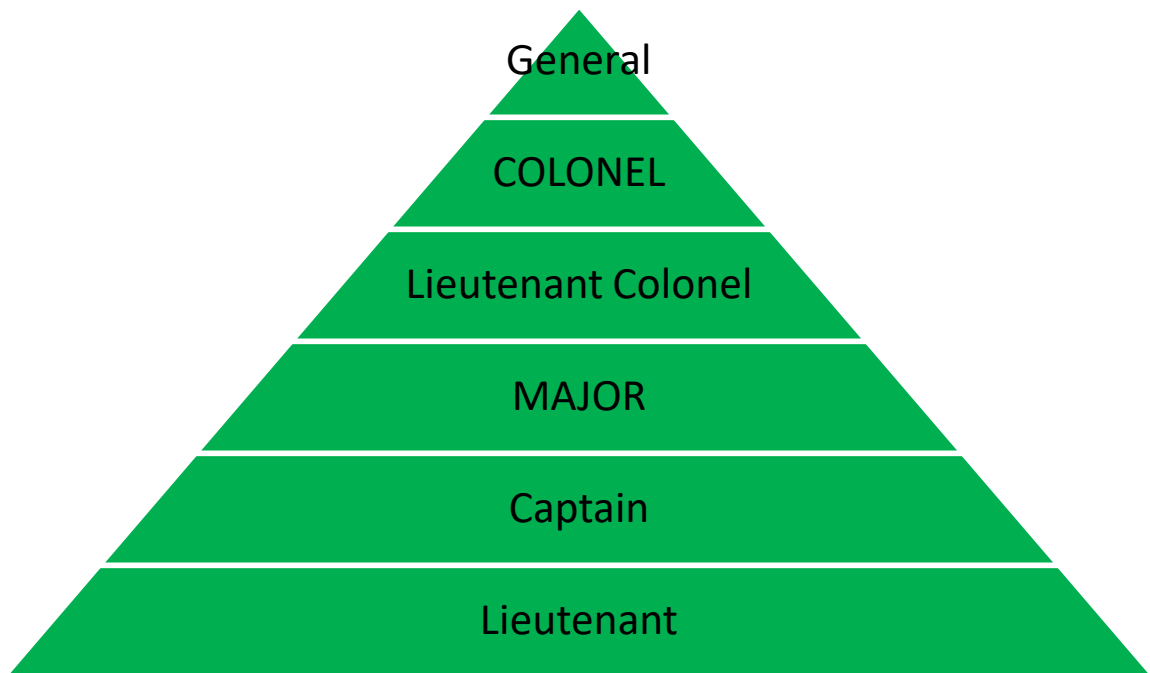
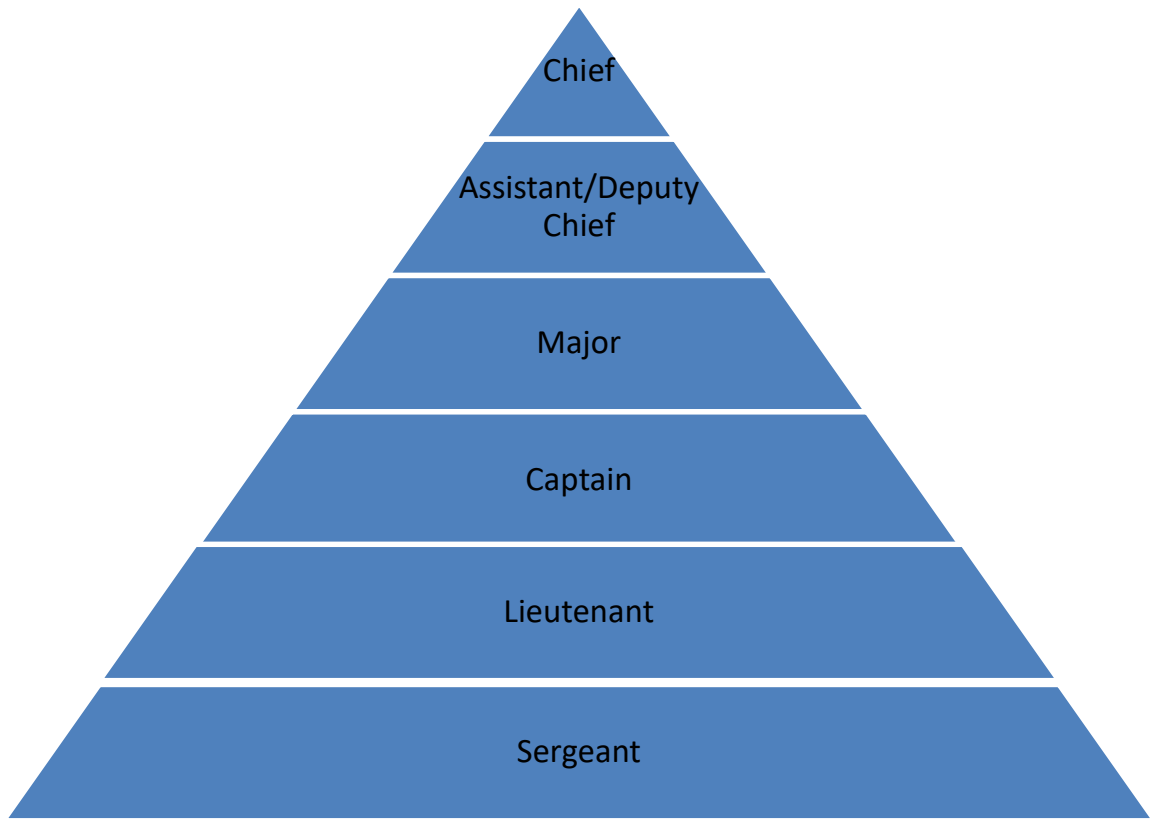
The Purpose of the Study

The purpose of this study is to gain a greater understanding of women leaders, specifically senior leaders, by exploring the characteristics of effective female leaders in selected local and state police departments and representative Army commands and staff support agencies and to assess the perceived group affiliation of these leaders as it relates to these leadership characteristics and personal assessment of their leadership capabilities. The assessment of leadership behavior and characteristics (effective and ineffective) utilizing components of Anderson's 2006 The Leadership Circle Profile (TLCP) as well as Hooijberg's 2001 Competing Values Framework and the internal beliefs and perceptions that inform these characteristics establishes a framework to provide leaders insights into their personal thought processes (Anderson, 2013). TLCP was not be used as a 360-leadership assessment tool for this study as only portions of the personal assessment is relevant to the purpose of this study.

Relevant research evidence suggests that women face the most significant challenges in reaching leadership positions in male dominated environments (Ely & Rhode, 2010; Rhode & Kellerman, 2007). For the purposes of this study, a female police leader is defined as a female who holds the rank of sergeant and above to include all lieutenants, Captains, senior departmental leaders such as deputy chiefs and chiefs. In addition, for Army commands a female leader will be defined as a NCO (E-5) and above which includes all NCO ranks from Sergeant (E5) through Sergeant Major (E9) and all commissioned officer ranks from Second Lieutenant (01) through the General Officer ranks. (See Model 1) Also important to this study, a senior leader for this study is defined as a police Lieutenant and above or an Army field grade officer and above (Major through General).

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MODEL 1



Consequently, if women are not able to attain senior ranks, they will not be able to affect policy outcomes that can help change the culture within male dominant organizations (Dolan, 2004). The outcome is less opportunities for women to advance to senior ranks. Smith and Monaghan (2013) argue that men and women navigate up the chain of command to senior positions in different ways. Even with qualifications that are relatively equal to include level of education, skills, and experience, and similar time in the organization, women do not advance to senior leadership in the same way as men (Carter & Silva, 2010); USBLS 2011b).

This study will explore some of the mediating factors that female leaders must navigate in order to become effective leaders within their department or command. The mediating factors that will be focused on in this study are the nature of the masculine culture in male dominated organizations; the lack of female mentors and role models in leadership positions; and the barriers and stereotypes to include the “glass ceiling” and tokenism associated with females in represented local and state police departments and represented Army commands and staff support agencies. The exploration and analysis of these factors will assist in determining how these women leaders attempt to mitigate the challenges in male dominant organizations and potentially why they choose to exhibit certain characteristics and attitudes to identify with a group within their organization. Underneath the display of certain characteristics and behavior is often some form of inner conversation that may prompt the leader to link specific moments with future success and self-worth (Anderson, 2006).

Gender related issues in the workplace are multi-faceted and researchers have addressed these issues from varying perspectives. Some commonalities exist among the research which includes the existence of gender stereotypes and the paucity of women in certain professions and occupations. Frink (2003) illustrated the importance of gender composition in organizations by

exploring the relatively low number of senior female leaders as it relates to gender roles and associated stereotypes. Leader development and performance are important components of the success of any organization. Ely (1995) examined the essence of the issue as it relates to this study by focusing on the individual aspects of Social Identity Theory. Ely conceptualizes women's gender identity as the meaning women attach to their membership in the "female" category. Identity with the female category, dependent upon the conditions as it relates to women in male-dominant organizations, can be associated with negative or positive feelings. Ely posited that the distinction between men and women and the value attached to them impact women's group affiliation and self-assessment. Identification and self-assessment are partially shaped by the extent to which authority and greater levels of responsibility are dispersed across gender lines within a organization (Ely, 1995).

Based on the allocation of power and authority within organizations, leaders and aspiring leaders have to be intentional about setting conditions for promotion and advancement in their respective organizations. Waiting to be accepted or invited into the group may not be a prudent approach particularly for some female police and Army leaders. Ashford (2008) suggests that individuals don't just let things happen to them, rather they shape, curtail, and expand what happens to them within their organization. Ashford examined the proactive or anticipatory actions that employees take and the behaviors they adopt to impact themselves and their overall environment. Ashford defines proactivity as anticipatory action that employees take to improve themselves and their organizations. One of the distinctive attributes of this definition is that these behaviors are perceived as agentic. This is significant for this study because many of the traits and characteristics associated with women are communal or feminine as opposed to agentic or masculine as examined by (Smith, 2010) which are more consistent with the behaviors

associated with police and Army leaders. The assessment and perception of behaviors within the group dynamic are also important to this study.

Ely's (1995) hypotheses were shaped by Social Identity Theory and the identification of three sets of outcomes relevant to women's gender identity: (1) perceptions of behavioral differences between the groups which includes stereotypes, (2) group evaluations and performance standards for success, and (3) self-assessment and personal perception. All three outcomes are relevant to this study. However, the aspects of self-assessment and personal perception are more aligned to the unique contribution of this study. The value female leaders in local and state level police departments and Army command and staff support agencies attribute to the "female" category is shaped by their willingness to live in at least two worlds, based on the concept of double consciousness, to potentially gain leadership opportunities of greater authority and responsibility. Affiliation with the "female" category and the availability of potential leadership opportunities may be incongruent with existing organizational climates and cultures, especially in more traditionally male dominant and centric organizations like those charged with the direct engagement of enemy forces using deadly force in the Army (i.e. combat arms). Leadership survival in these organizations may require a disassociation with the "female" category or, at a minimum, a suppression of female characteristics to ensure that stereotypes are not exacerbated through behavior, leadership style, or even personal demeanor or grooming preferences.

This study is guided by both how leaders act as well as how they are expected to act as it relates to specific social groups and organizational culture. Leadership traits and characteristics have traditionally been separated along gender lines as have the expectations of how group members should act to gain membership or association within a particular group or maintain

membership status. These expectations can lead to the establishment of group criteria and behavioral or attitudinal standards within an organization. According to a wide range of published research, norms are developed based on the culture and dynamics of the group. According to Burgess and Borgida (1999), and Eagly and Karau (2002), norms are expectations about what individuals do, or observed behaviors. Prescriptive norms are the expectations, including gender based exceptions, about how members of a group should behave (Burgess & Borgida, 1999; Eagly & Karau, 2002; Heilman, 2001). Based on readily available recruiting publications and materials, there are certainly well-defined expectations for police officers and Soldiers and more specifically, traits and characteristics that are identified with effective police and Army leaders. This study explores the suggestion that identities are socially and symbolically developed and defined within (and outside of) organizations (Berger & Luckmann, 1966) in typical police forces and Army units. Since descriptive and prescriptive norms make it difficult for women to behave authentically and not violate stereotypical expectations (Smith, 2010), I intend to focus on how the expectations of female leaders within these organizations are aligned to the expected desired leadership qualities and behaviors of their particular police department or Army command.

The occupation of police officer is widely viewed as a masculine and, at times physically challenging occupation. The profession of policing promotes masculinist characteristics as police operations are typically associated with aggressive behavior, physical strength, and close solidarity among its members (Rabe-Hemp, 2008; Dick, 2007). This masculine dominated culture permeates through both police and military communities. Police organizations are recognized for their power culture, hierarchical relationships, autocratic leadership styles and paramilitary traditions (Wuestewald, 2012). Military service has been described as probably the

most nontraditional of all career fields for women and is viewed as a completely masculine activity (Morgan, 2004).

What is significant about this situation for this study is that women are expected to exhibit certain traits which are impacted by feminine stereotypes, and men are expected to exhibit prototypical masculine traits. Communal characteristics and leadership styles are attributed to women and stereotypical feminine strategies, while agentic traits are attributed to men and the masculine (Smith, 2010). This culture limits and creates barriers to some female leaders and has contributed to the development of characteristics and mechanisms of adaptation that female leaders use daily to execute their duties and responsibilities in a male dominated organization. It is beneficial to note that women's leadership characteristics are natural, unique to the individual, and feminine, rather than forced "masculinity" and by using feminine characteristics and inherent leadership qualities, women can utilize the skills and talents they naturally possess and still be an effective leader (Baumgartner & Schneider, 2010).

Women in male dominated organizations often live an isolated professional existence because there are very few female mentors or role models within these organizations. Silvestra (2007) posited that some female police leaders simply are not willing to do certain things in order to move up the chain of command. Some aggressive or hyper-masculine attitudes and behaviors are simply beyond their reach now. The culture with police departments and most Army units is based on a system of uniformity. The individual person is lost or completely assimilated within the larger group culture to develop a new and improved, i.e. uniform, group member identity. In the Army, you are no longer African American or white or male or female. You are simply green. In police organizations, you become blue rather than male or female. Obviously, the transition is easier and more natural for most men since police departments and

Army commands are based on male dominant masculine traits and attitudes. “When I’m in uniform, I’m not a women/man-I’m a police officer” (McElhinny, 1994, p 94).

The opportunity to lead men and women in police departments and Army commands is a privilege and only the most capable leaders should be afforded this opportunity. “Army leaders are the competitive advantage the Army possesses that technology cannot replace nor be substituted by advanced weaponry and platforms” (FM 6-22, 2015). Effective leadership is not a luxury or even a nice addition to an organization, it is a necessity. Effective leadership goes beyond the realm of skill and capability, it involves self-awareness and personal breakthroughs that make all the difference in self-confidence and self-assessment for leaders (Anderson, 2013). The complexities of the current operational environment for military forces make the selection of the right leader for the right position paramount to mission accomplishment and organizational success. Defined roles and societal rules for behavior aligned by gender considerations, influence the expectations of leaders and the categorization of work roles (see Eagly & Wood, 2002). Ashmore (2004) also examined this focus on the categorization of identities (e.g., am I a leader or not?) and more importantly for this study, the structure of identities (e.g., is woman or leader more important to who I am?). As indicated earlier, this study focuses on dimensions of female leader identity, e.g. what does it mean to me to be a woman leader in a local or state police department or within an Army command or staff support agency because I am interested in comprehending how female leaders categorize themselves within their organizations.

Leadership, specifically senior/executive leadership, has become a preeminent need and is a critical element in every institution (Fairholm, 1991; Nadler, 1990). Senior leadership opportunities are still relatively rare for females in the Army as command assignments are primarily given to men. The expectation for leader behavior are based on traditionally

established gender roles that have been shaped by society (Kerber, 1988; Kelin, 1996; Wyer, 2006). Female military officers have also reported that there are so few females in leadership roles that it is extremely rare to have senior female leaders serve as mentors for junior female leaders (Archer, 2012; see Dick, 2007).

These leadership and mentorship opportunities are rare because of longstanding barriers and stereotypes and a sense of tokenism that exist regarding females in police and Army organizations. Barriers are still being navigated and history is still being made even in 2017. Cathy Lanier is the recently retired former Chief of Police for the Washington, DC Metropolitan Police Department and Brigadier General Diana Holland recently became the first women to serve as a Deputy Commanding General in one of the Army's light Infantry Divisions. Women leaders like former Chief Lanier and Brigadier General Holland are significant to this study because it demonstrates that the "glass ceiling" is not impenetrable. Baumgartner (2010) focuses on women who have been able to break through the "glass ceiling" despite challenges and obstacles along the way.

These barriers and stereotypes have existed so long due to the persistence of the masculine culture in these organizations. Women in male dominated professions are more likely to develop the same attitudes and values as the men in the organization because females have limited opportunities to change the culture so they adapt to the prevailing system of norms by identifying with stereotyped male characteristics consistent with the role of a police officer (Osterlind, 2010). This study is also noteworthy because these negative stereotypes impact promotion opportunities for females in male-dominant organizations. Gender stereotypes often target women in leadership positions and have proven to be detrimental to their career progression and success (Archer, 2012). In addition, effective women who adopt agentic traits

commonly associated with men are frequently labeled as unlikeable and downgraded on performance evaluations (Duerst-Lahti, 2002; Rudman & Glick, 2001). This is not limited to low superior appraisals, but more importantly for this study, this is oftentimes in conjunction with low self-assessments (Vecchio & Anderson, 2009).

Capable and effective female leaders are not always rewarded with opportunities in positions of greater authority and responsibility. Promotion is an assertion of an individual's potential to perform at a higher level based on the illustration and demonstration of particular skills and capabilities. Successful women are viewed as agentic and violators of the prescriptive standard operating procedures so they are penalized and at times even denied opportunities to excel in positions of greater responsibility (Smith, 2010). This study offers to provide insights into how women assess themselves as leaders and examines the behavioral choices that women leaders in police departments and Army commands make as they navigate along the leadership spectrum, as well as how the organizational culture may influence and shape their identities as leaders. The Leadership Circle Profile (TLCP) developed by (Anderson, 2006) is designed to measure behavior and assumptions simultaneously by connecting patterns of leadership behavior with habits of thought.

Behavior and characteristics are often categorized in accordance with social gender. A person's social gender can be designated as masculine, feminine, or androgynous (Bem, 1974; Goktepe and Schneier, 1989; Spence et al., 1975). In other words, social gender focuses primarily on an individual's characteristics (O'Neill & Blake-Beard, 2002). Feminine characteristics are viewed negatively in police departments and Army commands. Furthermore, stereotypes of women are deeply rooted, widely disseminated, and extremely resistant to change and in addition, the behaviors and characteristics associated with these stereotypes

subconsciously become a component of the stereotype (Falkenberg, 1990 & Heilman et al., 1989). Women have to overcome or mitigate this obstacle in order to become effective leaders in these male dominated organizations. Gender-role stereotypes applied to women highlight feminine characteristics in opposition to desired masculine characteristics and depict women as hyper-sensitive and willing to use sexuality rather than competence and professionalism to execute their duties and to advance (Archer, 2012).

One potential manifestation of this mentality is the willingness by women to devalue certain traits in certain environments in order to illuminate other traits in an effort to be accepted or even promoted. This leads to a critical decision point for some women as they have to choose a path that leads to potential entry into the in-group or acceptance of the limitations imposed by their membership in the out-group. Women have been consistently rated more harshly in leadership categories and consequently primarily have been assigned or channeled to support roles within their respective organization. This double standard is used as a filter to exclude women from certain promotion opportunities (Foschi, 2000).

It is difficult for women to advance up the rank structure due to these multiple obstacles and barriers. Women's opportunities to advance through the ranks have been hindered by a combination of internal and external barriers that include tokenism, unsatisfactory evaluations from male supervisors, and stereotypical policies or leadership biases that keep women out of tactical and operational assignments from which leaders are often selected (Schulz, 2003). The literature review for this study will highlight many of the challenges that female leaders encounter in an effort to become effective leaders. Women are confronted with a plethora of stereotypes, attributions and prototypes that may impact their relationships and perceived capabilities across the spectrum of their organization (O'Neill & Blake-Beard, 2002). The study

is guided by a primary research question: What are the characteristics of female leaders in selected police departments and representative Army commands and staff support agencies. The following three supporting research questions inform the primary research question: (1) How do female police and Army leaders perceive and identify themselves comprehensively (personal and professional)?, (2) How do female police and Army leaders perceive leadership and themselves as a leader within their organizational culture and group dynamic?, and (3) How do female police and Army leaders evaluate their effectiveness as a leader within their organization? These research questions are shaped by the effects of Social Identity Theory and the concept of double consciousness as well as components of the Leadership Circle Profile (TLCP) self-assessment scale. The intent of the research questions is to inspire self-reflection and self-analysis by looking at themselves through their own personal lens.

Unfortunately, women are still locked out of the in-group of senior leadership which forces them to feel that all of their professional behaviors must be agentic even if this is inconsistent with their personal behavior. “In relation to most high level leadership roles, women have outsider status” (Eagly, 2005, p.463). Effective leadership in certain situations is simply mission accomplishment. Mission accomplishment and task completion are not restricted to males only, as confidence, self-assuredness, competence and leadership capability crosses all boundaries to include the gender line. My intent is to reveal the self-assessment strategies among these women with respect to what it means to be a woman leader in a police department or an Army command. Doing so is significant not only to illustrate the diversity of women’s identities (McCall, 2005), but also to better understand how women can break through the “glass ceiling” into senior leadership opportunities and how the broader organizational culture may shape how women come to see themselves as leaders as women, and as police officers or Soldiers. The

confidence to lead police officers and Army Soldiers is paramount to being an effective leader in these organizations. The primary problem for some women is that they don't view themselves or even visualize themselves being effective leaders. Women rate themselves as less effective leaders in comparison to men who tend to overrate themselves as leaders (Ostoff, 2004; Vecchio, 2009; Smith, 2010).

Significance of Study

This study sought to add to the body of literature about providing an intimate and personal exploration into the leadership characteristics of female leaders in police and Army organizations and how these leaders advance up the chain of command despite cultural, structural, and attitudinal challenges. An overall proposition in this study is that women leaders face greater scrutiny and more challenges than their male counterparts because of the "Glass Ceiling", the "Good Old Boy network", and multiple other obstacles that make their leadership experiences in police and Army organizations unique.

This unique experience is primarily unique because it is extremely arduous and requires these leaders to truly assess and understand who they are as a leader and who they are as a woman. Who they are consists of how they identify themselves and what groups within their organization they associate with and does this association set the conditions for opportunities to compete for positions of greater authority and responsibility. The primary responsibility for defining one's reality lies with the individuals who live that reality, those who live those experiences (Collins, 2008). Leadership is an evolving process that requires organizations to leverage and maximize the skills and talents of all their leaders to accomplish the mission. A leadership staff that looks the same, thinks the same, and oftentimes has all the same

characteristics is not conducive to inclusion and diversity. Further, Meier, Winkle, and Polinard (1999) posit that a diverse leadership staff contributes to the understanding of shared responsibility. Moreover, a representative leadership command and staff suggests an “open service” which is accessible to all people and where there is “equality of opportunity” (Mosher, 1982).

Overview of Chapters

This dissertation is divided into five chapters. Chapter I is the introduction to the study. The introduction presents the statement of the problem, the origin of the study, the research questions, and the purpose of the study and the significance of the study. It provides data for women in police and Army organizations to include data on leadership positions. Chapter II provides the literature review and theoretical framework for this study that focuses on the theories, concepts, and mitigating factors surrounding leadership characteristics and the assessment of women leaders, and the challenges that shape the leadership and personal experiences in police and Army organizations. Chapter III includes the methodology, research design strategies, and data collection protocols and data analysis plan. Chapter IV presents the findings along with discussion of the findings. Lastly, Chapter V presents conclusions derived from the findings of the study and potential policy implications.

CHAPTER II. LITERATURE REVIEW & THEORETICAL CONSIDERATIONS

Introduction

Recognizing the importance of leadership to all organizations, a significant amount of time and resources have been devoted to leadership development (O'Leonard, 2009). The rich volume of leadership research is impressive however, it fails to capture the true experience of leader development and particularly for this study, the essence of the leaders' personal perceptions and experiences (Day & Harrison, 2007; DeRue & Workman, 2011; Ibarra, 2010). This study reaches beyond the development of leaders and explores the deeper context of how women in police departments and Army commands perceive and assess themselves as leaders as it relates to their gender and the male-dominant culture within their respective organizations. The intent is to explore the deeper context of how women perceive and assess themselves as leaders within their organizations. This expands the boundaries of established gender research by crossing into the impact of self-assessment and identification on gender related leadership and leader development strategies enacted across police and Army organizations.

The literature reviewed for this study is organized into the following primary themes in order to illustrate some of the central variables and conditions that contribute to how women leaders in police departments and Army commands and staff support agencies perceive themselves, as framed by Social Identity theory and the concept of double consciousness: 1) The Importance of Leadership and Gender based Leadership Challenges; 2) Female Leadership/Promotion Opportunities in police organizations; 3) Female Leadership/Promotion Opportunities in military organizations; 4) Female Stereotypes/Tokenism in police and military

organizations; 5) Social Identity Theory as it relates to female leaders in police departments and Army commands, including March and Simon's (1958) targets for identification; 6) Double Consciousness and Feminism; and 7) the Leadership Circle Profile. These topics shape and focus the research associated with this problem and illustrate how my focus on women police and Army leaders' self-assessment is an important and under-explored approach to exploring why there are so few female leaders in senior leadership positions within these organizations and why some women feel the need to choose between their attributes as a woman and the characteristics commonly associated with their chosen profession.

Overtly displaying the traits of a woman as a police officer or an Army leader may be incongruent with obtaining leadership opportunities of greater responsibility and, thus, problematic for the organization and for women. The problem is the choice between displaying the traits of a woman and or being perceived as a prototypical police or Army leader. This complicates the leadership process and severely degrades leadership development and talent management by immediately excluding a significant portion of the available experience pool for leader selection. As discussed earlier in this paper, this makes for a difficult choice for women as there is a price associated with displaying communal traits even when they are applicable to the situation or to adopting and assimilating to the male dominated culture. As Ridgeway (2001) illustrated, there is a price a woman pays for assimilating. They do this by synchronizing behaviors of being assertive with behaviors that show concern or other "soft" social skills. This price is that they end up perpetuating the gender stereotypes commonly associated with women, making it even more challenging to obtain and maintain authenticity and leadership status (Ridgeway, 2001; Rudman & Glick, 2001).

Women have a lot to offer to any profession which certainly includes the police and the Army, and the traits that they possess in conjunction with the traits of existing male leaders will enhance the quality of leadership across the spectrum. Dubois expressed this concept by stating “the ideal of fostering and developing the traits and talents of the Negro, not in opposition to or contempt for other races, but rather in large conformity to the greater ideals of the American republic, in order that someday on American soil two world-races may give each to each those characteristics both so sadly lack. We the darker ones come even now not altogether empty-handed” (Dubois, 1903, pp. 15). Substituting women and female leaders for Negro and darker ones and Dubois’ assertion can be easily applied today to the plight of female leaders in male dominated police departments and Army units. One of the consequences of undervaluing feminine traits in favor of masculine traits is the wholeness of people isn’t recognized, acknowledged, or appreciated (Gunn & Gullickson, 2007). Leadership is fundamentally simple. It is not a scientific formula but rather a combination of experience and the art of building and leveraging relationships. Leadership is a series of relationships between people that is not a mechanism for control, but rather the art of making these relationships work to accomplish a common goal (Fairholm, 1991).

The Importance of Leadership and Gender-based Leadership Challenges

Leadership is an integral component of all organizations. Leaders, leadership, and leadership styles have direct impact on organizations in a corporate or collective sense as well as individual members of organizations. Recent challenges in business, government, sports, non-profits, and other organizations bring attention to the quality of leadership on all levels (Reed, 2011). Leadership is an age-old concept that ranks among the most complex and researched topics that scholars and researchers examine continuously (Trottier, 2008; Drodge, 2002).

Women oftentimes fail to recognize that they have been excluded from information that could potentially set the conditions for their success as a leader until it is too late. Social capital and network theories indicate that men's domination in positions of authority in organizations offers them access to information and opportunities primarily through informal organizational networks that are extremely instrumental to career success and advancement, from which women are oft-excluded (e.g., Ibarra, 1982; Podolny & Baron, 1997; Ragins, 1998). This is a leadership problem, which is prevalent regardless of how leaders and leadership is defined, recognized or evaluated and requires further exploration. Some researchers have also suggested that there are as many definitions of leadership as there are researchers exploring the topic (Trottier, 2008).

The Trottier (2008) study tested the utility of the "full range" leadership theory originally offered by Bernard Bass and his associates. The Bass theory identified eight elements that were incorporated into the Multifactor Leadership Questionnaire to determine leader effectiveness. Significant to the current study, this research informs the characteristics of effective female leaders in police departments and Army commands. The Trottier study examined three research questions:

- 1) How inclusive is the operational definition of leadership in the full range theory of Bernard Bass?
- 2) How much of an impact do Bass's leadership competencies have on follower satisfaction?
- 3) How important is transformational leadership compared to transactional leadership in government setting?

The Trottier study also indicated that some researchers rely on a narrow definition of leadership: Leadership is the act of getting people to do what they would not otherwise do willingly. Bass's expanded operational definition of leadership consists of the following eight types of leadership: laissez-faire, passive management by exception, active management by

exception, contingent reward, individual consideration, idealized influence, intellectual stimulation, and inspirational motivation. Bass's operational definition emphasizes that leaders are implicitly the center of group processes. He addresses effectiveness by indicating that follower perceptions are implicit in the effectiveness that leaders must demonstrate in a number of different styles. This is important to the current study for multiple reasons. Primarily the focus of this study is on the effectiveness of the leaders as determined through self-assessment, the agility and dexterity required to utilize different leadership styles which can be applied to group association, and the sense of always looking at yourself through the lens of others.

The Trottier study used the U.S. Office of Personnel Management Federal Human Capital Survey to collect data to answer their research questions. The survey was distributed electronically to a stratified sample of federal government employees. The stratification was based on employees' agencies and positions. A similar sampling method was used in the current study to stratify police officers and Soldiers by position and rank. The survey participants were given an identification and password to log in to the survey Website.

The Trottier study sampled leadership effectiveness with the following two survey items: "I hold my organization's leaders in high regard" and "Overall, how good a job do you feel is being done by your immediate supervisor/team leader?" The findings indicated that federal managers are perceived to be average to slightly above regarding effectiveness. The data revealed that federal managers excel at transactional leadership over transformational leadership competencies. This relates to the overall leadership culture in police and Army organizations where top down directives are promoted over participative and inclusive leadership traits and characteristics.

The Leskaj (2009) study is significant to this study because it addresses the attitudes and behaviors associated with gender roles. The Leskaj study also recognizes the “Glass – Ceiling” as an obstacle to women. Leskaj defines “Glass – Ceiling” as an imaginary term, which is applied to describe invisible barriers that exist and, which become an obstacle for women in terms of their career achievements and, in terms of getting high ranking positions. The Leskaj study reinforces the concept that the work environment, just like society in general is filled with inequities and primarily focused on masculine values. This is important to the current study because Leskaj suggests that women in powerful positions aim to maintain the status quo, and do exactly those things that men would do in similar situations. This becomes an obstacle to equity for women and it also represents the reality that women view men’s traits and characteristics as the standard for success in senior level positions.

The research objectives for the Leskaj study include an assessment of women’s participation in leadership and their interests as they relate to career advancement. The Leskaj study indicated that inequity issues with women in the workplace became more acute when the issue of promotion to management positions was raised. Only 21% of senior positions in the production business or in private companies are held by women according to the Leskaj (2009) study. The Leskaj study findings indicate that it is evident that barriers exist that restrict women’s ability to progress towards senior ranking positions. This is a demonstration that society discriminates against women in terms of the assignment to senior positions in favor of traditional masculine values regardless of professional skills and capabilities. This is important for the current study because it presents an either-or scenario for some women as they contemplate the behavior and characteristics required to be a member of the in-group or

dominate culture to enhance their opportunity for promotion to a higher rank and greater levels of authority and responsibility.

The O'Neill (2002) study explores the gender barriers to the formation of mentorship relationships. O'Neill addresses the conceptualization of gender as being both physiological and social. O'Neill indicates that social gender can fit into one of three categories: (masculine, feminine, or androgynous) and particularly important to this study, she indicates that social gender considers individual characteristics and behaviors based on personality. O'Neill also recognized the persistence of the glass ceiling as a barrier that has prevented women in corporations from being selected for the highest positions within their organization.

The O'Neill study provides insights into the limited opportunities for females by exploring gender stereotypes. The study addresses the negative connotation of stereotypes which begins with the classification of individuals into groups according to visible identifiers such as sex, age, and race. She also states that there are specific behaviors that have been observed that are inaccurately applied to specific individuals and the traits and behaviors associated with the stereotype become a component of the stereotype. This is important because many of these traits and behaviors that are used as the basis for the stereotype as expressed by O'Neill are deeply rooted, widely disseminated, and remarkably difficult to change. This creates an additional barrier for women that is oftentimes not applicable to their male counterparts.

The O'Neill study points out that women face a plethora of stereotypes, attributions and prototypes that may impact their interpersonal relationships across the organizational spectrum and the chain of command. This may affect the decisions that women in male dominated organization make as it relates to their assignment preferences. O'Neill based on the Ragins and

Sundstrom (1989) analysis that suggests that one of the factors that clearly impact power for women within their organization is women's self-selection into female type assignments, even in male dominated fields.

Nadler (1990) pointed out that executive leadership matters and in particular is a critical element in the organizational change process. Nadler focused on the role of executive leadership in strategic organizations, and specifically the role of leadership in reorientations. Nadler describes a "charismatic" leader as a special quality that enables the leader to mobilize and sustain activity within an organization by leveraging specific personal actions combined with perceived personal characteristics. Perceived personal characteristics are important to the current study because the research question is based on the characteristics of female leaders. Further, how female leaders in police departments and Army commands are perceived can impact the potential for promotion and opportunities for assignments of greater responsibility for women in male dominated organizations.

Nadler suggested that leaders serve as role models whose behaviors and actions demonstrate the standard of behaviors expected throughout the organization. This impacts female police and Army leaders because the male leaders within their organizations are in many cases the only role models and examples of what 'Right' looks like regarding leadership in the organization. Nadler incorporated the tenets of instrumental leadership based on expectancy theories of motivation. This proposes that individuals will perform behaviors that they perceive as instrumental to achieving valued outcomes. The individual perception of what is required to achieve values out-comes is what is important to the current study. The valued outcome for female leaders in police departments and Army commands is promotion as it relates to greater opportunities for authority and responsibility. What these female leaders perceive as the traits

and behaviors associated with or related to achieving leadership status or more senior leadership opportunities is impacted by the traits and behaviors of the in-group/dominant group of the organization. One of the elements of instrumental leadership is controlling, which involves setting goals, establishing standards, and defining roles and responsibilities as well as the assessment of both behavior and results. Primarily males establish the standards and assess traits, characteristics, and behavior in relationship to performance in army units and police departments.

Nadler recognized that both the charismatic and instrumental approaches are necessary for success and advised that the implementation of the complementarity of leadership is essential as personal style, characteristics, needs, and skills of the executive are instrumental in the process. Nadler also provided recommendations to mitigate the challenges associated with reliance on a single charismatic leader by seeking to broaden the range of individuals who can perform critical leadership functions through the development of a Senior Leadership Team. He indicated several actions that could enhance the effectiveness of the Senior Team which included individual development of team members where everyone need not (and should not) be a “clone” of the individual senior leaders such as the Police Chief or Senior Army Commander. Nadler also posited that based on research and experience the most potent factor in the development of effective leaders is the nature of their job assignments. He also pointed out that the challenge is to ensure that lower and middle level managers get a wide array of broadening experiences and assignments over time. This is problematic for female lower and middle level leaders in police departments and Army commands because of the male dominated culture that still exists today.

Avey (2012) examined the relationships between ethical leadership and positive employee outcomes across multiple organizations with emphasis on employee job satisfaction

and well-being. The process of examining the relationships was conducted by considering the mediating roles of employee voice and psychological ownership. In the Avey study, prior perspectives were integrated using a theoretical framework based on social norms. He indicated that social norms serve as the reference for group behavior, reduce uncertainty, and facilitate team cohesion. This is significant to the current study because army units and police departments have entrenched norms that govern group behavior. These norms are based on male traits and behaviors. In order for female leaders to gain access to the in-group in their respective organizations and potentially be more competitive for promotion opportunities, they will have to conform and become identified with the traits and behaviors of their male colleagues and leaders.

As cited in Avey (2012), Brown (2005) found evidence that ethical leadership predicts perceived leader effectiveness and willingness to exert extra effort on the job. This relationship is important because the nature and oftentimes the requirement for police and Army service is to go beyond the call of duty as leaders must be willing to do whatever is necessary to accomplish the mission. Based on Hirschman's (1970) assertion, Avey defined employee voice as the assertion that when employees are faced with challenging conditions, they either tend to either exit the organization or stay and voice their concerns.

Avey also suggested that psychological ownership refers to a feeling on the part of the employee that they have a responsibility to make decisions that are in the long-term interest of the company. One of the three core values associated with psychological ownership is belongingness. Both employee voice and psychological ownership as expressed by Avey are important because female police and Army leaders are sometimes faced with a decision to either voice their frustrations or risk further separation from the in-group occupational/professional norms or consider the potential of being forced to leave the organization. This further raises the

question of does belongingness require full adaptation to the hyper-masculine standards or is the reality of exclusion from the group and from promotion consideration the cost for failing to conform to the perceived norm.

To test these hypotheses, Avey used a survey tool to collect data from a sample of 845 business owners, senior managers, and partners in large firms. The findings revealed that ethical leadership is positively related to employee satisfaction and the results also suggested that ethical leadership may influence employees to voice their concerns. The results particularly the willingness to voice concerns are significant to the current study because the perception of the possibility of retribution for female leaders may be another consideration which could further complicate the environment and turn routine actions into potential career damaging decisions.

The Reed (2011) study introduces a new scale to measure executive servant leadership as the Executive Servant Leadership Scale (ESLS) was needed due to scandals in business, government, sports, non-profits, and other institutions regarding the quality of organizational leadership. The Reed (2011) study asserts that the leader serves as the role model to his or her subordinates regarding the types of behaviors that are perceived as ethical to the point where leaders bring out or suppress ethical or unethical behavioral tendencies and behaviors among members of the organization. This is significant for this study because it highlights the importance and influence that leaders have on members within the organization as it relates to behaviors and standard operating procedures. The influence of male police and Army leaders as well as the male dominated cultural norms within police departments and Army commands has a strong impact on how female leaders or even aspiring female leaders perceive themselves within the group dynamic that exists in police departments and Army commands. The question is, Do female police and army leaders simply follow the example of their role models? The Reed study

explores some of the aspects associated with why individuals within an organization do the things that they do.

The Reed study used research by Greenleaf (1970) to show that servant leaders manage organizational challenges by subordinating personal interests in favor of the organizations' priorities in support of future leader development. This is important because female police and Army leaders may see themselves as servant leaders to support senior leaders within the organization. Supporting senior leaders may require adopting certain attitudes and behaviors or even suppressing or rejecting certain traits or characteristics. The Reed (2011) study posited that the values, beliefs, and actions of the senior managers are the principal influence on the culture, climate and behavior of the organization. Reed advised that the biases and dispositions of top executives are directly reflected in the performance of individuals within the organization. The willingness to embrace masculine characteristics can be born from the attitudes and behaviors of senior commanders and primary staff officers in police departments and Army commands. The Reed study provides insight into why some members of organizations do the things that they do in the way they do them.

Reed considered ethical leadership through the lens of social learning theory to suggest that leaders identify with the behavior that has been modeled and therefore internalize the model's values and attitudes to the point of emulation. Reed stated that Merton (1969) emphasized that leaders lead as they have been led. This would suggest that female leaders will lead in the same way they were led even if the style or associated attitudes and behaviors are inconsistent with their personality, comfort level, and in some instances, capabilities. This is significant because it can potentially serve as a forcing mechanism that will lead to female

leaders rejecting certain characteristics in order to conform with the group even though the characteristics are not detrimental to task or mission accomplishment.

The Reed (2011) study identified 55 items to measure key dimensions of servant leadership, modifying the items to specifically target the behavior of senior executives. For example, he included the following items in his category of My Organization's Top Executive to assess aspects of group association that are essential to this proposed study:

Item (46): Values diversity and individual differences in the organization.

Item (53): Creates a feeling of belonging in our organization.

Item (55): Models the behavior he/she expects from others in the organization.

I propose to adapt many Reed's validated items in terms of Social Identity Theory and Double Consciousness in order to frame and test hypotheses regarding the nature and impact of group association, as well as willingness to display identified attributes within the organizational setting. The salient point here is that this study seeks to extend aspects of Reed's research to examine the freedom or flexibility women leaders feel to utilize all of their skills, talents, and characteristics even if some of them are recognized as female qualities without jeopardizing their status as a group member or worse risking future opportunities for assignments of greater authority and responsibility.

In 2011, Groves examined leader stakeholder values as critical antecedents to transformational and transactional leadership styles. The study uses the Bass (1985) definitions of transformational and transactional leadership. Transformational leadership is defined as leadership that motivates followers by raising their level of awareness regarding the importance and value of designated outcomes, and by transforming their personal values in support of the

overall vision of the organization. In contrast, Bass (1985) defines transactional leadership as a contractual or exchange process between leaders and followers, in which the leader provides rewards in exchange for follower performance at a specified established standard. Groves suggests that transactional leaders influence their subordinates by controlling their behaviors resulting in affirmation for acceptable behavior and corrective action for alternative behavior. This is an important consideration for this study because police departments and Army commands utilize standard operating procedures that facilitate uniformity across the organization.

The purpose of the Groves (2011) study is to examine how transformational leadership advances responsible leadership outcomes through leader values, leadership behavior, and follower perceptions of leader-follower values congruence. Groves recognizes the association between leader values and transformational leadership and used findings from Sosik (2005) to argue that leaders embrace values and use them as guideposts for behavior and vision, which in turn motivates followers to adopt similar values and perform beyond expectations. This is applicable to female leaders in police organizations and Army units because the culture and values of these organizations can make some female leaders think they must adapt their values and behavior in order to secure senior leadership opportunities.

Caldwell (2012) offered a critical re-examination of the learning organization by focusing on a theory of distributed learning, change agency and workplace empowerment. Caldwell suggested that leadership and change are inseparable and that complex organizational challenges require a unique combination of different people, in different positions, who led in different ways. Women are included in the reference to different people who lead in different ways. This is significant for this study because effective leaders which include women across all ranks and

positions, are required to increase performance and combat capabilities, as well as emergency preparedness in both police departments and Army commands.

Leadership is a function of shared learning that can permeate an entire organization and become the foundation for what is valued by the members of the organization. Caldwell states that the practical application of this concept is that leaders both embody and define the goals of the system, i.e. the learning environment. He points out that the leaders choose the ends that govern performance and they define what should be learned. These are relevant to female leaders in police departments and Army commands because the male dominated culture dictates the attitudes, the conduct, and the cultural norms of the organization. The question whether women should adopt more agentic and masculine attitudes and behaviors versus seeking to represent the change agents who emphasize transformational leadership over traditional hierarchical leadership traits will be examined in this study.

In 2008, Kaminski examined the importance of having leadership that is representative of the membership which includes some of the differences between male and female leadership. Kaminski points out that women's leadership is important because it could bring a different approach to solving crises across the labor force. The Kaminski study suggests that women are less competitive and hierarchical than men as women are viewed as more cooperative and interdependent as it relates to the overall welfare of the entire group. The Kaminski 2008 study addresses the dearth in research regarding how adults develop their leadership skills over time.

Kaminski used Kieffer's (1984) findings to refine the model that addresses leadership development. Kaminski's simplified version has four stages that cover personal development, organizational politics and overcoming challenges. The first stage (finding one's voice) is

important because it requires a sense of self-esteem. A salient component for this study as it relates to the self-assessment process is that some women may feel uncomfortable speaking out in the workplace due to the potential of hostile reactions if their attitudes and conduct were inconsistent with the cultural norms. Stage three (figuring out the politics) is also significant. Aspiring women might find a “good old boys” network that is closed to women and closed to new leadership styles, methods, and ideas. The challenges for women in leadership are varied particularly in male dominated organizations like police departments and Army commands.

The Kaminski study expanded on Eagly and Carli’s (2007) conclusion that the glass ceiling metaphor is only one of the barriers that women must overcome in order to navigate through and up the chain of command. Kaminski used Eagly and Carli’s findings to suggest that a more appropriate image would be a labyrinth or maze, with winding paths, dead ends, and unexpected obstacles. The pressure that female leaders face is significantly greater than the pressure their male counterparts encounter. The small number of women in leadership makes it difficult for women to find their voice or overcome the barriers associated with entrenched organizational norms. Women simply are not members of the in-group. Kaminski draws on Kanter’s (1977) research to note that when representation in a group is not balanced, this creates problems for the individual in a leadership position. Men are the dominant group and the senior leaders who still harbor hidden assumptions about women as leaders. Many of these assumptions are pejorative and do not represent the true value of women or their leadership capabilities.

The Baumgartner (2010) study examined the issues that women face when encountering the glass ceiling. Baumgartner cites the Women’s Bureau in the U.S. Department of Labor’s (2009) data which indicated that women represented 46.5% of the workforce to illustrate that women continue to be disproportionately underrepresented in senior management. She expresses

that this underrepresentation is due to the “glass ceiling,” which is identified as an artificial barrier that prevents qualified individuals from advancing vertically in their organization into high ranking positions. The goal of the Baumgartner study was to interview women who have broken the glass ceiling and to obtain their understanding (definitions) of and guidance (strategies) for mitigating the issues associated with navigating through the glass ceiling.

The Baumgartner study focuses on women who have been able to break through and raise the glass ceiling and their avenue to success. The study identified six issues: (1) Rising above the Old Boys Network (The “Old Boys/New Boys” network). Dubno (1985) in describing the “Old Boys” attitude found that males maintained a negative attitude regarding female executives over an eight year period, despite societal advancements and achievements concerning the rights and opportunities for women. (2) Managing both work and family. (3) The benefits and usefulness of mentoring. Mentoring has been connected to promotion, but does not necessarily translate into success for women (Blake-Beard, 2001; Ragins, Cotton, & Miller, 2000). (4) The inability to gain support from successful women. The “queen bee syndrome,” describes a phenomenon when a woman who has made it to the top finds a reason not to help other women aspiring to reach similar levels of success and break through the glass ceiling (Keeton, 1996; Ng & Chiu, 2001). (5) Using Leadership Styles; gender specific leadership styles. Different conclusions have been posited as to which style, masculine or feminine, is most effective for female leaders. Some argue that women should adopt more masculine characteristics (Bierema, 1999; van Vianen & Fischer, 2002), whereas the contrary view is that female leaders who display leadership styles different from men’s may still be considered effective (Haugh, 2002; Lizzio et al., 2003). These two competing views speak to the significance of the current study as it relates to the choice that often faces female leaders, specifically in male dominated organizations like police departments

and Army commands. (6) The choice not to pursue senior leadership opportunities. Baumgartner suggests that although men and women rated similarly on importance of career and personal life, women were not as eager to pursue management positions; only half of the men and a fourth of the women had aspirations to seek senior leadership positions.

Baumgartner focuses on the strategies that women have used to succeed and break through the glass ceiling as opposed to continuing the exploration of the obstacles women have to overcome to secure senior management positions. She selected interviewees based on two criteria to determine if the leader had broken the glass ceiling: (1) The leader held the top position in their organization or (2) the leader was the highest ranking female ever to have held a particular leadership position in the history of the organization. The intent of the current study is interview some women who fit one of these categories within their respective police department or Army command or staff support agency. Interview sessions took place at a location determined between Baumgartner or Schneider and the participant, where the participant would feel most comfortable, whether at work, home, or a neutral location. Interviews ranged from 30 to 90 minutes. Three of the 18 interview questions utilized in the Baumgartner study are directly applicable to the current study. Questions 10, 11, and 15. 10: Describe your leadership style; 11: What circumstances would make you want to change or adapt your style; and 15: What benefits do you think senior women bring to organizations today?

Some of the responses from the leaders in the Baumgartner study are applicable to the current study. In response to changing or adapting their leadership style, the participants revealed that change in leadership style is a result of failures as it relates to task completion or goal achievement. Participants also viewed making mistakes as a part of “growing in the job” but ultimately understood that meeting goals and accomplishing the mission was the top priority.

One leader stated that, you need to “know what you want and know that there may be a price and be willing to change. Know how to adapt and be flexible. Realize that decisions last.”

(Baumgartner, 2010, pp. 569).

The Baumgartner study offered alternative perspectives to some general observations regarding women and leadership. Concerning leadership, women in leadership generally display more masculine characteristics to include being goal oriented and competitive (Bierema, 1999; van Vianen & Fischer, 2002). However, in the Baumgartner study, many women focused on the more feminine characteristics, such as being team oriented, exercising compassion when appropriate, and fostering a collegial environment. Baumgartner suggests that rather viewing these characteristics as negative or signs of weakness, women should embrace the possibility that these skills are effective and not be afraid and reject them. In addition, (Ng & Chiu, 2001) indicate that women in leadership positions often adopt a “queen bee syndrome”, however, the Baumgartner findings offer an alternative view. The Keeton 1996 study says that women in senior management tend not to see the glass ceiling, but rather women leaders in first line leader positions do as they try to climb the ladder. All participants in the Baumgartner study recognized the glass ceiling. The Baumgartner findings revealed that by using feminine characteristics and inherent leadership traits, women can use the tools they innately possess and still be an effective leader.

The Hooijberg (2001) study examined the relationship between leadership behaviors and their perceived effectiveness of public and private managers. He introduced the Competing Values Framework (Quinn, 1988) as the theoretical basis for the hypotheses regarding which leadership roles will contribute to effectiveness. Hooijberg defines discretion as “latitude of action” and he suggests that public sector leaders adopt different behaviors compared to their

private sector counterparts because their ability to execute discretion is different. This is important to female leaders in police and Army organizations, because women oftentimes adopt the attitudes and behaviors of the dominant male culture and the decision to do so limits their flexibility to exercise any discretion. Hooijberg describes it with the phrase “The rules tie our hands,” to illustrate the reality that public sector leaders have less discretion.

Hooijberg used senior level civil managers from state government departments to examine his primary interest, which lies in the self-perceptions of the managers as well as the manager’s perceptions of which leadership behaviors are key for effectiveness. Following Hooijberg’s research, effectiveness of the participating managers was assessed in this study through five items that asked about overall performance. These items were originally based on 20 items that Quinn (1988) developed to assess the frequency with which managers perform the eight leadership roles of the Competing Values Framework (see Hooijberg, 2001).

Marsiglia (2002) developed a leadership concept that focused on the definition and characteristics of leadership. Marsiglia used definitions from Larson (1968) and Cleeton and Mason (1934) to frame the concept. Larson described leadership as the ability to decide what is to be done, and then getting others to do it. Cleeton and Mason stated that leadership indicates the ability to influence people and obtain results through emotional appeals rather than through the exercise of authority. In addition, Marsiglia used (Wren, 1995) to summarize leadership that has been conceived as the focus of group processes, as a matter of personality, as a matter of encouraging compliance, as the exercise of influence, as particular behaviors, as a form of motivation, as a power relation, as an instrument to achieve goals, as an effect of interaction, and as an initiation of organizational development. Based on this approach, leadership is a function of people, place, position, personality, power, and purpose.

The Marsiglia study based on Goldman's (2000) research found that effective leaders must have a certain level of emotional intelligence in addition to leadership skill and acumen. Emotional intelligence is defined as a leader's ability to manage themselves and their relationships relative to the four emotional capabilities of self-awareness, self-management, and social-awareness and social skill. This is significant to this study because self-awareness and the willingness to display self-assuredness in male dominated organizations is a key component for female leaders. This presents a challenge for female police and Army leaders because the aggressive male dominant culture emphasizes agentic characteristics and promotes leaders that fit this model. Marsiglia states that leadership is one of the most challenging and important responsibilities an individual can assume. Leadership is even more challenging for female police and Army leaders because they have to adapt to the male dominant culture and learn to navigate up the chain of command and gain acceptance from their male counterparts.

Female Leadership in Police Organizations

The theoretical perspective of leader identity suggest there is another important component to study with respect to women's leadership (c.f. Ely & Rhode, 2010): how women comprehend and assess their own advancement and how they view themselves as leaders, amidst their respective organizational culture. Each organization is unique, however, police departments present certain longstanding cultural challenges that creates gender imbalance at the senior leadership level. My intent is to examine why this dilemma is noteworthy and to review work that has considered or been informed by women's leadership and self-assessment in the police environment.

The Archbold (2008) study is significant to this study because it addresses two key characteristics that females in police organizations use to participate in the promotion process. The study utilized a dilemma illustrated by Susan E. Martin (1979) which stated that women could be POLICEwomen or policeWOMEN. “The POLICEwomen were those who wanted to be treated like their male colleagues and hoped to counter stereotypes that women were unable to perform the duties of a street patrol officer. They stressed their professionalism, they adhered to the group norms of the department, and they were ambitious, taking on special assignments and voicing interest in moving up the ranks” (Archbold, 2008, pp. 53). POLICEwomen embraced the traditional masculine characteristics associated with the police profession. This presents a scenario where women police officers have to choose between two career paths. The opportunity for promotion has multiple benefits which include increased responsibility, diversity of assignments, increased pay, and most important to this study leadership experience. Small unit leadership opportunities lead to operational assignments which can be the building blocks for consideration for senior or executive leadership opportunities. This is important for this study because the entire process begins with a singular decision that only women have to make based on their willingness to adhere to traditional standards of attitude, conduct, and in some cases appearance or if they will reject tradition and risk advancement by embracing innate female attributes.

“PoliceWOMEN were just the opposite; they accepted that male officers did not see them as equals, they avoided patrol assignments, and they used sexual stereotypes to their advantage” (Archbold, 2008, pp. 53). PoliceWOMEN embraced their female attributes and used feminine stereotypes to their personal and professional advantage. PoliceWOMEN were more easily accepted by their male colleagues because they presented no professional competition for them

and reinforced longstanding stereotypes (Archbold, 2008). This is important to the current study because it suggest that there is a penalty associated with female attributes in police departments. The acceptance of a professional second class citizenship facilitates the embellishment of stereotypes and it can also cast women police officers as caricatures or even artificial somewhat cosmetic components of the police organization. This is important because even in the attempt to be non-threatening to male police officers professionally, PoliceWOMEN, whether intentionally or unknowingly, exacerbate the challenges that all women police officers face regardless of duty position or rank.

Archbold conducted face-to-face structured interviews with 129 sworn police officers to examine tokenism and its impact on female police officers participating in the promotion process. Face-to-face interviews provide the police officers with an opportunity to express sentiments and feelings that may not be comfortable discussing in a larger focus group setting. This study will incorporate face-to-face interviews when possible to capture the nuisances of the choices and challenges that female police leaders face on a daily basis.

The purpose of the Archbold (2010) study was to compare promotion aspirations among female and male patrol officers in a medium-sized police department. This is important because there are multiple variables that could impact the aspirations to seek promotion opportunities within a police department. Particular to this study is the female police officer perspectives and reasons why they choose to or choose not to seek opportunities of greater responsibility within their police departments. One of the variables is whether they fit or can conform to the traditional male oriented role model and protocols associated with being a police leaders. This is the primary focus of this study and the Archbold (2010) study will provide a foundation as to why

female police officers adopt or reject certain attributes as it relates to their desire to become senior leaders with greater command and control responsibility.

Only patrol officers were a part of the sample for this study. A survey was administered to the patrol officers after a department-wide training session. The survey contained both closed and open-ended questions which focused on participation in the promotion process and perceptions of the fairness of the process from both a male and female perspective as well as the extent to which females are supported and respected after being promoted. The findings of the Archbold (2010) study revealed that only 35% of female officers had plans to participate in future promotions process compared to 57 of the male officers. The findings also suggested that once women are promoted, they face resistance not often experienced by their male counterparts. This is important for this study because how female leaders are supported and whether they are respected as a leader can shape what attitudes, mannerisms, and characteristics female leaders' project in order to become an effective leader and earn respect within the organization as well as how they perceive themselves as leaders within the organization.

The Dick (2007) study addresses the underrepresentation of female police officers in the senior ranks of police organizations. The purpose of the study was to establish whether there is any foundation in the premise that female police officers are less committed to the organization which contributes to their under-representation at the senior rank level. This study is particularly important to the current study because it highlights the limited advancement of female police officers and suggest a relationship between the lack of advancement opportunities and police cultural barriers and management structure. The Dick study also incorporates organizational commitment and the perception of females versus males.

The Dick study utilized the gender model and the job model to determine the factors that contribute to organizational commitment. The study indicated that the research revealed that the perception is that women are less committed to the organization than their male counterparts. The gender model suggest that women establish their identity through relationship with others with the primary emphasis placed on family roles. In contrast, men gain a level of independence and assertiveness based on their roles within the organization which shapes their work identity. The Dick (2007) also highlighted that female police officers are more likely to be assigned to support related positions with their male counterparts being assigned to tactical and or operational leadership assignments that are directly responsible for criminal investigations. Results from a replication study were presented in order to compare results with the Dick study findings.

Semi-structured interviews were conducted with operational and executive staff members based on a questionnaire administered to all uniform officers within the organization. The questions were structured on a five point Likert scale. The dependent variable was identified as organizational commitment and the independent variable pool were influenced by previous studies which examined the level of organizational and leadership support. The findings revealed that although the quantity of female officers increased significantly, female officers were still under-represented in senior ranks. The findings indicated that females with similar time in service and experience to their male counterparts were still less likely to be promoted. This refutes the stereotype that female police officers have less organizational commitment because of familial ties suggested by the gender model of commitment.

The Osterlind (2010) study focused on the challenges associated with the notion that a feminist leadership style exists. The researchers in this study interviewed both sworn and non-

sworn female leaders from two county police departments. The purposive sample technique was employed to get participants who were participating in a leadership training program. Four of the nine female leaders in the leadership program agreed to participate. Two more female leaders from another district were contacted about participating in the interview process and one agreed to participate. The interview questions were open-ended to leave space for the leaders to speak freely about their thoughts on leadership. The interview questions focused on what it felt like to be a leader in a police agency, what constituted being a good leader, and what factors were important in order to be a good leader. The findings in the study revealed that women in male dominated professions tend to develop the same attitudes as the men and this adaptation is based on the desire to fit in and be accepted within the existing culture. In addition, the Osterlind (2010) study revealed that being a woman in a male dominated organization renders the person more visible, which leads her to adapt to the culture which creates feelings of being treated differently and generates attitudes that they have to work harder than their male colleagues.

The goal of the Wuestewald (2012) study was to assess the perceived changes in the police culture and the impact of the change on the personal authority of leaders. This is important to the current study because any change to the police culture may be beneficial to women police officers and specifically women police leaders. There are certain factors within the police culture that present obstacles to the empowerment of rank and file police officers. The lack of empowerment and the sense of being micro-managed is potentially more acute for women police officers. The intent of the Wuesterwald study was to build on the limited body of research regarding workplace democracy in policing by providing a longitudinal examination of potential leadership resistance factors.

Purposive sampling was used in the Wuestewald study to recruit police leaders to participate in semi-structured, face-to-face qualitative interview sessions. Leaders representing the full spectrum of departmental leadership ranging from first line leaders to the Deputy Chief level. This is consistent with the intent of the current study to capture the perceptions and attitudes of all levels of female leadership within the organization if possible. Senior female leaders to include a Police Chief or Deputy Chief or even perhaps a Brigade Commander (Colonel) or General Officer although somewhat ambitious, is the goal as their inclusion would certainly add to the depth of this research. The semi-structured interview protocol covered the leadership Team's perceptions regarding the culture of the department, an assessment of the leadership, and the impact on the chain of command personal authority.

The results from the Wuestewald single-case study in a mid-sized police department ranked autocratic and democratic leadership styles almost the same. The police leaders supported both vertical and horizontal leadership. Support is based on the task, conditions associated with the task and the level of command scrutiny. In other words, if the Chief of Police has visibility of the activity or mission then more than likely the autocratic top down leadership style will be employed to ensure that the mission or assignment is accomplished to the appropriate standard. The study also addressed the appropriate boundaries as it relates to the final theme of the interview sessions which was identified as symbolism. This is significant because the Wuestewald study reinforced that in a police environment, rank means something from the functional, social, and emotional perspective. Rank is not something that police leaders take off at the end of a shift. As expressed by one of the participants of the study: "They may be able to take off the sergeant badge or captain badge or civilian badge, but still, in your eyes, they're that same person" (Wuestewald, 2012). Rank is important to women police officers as well as men

police officers. This highlights the dilemma of feeling that it is necessary to take off the badge of being a woman in order to put on the badge of being a police leader.

The purpose of the Rabe-Hemp (2008) study was to explore the experiences of policewomen to determine the coping mechanisms female officers utilize to overcome barriers and to gain acceptance. A qualitative design was used employing in-depth interviews to explore resistance and integration. Snowball sampling was used to encourage honesty and frankness by female officers instead of seeking a list from department administrators. The sampling frame of 26 female officers was completed when no new names were produced. The interview protocol for the study consisted of open-ended questions to examine coping mechanisms used to overcome obstacles and barriers to success in the organization. The interviews were conducted at locations convenient to the female officers to include coffee shops.

The study integrated the Martin (1999) findings that posit that female police officers have the choice of either maintaining their gender identity as women or embracing the police identity as police officers. The Rabe-Hemp (2008) study revealed that one coping mechanism was to accept the feminine, paperwork-dominated aspects of the job. The study also indicated that some women chose highly masculine police assignments such as undercover narcotics officer or terrorism task force officers which is consistent with the POLICEwomen concept. The study also revealed that despite some early resistance women do achieve a level of acceptance in police organizations. One female police Captain expressed that “Acceptance on a police department when you are female is something that you never completely obtain but, you kind of constantly strive towards to some extent” (Rabe-Hemp, 2008, pp.262). Many of the factors explored in the studies associated with police organizations were also explored in military units.

In 2007, Silvestra studied the status of police leadership styles. Silvestra found that senior female police leaders are adopting different approaches to leadership than those traditionally associated with the police organization. The study suggests that there is little evidence to suggest that police leadership styles are changing from a transactional, authoritative oriented style to a more transformational style of leadership. The study focuses on women leaders as change agents. In addition, it documents their leadership and working styles and how they are perceived and received within their departments and considers the impact this has on their future opportunities for promotion and positions of greater authority and responsibility.

Silvestra (2007) reinforces the fact that women continue to be under-represented at the senior ranks. The study also highlights the Rosener (1990) study which argues that women are less likely to adhere to the traditional command and control leadership style that men follow and are more likely to rely on their socialization experiences as women in an effort to achieve senior level opportunities. In-depth semi-structured interviews were used with senior policewomen. It became obvious that solely collecting data from senior female police leaders would have proven methodologically problematic and therefore it was necessary to increase representation to more junior leaders.

This study is significant because it uses self-assessments from these senior leaders that speak to how they evaluate themselves and relates how they view themselves as leaders in some cases in relationship to their male colleagues. The excerpts included some of the following narrative: 1) I don't manage in the same way as my male managers and yet I feel I am equally as effective by using different strategies. They do it in a very different way, much more authoritative, 2) I don't feel I compete in the same way as my male colleagues trying to outshine or out-do, I don't think I compete with my male or female colleagues, and 3) Some male

colleagues are much more burly in their approach and may have a short-term impact, a short sharp shock effect but it really doesn't last long. This study also examines how these senior leaders perceive that their male colleagues view their style of leadership.

Silvestra (2007) illustrates that police officers quickly learn the script or pattern required to conform to the cultural forms of the police organization. The alternative styles and methods employed by the senior women interviewed is not consistent with the traditional police organizational hierarchy. Women leaders are viewed as weak and soft by the male dominated chain of command. The following excerpts support this view: 1) I think people perceive my style as weak, 2) I am concerned that my seniors think I am being too facilitative, too consultative, 3) This may prove to my detriment, I may have to "toughen up" in their (senior management's) eyes, and 4) They'd say I'm a bit soft, that I wait too long to make harsh decisions. The Silvestra study also finds that the understanding among women in leadership is that using more participatory and consultative approaches are not attributes that are viewed favorably when building a profile as a police leader.

The policewomen in the Silvestra (2007) study pointed to the emergence of the "competitive masculinity" leadership style that encourages decisive action, productivity and risk taking in order to gain and maintain control. The "smart macho" culture also is recognized in this study as the police leader of the 21st century. A leader who is tough, forceful, and who symbolized by aggressive, competitive and performance oriented traits. Silvestra suggested that it should not be surprising if senior police leaders of both genders use more transactional and aggressive approaches in their role as police leaders in the 21st century. Some female police leaders are simply not willing to adopt this approach. Some of the reported narratives included:

1) Those women who are reaching the high ranks at the moment are the ones who can fit into

part of this drive and current aggressive system, 2) I am not going to rush into it until I am ready, you are using power and not influence at that level, it's the hunger for it that you need. Which I don't have at the moment, and 3) To get further I knew I would have to do things that I wasn't willing to do.

A Report by the Police Executive Research Forum (PERF): Legitimacy and Procedural Justice: A New Element of Police Leadership emphasized that the job of leading a local police agency has always been a complex one and highlights the fact that the greatest job qualification for today's police executives is the ability to leverage their role as change agents in order to recognize and respond to the rapidly changing issues and opportunities facing their police organizations (Fischer, 2014). One of the most significant opportunities currently facing police organizations is the opportunity for women to become police executives and change agents. The PERF report discusses the concepts of legitimacy and procedural justice in the context of police leadership.

The 2014 PERF report addresses "internal legitimacy" in response to the growing recognition of the need for police executives to treat their employees with the same legitimacy and procedural justice that applies to the citizens they protect and serve. The extension of legitimacy and procedural justice must include female police officers and more specifically female police leaders. The PERF report further conceptualizes "internal legitimacy" as when leaders of a police department treat their officers with dignity, respect, and fairness by creating meaningful and transparent paths for career advancement. Female police leaders should be provided full career opportunities to advance up the chain of command and realize their highest potential.

Police executives will have to recognize the importance for police leaders to instill a sense of “internal legitimacy” within their departments. The 2014 PERF report states that police officers, like community members, respond well to being treated fairly and with respect. Female police leaders, like male police leaders, will also respond well to being treated fairly and be better positioned to reach their full potential. Leader is a gender neutral term and effective leadership crosses all sociodemographic and organizational lines to include leadership style and gender.

Drodge (2002) raised the question of senior police leadership succession planning and development. Drodge addresses this from a practical perspective by recognizing that identifying who may be a good police leader and defining the characteristics of effective police leadership remain a challenge. The Drodge study highlighted the point that leadership is an emotional process and that the context of leadership is defined by the emotional orientation of the organization, the larger culture, and the interpersonal relationships that permeate the leadership process. This is significant to the male dominated culture as it relates to group membership and the decisions that female leaders have to make to be included in the interpersonal relationships that exist at the decision-making levels in police organizations.

Drodge concurred with Barker’s (2001) critique of leadership literature that shaped his view that leadership is a “process of transformative change” (pp. 491) and that leadership is based on merging individual ethics with community morals “as a means of evolutionary social development” (pp. 491). The development of all police leaders is paramount to the current and future success of police organizations. The Drodge study cited work by Kelloway and Barling (2000) to clarify that leadership comprises a variety of behaviors, traits, intelligence, and values in order to support the notion that developmental experiences can be leveraged in the pursuit of

leadership. The behaviors, characteristics, intelligence, and competence are valuable and integral to effective police leadership.

Leader-member exchange theory (Graen & Uhl-Bien, 1995) concurs with Drodge's (2002) fundamental premise that leadership is a social process and that the emotionally aware leader is better prepared to respond to the needs of followers in an effective way. In addition, Drodge relied upon findings from Bass (1985, 1990) to provide an explicit account of the role of emotions in leadership and to emphasize that one of the important factors to leadership is knowing what type of behavior has maximal value for others. This is important because some of the transformational, communal characteristics of female leaders are better suited to execute police tasks and accomplish the mission while maximizing the skills and capabilities of police officers than the transactional, agentic traits exhibited by the majority of male police leaders. Drodge (2002) is consistent with Ashforth and Humphrey (1995) in expressing the high value placed on detached rationality based on the view that the ideals of neutrality, objectivity, and impartiality are viewed as necessary antecedents of professionalism in the male dominated culture of policing.

The Drodge study stated that self-reflection is a critical step however, it is particularly problematic given police officers' socialization and strong adherence to deep-seated normative behavior. A number of changes have occurred in the police culture in recent years and Drodge highlights community-based policing and the entry of women into senior leadership positions as two significant changes. Most police organizations are reactive and slow to respond to societal changes and Drodge suggests that human resources practices that are effective in selecting and promoting the best police leaders are nullified by the police cultural values that emphasize normative behavior and devalue leaders who possess transformational leadership capabilities.

Oftentimes female police leaders are unwilling to leverage their transformative leadership characteristics due to the fear that they will not be selected as being best qualified during the promotion process if the normative standard is based on traditional male behaviors and traits.

Female Leadership in Military Organizations

Leadership opportunities for women in the Army have been expanded exponentially as the result of recent policy changes and Army Directives. There is no longer a separate assignment policy for women in the Army per Army Directive 2016-01. The question still remains, what does it mean to be a woman and a leader in the Army and how do women Army leaders identify and assess themselves amidst the changing culture? Such a focus is important, because identity is “a source of motivational and directional forces that determine the extent to which a leader voluntarily puts himself or herself in developmental situations” (Lord & Hall, 2005, pp. 592). As all occupational specialties are now open to women, will female leaders in the Army embrace or reject these new opportunities. The Army has spearheaded the research in this area to recommend implementation strategies to senior leaders.

The Gender Integration Study (GIS, 2015) as part of Soldier 2020, was the result of a tasking from Headquarters Department of the Army (HQDA) to U.S. Army Training and Doctrine Command (TRADOC) Analysis Center (TRAC) to identify the institutional and cultural factors associated with integrating women into previously closed military occupational specialties (MOSs) and units and to recommend implementation strategies. The GIS recommended that the Army proceed with gender integration of all previously closed areas of concentration, MOSs, units, and positions.

The GIS analysis indicated a high level of concern that current combat arms unit culture is incompatible with gender integration. 41% of the command teams surveyed anticipate morale to be degraded following integration and 39% expect unit cohesion will also decline. This is significant because leaders must prepare for the internal friction caused by change, specifically certain elements of the culture at the small unit level must change for successful integration. The GIS states that many of the elements include behaviors that are viewed by unit members as invaluable to building cohesion and combat effectiveness however these behaviors are potentially inconsistent with the Army's values. The study points out that integrating female Soldiers who do not conform to these cultural norms may decrease morale, cohesion, and readiness in the unit. This will force female Army leaders who desire to integrate into previously closed occupations and units to conform or risk being ostracized from the in-group as well as forfeiting potential opportunities for promotion and positions of greater responsibility.

The GIS suggests that female Soldiers who integrate will confront negative views and biases. The study showed that some Soldiers believe that women possess emotional and personality characteristics that may inhibit unit effectiveness. These results also show that women are perceived to be emotionally weaker, less mentally resilient, and more "hormonal" than men. A significant leadership aspect of gender integration is the opportunity for junior female leaders to reclassify into a previously closed combat arms occupation. The GIS presents multiple challenges associated with reclassification which include the possibility that newly transferring leaders will lack the experience which may lead to negative performance that could reinforce negative stereotypes about female leaders in the Army.

Many male leaders reported that they lack knowledge of or proven approaches to confidently address female-specific issues and expressed a desire to leverage female role models

to help in their education (Arnhart, 2015). This is important because the GIS analysis indicated that females and female leaders simply will have to conform to the cultural norms and standards of behavior of the males or risk not being accepted into the in-group which oftentimes includes limited opportunities for promotion or key developmental assignments. If female leaders who serve as role models can somehow change the perception of the leaders within these previously closed units then junior female leaders may have greater opportunities for advancement.

Archer (2012) investigated the possible consequences of gender stereotypes in the US Marine Corps. The findings for this study revealed that gender-role stereotypes influenced the perceived abilities of female Marines and opportunities for female Marine mentorship. This study also indicated that gender stereotypes are often targeted at women in leadership positions and can be detrimental to their promotion opportunities. Eagly and Carli state that “Gendered expectations for leadership are biased such that male leaders are associated with masculine traits (e.g., dominance) and female leaders are associated with communal qualities (e.g., compassion). Men are thought to embody the “command and control” leadership style, while women typically assume more of a “facilitative and collaborative” style” (Archer, 2012, pp. 362). This is important for this study because it shapes the characteristics that female leaders adopt to become effective leaders in military organizations. Thirty-five Marines participated in a formal interview process. Archer (2012) stated that because building rapport with Marines is crucial for a candid interview, a randomized sample was not prudent for the study instead the results were taken from a snowball sample. A list of open-ended questions was prepared for the Archer (2012) study; however, some questions were added or omitted depending on the Marine’s rank.

Morgan (2004) focused on military leadership gender differences. The study was conducted at the United States Military Academy (USMA) at West Point. The comparison was

based on male and female cadets from the same West Point class. The study used the Cadet Leader Development System to evaluate military leadership. 12 leadership dimensions were evaluated which included influencing others; supervision, developing subordinates, and decision making. The results indicated that for most of the leadership dimensions, no statistically significant gender differences were discovered. There were stylistic differences between male and female leaders that were found, however, there were few major differences found in the 12 specific areas of leadership. This is important for this study because it illustrates that women don't necessarily have to adopt male characteristics to be effective leaders in military organizations.

Vecchio (2007) examined the possible impact of leader and follower gender-similarity on leadership. This study suggested that the phenomenon of leadership as it relates to demographic issues can be manifested in a multitude of ways which include identification with a group. Vecchio (2007) used Social Identity Theory, which seeks to specify the conditions that leaders of a group favor their in-group and oppose the out-group and the act of identifying with the in-group is sufficient to generate in-group favoritism. This is significant for this study because Social Identity Theory focuses on group identification and emphasizes that bias and stereotypes are developed based on group membership.

Vecchio (2007) collected data at the USMA during a required 8-week cadet field training program. The findings from this study were different from Morgan (2004) which was also conducted at USMA. Although the focus of both studies was different, the Morgan (2004) study was more favorable towards the leadership skills of female cadets while the Vecchio (2007) study suggested that there was a significant difference between the groups of male followers who were led by male leaders versus male followers led by female leaders (with male group members

led by male leaders being more satisfied than those led by female leaders). These findings are important to this study because they show that female leaders may be influenced to adopt certain characteristics to become effective leaders.

Gerras's (2010) Strategic Leadership Primer provides a basic overview of strategic leadership and introduced contemporary literature and examples to sustain the Primer's relevance. The United States Army War College defines Strategic Leadership as the process of influence for "achievement of a desirable and clearly understood vision by influencing the organizational culture, allocating resources policy implementation and building consensus. The influencing organizational culture is a key element to female leadership in the Army. Leaders at the strategic level have the access and opportunity to change entire organizations and change both the personal and professional life of their staff, junior leaders, and subordinates.

The Strategic Leadership Primer also recognizes that every leader builds a complex knowledge structure over time from education/training, personal experience, and self-study. Personal experience and self-study potentially set the conditions for female leaders to leverage their personal experiences and attributes as women to introduce innovative techniques and styles of leadership and mission accomplishment. The Primer focuses on three essential attributes of leadership. First, the leader must be open to new experiences and input from others which includes subordinates and peers. Second, the leader must be reflective and self-assured enough to reevaluate past experiences and learn from them. Third, the leader must be comfortable with abstracts and concepts common in the strategic environment.

Smith (2010) re-examined the findings of the Butler (1996), Why Black Officers Fail.

This is important because the findings of this study can be applied to female officers in the same

manner that Dubois (1903) concept of double consciousness is applicable to women in certain conditions and context. Smith asserted that black officers still fail and cited many of the same reasons Butler addressed in his 1995 Army War College paper. Smith's hypothesis for his study is that little has changed: black officers, as a collective, continue to fail in today's Army. He defines failure as not obtaining the rank of General Officer. Obviously, there are black Generals and flag officers across the entire military however, black generals in the Army are still somewhat of a unique phenomenon.

Smith uses Darlene Iskra's "Brass Ceiling" concept to identify the phenomenon of groups failing to achieve upward professional mobility in the military as a "Brass Ceiling". Smith suggests that it is fair to conclude that black officers similarly serve under a brass ceiling, which is more of a cultural barrier than a structural challenge. This is applicable to women, specifically in male dominated occupations and organizations as the entrenched culture is not easily accessed by outsiders. Women, much in the same context as black officers, can be viewed as outsiders to those who are the gatekeepers or decision-makers on key developmental assignments, career progression, and promotion opportunities. Smith examined many of the same root causes that Butler examined in 1996 to discover why so little progress has been made over a span of 15 years.

Smith discussed the four root causes of the problem that Butler addressed in 1996: education, mentorship, culture, and the "Good Old Boy network". Mentorship, culture, and the good old boy network are also significant root causes to the dearth of female leaders at the senior ranks. Smith indicates that some officers advise that although it is not an intentional effort to exclude black officers but rather a tendency to be more amendable to mentor members of your own phenotype. In addition, Smith affirms that Butler believed that blacks grow up with a set of

cultural mores that are different than those of whites and radically different from those of the white-dominated military. The same belief can be espoused about women as it relates to men. Smith also cites that Butler suggested that blacks had to learn this new behavior or be ostracized. Learning this new behavior was a prerequisite before group membership was even a consideration. This again is representative of the dilemma that female leaders in the Army face as it relates to being accepted by their male peers and even subordinates. Smith expresses his subjective belief that the “good old boy network” is still alive and well. Women too are excluded from advancement and from positions of greater responsibility due to the “good old boy network”.

Female Stereotypes/Tokenism

Recognizing the depth of literature on stereotypes, both men and women still associate effective leadership with predominantly male characteristics and that accepted gender stereotypes continue to impact the assessment of women as leaders (Garcia-Retamero & Lopez-Zafra, 2006; Heilman, Wallen, Fuchs, & Tamkins, 2004; Johnson, Murphy, Zewdie & Reichard; Powell et al, 2002). Women carry the burden of navigating through obstacles that impede their path along the leadership continuum. Simply put, women are disadvantaged during the leadership development process. Role congruity theory suggests that women leaders are at a disadvantage due to the perceived incongruence (by both men and women) as it relates to masculine notions of the prototypical leader (e.g., agentic) and the prototypical traits associated with the female gender-role (e.g., communality) (Eagly & Karau, 2002; Eagly, Karau & Makhijani, 1995; Eagly et al, 1992; Heilman, 2001).

Thoroughgood (2010) was reviewed for this study even though it is based on civilian business organizations and not police or Army organizations because it identified certain stereotypes and behaviors that will add to this study. This study postulated that competent and successful women leaders who obtain senior level positions experience a resistive backlash from their coworkers and that societal beliefs that women are not fit for high-status, masculine positions are the basis for such negative reactions. This is important for this study because it illustrates that even competent female leaders will be viewed negatively solely because they are females in what is perceived as a male position. This will certainly impact the characteristics that they adopt to overcome these barriers and become effective leaders.

Sims (2003) focused on attitudes and perceptions towards women police officers in an Arkansas Police Department. Surveys were distributed to over 500 sworn police officers. Among the 62 survey items there were questions about attitudes towards women and opinions about female officer's work performance. The salient point in the Sims (2003) study as it relates to this study is that when organizations reinforce gender stereotypes that make it more difficult for women to participate in more masculine roles, the individual woman as well as the entire organization cannot recognize its full potential.

Stichman (2010) examined Kanter's tokenism theory as it relates to the percentage of women in a police department. "Kanter (1977) defined a token group as a sub-group, which represents less than 15 percent of the overall work group that is perceived to be different from the rest of the group" (Stichman, 2010). Women police officers fit into the token category based on Kanter's definition. The researchers also addressed the findings that women in the police department refused to participate in the promotion process because they thought their chances for promotion would be based solely on their gender. This is an important finding for this study

because some women can infer that they will have to make a choice between female characteristics and attitudes and adopting more masculine characteristics and attitudes to be respected by their male peers once promoted.

Hayes (1999) examined gender differences by using the Physical Self-Perception Profile (PSPP). One of the hypotheses for the Hayes study was that Physical self-worth was expected to have a positive relationship with global self-esteem (GSE). This is significant for the current study because how female leaders in police departments and Army commands feel about themselves physically is important to self-identify since physical strength is a highly valued attribute in police and military organizations. The PSPP model holds that the extent to which an individual feels good about themselves physically will contribute to how they feel about themselves in general. The Hayes study recognized that self-esteem is associated with achievements and social-related behaviors including leadership ability, satisfaction, decreased anxiety, and improved academic and physical performance. This is important to the current study primarily because of the relationship between self-esteem and leadership ability. Decreased anxiety and performance are also significant as both impact behavior which can lead to characteristics that female leaders choose to exhibit to conform to the organizational culture.

The Hayes study also incorporated concepts from motivation theories to demonstrate preferences regarding high degrees of skill or competence. Gender differences are an important consideration as the Hayes study suggest multiple reasons that contribute to the differences between the genders. The reasons that are important to the current study as it relates female leaders in male dominated organizations are cultural expectations of what behavior is considered competent and the availability of valued opportunities to demonstrate competent behavior. This raises the question of how and what steps female leaders in police departments and Army

commands organizations are willing to take to conform to the expectations of the in-group (male police/army leaders). In addition, are leadership opportunities so limited for female leaders in the army and police organizations that they are forced to demonstrate to their male counterparts that there are no differences between a female leader and a male leader. The Hayes (1999) study used the Physical Self-Perception Profile (PSPP) questionnaire and the What Am I Like global self-esteem scale to assess self-perceptions in the physical domain and to measure global self-esteem of 94 female and 89 male college students. Multiple regression analysis was used to examine the hypothesis that the four PSPP subdomains would be significant predictors of physical self-worth.

The findings from the Hayes study clearly indicated gender differences in physical self-perception levels. These findings are consistent with previous research, however, what remains unclear and requires further research is why women are self-reporting lower self-perception levels. The purpose of the current study is certainly not to compare female and male leaders, however, a component of the study is why female army and police leaders exhibit certain traits. Does the army and police culture force female leaders to compare themselves to their male counterparts and create an environment where they imitate what they perceive male behavior to be to be recognized as an effective leader? Hayes (1999) also captures the need for further research by indicating that further work is needed to examine how factors such as cultural expectations and limited opportunities to demonstrate competence influence physical self-perceptions. The current study will address this question in a more general concept as it relates to traits and characteristics.

Maranzan (2013) collected survey data and conducted focus groups and interviews to identify some of the barriers to women in leadership. The findings indicated that community pressure, home responsibility, lack of support and self-esteem issues were frequent responses to

the inquiry regarding the barriers that women encounter who run for leadership positions. Specifically, women's recognition and acknowledgement of their own skills and abilities was cited as barriers to leadership opportunities. Concerns regarding self-esteem were also identified as barriers to leadership. This is significant because how women assess themselves and their individual abilities as it relates to the dominant group impacts their attitudes and behavior. This is a salient point because female leaders must make a choice between the cultural standards of leadership and their willingness to adopt to the standard to be competitive for more senior leadership opportunities or their desire to remain within their comfort zone and potentially eliminate themselves from consideration for opportunities of greater authority and responsibility. Some barriers are self-imposed limits that prove to be detrimental to professional development.

Social Identity Theory

Group association and the affiliation with peers is an integral component of success in police and Army organizations. Both organizations are mission focused and the group dynamic and comradery is a key part of initial law enforcement and military training. How women see and understand themselves as leaders within this group dynamic is likely to have important implications for how they project their leadership, what they aspire to, who they attempt to affiliate with, and ultimately the choices they make as they navigate along the path to greater organizational leadership opportunities (Humberd, 2014). Social identification as shaped by Social Identity theory provides a level of conceptual clarity and theoretical foundation for this study.

Greene (2004) focused on social identification with political parties and the attitudes attributed to the political parties. Although this study is not related to police or Army

organizations or even leadership, it is important for this study because it provides a definition of Social Identity Theory and it provides a tool to measure social identity. Greene (2004) explains and defines Social Identity Theory in the following manner: “Social identity theory attempts to explain how self-perceived membership in a social group affects social perceptions and attitudes. Social Identity theory is defined as that part of an individual’s self-concept that derives from his knowledge of his membership of a group (or groups) together with the value and emotional significance attached to the membership” (Greene, 2004, pp 137). Tajfel and Turner (1986) stated that the theory holds that individuals attempt to maximize differences between the in-group and the out-group and inflate the perceived differences between the two groups in order to show favoritism toward the in-group. Intergroup differentiation is manifested in two primary ways: 1) in-group favoritism and 2) out-group derogation which leads to the end result of making the in-group seem superior (Greene, 2004). This is significant because in-group/out-group perceptions are a key variable that will be measured in this study.

Greene (2004) also provided a mechanism to measure social identity that was utilized in this study. Social identity was measured by using the Mael and Tetrick (1992) Identification with a Psychological Group (IDPG) scale. The IDPG scale measures social identity with a group by a series of ten questions that assess individuals’ perceptions of shared identity and shared experiences with the group (Mael and Tetrick, 1992). The scale includes the following questions: When someone criticizes this group, it feels like a personal insult?; When I talk about this group, I usually say “we” rather than “they”; and I act like a person of this group to a great extent?

The Hogg (2001) study further addresses the importance of group membership and social identity as it relates to leadership. The purpose of the Hogg study was to illustrate that a social identity analysis can provide a group membership oriented perspective of leadership processes.

Social identity is defined as “the individual’s knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership” (Hogg, 2001). The Hogg (2001) study suggest that having the prototypical or normative characteristics of the salient in-group may be as important for leadership as having certain skill sets or charismatic appeal. This is important for this study because it is directly linked to the research question: What are the characteristics of effective female leaders in police departments and Army commands? Identification with a group is a component of shaping the characteristics that leaders adopt to become effective within their organization.

The Pearce (2013) study examined Social Identity Theory as a means to predict influences on judgment. Pearce suggested that the goal of social identity theory is to explain group processes as it relates to the social self and that the basic idea of the theory is that a person forms a unique personal identity based on the social identity of the group. “It is a theory that bridges the gap between the psychology perspective of individual values and behavior and the sociology perspective of group behavior” (Pearce, 2013). The Pearce (2013) study illustrates that social identity theory suggest that a persons’ values are shaped in part by the groups to which the persons perceive that they belong to. This is relevant to this study because characteristics and attitudes in some part are informed by personal values and these values can impact the success or effectiveness of a leader within an organization. Some individuals must navigate between multiple groups based on the situation or circumstance. Some leaders are torn between two or even multiple identities.

The Joseph (2002) article is significant to this research because it illustrates the limitations of classifying social identity into two categories: in-group and out-group. The purpose of the Joseph (2002) study was to demonstrate that task-group identification has a

positive relationship with the level of organizational inclusiveness. Four principal targets for identification were identified in this article. The four targets of identification are: 1) extra organizational identification which represents organizations external to the focal organization; 2) organizational identification which is the focal organization itself; 3) task-group or intermediate-level organization which are work activities or functions involved in execution of the duties of the job; and 4) sub-groups within the focal organization which include ad hoc committees, temporary action learning teams. This study explores the question: how is task-group identity impacted by looking “up” to organizational identity and “down” to sub-group identity.

This study is also important because it suggests that sub-groups can also be informal and develop according to gender or race identification. Women sub-groups within an organization can be attractive to women across functional areas and duty assignments within the organization. College students were randomly assigned to two conditions which consisted of a combination of two groups. Joseph examined how identification with a group at one level nested within a hierarchy, is influenced by its salience and inclusiveness in relationship to another group level in the hierarchy. This is applicable to the current study based on the importance women put on obtaining leadership opportunities in police departments and Army commands as it relates to their identification with certain traits or characteristics associated with the larger in-group or out-group. This can be a choice between the importance placed on masculine traits and feminine traits.

Double Consciousness and Feminism

One identity may be beneficial in one's personal life while the other may lead to professional success. Using the professional lens as it applies to women police and Army leaders (Humberd, 2014) highlights that leadership is a proactive process that requires a self-assessment as a leader. "A particularly important component of gender bias in leadership operates through the self-perceptions of females and limiting effects of self-perceptions on their own leadership activities" (Hogue & Lord, 2007, pp.381). This may facilitate the concealment or even rejection of certain attitudes and characteristics dependent upon the environment, conditions, and audience. This phenomenon is referred to a double consciousness. There is a clear recognition that the differences in power between men and women make it necessary to develop strategies to improve opportunities for women. This is addressed in part through the concept of feminism.

Two articles were reviewed that addressed double consciousness and two articles and segments from one book were reviewed that addressed feminism. Other articles were reviewed that address mechanisms to mitigate perceptions based on perceived challenges under uncertain conditions environments. The Andrews (2003) article and the Cuder-Dominguez (2009) article explored double consciousness and some of the impact of navigating between two identities. Double consciousness was initially introduced by WEB Dubois in his book the Souls of Black Folks to discuss the reality that African Americans had to live in the white world in order to work and earn money and the black world for every other aspect of life. Double consciousness is important for this study because female leaders in police departments and Army commands are often forced to live in two worlds to be effective leaders. They must live within both the female world and the male world as police and military leaders. The Andrews (2003) article referred to

double consciousness as the phenomenon of shifting cultural lenses on a daily, hourly or even a moment-by-moment basis.

The Andrews article also calls this sometimes moment to moment shift as a social dance that requires constant readjustment with great dexterity between two groups. “For DuBois, African Americans had a ‘double consciousness’, that is, their identity was divided (part white, part black), which might result in either an enriched, amplified sense of self or else in a schizophrenic, thwarted identity” (Cuder-Dominguez, 2009). The Cuder-Dominguez (2009) article also stated that double consciousness is not something that people celebrate. Female leaders in male dominated organizations would probably prefer to exist in only one world or at least within their respective police organization or Army unit only be members of one group. The Andrews (2003) article provides a link between double consciousness and group membership. The Andrews article suggests that the inability to perform the social dance with adequate efficiency and effectiveness can lead to in-group labeling. From an ethnic or cultural perspective, African Americans have been called “fake”, “sellout”, “Uncle Tom” or “Oreo” when the transition between groups is not conducted efficiently. Similar pejorative labels can be applied to female leaders who seek to adopt the masculine characteristics associated with their respective organizations. This is a tremendous burden to carry both personally and professionally.

The Abrams (2014) study adds a unique perspective to this study as it relates to the complexities or multidimensional aspects of women and the expectations of leaders regardless of gender. The purpose of the Abrams study was to integrate overlapping attributes of existing constructs beneath a single term while also expounding upon the defining characteristics of the Strong Black Woman (SBW) Schema. This directly relates to the research question of this study which focuses on the traits and characteristics of effective female leaders in police and army

organizations. The goal of determining the defining characteristics that female police and army leaders possess or aspire to possess to gain leadership opportunities is a key element to this research. The Abrams article also addresses the expansion of the SBW construct as a relevant gender schema which manifests into a specific set of behavioral and cognitive characteristics. This is linked to the decision-making process that is required as a component of double consciousness. The scenario to scenario, situation to situation and sometimes moment to moment choice between the illustration and display of certain characteristics is dependent upon the conditions, environment, and audience.

The Abrams study addressed the use of a qualitative methodology utilized by Woods-Giscombe' (2010) where participants acknowledged four contextual factors as contributors to the development of a Schema. This is particularly significant to the current study because the contextual factors they focused on consisted of a historical legacy of gender stereotyping lessons from predecessors and a personal history of disappointment. Women leaders in police and Army organizations experience all of the factors identified in the qualitative study. The Abrams study also provided insight into multiple salient issues that would also apply to women police and army leaders. These issues included the existence of a psychological coping mechanism that facilitates preservation and the reality that women are encouraged to suppress their emotional pain and resist showing signs of vulnerability and/or weakness, thus promoting more stoic characteristics.

The Abram study as part of a larger study conducted focus groups as opposed to individual interviews of participants. Purposive, convenience, and snowballing sampling techniques were utilized to obtain a variety of perspectives. The sampling strategy also helped to enhance the diversity among the participants. Participants had to identify as African American or

Black and be at least 18 years old to be participants in the study. Women in the current study will have to identify as leaders or aspiring leaders and meet certain rank and duty position requirements to be participants.

Some of the results from the Abrams study are relevant to the current study particularly regarding a feeling or need to exhibit certain characteristics to achieve a desired goal. A sense of obligation is the key component to this feeling of survival. One of the most important points from the Abrams study as it relates to the current study is that the goal of these women was not to assimilate to the majority culture but to be different in being Black, allowing for the celebration of their innate qualities. Women police and Army leaders who choose to celebrate with boldness the essence of being a woman is in direct contrast to the prevailing culture in police departments and Army commands. The reality is that a risk reward system exists due to the paucity of women leaders in police and army organizations, specifically at the senior level, would suggest that assimilation at least on some level will yield a greater reward than the expression of differences. The attempt to balance two worlds as well as the struggle to be effective in the male dominant world is a challenging proposition for women leaders in police departments and Army commands.

The Metcalfe 2008 study provided new insights into the relationships between women, management and globalization in the Middle East. The study argues based on research from (Acker, 2005, 2006) that gendered occupational structures have resulted in inequalities in organizational hierarchies and has limited opportunities for women to advance to leadership positions. This is significant for this study because lack of opportunities for women minimizes the chances women must compete for positions of greater responsibility and authority.

The Metcalfe study also addressed the common discourse of global feminists. While the study advised that many women's organizations focus on promoting traditional roles for women such as child care, health education, and religious education, there appears to be a transition in their concentration to expand opportunities for women. The Metcalfe study revealed that there are increasing numbers of women's organizations that are dedicated to advancing women in politics and leadership opportunities. This current study is focused on leadership and the leadership experiences of women in police and Army organizations.

The Orser 2013 study was also reviewed for this study. The Orser study explored how feminist values are enacted in opportunity recognition and organizational structures. The Orser study provided a definition for feminism that underscored the purpose and relevance of the current study. Orser pulls from (Gattiker and Larwood, 1986; Nabi, 2001; Frye, 1983; and Weedon, 1987) to illustrate that feminism embraces perceptions about: women's unique needs; their subordination; differences of power within social interactions; and the need for strategies and particularly for this study policy development and implementation to improve opportunities for women. In addition, Orser states that feminism focuses on inequitable power relations that subordinate women to men and most importantly the roles of women which are defined in relation to the norms of men.

The Orser study also provided insight into feminine leadership. The study stated that based on (Dobson and White, 1995) feminine leadership is typified as caring and their values embraced connectedness, empathy, and trust. The study also addressed stereotypes for feminine values as described by (Ahl, 2004) as being sensitive, caring, and not competitive. This is significant to this study because stereotypes are oftentimes inappropriately applied to all women

and makes it more challenging for women leaders to break through the ‘Glass Ceiling’ and get promoted to senior level positions.

Segments from Patricia Hill Collins book, Black Feminist Thought: Knowledge, Consciousness, and the Politics of Empowerment was reviewed for this study. This book is significant to this study because it addresses an independent standpoint regarding the meaning of black womanhood. The intent of this study is to develop an independent standpoint about the meaning of women leaders in police departments and Army commands and staff support agencies. In addition, Collins illustrates the legacy of struggle that black women have experienced in their quest to have their achievements recognized and their collective voices heard by those who have marginalized them for an extended period of time.

Collins also highlights that black women knew that they could never belong to the white culture and consequently they would remain as outsiders. This created a curious outsider-within perspective. Collins explains that this curious outsider-within perspective provided the backdrop for a unique black women’s standpoint on self and society. This current study provided a backdrop for women leaders in police and Army organizations to create a unique women police and Army leaders’ standpoint on self, leadership, and their organization.

The Leadership Circle Profile

The Leadership Circle Profile (TLCP) is significant to this study because it has components that are uniquely developed to address how leaders feel about themselves in the context of effectiveness and contribution to the organization. Two articles in particular were reviewed that directly addressed the 360-assessment tool’s design and components. Two other

articles were reviewed which addressed the impact inner beliefs and thought processes have on behavior as it relates to leadership effectiveness or ineffectiveness.

Anderson (2006) discussed the Leadership Circle Profile (TLCP) as a leadership assessment tool. TLCP was designed to measure behavior and assumptions by connecting patterns of leadership behavior with habits of thoughts. This is important for this study because it explores the thought processes that underlie the behavior or characteristics displayed by the leaders. Anderson explained that the self-structure is organized that self-esteem, self-worth and particularly for this study, self-identity is rooted in external surroundings. The basic concept expressed by Anderson through TLCP is that the messages received from the surrounding environment inform one about who one is, and how one needs to conduct themselves to be effective. Anderson also addressed momentary behavior, which for this study, is a component of the concept of double consciousness where it is necessary to change behavior at times from moment to moment to adapt to the dominant culture or even suppress certain characteristics to project more acceptable characteristics. Anderson also discussed that leaders potentially engage in some form of inner conversation that links the momentary behavior with opportunities for future success and self-worth.

TLCP is unique in that it reveals a leader's internal assumptions (beliefs) that impact behavior. This is important because it allows the leader to see how her inner world of thought translates into an effective or ineffective style of leadership. There is an increased sense that inner awareness affects outward behavior. TLCP looks at the whole picture to connect patterns of action with habits of thought. The notion of parking your femininity at home which is the equivalent of working with one hand tied behind your back is not representative of balanced leadership (Gunn & Gullickson, 2007). Patterns of actions are important to this study because

patterns of actions become characteristics. The end (goal) of effectiveness or in some instances the outcome of ineffectiveness may be predetermined in the means (behaviors and characteristics) that are displayed by the individual. Does the individual leader realize this and if so how would she assess herself within the context of her organization?

The (Vecchio & Anderson, 2009) study illustrated that TLCP provides multi-source feedback on 29 behavioral dimensions as appraised by self, superiors, and subordinates (Anderson, 2006). This study will focus exclusively on self-appraisals. How female police and Army leaders appraise themselves and their effectiveness within their respective male dominant organizations. TLCP's self-appraisal is designed for each leader to provide a self-assessment as to her effectiveness by completing the following five-item scale: Leader Effectiveness = I am satisfied with the quality of leadership that I provide, Overall, I provide very effective leadership, I am an example of an ideal leader. My leadership helps this organization to thrive, I am the kind of leader that others should aspire to become. This Leader Effectiveness scale will be incorporated into both the survey and interview component of this study.

By assessing the relationship between leadership behavior (effective and ineffective) and the internal beliefs and perceptions that shape these behaviors, TLCP enables leaders to gain insights into their internal Operating System (Anderson, 2013). Anderson (2013) explains that leadership effectiveness is more than skill and competence. Anderson emphasizes that leadership effectiveness involves gaining access to deeper places within yourself to understand why you behave in a manner. For this study, this behavior includes leading as if you have one hand tied behind your back as expressed by Gunn and Gullickson (2007) and living in two distinct worlds, sometimes, even from moment to moment, task to task or mission to mission as detailed by Dubois (1903). The research methodology will be key in examining the characteristics, internal

belief systems and external cultural to include organizational norms and surroundings of female leaders in police departments and Army commands.

CHAPTER III. METHOD AND RESEARCH DESIGN

Introduction

This study examined the characteristics of female leaders in police and Army organizations. This study sought to add to the body of literature regarding providing an intimate and personal exploration into the leadership characteristics of female leaders in police and Army organizations and how these leaders advance up the chain of command despite cultural, structural, and attitudinal challenges. An overall proposition in this study is that women leaders face greater scrutiny and more challenges than their male counterparts because of the “Glass Ceiling”, the Good Old Boy network and multiple other obstacles that make their leadership experiences in police and Army organizations unique.

Purpose of the Study

The purpose of this study was to understand the leadership characteristics of women leaders in police and Army organizations. Both organizations are predominately male dominated organizations. Male dominated organizations are operationalized as those organizations whereby the males represent more than 75 percent of the workers and or males occupy more than 85 percent of the available mid-to-upper level leadership positions. This study focused on women leaders, however, the intent was to focus on senior leaders. For the purpose of this study, senior leaders are defined as Police Lieutenants and above and Army Field Grade Officers: (Majors and above)

The research goals for this study were (a) to identify behaviors, attitudes, and mitigation strategies that shape the characteristics of women leaders in police and Army organizations; (b)

to explore how women leaders identify themselves as leaders and as women; (c) to explore the experiences of effective women leaders as they navigate through the challenges that exist as they move up the chain of command; and finally (d) what group associations do women police and Army leaders seek and what groups associations help set the conditions for them to be promoted to senior leadership positions.

Research Questions

Primary

What are the characteristics of female leaders in selected police departments and representative Army Commands and Staff Support agencies?

This question explores the true experience of leader development and the essence of the leaders' personal perceptions and experiences (Day & Harrison, 2007; Derue & Workman, 2011; Ibarra, 2010). Effective leaders are operationalized as women leaders who assess themselves as effective leaders based on their personal description of the characteristics that are required to be effective. There are secondary research questions that support the primary question.

Secondary

The secondary questions for this study are as follows:

How do female police and Army leaders perceive and identify themselves comprehensively (personal and professional)?

How do female police and Army leaders perceive leadership and themselves as a leader within their organizational culture and group dynamic?

How do female police and Army leaders evaluate their effectiveness as a leader within their organization?

Research Method

To explore the primary and secondary research questions, a qualitative research approach was used to explore the characteristics that female leaders exhibit to become effective leaders in the selected police departments and represented Army commands and staff support agencies. This approach is appropriate for multiple reasons. Primarily, qualitative methods are appropriate to address questions that focus on gaining a greater understanding of a phenomenon (Creswell, 1998). In addition, qualitative methods assisted with the understanding of the influence of social context specifically in the male dominated police and Army organizations of this study (Maxwell, 2008). This aligned with the core intent of exploring how women leaders identify themselves as it relates to their characteristics within the social context and mores of police departments and Army commands to examine the impact group association has on shaping these identities and characteristics. My goal was to understand how social identity within the selected and represented male dominate organizations is relevant to leadership effectiveness from the perspective of the women leaders, rather than addressing commonalities about women leaders from an external vantage point.

The selection of a qualitative approach was important as my intent was to expand beyond description, to obtain an understanding of the experience of the women leaders studied (Charmaz, 2006). My goal was to explore and elaborate about women leaders group association, in terms of how they view themselves as leaders as relevant to Social Identity theory and the concepts of double consciousness and feminism. I will elaborate more on the details of my

methods in the following sections, beginning with an overview to establish a foundation for this study and the research hypotheses which set the conditions for this study. In addition, I will describe the research design, sampling strategy, data collection and analysis procedures. Finally, I will discuss the limitations of the study.

Overview of Study

The plan was to conduct a study with the aim of understanding the characteristics of women leaders in police departments and Army commands and how these leaders perceive themselves as leaders and as women shaped by key attributes and factors identified by Social Identity theory and double consciousness by utilizing components of various assessment tools, given the context of the male-dominant police and Army cultures. Woman leaders from nine different police organizations on the local, state and federal level and all three components of the Army completed a survey and or participated in interview sessions for this study.

I also conducted in-depth, semi-structured interviews with select leaders from both the police departments and Army commands selected by using the snowball sampling approach to identify interested leaders and enhance participation in the interview process. The interview process followed by an iterative process that included data collection, analysis, and the examination of the impact of the theoretical concepts (Miles and Huberman, 1994). My analysis focused on exploring how the women perceived themselves as leaders, and how that impacted their characteristics, behaviors and attitudes, and their sense of self as a women, police or Army leader as they explained the different identities that make up the essence of who they are personally and who they perceive themselves to be as a leader within their respective male dominated organization.

Research Hypothesis Framework

Three preliminary research hypotheses were used as a framework to shape the development of the survey questions and interview protocol utilized to collect data for this study. All three were based on Social Identity Theory and incorporated the mediating effect of double consciousness by using specific questions as templates from various questionnaires and assessment tools to explore the leadership characteristics and assess the leaders' personal assessment of their leadership effectiveness within their organization. The hypotheses used as a framework for this study were: 1) Female police/army leaders who identify with the in-group (masculine/male-dominant) are more likely to perceive themselves as POLICE/ARMY women in order to compete for promotion opportunities and positions of increased responsibility 2) Female police/army leaders who identify with the out-group (feminine/subordinate) are more likely to perceive themselves as Police/Army women and value their feminine attributes over promotion opportunities and access to the in-group and 3) Female police/army leaders will devalue and underestimate their leadership effectiveness due to the male dominant culture and norms within their organization.

The basis for the first two hypotheses framework was derived from the Archbold (2008) study which depicted the dilemma female police officers face as illustrated by the Susan E. Martin (1979) depiction of Policewoman versus policewoman. Policewomen stressed professionalism and are described as wanting to counter stereotypes and adhere to the group norms while policewomen were just the opposite; they accepted the label as lesser officers (leaders) and used stereotypes to their advantage according to Archbold (2008). The third hypothesis framework was based on (Vecchio & Anderson, 2009) which cited the suggestion derived from (Ostroff et al., 2004; Pazy, 1986; Wohlers & London, 1989) that females tend to

rate themselves lower than males and are inclined to underestimate their own performance and (Anderson, 2006) which indicates that identity, self-esteem, and self-worth are rooted in some external norms, protocols or standard operating procedures in the surrounding culture. The third hypothesis framework was also shaped by Dubois (1903) and the concept of double consciousness, this sense of constantly looking at one's self through the eyes of others.

Research Design Strategies

The research design for this study was drawn from phenomenology. This method focuses on the richness of the human experience, use of flexible data collection procedures and seek to understand circumstances from the participant's own frame of reference (Baker, West, & Stern, 1992). Phenomenology is conducive for hypothesis generating techniques.

Phenomenology. Phenomenology was selected for this study because the essence of this methodology is to describe. The goal of this research was to capture how women leaders perceive themselves as it relates to their characteristics as a leader and as a woman in a male dominant organization. Phenomenology in this sense is concerned with the lived experiences of the women in a environment (Greene, 1997; Groenewald, 2004; Kruger, 1988; Robinson & Reed, 1998) as they navigate up the chain of command in police and Army organizations.

Phenomenology as described by Merleau-Ponty (1964) lends itself to studying human behavior because it represents a relationship between the participant and his or her environment. This study was not about my subjective descriptions based on my experiences in police and Army organizations, but rather the perceptions and description of the experiences of the women leaders of this study. Past experiences as it relates to the phenomenon must be minimized to capture the pure and unencumbered perception of what the participant is describing in her own

words. Husserl (1931) describes this as bracketing. The central idea is to discover the essence of the experience by reduction, which involved identifying and suspending what I already know about leadership characteristics in police and Army organizations (Baker et al., 1992; Husserl, 1931; Oiler, 1982; Sanders. 1982) to avoid subjective assessments. The bracketed part does not cease to exist but is taken out of consideration to allow the opportunity to approach the data without preconceptions.

Participants

Participants for this study were obtained using a combination of purposive sampling and snowballing methods. Purposive sampling was appropriate because it seeks people out because of sex/gender and because they are leaders in a bureaucracy and considered good sources of information for the study. In this study, the participants were actual female leaders who worked or were assigned to a police department or Army command. These women had firsthand knowledge and experiences with moving up the chain of command in a police or Army organization. Polkinghorne (2005) suggests that the term “selection” be used in qualitative studies since the participants and data are not selected to ensure the representative requirements of statistical inference but because they can provide significant contributions to the phenomenon being studied.

Regarding purposive sampling, gender and leadership were demographic variables because participants were selected based on their gender and leadership duty position, and because they could provide the type of information needed for this study (Sandelowski, 1995). Participants were selected because they were women leaders who had progressed through the rank structure to a mid or senior level position in a police department and Army command. For this study, women were either the highest-ranking person in their organization, command,

division or they had broken through the “Glass Ceiling” or were a Commander or met some other criteria that made them unique within their organization. The participants were selected based on a review of their duty position and the type of organization they were assigned to as well as whether they could provide a unique perspective

Sampling

The size of the sample is an important consideration. In explaining sample size in qualitative research, Sandelowski (1995) and Morse (1994) suggest that phenomenologist concerned with the essence of experiences include at least six participants. However, an adequate sample size is ultimately a judgement call that incorporates an evaluation of the quality of the data that allows for a deep analysis that results in a unique and rich understanding of the experience (Sandelowski, 1995). The sample size is deemed adequate at the point of saturation or until the point of redundancy in emerging themes is reached (Cutcliffe, 2000; Hallberg, 2006). Polkinghorne (2005) states that concern is not how many sources are involved, but whether the data collected was sufficiently rich enough to provide adequate understanding of an experience.

There was a total of 33 mid to senior level leaders with 28 interview participants representing nine different police organizations across three states and six different Army commands and staff support agencies who participated in the study. Of the 52 participants contacted either by email, telephone or in person none who responded declined or 6 failed to respond. The total response rate was 63.4 percent. Most of the participants responded quickly to interview requests although timing, scheduling, and travel and resource considerations proved challenging.

Sampling procedures. In qualitative research, several forms of sampling are appropriate for various phases of the study. Traditionally, the researcher initiates a study with a general target population based on the experiential relevance to the topic of interest, and continues to sample from that group (Strauss & Corbin, 1998). I began by using purposive sampling, a strategy which is appropriate when seeking participants that are representative of a particular set of prerequisites (Clark & Creswell, 2008; Patton, 1990). The intent was to seek women who were leaders within their respective organizations. Snowball and convenience sampling were also implemented to capture as robust a sample of women leaders as possible based on accessibility.

The target population was females in selected police departments and represented Army commands. The female leader was chosen as the unit of analysis consistent with the Groves (2011) study. The sample frame was a list that was compiled of female leaders working at or assigned to the selected organizations based on accessibility and availability of potential participants. In addition, this study focused on senior leaders (Police Lieutenants and above/Army Majors and above) to include women leaders who have been able to break through the “Glass Ceiling”, which is identified as the artificial barrier that prevents qualified women leaders from advancing into high ranking positions consistent with the Baumgartner (2010) study.

Female leaders in selected police organizations were primarily located on the east coast with Maryland as the northern boundary and North Carolina as the southern boundary. Female leaders in Army Commands were primarily located in the Military District of Washington (MDW), however, leaders from Forces Command (FORSCOM) units and leaders from the

United States Army Special Operations Command (USASOC) as well as leaders across the 54 States and Territories in the Army National Guard were asked to participate in the study.

For the purposes of this study, a female police leader was defined as a female who holds the rank of sergeant and above to include all lieutenants, captains, senior departmental leaders to include Precinct/District Commanders and of course Assistant/Deputy Chiefs and Police Chiefs. In addition, for Army units a female leader was defined as a noncommissioned officer (E-5) and above which includes all non-commissioned officer ranks from sergeant (E5) through sergeant major (E9) and all commissioned officer ranks from second lieutenant (01) through the General Officer ranks. In addition, a senior leader for this study was defined as a police lieutenant and above or an Army field grade officer and above (Major through General).

Initial efforts to coordinate potential participants with some of the organizations revealed that securing female police leader participants would be more challenging than securing female Army leader participants. Balancing the Army and police samples was a concern that was closely monitored throughout the sampling process. A mitigation strategy was employed to expand the number of police departments to include state, federal and university law enforcement agencies as well as Sheriff Offices. Former and retired senior female police leaders as well as state and national law enforcement association leaders were also being considered in order to balance the sample size.

The police chiefs and or designated administrators for the police departments were contacted to gain access to willing participants. Representatives within the Headquarters, Department of the Army (HQDA) G-1 and the Office of the Director, Army National Guard (ARNG) within NGB were contacted to inquire about leaders who may be willing to participate

in the study. Army participants were specifically advised that this was not Army sponsored research and that I was conducting this study as a private citizen and candidate for a PhD at Virginia Commonwealth University.

Nonprobability sampling was used for this study. Probability sampling would not be appropriate for this study because although female police leaders and female Army leaders are not traditional hidden populations, the lack of female leaders in both police organizations and army units as well as the need to develop a rapport and trust among this particular sample, would make it difficult to use any of the probability techniques. This was based on the Archer's (2012) methodology which suggested that building a rapport is crucial for candid responses and therefore a randomized sample was impossible. Convenience sampling was used to capture available female leaders based on their proximity to the Military District of Washington (MDW).

Elements of other sampling techniques were used for this study to ensure that as many possible participants were provided an opportunity to contribute to the study. Snowball sampling was used to leverage the relationships of willing participants to enhance opportunities for participation. The use of the snowball sampling technique was consistent with the Rabe-Hemp (2008) and the Archer (2012) studies. Both studies used snowball sampling to compile a short list of other females who were not originally selected for whatever reason. This provided an opportunity to reach out to other female leaders who initially did not participate but those who did participate thought would provide meaningful and candid responses in an effort to enhance the data collection process.

Institutional Review Board Approval and Confidentiality

As with most qualitative research, this study involved interactions with human subjects. Precautions were taken to ensure that the study was ethical and physically obtainable with no or minimal risk to the participant. In addition, the dignity, privacy, and interests of the participants were considered, respected, and protected (Frankfort-Nachmias & Nachmias, 2008). Approval from the Virginia Commonwealth University

Institutional Review Board (IRB) was sought and received to ensure that the research and research procedures would not violate any policy or regulation nor impose any risk or inappropriate social, economic, psychological, physical, or legal harm to participants (Bogdan & Biklen, 2007; Creswell, 2003). An application was submitted under the “Expedited Review” provisions since the interviews were of minimal risk to the participants. Approval was granted by the IRB on April 25, 2017 (See Appendix A).

The research was confidential and the names of the participants will not be identified. Pseudonyms were used to protect identity and provide an alternative method for ensuring appropriate member checking of information. All recordings were erased after transcripts were made and the research had been completed. During data analysis, any data that could possibly identify individuals by name was eliminated since data were coded and analyzed to develop and group similarities into categories that corresponded to research questions based on the emergence of themes and trends. Specific organizations were not annotated in the text to prevent the association of participants with an organization and thus compromise their identity.

Data Collection

The three major sources of data for qualitative data include interviews, observations, and documents (Baker et al., 1992; Corbin & Strauss, 1990; Polkinghorne, 2005; Strauss & Corbin, 1994). Table 4 illustrates how these sources were used. Two primary methods of data collection were used for this study. A questionnaire and semi-structured interviews with participants was utilized to collect data. The survey tool was composed of questions or modified variations of questions taken from instruments of studies identified during the literature review for this study. The Archbold (2008) Promotion, Assignment & Job Satisfaction Questionnaire was used as a template for this study. Items were identified to collect data regarding attitudes and perceptions, group affiliation, and leadership characteristics and behaviors of effective female leaders in police and Army organizations. Likert type questions were incorporated into the questionnaire where appropriate.

Table 4

Data Sources for Study

Data Source	Data sources for Study; Contribution to Study
Semi-structured interviews With women leaders in police And Army Organizations	Provided relevant data on the characteristics of women leaders through their lived experiences. Questions were used to elicit responses that assisted in answering research questions.
Questionnaire/Survey	Provided relevant data on the characteristics of women leaders
Researcher Notes	Researcher Notes served to record observations during the interviews and record categories and other things as needed during data collection and analysis.

Interviews are a common method for studying individual identity within organizational studies (Alvesson, Ashcraft & Thomas, 2008), and they serve as a context within which individuals construct and articulate their own identities through the narrative exchange of the interview. Interviews provide researchers the opportunity to elicit participants' interpretation of their own experience, drawing out reflections from participants that seldom occur during a normal duty day (Charmaz, 2006). The interview process provided the researcher with a level of

flexibility that supports the development of themes as it related to probing for deeper understanding of core interests (Charmaz, 2006).

Regarding gender specifically, Aaltio (2002) noted that interviews are an important method for studying women's gendered experiences at work, as the "gendered self is processed in the interaction between the researcher and the interviewed (pp.213). Aaltio (2002) noted that through an interview exchange, "the interviewees reach far beyond the question of whether they are telling the truth or hiding something, and, in fact, speak out their cultural frames from within the organizational, interorganizational and even institutional realities they inhabit" which allows what may be potentially "hidden gendered talk' in interviews" to be revealed and analyzed by the researcher (pp. 215). Thus, interviews are an appropriate and effective method for getting at the core interest in how women assess themselves as leaders as it relates to identification.

Data was collected concerning group affiliation and preference was based on the IDPG scale from the Greene (2004) study. Data was collected regarding characteristics and self-assessments as it relates to Leadership Effectiveness by utilizing components of TLCP from the Vecchio and Anderson (2009) study as well as the Hooijberg (2001) study. The intent of the data collection process was to get participants to identify with a group and express why they identify with the group. In addition, the data collection process explored self-assessments and the thought processes used to shape the behavior exhibited by the leaders.

Interview Protocol

The protocol for soliciting participation of leaders for this study required an email to each person identified as a potential participant, using their published email addresses located on their department website or on the military global network. The contents of the letter contained (a)

introduction to the researcher, (b) an explanation of the study and the procedures to be used, (c) description of the likely benefits of the study, (d) an offer to answer any questions about the study or its procedures, and (e) an explanation that participation was voluntary and that consent to participate could be withdrawn at any time without consequences.

The interview protocol questions were constructed to answer specific research questions related to leadership characteristics, effective leadership, identities, and challenges associated with moving up the chain of command in police and Army organizations. The questions were open-ended and allowed the leaders the opportunity to discuss their experiences. While the protocol was designed as a mechanism to elicit conversation for obtaining information, follow up questions were used to gain a greater understanding of the meaning of any response. Responses to the questions also provided information regarding the Social Identity theory framework. A pilot was conducted to test the effectiveness of the questionnaire and to ensure that the language used was consistent with the vernacular of police and Army leaders. See Appendixes B and C for the complete questionnaire and protocol.

Recruitment of Participants

Using a compiled list of potential participants previously developed, each person selected for participation was contacted by email and asked to participate. Based on the affirmative responses received from the emails, each willing participant was contacted to arrange the date, time, and location to conduct a personal interview. They were also sent the consent forms to review as well as the IRB Approval letter. Prior to the interview, the study was again explained and any questions were answered concerning the study or the interview. After the participant consented to participate, the interview began.

Interviews with Women Leaders in Police and Army Organizations

Face-to-Face semi-structured interviews were conducted with participants. Semi-structured interviews allow the researcher to focus on leadership characteristics through the experiences and perspectives of the participant. From a phenomenological aspect, interview questions are constructed to be free from preconceived notions, expectations, or framework from the researcher (Baker et al., 1992). This approach perhaps will require specifically tailored methods since each person may have a different story or content (Maxwell, 2005). For example, they may prefer to be interviewed in a coffee shop as opposed to their office. The digitally taped interviews were conducted over a 60-day period and subsequently transcribed by hand for analysis the night of the interview and no more than 24 hours after the interview. The locations of the interviews were selected by the participants based on availability, convenience to the participant, privacy of location, and at no cost to the participant. Due to location and distance, a few of the interviews had to be conducted telephonically as the researcher's budget did not include resources for airplane travel.

Validity Threats

While several threats to validity exist in all research, qualitative research is considered credible when it presents accurate descriptions or interpretations of the human experience that people who also share the experience would recognize (Krefting, 1991; Sandelowski, 1986). Research bias refers to the subjectivity of the researcher. Qualitative research focuses on understanding how the researcher's values and expectations impact the conduct and conclusions

of the study (Maxwell, 2005). Notwithstanding the explanation of biases, the recognition that there is no way of completely abolishing or fully controlling for, observer bias in qualitative research (Greenhalgh & Taylor, 1997) must be considered.

Triangulation involves the use of multiple and different methods, sources, theories, and researchers to arrive at corroborating evidence (Lincoln & Guba, 1985; Miles & Huberman, 1994; Onwuegbuzie & Leech, 2007). It minimizes the likelihood of systematic biases prevailing and the possibility of chance associations because of the use of a specific method that allows for greater confidence in interpretations (Maxwell, 2007). Denzin (1978) stated that there are four major types of triangulation: data which uses different sources, investigator triangulation which involves the use of different researchers, theory triangulation which uses multiple perspectives for interpretation of study results, and methodological triangulation which uses multiple methods to study a research problem.

The small number of women leaders in a population may be considered a validity threat since the sample size may not be viewed as ideal for other research methods. Sandelowski (1995) suggests that 10 to 50 descriptions of a target experience in a phenomenological study may be needed to discern the necessary and sufficient constituents.

To enhance validity concerns of this study, member checking (respondent validation) was used. Member checking involves allowing participants to play a major role in the creditability of the study by giving their feedback about the researcher's data, analysis categories, interpretations, and conclusions. Maxwell (1996) offers that member checking provides the most effective way to eliminate possible misrepresentation and misinterpretation of the voice of the

participants. Triangulation of the interviews and questionnaire was used to further enhance validity concerns.

Inter-Rater Reliability

Inter-rater reliability, simply defined, is the extent to which information being collected is being collected in a consistent manner (Keyton, et al, 2004). Inter-rater reliability alerts researchers to problems that may potentially occur in the research process (Capwell, 1997; Keyton, et al, 2004; Krippendorff, 2004; Neuendorf, 2002). The researcher wanted to ensure that his research was not significantly impacted by his unilaterally asserting his own perspectives as it related to the recognition of themes during the interview process in a rogue like manner. In an effort to minimize this possibility, the researcher requested the assistance of two additional researchers to provide some boundaries or left and right limits.

Two researchers were used to address issues regarding inter-rater reliability. One researcher was consulted prior to the start of the data collection process and the second researcher was consulted at the beginning of the interview sessions. One researcher who had conducted similar research regarding women in male dominant organizations provided insight into potential themes to look for when conducting interviews with women in male dominant organizations. The second researcher was provided a transcribed interview from one of the first participants to be interviewed. The second researcher reviewed the contents of the transcribed interview and provided a synopsis of the themes she depicted from the participant's responses to the questions from the interview.

The comments from both researchers were used as a guide to ensure that the researcher was not recognizing themes that were significantly different from those of the two researchers

who provided comments. The two researchers provided guidelines that served as left and right limits for the researcher who after all the interviews reviewed the comments from the two consulted researchers again to ensure that the themes that he recognized throughout the course of the interviews were not significantly different or were exceedingly outside the limits of what the two researchers had provided either prior to the data collection or during the initial stages of the interviews.

Data Analysis

The data analysis for this study began with the review of the literature which was used to generate ideas regarding women leaders, police and Army organizations, Social Identity theory, relevant concepts, challenges to women leaders, and leadership assessment tools. The findings in the study are derived from qualitative content analysis to identify themes and key words in order to develop codes or subthemes and categories to correspond to the appropriate research questions. While there are commonalities between and across various methodologies, the basic phases include data collection, coding, analysis of content and interpretations (Carly, 1993; Duriau, Reger & Pfarrer, 2007; Fielding & Lee, 1998; Gephart, 1993). From an analysis perspective, the constructs of this study are derived from women leaders who are assigned or work at a police department or Army Command and have firsthand knowledge and experience of the phenomenon. As suggested by White and Marsh (2006, p.28) the “objective of content analysis is usually to identify the person’s perspective.” Previous research and existing theories and concepts are also germane to qualitative studies (Krippendorff, 2004; White & Marsh, 2006).

Qualitative research generates large amounts of data which has to be systematically analyzed in a logical manner thus making conclusions via identifying relations among patterns,

casual flows or propositions (Miles & Huberman, 1994). Thus coding is considered a main theme (Bogdan & Biklen, 2007) in analyzing data. Preliminary codes were developed based on previous research, existing frameworks, and the codes were modified during the analysis process based on responses from the questionnaire and the interview sessions. Furthermore, this process allowed for the emerging themes and key words to determine codes or subthemes to align participant responses with the appropriate research questions.

The taped interviews of 28 women leaders in police and Army organizations were transcribed within 24 hours of the interviews to keep perceptions and observations fresh in the mind of the researcher. Triangulation of the data occurred during the interviews with member checking to ensure that researcher perceptions, interpretations, assumptions, and observations were consistent with the participant's intentions. This was accomplished by probing using follow up questions and repeating statements so that the participants could verify the researcher's interpretations of their responses. The transcribed interviews were read and reviewed multiple times to allow for full immersion and understanding of the data. Data analysis starts when the researcher reads all the data repeatedly to gain immersion, a sense of the whole and to derive codes (Hsiu-Fang & Shannon, 2005; Miles & Huberman, 1994; Tesch, 1990). The data in this study were read word for word to identify and develop coding categories based on participant use of key words.

Each transcribed interview was read and the text was highlighted to identify key words and phrases that appeared to represent relevant data. The highlighted passages were reviewed for key words and the key words were categorized under codes that allowed similar key words to be grouped together under codes which were used to identify the characteristics of the participants based on their responses during the interview. Each interview, questionnaire, and the

researcher's notes were compared to develop concepts of possible relations between the various pieces of data (Corbin & Straus, 1990; Hallberg, 2006). The process allowed for further triangulation by comparing the phrases and key words from the interviews with the responses that were annotated on the questionnaire.

The categories and concepts that emerged were aligned with the appropriate research questions and linked together to form a tentative conceptual framework for hypotheses generation. As preliminary hypotheses were developed from the data, more interviews were conducted to verify the assumptions and emerging themes. The researcher's notes were continually reviewed to ensure that no relevant data failed to be incorporated into the analysis of the data. Selective sampling of the literature and observations continued until no new data was discovered that provided further explanations.

Onwegbuzie and Leech (2007) suggest that triangulation can help to unravel contradictions in the data and lead to a fusion of theories and concepts. Furthermore, previous personal knowledge and experience “may help to see data in new ways and think more abstractly about the data in the process of developing theory” (Hallberg, 2006, p. 144). McGuire (1997) argues that previous experiences or knowledge can provoke, challenge, and even deepen insights by recalling how and why similar situations may have occurred to generate hypotheses. The researcher has intimate knowledge of both police and Army organizations to include some of the leadership components and challenges that exist within these organizations that shape perspectives and characteristics. Nonetheless, each concept or category still had to be evaluated and analyzed on its own merits to determine value to this study. (See Table 5 for a Sample of the Data Analysis Coding Structure)

Table 5

Sample of Data Analysis Coding Structure

Code	Key Words	Example Response
Characteristics	Effective Leader, Self-Perception, Personal leadership Assessment, Group Association	An effective leader, I think it first starts with a peace within the leader. They know who they are and they live a principled life. Peace within and knowing who you are
Care-Giver	Compassionate, Caring, Nurturer	Caring, generous, and I will do whatever it takes to help someone else
Selfless Servant	Committed, Dedicated, Determined, Reliable	You have to be consistent, strong, and have integrity, courage and determination
Over-Achiever	Twice as Much, Double/Three Times, 110 percent, Double Standards	I always felt that I had to give 110% while my male counterparts only had to give 90%
Communicator	Communication, Listen, Take Input, Talk	Communication is the key and you can't be afraid to confront the serious issues out there, that's why they pay you the big money
Performer	Competent, High Performer, Get Things Done, Knowledgeable, Strong	My Boss would say that I have a strong personality, that I am a hard worker, and that I am extremely knowledgeable
Navigating Through The "Glass Ceiling"	Femininity, Black Woman, Good Old Boy System, Groups	I did feel the Good Old Boy burn at times. There are times when you are not really accepted because you are a female, and I don't care

Limitations

In qualitative research, generalizability to the whole population is not necessary. Maxwell (2005) suggests that internal generalizability refers to generalizability of a conclusion within the group or setting and external generalizability is beyond the group. The descriptive and interpretative validity of this study crosses the spectrum of this research process.

There were several limitations in this study. Contextual framework and organizational structure of some of the organizations was not fully identified as participants from particular agencies were not fully able to discuss details related to internal organizational structure as it related to their specific duties and positions.

The dual role of researcher and data collector does inherently introduce a level of bias into the study. Although, care was taken to implement mechanisms to minimize the impact of this bias, the bias still exists. Additional researchers were consulted during this study in order to mitigate this limitation. The intent was to provide left and right limits to ensure that the researcher did not exclusively develop questions and analyze the data based on his personal perspective and experiences.

Since the focus of this study was senior leaders and or leaders who had broken through the “Glass Ceiling” in some capacity, perhaps other middle level leaders may have been overlooked in favor of a potential participant of a rank or duty position. Opportunities were also missed to solicit more participants as the researcher’s time availability and available resources prevented further outreach to more participants. In addition, the researcher was reluctant to provide his own military data such as his Officer Record Brief to Executive Officers of some General Officers who were approached about participating to ensure that this was not even

remotely perceived as Army sponsored research. This resulted in some General Officers not agreeing to participate in the study.

In some cases, the participant might have chosen not to be recorded; however, this was not the case in this study. All the participants agreed to be recorded. Some data may not have been as robust as during the first few interviews the researcher focused more on taking copious notes for fear of a malfunction with the digital recorder and perhaps could have missed relevant mannerisms and body language that could have added to the richness of the data. This was resolved quickly as the researcher employed the use of a back-up digital recorder and focused more on the individual participant.

During the data analysis process, qualitative analysis software programs such as Dedoose were reviewed and considered to allow for cross-tabulation of the data, however, no analysis software applications were utilized. The researcher was very meticulous and deliberate in analyzing the data and this study did not involve casual relationships between variables rather the focus was on the totality of the experiences of women leaders and their personal perspectives of their leadership and themselves as it related to being a leader in their specific organization. The data was read word for word countless times and copious notes were taken to identify themes and codes based on the identification of key words and phrases and the frequency of said key words and phrases.

The length of time each participant may have been in their current position or with their current organization may have yielded inconsistent organizational culture accounts or experiences. Also, the differences in types of organizations and units may have contributed to inconsistent experiences within those interviewed. The experiences of a participant assigned to a

Special Operations Unit may be totally different and inconsistent from a participant who is assigned to a headquarters level staff support agency where the environment could be more relaxed as it relates to a tactical or operational unit. In addition, the difference between police organizations and Army Commands as it relates to mission and authority to conduct their respective duties and responsibilities may have created differences and inconsistencies in the experiences of the leaders based on their duty position as a police leader or an Army leader.

An important limitation of the study is that it occurred in police organizations across only three states and Army Commands and Staff Support agencies primarily located in the Military District of Washington (MDW). Although Army participants were assigned to FORSCOM and USASOC units outside of the MDW, most of the Army participants were assigned within the MDW and therefore not generalizable. Other states and other Army commands may have had a larger population of women who had broken through the “Glass Ceiling” or had significant experiences that would have enriched the data. Moreover, given the small number of women leaders in organizations who were interviewed, a potential threat to the research design is that they may have shared questions with other women leaders in their agencies whose name was provided through the snowballing process. This threat was minimized with probing questions that sought to uncover the personal leadership experiences of each woman leader.

CHAPTER IV. FINDINGS

Introduction

The purpose of this study is to gain a greater understanding of women leaders, specifically senior leaders, by exploring the characteristics of effective female leaders in selected local and state police departments and representative Army commands and staff support agencies and to assess the perceived group affiliation of these leaders as it relates to these leadership characteristics and personal assessment of their leadership capabilities. The focus of the study is on a first-person perspective from each leader as they relate how their leadership experiences as a woman in police and Army organizations has informed and shaped their leadership characteristics and navigation towards and in multiple instances breaking through the “Glass Ceiling” within their respective male dominant organization. The factors include their leadership, self-assessment, challenges and barriers to leadership, group affiliation, and self-identification/perception. Following an overall description of the sample and participant demographics, this chapter illustrates the findings and the compelling themes that were revealed in the data collection process in support of the research questions.

Background

The participants in this study included 33 mid-to senior level leaders (28 interviewees and 5 completed surveys only) representing nine police agencies spanning local, state, and federal organizations across three different States including the District of Columbia and six Army units and staff support agencies across six different military installations representing a 63.4 percent response rate. Most of the participants responded to participation requests promptly,

however timing, location, travel coordination, and scheduling of interviews proved challenging in some instances. 22 of the respondents participated in face-to-face interviews and the remaining six were conducted via telephone due to travel distances or scheduling conflicts. The interviews averaged approximately an hour in duration. All the face-to-face interviews except for two (90 percent, $n = 20$) were conducted in offices of the participants and 9.9 percent ($n = 2$) was conducted in a restaurant.

Demographic Characteristics

In the study sample, as indicated in Table 6, there were 13 police leaders (39.3 percent, $n = 13$) and 20 Army leaders (60.6 percent, $n = 20$) who agreed to be interviewed and or completed a survey. A total of 28 leaders were interviewed. 13 police leaders (46.4 percent, $n = 13$) and 15 Army leaders (53.5 percent, $n = 15$) were interviewed for the study. The largest race/ethnic background group of participants were African American (45.4 percent, $n = 15$). The next largest group consisted of White participants (36.3 percent, $n = 12$). The remainder of the participants included those who identified with two or more (multiple) groups (12.1 percent, $n = 4$), followed by Hispanic/Latino (6.0 percent, $n = 2$). Almost two thirds of the participants (63.6 percent, $n = 21$) were between the ages of 35-50. The remaining participants were between the ages of 51-69 (36.3 percent, $n = 12$). 69.6 percent ($n = 23$) of the participants had at least 20 years of experience as a police officer or Soldier. The remainder (30.3 percent, $n = 10$) had between 10 and 19 years of service. 18.1 percent ($n = 6$) had greater than 30 years of service. The majority (69.6 percent, $n = 23$) of the leaders had served at least two years in their current leadership position. The remainder (30.3 percent, $n = 10$) were recently assigned to their current leadership position (one year or less).

Table 6

Demographic Characteristics of Sample (N = 32)

	Frequency	Percent
Participants:		
Police Leaders	13	39.3
Army Leaders	20	60.6
Leaders Interviewed:		
Police	13	46.4
Army	15	53.5
Race (All Participants):		
White	12	36.3
African American	15	45.4
Hispanic/Latino	2	6.0
Multiple (Two or more)	4	12.1
Age:		
35-50	22	66.6
51-69	11	33.3
Education:		
Some College	2	6.0
Bachelors' degree	30	90.9
Masters' degree	19	57.5
Juris Doctorate degree	1	3.0
Doctoral student	1	3.0
Years of Experience (years):		
Total Experience:		
>20	23	69.6
10-19	10	30.3
>30	6	18.1
Current Position:		
>2	23	69.6
1 month – 1 Year	10	30.3

The sample of police leaders included 15.3 percent ($n = 2$) Police Chiefs/Sheriffs and 23 percent ($n = 3$) Assistant Police Chiefs/Deputy Police Chiefs. The remainder of the police leaders, 61.5 percent ($n = 8$) included one Major, three Captains, two Lieutenants, one Sergeant, and one Special Agent. Almost two thirds of the police leaders were current or former commanders which included Precinct/District Commanders, Patrol and Criminal Investigation Division

Commanders as well as Special Weapons and Tactics (SWAT) and Vice Commanders (61.5 percent, $n = 8$). Most of the police leaders from the eight local and State police organizations were from organizations with between 250-499 sworn personnel (50 percent, $n = 4$). The remainder consisted of one police leader from an organization with 1,000 or more sworn personnel, one from an organization with between 500-999 sworn personnel, one from an organization with between 100-249 sworn personnel and two from an organization with 99 or less sworn personnel.

The sample of Army leaders included one General Officer ($n = 1$) and four Colonels (20 percent, $n = 4$). 20 percent of the Army leaders were Lieutenant Colonels ($n = 4$). The remainder of the Army leaders, 55 percent ($n = 11$) included eight Majors, one Captain, and two Sergeants Majors. Almost one third of the Army leaders were either current or former Battalion and or Brigade Commanders (30 percent, $n = 6$). Most of the Army leaders were assigned to Headquarters Department of the Army (HQDA) or the equivalent Reserve Component Headquarters level (70 percent, $n = 14$) Staff Support Agencies. The remainder were assigned to Combatant Command or the equivalent Reserve Component Command units (30 percent, $n = 6$). Table 7 depicts the number of participants by rank as well as the national percentage of female leaders for each rank annotated in the table. Regarding first line leaders for the police organizations, only one first line leader (Sergeant) was interviewed, however, no data was available that provided individual percentages for females in the ranks from Lieutenant through Major.

Table 7

National Percentage of Female Leaders and Number of Leaders by Position for this Study

Leaders	% of Females Nationwide	Number of Participants
POLICE		
Police Chiefs/Sheriffs	3	2
Assistant/Deputy Chief		3
First Line Leaders	9.5	8 (Sergeant – Major)
ARMY		
4-Star General	0	
3-Star Lieutenant General	8.8	
2-Star Major General	4.7	1
1-Star Brigadier General	6.1	
Colonel	11.4	4
Lieutenant Colonel	13.4	4
Major	18.2	8
Captain	19.8	1

Although college degrees are not a requirement for police leaders, 76.9 percent ($n = 10$) of the police leaders held at least a bachelor's degree with three of the participants reporting completion of a Master's degree (30 percent, $n = 4$) and one participant (7.6 percent, $n = 1$) held a Juris Doctorate degree. The remainder (15.3 percent, $n = 2$) had completed some college course work. There is a requirement for Army officer to have at least a Bachelor's degree in order to commission. All 20 of the Army leaders held at least a bachelor's degree. 75 percent ($n = 15$) of the Army leaders held a Master's Degree and one (5 percent) was a Doctoral student. Overall, 90.6 percent ($n = 29$) of the participants held at least a Bachelor's degree and 56.2 percent ($n = 18$) of the participants held a Master's degree. One participant (3.1 percent) held a Juris Doctorate degree and one participant (3.1 percent) was a Doctoral student. Two participants (6.2 percent) had completed some college course work.

57.5 percent ($n = 19$) of the participants were either the highest-ranking person in their Command/Department (District/Precinct) or Branch/Division Staff Support Station or were the first women to be assigned to a position or unit and or attend a school. As indicated in Table 8, these women have broken through the “Glass Ceiling” in multiple different areas. Several women were the first in several categories such as being the first woman to attend a school and the first woman to be assigned to a previously all-male or closed to women unit. Others were the highest-ranking person in their organization and the first women to be promoted to that position in the history of the organization. This included being the first woman to lead or command an organization or operational or tactical unit. In addition, it included being the first woman to attend and graduate from a formerly all-male or previously closed to women police or Army school as well as the first woman to be selected to be a tactical instructor in her organization. The 54.8 percent also represented women leaders who were the first women to integrate a particular police or Army unit.

Table 8

Breaking Through the “Glass Ceiling” (N = 18)

	Frequency
Highest Ranking Person:	
Command	3
Department	2
District/Precinct	2
Patrol/Criminal Investigation Services	2
Division/Branch (Staff Support Agency)	5
First Woman:	
Police Chief/Sheriff or Army Commander	6
Graduated Previously Closed School or First in Unit	3
First Women assigned to Instructor Position	1

Some of the 18 Participants were counted in more than one category

Findings

The findings of this study revealed themes related to leadership characteristics, personal leadership assessment, group association, overall self-perception, and influences and challenges to leadership in addressing the primary and supporting research questions. The primary research question guiding this study is

What are the characteristics of female leaders in selected police departments and representative Army commands and staff support agencies?

The secondary research questions are

How do female police and Army leaders perceive and identify themselves comprehensively (personal and professional)?

How do female police and Army leaders perceive leadership and themselves as a leader within their organizational culture and group dynamic?

How do female police and Army leaders evaluate their effectiveness as a leader within their organization?

These research questions are shaped by the effects of Social Identity Theory and the concepts of double consciousness and feminism as well as components of various assessment tools. The intent of the research questions is to inspire self-reflection and self-analysis by looking at themselves through their own personal lens.

To obtain information regarding leadership characteristics, the participants were asked to respond to questions on a survey about their leadership as it relates to gender and how they

identify themselves as a leader. Participants were also asked questions during the interview sessions about how they defined and described an effective leader within their organization. In addition, interviewees were asked to describe themselves and to explain their perception of how their senior leader (boss) would describe them within the context of their organization. The themes were shaped by dominant codes based on participants' use of key words and patterns during the interview process in order develop categories to answer the supporting research questions which inform the primary research question of this study. Table 9 outlines the findings for the over-arching category that answers the primary research question in this study along with codes and key words for the interview sessions and percentage of agreement for survey responses.

Table 9

What are the Characteristics of female Police and Army Leaders?

Characteristics Theme	Dominant Codes: Interview/Survey	%	Example Quote/Explanation of % of Agreement
Leadership Characteristics	Effective Leader (Interview)	100	"I aspire to be a transformational leader in a transactional environment. I recognize the need to be flexible and approach every problem with the intent to research and provide solutions to my boss. I am nurturing but I give them what they need. I am an assertive communicator"
Overall Self-Perception	Self-Description in one sentence or less (Interview)	100	"Professional, respectful, and reliable"

Group Association	Characteristics typical of a female Leader (Survey)	53.3	The 53% of agreement represents those that responded Strongly Agree and Agree vs 13.3% who responded Disagree or Strongly Disagree
Group Association	Characteristics typical of a male Leader (Survey)	43.75	The 43.75% of agreement represents those that responded Strongly Agree and Agree vs 12.5% who responded Disagree or Strongly Disagree
Personal Leadership Assessment	Intersectionality (Survey)	95.2	“Veteran Executive and Female Commander”

Characteristics of Female Leaders

The participants responded to survey questions and or answered semi-structured questions during an interview session in order to gain their first person perspective to their leadership within a police department or Army command or staff support agency. As indicated in Table 8, the perspectives include the themes: leadership characteristics, personal leadership assessment, group association, and overall self-perception. All of the themes are interrelated and impacted the participants across the spectrum, specifically regarding who they perceive themselves to be as a person and as a leader. Although the influences and challenges theme is not annotated in Table 9, challenges in particular permeate the daily lives of each participant as they navigate vertically and laterally within their respective Command Staff and Chain of Command.

The Leadership Characteristics of Police/Army Female Leaders

The most dominant subtheme that emerged about the over-arching primary theme of the leadership characteristics of female leaders in police departments and Army command and staff support agencies is the importance of being an effective leader was coded as: effective leader based responses from the participants. Other dominate subthemes emerged in support of the effective leader subtheme and they are also annotated in Table 8. As more of the findings are revealed, additional subthemes which have been put into categories to support the secondary research questions have been assigned code names and illustrated in later Tables in the text. All of the women who were interviewed made specific comments relative to what is considered effective leadership by describing an effective leader within their organization. The participants described an effective leader as having to embody and exhibit characteristics that put the individuals they lead first and foremost to accomplish the organization's mission. The participants expressed a multitude of styles, techniques, and habits that they personally exhibit within their own organization.

Participants viewed effective leadership as a critical requirement to being a valuable asset to their organization and to setting the conditions for future women leaders to advance to senior ranks and break through the "Glass Ceiling". The women perceived that in police and Army organizations, it was essential to be competent and perform at a high level because the actions and decisions of women leaders in these two male dominated organizations are oftentimes more highly and frequently monitored and scrutinized as compared to their male counterparts. Leadership, especially senior leadership within police and Army organizations is not without challenges for women. The women expressed countless challenges that occur daily to include having to constantly prove themselves with each task and dumping their heads against the glass

ceiling and brick walls that impede the progress of women into certain positions and assignments. The women expressed that there are still some males who think that women should not be police officers or Soldiers nonetheless become leaders in these organization.

Additionally, the participants recognized that getting things done and accomplishing the mission despite the challenges that exist is essential to promotion opportunities and future assignments of greater authority and responsibility within their police department or Army command or staff support agency. For example, all participants who were interviewed understood the commitment required to their organization even at the expense of family obligations or other personal obligations, several participants indicated that taking time off to attend to family issues even emergencies was viewed negatively by senior leaders, but it was observed that the same pejorative stigma is not applied to their male counterparts.

Possessing the mental toughness and intestinal fortitude to continue to strive for higher rank and positions within the organization despite having their actions and even successes reduced to their gender was extremely important to the leaders. Interestingly, women leaders move up the promotion ladder in some instances with minimal mentorship, guidance or even recognition for their many exploits that bring credit to their senior leadership and the organization. They view this as an opportunity to display resilience and validate that women have all of the qualities necessary to reach the highest levels of leadership within their organization because they realize that women are being scrutinized as they move up the rank structure. As one leader noted:

When I applied for the Deputy Chief position, I didn't make it. I didn't get it and even though the Police Chief asked me to serve as the Acting Deputy Chief and I had the qualifications after having served in the position for almost a year. I was the only female who applied. It was heartbreaking. I didn't let it define me. I wasn't bitter. I looked at it, if it was not meant to be.

Could I have said what the hell, I could have but I chose not to. When you work in a small organization people watch. They are looking to see how you are going to react. They are going to look to see how she handles things more so than how he handles things. (P20)

This is consistent with previous research that suggest that women don't have access to all of the informal tutoring and unspoken advantages that men are afforded because their gender. Social capital and network theories indicate that men's domination in positions of authority in organizations offers them access to information and opportunities primarily through informal organizational networks that are extremely instrumental to career success and advancement, from which women are oft-excluded (e.g., Ibarra, 1982; Podolny & Baron, 1997; Ragins, 1998). Participants representing both the police and the Army indicated that they must make a special effort to go the extra mile and to be conscious of not only what they do but even what they say when decision makers are in the room. Multiple participants noted that a man's ability as a leader, whether it is a physical or a cognitive task, is often accepted without the burden of having to always prove his value again and again to the same decision makers:

I had these series of events where I always had to prove myself, again in retrospect, I thought the guys had to prove themselves also, but they had to prove their intellect but my physical ability was always questioned. (A03)

When I sit in a room and I look around, there is nobody in the room who looks like me and I feel the judgement as soon as I speak up and I am careful with my words. I make sure that my thoughts are additive and productive. (A04)

These perceptions enhance previous research regarding the reason women feel the need to constantly prove themselves and combat longstanding biases to remain competitive for promotion opportunities. There are specific behaviors that have been observed that are inaccurately applied to specific individuals and the traits and behaviors associated with the stereotype become a component of the stereotype (O'Neill, 2002). The inequity issues for women become more acute when promotion opportunities exist and women in powerful

positions aim to do exactly those things that men would in similar situations (Leskaj, 2009). The women view proving themselves to male decision makers and being favorably compared to their male counterparts as making them more competitive for promotion.

Based on interviews with women who are Commanders or members of the Command staff, it is important that they make it known that women need to do everything that the men do to get respect. Moreover, they perceive that to get promoted to the senior ranks they must follow the assignment path of their male counterparts and even take on the mentality, values and behavior of these male senior leaders. This perspective supports previous research (Reed, 2011); (Caldwell, 2012) that posits that the values, beliefs, and actions of senior leaders are the principle influence of the culture, climate and behavior of the organization and that leaders choose the ends that shape the leadership training environment and define the goals of the organization. Two commanders within their organizations and another leader who is on the command staff advised that men and women should do things the same regardless of the situation or circumstances:

I understand the equality movement but part of that is doing everything exactly the same. I don't see myself any different. I have always felt like this. (P22)

You have to play the game the same as the men play the game. (A22)

Get out there and do the same job the guys do and they will respect you for it. There are bad male officers to. When someone points out that an officer did something because she is female, I point out that there is a male officer who is as bad as she is, you can't do it like that. (P30)

These attitudes also support previous research (Rabe-Hemp, 2008) acceptance in male dominant organizations when you are female is something that you never completely obtain but, you constantly strive towards gaining acceptance and respect to some extent.

Leadership characteristics for female police and Army leaders are shaped by their willingness and ambition to seek and embrace assignments that will set conditions and provide the experience and level of expertise for them to be more competitive for promotion opportunities at the senior level. Some women leaders choose to seek tactical and operational assignments while others choose to remain in administrative positions. One of the factors that clearly impact power for women within their organization is women's self-selection into female type assignments, even in male dominated fields (O'Neill, 2002). The most potent factor in the development of effective leaders is the nature of their job assignments and the challenge is to ensure that lower and middle level leaders get a wide array of broadening experiences and assignments over time (Nadler, 1990). Effective leaders must be able to do the things they require their subordinates to do. This is important for women leaders because even after they get promoted they still face scrutiny at a level greater than their male counterparts. Once women are promoted, they face resistance not often experienced by their male counterparts (Archbold, 2010). Multiple interview participants expressed views that supported the previous research of (Nadler, 1990), (O'Neill, 2002), and (Archbold, 2010), below are examples of these views:

I think ambition wise, considering my husband is law enforcement also, I think women pigeon-hole ourselves into positions with no desire of separating ourselves from the position of convenience to the lifestyle they want to live. I think those restrictions we put on ourselves is the first level of limitations. The second level is from the male perspectives pigeon-hole us into more of the administrative functions where it makes it more convenient for women to stay. (P28)

I can't stand the I can't do attitude because I'm a female, that some females get special treatment. As a female I am complimentary to the process. I have established a new section within my command. I have experience that some of the men don't have. I have taken risks in my assignments because I am not focused on being a General Officer or progressing in that manner. (A12).

For a man, it's easier to forgive immature behavior than for a women. I will give an example, I curse a lot. I have been in a meeting with other leaders where a white male curses and it is accepted in the meeting, then if I curse, someone actually says don't curse. (P21).

The willingness to seek the tough assignments and the intention to diversify your assignment choices is a function of competence that can be based on a competitive nature. Concerning leadership, women in leadership generally display more masculine characteristics to include being goal oriented and competitive (Bierema, 1999; van Vianen & Fischer, 2002). In some instances, women are still viewed as less competitive as it relates to men for leadership positions. The Kaminski (2008) study suggests that women are less competitive and hierarchical than men as women are viewed as more cooperative and interdependent as it relates to the overall welfare of the entire group. Considering all of the women who were interviewed, none of them overtly expressed being less competitive neither did their actions or mannerisms even remotely indicate that they were not willing and capable of competing for senior positions and even the top position within their organization. These women believed they were effective leaders and they were not afraid to compete with anyone and their responses represent this sentiment and refute the aforementioned portion of Kaminski's study:

I am a little more forward than what men are used to. I'm very natural and very direct and I don't get intimidated very easily by the presence of men and that sets the tone for me. I know who I am. (A17)

I have not given into the male dominated experience. I have not and I will not. It was always important for me to be myself. You just need to be smart, humble, and very strong and have a spiritual foundation. I don't try to conform to other people. I always felt like it was important for me to be who I am. When you try to conform to be like someone else, you are actually saying that they are the standard of success and in order to be successful you have to be like them. (P31)

I have been pleased to see a large population of women who are Colonels and being considered for General Officer. An effective leader is someone that walks the walk and not just talk the talk. (A13).

In my opinion you set your own glass ceiling, even though the culture or the leadership will try to set one for you. I set my own pace. (A06)

I never thought I want to break that glass or beat the guys. I always strived to be #1. I always worked really hard on promotion test and in my performance to be #1. (P29)

Every position I have ever put in for I have gotten, some of which I have worked my “butt” off for. I have been first on promotion exams and chosen first off of the promotion list. (P27)

I’m strong, I own my room, I own my district and there is no doubt that I’m the Commander. (P26).

These sentiments provided by the participants provide a glimpse of how these leaders perceive themselves. Many of the women are confident in their ability to lead and have the experience and acumen to support their assertion that they are effective leaders. They continue to strive to be the best leaders they can possibly be and provide effective leadership for those they led.

Participants were also asked about whether they provided effective leadership on the survey. All 22 participants who completed the survey responded to the question: Overall, I provide very effective leadership? 6 participants, 27.2 percent responded Strongly Agree and 15 participants, 68.1 percent responded with Agree for a percentage of agreement of 95.4 percent, with 21 of the 22 participants responding with either Strongly Agree or Agree. One participant responded with Somewhat Agree and no participants responded with Disagree or Strongly Disagree.

Overall Self-Perception

Another dominant theme that emerged from the data is that how these women leaders perceive themselves both personally and professionally is a key component of the characteristics they adopt and display as leaders within their organization. The personal perceptions of these women leaders is essential to this study and the emphasis on first person perspectives is the cornerstone of this study and makes it distinctive from other leadership studies. There is a rich volume of leadership research, however, many studies have failed to capture the essence of the leaders’ personal perceptions and experiences (Day & Harrison, 2007; Derue & Workman, 2011;

Ibarra, 2010). Based on the comments from all 28 of the participants, greater than three fourths of them provided immediate answers to the interview question: If you had to describe yourself in one word what would that word be? What would be the second word? The third word? While the remainder took time to ponder the question and provided a response after some thought and reflection. The following participants' responses to the question support the assertions made by (Day & Harrison, 2007; Derue & Workman, 2011; Ibarra, 2010):

Forged by Fire, and Trial and error. (A15)

Resilient Fighter. (A10)

Grace not Perfection. (A04)

Look up the definition of a Scorpio, Engineer Soldier. Scorpio means passionate. (A03)

Ambitious, Loyal, Family-oriented. It wasn't always in that order. (P25)

I am Faithful, I am Family-oriented yet I am Firm. That sums me up. (P24)

Pretty Stoic and non-emotional. I think I got that from my Dad. (P30)

Professional, Respectful, and Reliable. (P20)

Caring, Generous, and I would do whatever it takes to help someone else. (P29)

Faithfully Present. Both Personal and Professional. (P23)

Fair, honest, direct, don't play but very effective and great to work with. (P31)

The participants' responses were diverse and covered both feminine as well as historically masculine traits. Their responses provided a view of the complete person or the wholeness of the leader and the woman. The consequences of undervaluing feminine traits in favor of masculine traits is the wholeness of people isn't recognized, acknowledged, or appreciated (Gunn & Gullickson, 2007). None of the participants devalued any feminine responses that they provided nor did their body language indicate or suggest any feelings of inferiority on any level.

In addition to the responses from the interview sessions, participants completed a survey. Many of the survey responses reinforced some of the comments provided during the interview. Again the responses were diverse and provided a unique perspective into the leaders and how they view themselves. Personal perspectives are informed by how people identify themselves and what gives them confidence and a sense of power.

Personal Leadership Assessment

The third dominant theme to emerge in the study is the importance of personal leadership assessment. The concept of leadership includes the exercise of influence, the use of motivation, and the existence and the sense of power (Marsiglia, 2002 & Wren, 1995). Participants responded to a survey question regarding how they identify themselves as it relates to a feeling of power. Participants were asked: What are the specific identifies that make you feel powerful as a leader within your organization? 20 of the 22 participants, 90.9% responded to the identity and power question. There were many different responses to this question as the below comments indicate:

Veteran Executive, Female Commander. Veteran Executive is the competence and confidence to do my job. Female Commander is the power to do and say what I feel is right without concern for losing my position. (P26)

I can't say I feel powerful as a leader in this organization. (A09)

Raised by a single mother from a predominantly female family of very strong women so I had great role models. I use my gut, it always provides good "advice". (P19)

I feel the most powerful when I see my subordinates mentoring successfully. Additional leaders in this organization with "Our Shared Vision" – It is about (Shared) Leadership – It is Amazing. (P23)

Mother because my children are a blessing from GOD. They make my life complete and joyful. Female Leader – I continue to work diligently with the same abilities in a "male dominated" environment. Hopefully I provide influence to others seeking the same rank/status within my agency. (P24)

My power comes not from my gender but from my expertise, work ethic and care of my Soldiers. I identify as a Soldier First, not as a Female Soldier. (A19)

Being a Branch Chief with the same military/Civilian education and qualifications of my male counterparts makes me feel more empowered than powerful. (A05)

African American female – Unfortunately some people don't expect African Americans in general to excel. But add female to the equation and it adds more doubt. Fortunately I am an African American female and I am able to perform just as well as the rest and have attended top

notch military courses, in addition to working on my PhD. As an African American female with those qualities I feel very powerful. (A18)

The responses to the question are varied but they are rich and original and represent how these women leaders feel about who they are and how their self-identification impacts their leadership. Power is depicted in multiple different ways. The power relation depicted by (Marsiglia, 2002 & Wren, 1995) is supported by the responses of the participants in the sense that power as gained through leadership has many different forms and originates from different sources for different leaders. It is also significant that one participant specifically stated that they did not feel powerful within their organization. A powerless leader is a problem that not only impacts the individual leader but is detrimental to the entire organization.

Group Association

Another code that emerged as a subtheme is group association which suggests that being aligned with a group within an organization is important and impacts opportunities for promotion and assignments of greater authority. The experiences of the participants lend support to the findings by Hogg (2001) which suggested that having the prototypical or normative characteristics of the salient in-group may be as important for leadership as having certain skill sets or charismatic appeal. As one participant commented:

There have been reasons why people got positions that have nothing to do with your work. I tried to get in a unit that had no women for four years and I got turned down all four years. The reason why I didn't get the job is because I don't hunt. I couldn't go hunting. Yes, there are cliques that don't allow females in. They brought me in to use the fact that I was of a specific demographic which helped them but they never assigned me to the unit. It wasn't until the fifth year when they needed me in the same capacity, I told them no. (P28).

Participants also responded to group association questions on the survey. Participants were asked to state whether they had characteristics consistent with female police/Army leaders

or male police/Army leaders. The women leaders were asked the following two questions one after the other. Question 6) I have many characteristics typical of female police/Army leaders? And Question 7) I have many characteristics typical of male police/Army leaders? Of the Group Affiliation, Utilization of Skills & Characteristics section. 16 of the 21 participants who completed the survey responded to questions 6 and 7.

There was a 43.7 percent of agreement, 7 of the 16 participants, for question 6 (characteristics typical of female police/Army leaders) and 12.5 percent of disagreement and the remainder responded with somewhat agree. There was a 53.3 percent of agreement, 8 of 16 participants and 13.3 percent of disagreement. The remainder responded with somewhat agree. Group association is important regardless whether the groups are males and females or the command staff versus rank and file police officers or Soldiers. Consistent with the Hogg (2001) study findings, there are real life benefits to being a member or associated with a group.

Care-Giver and Selfless Servant

This study sought to explore the characteristics of female police and Army leaders that these leaders have used to navigate through the male dominant culture within their respective organizations and leveraged to mitigate the challenges they have encountered throughout their leadership careers. Many of the participants have broken through the glass ceiling and some have broken through multiple times in multiple ways. Two subthemes emerged in support of the first secondary research question: How do female police and Army leaders perceive themselves and identify themselves comprehensively (personal and professional). These subthemes were put in category one to correspond with the first secondary research question and coded as: Care-Giver and Selfless Servant based on key words used by participants during interview sessions. There

are many dimensions to the characteristics of these women leaders and the themes are interrelated as leadership characteristics are influenced by personal leadership assessment which is also influenced by how the leader perceives herself from an overall perspective.

Care-Giver

This diverse and multi-faceted compliment of women leaders have a variety of different identifies that they discussed during the interview process. One of the more prominent identifies was that of being a care-giver. A person who genuinely cares about the welfare and well-being of those they led and who is a selfless servant. Research suggests that women leaders will generally display more masculine characteristics in order to rise through the rank structure (Bierema, 1999; van Vianen & Fischer, 2002), however, the Baumgartner (2010) study offers alternative perspectives and suggests that rather than viewing feminine characteristics such as compassion and fostering a collegial environment as a negative or signs of weakness, women should embrace the possibility that these skills are effective and not be afraid and reject them. Table 9 depicts the care-giver subtheme which is represented by being compassionate, caring, and a nurture. In addition, these women leaders have expressed a level of commitment and dedication that has facilitated their success within their organizations. 18 participants, 64.2 percent, described themselves using key words such as caring and nurturing. 74 percent, 20 participants described themselves using key words such as selfless service and work ethic. The selfless servant subtheme is also depicted in Table 10

Table 10

How do female police and Army leaders perceive and identify themselves comprehensively (Personal and Professional)?

Characteristics Theme	Dominant Codes: Interview/Survey	%	Example Quote/Explanation of % of Agreement
Leadership Characteristics, Personal Leadership Assessment, & Overall Self-Perception	Care-Giver	64.2	“ What separates the good leaders from the not so good leaders is those that truly care about their officers and their staff”
Leadership Characteristics, Personal Leadership Assessment, & Overall Self-Perception	Selfless Servant & Work Ethic	75	“You have to be consistent, strong, and have integrity, courage, and determination”

Effective leaders must have the ability to manage themselves as it relates to self-awareness and self-management (Marsiglia, 2002 & Goldman, 2000). One of the participants, who is the highest-ranking person in her entire organization, supported the importance of knowing who you are as a leader consistent with the Marsiglia (2002) and Goldman (2000) studies when she stated:

I think it first starts with a peace within the leader. They know who they are and they live a principled life. You can tell that when they are addressing a group. The best example in the Chiefs of Police community is David Brown from Dallas PD, he is at peace with who he is. Peace within and knowing who you are. (P23)

The participants in this study were asked to describe themselves as the warm-up question during the Interview session. Participants also responded to questions on the survey regarding the identities and characteristics that most and least impact them as a leader in their organization. Communal characteristics and leadership styles are attributed to women and stereotypical feminine strategies, while agentic traits are attributed to men and the masculine (Smith, 2010). The participants' responses indicated that they have multiple different characteristics and identities and none of them refrained from talking about their communal characteristics nor did they view these characteristics as a liability with respect to their leadership effectiveness. It also illustrated how intensely these women leaders feel about those individuals they have the honor and privilege to lead. As some of the high-ranking participants stated:

My former second in command would call me "Touchy-Feely" – Letting them know I care. They would say I am passionate, committed, and very compassionate. (A19)

I am strong and compassionate. (P26)

Also I am very caring. I handle all of the line of duty death things. I will tell you men shy away from that. They don't know how to talk to people. They don't know how to talk to a grieving spouse. I think that nurturing trait has helped me a lot. Being able to make the department look good when it becomes to a highly emotional situation. I believe these traits have benefited me. (P29)

I am tough but fair. I am comfortable in my own skin. I am compassionate. (A17)

The statements from these women leaders support the Baumgartner (2010) and the Smith (2010) studies as it relates to communal traits being attributed to women leaders and viewing these communal traits as a strength rather than a weakness. 80 percent, 4 of the 5, participants who are either the first or second in command of their entire organization described themselves as caring or stated that being caring and nurturing and having compassion has benefited and continues to benefit them as a leader. This is significant because these very senior in rank women serve as an example to not only women leaders but all leaders when it comes to being able to

assess your strengths as a person and as a leader and consciously apply those strengths to enhance your leadership.

These women leaders have demonstrated authenticity as Senior Commander, Chiefs of Police, and Assistant/Deputy Chiefs of Police. This speaks volumes to have Senior Commanders or Leaders or the Second in Command display that the mission can be accomplished by exercising compassion and showing that you care. These statements from these senior leaders contrast other previous research. They do this by synchronizing behaviors of being assertive with behaviors that show concern or other “soft” social skills. This price is that they end up perpetuating the gender stereotypes commonly associated with women, making it even more challenging to obtain and maintain authenticity and leadership status (Ridgeway, 2001; Rudman & Glick, 2001). The Ridgeway and Rudman & Glick studies are not representative of the senior leaders in this study. This woman are not only authentic leaders but they are effective leaders.

These women leaders demonstrated that being a care-giver is definitely a characteristic that they possess and employ as they lead within their organizations, however, they possess other characteristics which are agentic in nature and represent their willingness to give all of themselves to the organization. These leaders are not monolithic and their statements and responses are highly diverse and both support and contrast previous research.

Selfless Servant

Commitment to the organization is essential to ensuring that the organization’s mission is accomplished and that all members of the organization are invested in ensuring that the objectives of the organization shape their actions and behavior. Silvestra (2007) posited that some female police leaders simply are not willing to do certain things to move up the chain of

command. Both the police and Army participants contrasted the suggestion of this previous research. This suggestion speaks to the level of commitment and dedication that female leaders have as it relates to seeking positions of greater authority and responsibility. This statement by one senior police leader contrasts the suggestion from the Silvestra study and she expresses how being a servant and being dedicated and loyal to the organization is first and foremost:

We are still servants, and you are a greater servant the more rank you have. We don't have a lot of crime here, but what we do have is citizens who expect highly competent officers to take care of them. I hope to think that I lead from the front but I know when to follow. When you balance the needs of the organization versus the needs of the individual, you lean towards the organization. (P23).

Words such as dedication, determination, loyalty, and hardworking were just a few of the terms that participants used to describe themselves when they were asked to describe themselves in a minimal amount of words or they expressed that their boss or senior commanders would use these or similar words to describe them to others. These following questions were the last two questions asked to the participants during the interview: If you had to describe yourself in one word, what would that word be? What would the second word be? The third word? and the final question: If your boss had to describe you to someone who did not know you and had never seen you as it relates to your identity and group association, what words (descriptors) would she/he use? These statements represent the participants' responses to the interview questions as well as participants describing the characteristics of an effective leader from their personal perspective:

Committed, Dedicated. (P19)

Professional, respectful, and reliable. (P20)

Loyal, dedicated, and tenacious. (P22)

You have to consistent, strong, and have integrity. Courage and determination. To be effective you have to be 10-8 which means to be ready to go. (P24)

Ambitious, loyal, family-oriented. (P25)

Loyalty, dedication, compassion, integrity, honesty. (P26)

I go back to being loyal and compassionate. Loyal, sometimes to a fault. (P27)

Something about work ethic. He would say she is a hard worker. (A08)

I would say committed and dedicated. (A04)
Loyalty to your staff, to your subordinates, to your mission. (A16)
Most of my identity is wrapped up in my work. (A12)
Loyal and reliable. (A15)
I was going to say loyal. (A14)
Dedicated to my job and organization. (A13)
Hardworking, determined, focused. (A20)

These statements represent women leaders who are willing to go above and beyond in their level of commitment and their dedication for their organization. Previous research findings express that there are differences between men and women leaders as it relates to leadership traits, leadership styles, and even leadership effectiveness, however, based on the comments provided by 21 of the 28 participants during the interview, there is very little difference between men and women leaders when it comes to commitment, loyalty, work ethic, determination, and dedication. These women through their comments have indicated that they are selfless servants. They put the needs of the organization above their personal needs.

These women leaders have expressed determination, loyalty, and dedication in spite the feeling that they have an uphill battle of having to exceed the standards. There is a recognition that was displayed by the participants that the playing field is not level for women and for women leaders to succeed and keep pace with their male counterparts in their respective police departments and Army commands and staff support sections, they have to work harder to get the same result.

Over-Achiever, Communicator, and Performer

This study sought to provide these women leaders with the opportunity to express how they have been able to navigate through and up the chain of command in their respective police or Army organizations. Some of the participants were the first woman to attain a certain rank or

the first woman to attend and graduate from a school that was formerly closed to woman or even the first woman to integrate a previously all-male unit. Three subthemes emerged in support of the secondary research question: How do female police and Army leaders perceive leadership and themselves as a leader within their organizational culture and group dynamic. These subthemes were put in response category two to correspond with the second secondary research question and coded as: Over-Achiever, Communicator, and Performer based on key words used by participants' during the interview sessions.

53.5 percent, 15 of 28 participants used the key words associated with code: Over-Achiever to include twice as much, Double/Three times, 110 percent, and double standards. 53.5 percent, 15 of 28 participants used the key words associated with code: Communicator to include listen, take input, and talk. Although 53.5 percent is not overwhelming, the comments were rich and expressed emphatically and represented longstanding concerns in male dominate organizations. 82.1 percent, 23 of 28 participants used key words associated with code: Performer such as competence, high performer, gets things done. The themes, subthemes (codes), and percentage use of key words are illustrated in Table 11.

Table 11

How do female police and Army leaders perceive leadership and themselves as a leader within their organizational culture and group dynamic?

Characteristics Theme	Dominant Codes: (Interview/Survey)	%	Example Quote/Explanation of % of Agreement
Leadership Characteristics, Personal Leadership Assessment, & Overall Self-Perception	Over-Achiever	53.5	"If you are a man, it's OK to be that way. If you are a woman then you are being a "Bitch"
Leadership Characteristics, Personal Leadership Assessment, & Overall Self-Perception	Communicator	53.5	"I knocked on my Boss's door and asked to speak freely with candor"
Leadership Characteristics, Personal Leadership Assessment, & Overall Self-Perception	Performer	82.1	"The Chief of Police would describe me as the lady who runs the place"

Over-Achiever

Women leaders in police and Army organization face real challenges that have existed for many years in male dominant organizations. The playing field is not always level according to the perspectives as expressed by the participants of this study. The resolve and willingness to overcome at great personal sacrifice is a trait was displayed by half of the interview participants. There was no path paved for women leaders in male dominant organizations. They have been forced to pave their own way in the midst of obstacles and challenges that their male counterparts have not had to endure in order to move up the chain of command.

Previous research speaks to the challenges that women in male dominate organizations face while seeking leadership opportunities. Research evidence suggests that women face the most significant challenges in reaching leadership positions in a male dominant environment (Ely & Rhode, 2010; Rhode & Kellerman, 2007). Many women leaders have chosen to face these challenges head on and do whatever is required and beyond to be competitive for positions of greater authority. These women chose to face these challenges by working harder than their male counterparts as indicated by their comments:

I always felt that I had to give 110 percent while my male counterparts only had to give 90 percent. (P20)

I have had to work twice as hard and I don't complain. (P26)

Everywhere I go I get challenged. I go to the gym every day because I know someone is going to challenge me to a push-up contest. (A03)

I think I should work as a woman as hard as I need to, 1 ½ or 2 times my male counterparts. (A20)

Many of these women expressed that they felt like the only way they could succeed was to exceed any standard that their male counterparts were able to meet. Some of the participants even articulated that they felt the burden of representing all women within their organization and even all women in law enforcement in general or all women in the Army. Another sentiment was that even for women to be recognized they had to achieve at a rate that far exceeded their male counterparts. The following responses indicate this sentiment:

I have to do all the right things and be a good role model. Also that I don't set us (women) back, I know that is putting a lot of burden on me. (A17)

For someone to take you seriously as a woman you have to demonstrate a level of capability that is 2 to 3 times more than a male. At the end of the day to be recognized as a woman, you have to do a lot more. (A28)

It is paramount that organizations understand more about how women perceive themselves as leaders and the sacrifices that they make in order to become effective leaders (Ely & Rhode, 2010; Ely et al, 2011; Hogue & Lord, 2007). Some of the participants were candid in expressing that they had made sacrifices for their organization which impacted their personal and family life. They were willing to assume risks in other areas of their life in order to continue to climb the rank structure and to ensure that nothing inhibited their ability to be an effective leader within the organization. These women support the previous research regarding the sacrifice women make to become effective leaders:

I had to work harder. I had to hide things, I had to do these things to be on an even playing field so I would not get judged for being a single parent. (A08)

I have made sacrifices for the uniform, for the organization. (A06)

I have to work twice as hard. I have to assume the risk of doing more and extra, it's a lonely life (A15)

Some of the participants expressed that the rules for certain issues are different for women than they are for men. A substantial amount of research demonstrates that women leaders face cultural, structural, and attitudinal challenges in advancing to senior command and primary staff positions (e.g., Eagly & Karau, 2002; Ely & Rhode, 2010; Ridgeway, 2001). Women are often advised that there is an appearance of fraternization or inappropriate behavior if they have a professional relationship with another male leader. The burden seems to fall on the women if others perceive something to be inappropriate and oftentimes only the woman is counseled by her leadership regarding perceived behavior. This leader's comments regarding fraternization support the cultural and attitudinal challenges that women leaders face:

I have been counseled 2 times for fraternization because people thought people who latched onto me or someone I worked with gave the appearance of an inappropriate relationship. I tend to get along with guys more than females. That became an issue as guys would try to hit on you or try

to date you. There is always a double standard for men and women in the Army with regard to fraternization perception. (A20).

Based on the cultural, structural, and attitudinal challenges that women leaders face as they navigate up the chain of command, women leaders have had to develop special skills to mitigate and overcome these challenges. One of the skills that participants discussed was the skill and ability to communicate. These women leaders have become very good communicators because of implementing different techniques to accomplish tasks within their organization.

Communicator

Half of the interview participants used key words such as listen, take input, thoughtful, and communicator when describing themselves, expressing their perceptions of an effective leader or explaining how their senior leaders or boss would describe them to other people. Previous research recognizes the association between leader values and transformational leadership argues that leaders embrace values and use them as guideposts for behavior and vision, which in turn motivates followers to adopt similar values and perform beyond expectations (Groves, 2011 & Sosik, 2005). Women leaders who participated in this study indicated that they use their acute communication skills to motivate those they lead and to better understand their subordinates. This research is supported by the following responses from participants:

I wrote a mantra that said (Speak the way that people need to hear you). I had to figure out how to motivate people. (A03)

My theme is communication, it is the key to understanding. (A08)

She is able to communicate with people to get her people to do something for the organization. (A16)

The interview participants were candid about some of their physical limitations as compared to their male counterparts and they discussed the techniques they employed to compensate for something that they did not consider a strength. Communication was also used to express their feelings that women leaders are different from male leaders in some respects. These comments were not presented in a pejorative manner by any of the participants rather the context was how they were able to leverage and maximize a strength to express a salient opinion or accomplish a task. The following participants' comments express this perspective:

Women come at things differently. Typically it's less aggressive. They talk things out. The de-escalation or use of force is thought of differently. Men go at it, and women talk it out. (P23)

Communication is the key and you cannot be afraid to confront the serious issues out there. That is why they pay you the big money. I have the ability to communicate very well because I realize with my size I can't kick anybody's "butt" out there (P29)

Because I am comfortable where I am. I will speak my mind and share my opinion. As a woman sharing my opinion, I do believe I am different from a man. (P26)

The ability to communicate effectively whether to motivate their subordinates or to maximize a strength to accomplish a task speaks to the level of competence of these women leaders as well as their ability to perform their jobs. Their ability to overcome internal obstacles within the organization and the realization that they feel that they must overachieve just to create a level playing field represents their ability to perform under any conditions.

Performer

Leaders must perform and effective leaders must perform at a high level. The interview participants were more than willing to express their abilities and level of competence. These women can get things done in all facets of police work and Army operations. 82.1 percent, 23 of 28 interview participants used key words that referenced performance such as competence, get things done, capability, and knowledgeable.

Women rate themselves as less effective leaders in comparison to men who tend to overrate themselves as leaders (Ostoff, 2004; Vecchio, 2009; Smith, 2010). This previous research suggests that women don't view themselves as effective leaders particularly in relationship to their male counterparts. This is a troubling statement especially for this study because the focus of this study is the personal, first person perspective of women leaders, specifically senior, in selected police departments and Army Commands and staff support agencies. Among the participants of this study includes Commanding Generals, Police Chiefs, SWAT Commanders, and graduates of previously closed elite schools and to be consistent with previous research they should have viewed themselves as less capable to lead than their male counterparts.

Less capable and unable to lead effectively were words that were not expressed even once by any of the participants in this study. These women unabashedly touted their exploits, leadership capabilities and ability to lead their organization better than anyone else male or female. There was nothing about their voice, tone or inflection nor their body language or any mannerisms that suggested that they validated the assertions of previous researchers who said that women rate themselves as less effective leaders as it relates to men. These are first person accounts and personal perspectives on how they think their boss and others view them as a leader that contrasts the previous research:

He will tell you that my Best leader is your Best leader. I am a strong leader. I am capable, I am competent and I am strong and it's just not because of my gender. (A17)

Competence is always the framework. I know my trade. You would not be talking to me if I did not know my trade. If I was not a senior leader. (P31)

I would say I am a natural leader and it could be because of the way I was raised. (P21)

My Boss would say: Strong personality, hard worker, extremely knowledgeable. (P25)

I can bench press 150 percent of my body weight. (A03)

Mine would be my performance, and then my physical traits, not including my gender. (A06)

I never thought I want to break the glass or beat the guys. I always strived to be # 1. I always worked really hard on promotion test and my performance to be # 1. (P29)

They will definitely talk about my performance. I was first within my branch (area of concentration) to be a fellow at a particular federal agency. I have experience that some of the men don't have. (A12)

Hawkesworth (2003) conducted a study of congresswoman and discovered that they too obtained their power from men in a manipulative fashion rather than more direct and immediate assumptions of power as common among their male counterparts. The findings of this study were also refuted by the participants. None of the participants of this study even remotely referred to manipulating men to obtain a level of power within their organization. They all displayed and expressed a level of confidence in their own skills, abilities, and leadership acumen that reinforced the perception that they reached certain milestones and broke through the glass ceiling based on their own hard work and performance. Some of the participants even spoke specifically about their disdain for women who use their feminine traits to manipulate men or who attempt to make things easier for themselves because they are females. The following participant comments express these views:

I let them know up front because they are going to be the legacy. I want them to have a good career and to be thought of by their male counterparts as professional, respectful. My female counterparts and I always talk about playing the "girl" card. There is no crying, when you get emotional you go to the bathroom. I'm very stern on how they look. They are not going to have a lot of make up on. If there in uniform, their hair will be pinned up in a bun. I think I'm a little harder on the women. I want that good persona. (P22).

I can't stand females that try to get over. You need to pull your own weight and do your part. Some of them flirt to get what they want or to get out of stuff. (A20)

I took the test and did very well. I never wanted to get promoted because I was a woman, I always tried to do well on the test. (P29)

Females are getting special treatment, but at the same time they want to be treated equal. Some are concerned about like we should be able to wear ear rings in our combat uniforms (Are you kidding me right now!). (A12)

These women have fought for the ability to compete on a level playing field and seeking special treatment because of their gender is not something that they advocated during the interview sessions. The only treatment that these women leaders talked about as it related to what they wanted from their male counterparts was a fair and equitable opportunity to compete for senior positions within the rank structure. Unfortunately, the intra-organizational challenges and barriers in police departments and Army commands is real according to almost all of the participants. In addition, the “Glass Ceiling” is real and the journey to break through this “Glass Ceiling” in many instances is arduous and at times humiliating and degrading.

Navigating to and through the “Glass Ceiling”

This study sought to provide these women leaders with the opportunity to express the intra-organizational challenges they encountered as they navigated to and through the “Glass Ceiling”. All of these participants have achieved milestones within their organizations and reached the senior ranks despite the challenges and obstacles strategically placed in their path. Two subthemes emerged in support of the secondary research question: How do female police and Army leaders evaluate their effectiveness as a leader within their organization? These subthemes were put in response category three to correspond with the third secondary research question and coded as: Challenges and Assessing Myself and My effectiveness based on key words used by participants’ during the interview sessions.

96.4 percent, 27 of 28 participants used the key words associated with code: Challenges to include femininity, Black Woman, Good Old Boy System, and “Bitch.” As a result of the use

of the aforementioned key words and other similar words, the participants also expressed how they assessed or evaluated themselves as leaders despite the existing challenges. 81.8 percent, 18 of 22 participants provided comments to the survey question: How do you measure your leadership effectiveness or what feedback do you rely on to determine the quality of your leadership to others in your organization? The themes, subthemes (codes), and percentage use of key words are illustrated in Table 12.

Table 12

How do female police and Army leaders evaluate their effectiveness as a leader within their organization?

Characteristics Theme	Dominant Codes: (Interview/Survey)	%	Example Quote/Explanation of % of Agreement
Group Association & Influences and Challenges	Challenges	96.4	"I'm the Commander but that "Bitch" title was bestowed upon me because I'm a woman"
Group Association & Influences and Challenges	Assessing/Evaluating Myself and My Effectiveness	81.8	"Measured by the success of my subordinates that I mentor"

Challenges

The challenges that exist for these women police and Army leaders are numerous and many are rooted in longstanding customs, protocols and unwritten rules that are inconsistent with the development of effective leaders. The level of commitment and dedication as well as the selfless service of these women is well documented in this study. Many of these challenges and obstacles that these participants have had to overcome have been devastating and in some cases

extremely degrading. Participants were asked to answer the following question on the survey: My greatest challenge as a leader within my organization is due to my? The choices were (Age, Gender, Race, Experience, Senior Leadership, and Other). 15 of the 22 participants who completed the survey responded to this question. 60 percent ($n = 9$) participants listed Senior Leadership as their greatest challenge, followed by 26.6 percent ($n = 4$) listed Experience as the greatest challenge. Gender was tied with Other for third as 20 percent ($n = 3$) listed Gender and Other as their greatest challenge. 13.3 percent ($n = 2$) listed Race as their greatest challenge.

Despite these challenges and all the other components of being a female leader, in many instances a senior leader, in perhaps the two most male dominate organizations that exist in both percentage of males and engrained cultural, structural, and attitudinal norms of the organization, these leaders have overcome and succeeded. The comments and responses of these participants tell a story of resilience and intestinal fortitude that given the requirements and obligations of senior leadership is a true testament to going above and beyond the call of duty.

Glass Ceiling, Good Old Boy System

The underrepresentation of women in senior management is a multi-faceted dilemma which has been commonly referred to as the “glass ceiling,” an imaginary term, which is identified as an artificial or invisible barrier that prevents qualified individuals from advancing vertically in their organization into high ranking positions (Baumgartner, 2010; Leskaj, 2009; & O’Neill, 2002). These challenges and obstacles create this “Glass Ceiling” which is manifested in some cases using derogatory terms applied specifically to women leaders such as “Bitch” and even to the borders of sexual harassment. This environment makes it difficult for women to advance vertically up the chain of command and horizontally to tactical and operation units that

set the conditions and provide invaluable experience for vertical advancement into the senior ranks. The comments from these two senior leaders, one being the highest-ranking person in her entire organization and the other being the highest ranking person in her Precinct/District, support the Baumgartner (2010); Leskaj (2009); and O'Neill (2002) previous research and painfully illustrates the existence of the "Glass Ceiling":

Yes, I do believe in the glass ceiling, do I think it is insurmountable, No, obviously I found a way. I do believe in police work like SWAT generally and undercover drugs/narcotics and here for our SWAT team and tactical teams, it's more than a glass ceiling, (It's Almost like Cement). We have never had a female executive lead that unit. That alone speaks volumes. We have had one female on that team in over 100 years of history and that was back in the 1990s. I brought this up to the government Equal Opportunity personnel. I do believe to this day that the physical standards are made to keep women out. The weighted pull-up. When I asked about what about the job requires that, I don't get an answer. I work out regularly, the pull-ups are extremely difficult for women. I believe this is a national issue. I believe this also exist as you get promoted also. (P26)

It was an interesting environment. It was not so much glass ceiling, there were glass walls. They didn't necessarily want female detectives in vice-narcotics. That was the toughest environment there. I think people weren't really welcoming to women there. When I was made the commander there, it was to re-organize. There were more walls than ceilings. Women were sworn off. In the command structure you take tests, you will find little groups. In upper commands, it can be challenging. (P23)

These two very same senior leaders who so candidly expressed their feelings on the glass ceiling and glass walls that exist within their organizations as well as a current Commander also talked about some of the demeaning things they have had and continue to endure as women leaders. Some of which they continue to think about decades later in some instances. The following responses represent some of the unacceptable behavior that these leaders of men and women have to endure:

There were some old school field training officers. At crime scenes, instead of taking pictures of the scene, they would take pictures of your (Back-end). When you are young and in that environment, you put up with some stuff. You let some of that go, you don't forget it some 31 years later. (P23)

I had a former female Battalion Commander as well other female mentors tell me that you have to decide whether you are going to be a “Whore” or a “Bitch” in the Army. (A22)

Look, it’s a sexist organization. It’s so apparent to me. When I got promoted, I had an Assistant Chief bring me in and he said to me, I always thought you were a “Bitch”. I put up with a lot of crap and I will continue to put up with a lot of stuff, that’s a choice I have made. I have had my “ass” slapped, I have had people say things to me. I mean I’m a woman in “freakin” uniform. People don’t let you leave a room, people try to get me alone in a room. I have put up with that kind of stuff. (P26)

The “Glass Ceiling” is also played out through the Good Old Boy System and sometimes through the Good Old Girl System. These informal, mostly clandestine clubs made it that much more difficult for women to break through the glass ceiling. The Good Old Boy System often works as a top down system with the senior leaders controlling access to coveted positions within the organization. Traditionally, members of the command group or primary staff, mainly men, have a high self-interest in protecting and maintaining that position or status so they perpetuate their style and traits of leadership creating an “in group” phenomenon (Smith, 2010). Men protecting men in high level positions does not account for the possibility that someone else possibly a woman may be a more effective leader than some of the men. The participants expressed their views regarding some form of a Good Old Boy System consistent with the Smith (2010) study:

It’s not across the board that everybody has this Good Old Boy System, but it does exist and the Good Old Girl System also. (A15)

All of the Deputy Chiefs are white males. The writing was on the wall so some of our female Captains left the department. (P20)

For the most part, the senior women don’t want to help you. At my level, there is still a Good Old Boy Network. (P29)

I live in a Man’s World essentially, it doesn’t bother me at all. The vast majority of people I work with are men and they are great. White males they ran this place and they didn’t care if anybody had anything to say about it. (P30)

When I got more rank, I truly realized that this really is a (Man’s Army). (A08).

Femininity, Black Women, & Double Minority

These sentiments were raw and none of them were prompted by a question. These were things that came out during participants responding to various questions during the interview. Women are oftentimes caught between a longstanding stereotype or attempting to perpetuate characteristics more commonly associated with their male counterparts and risk ridicule for being inauthentic. Despite the Good Old Boy System and the restrictions of the glass ceiling, many of the participants embraced their femininity and expressed it as something they use to accomplish tasks. If they are perceived as feminine they are evaluated as lacking leadership. However, if they exhibit masculine behaviors commonly associated with strong leaders, they offend the feminine stereotype and are subsequently seen as being maladjusted for leadership roles (Smith, 2010). From a personal perspective, most of the participants contrasted the previous research regarding feminine qualities being associated with lacking leadership. The participants expressed their views as follows:

I embrace who I am as a woman. You don't have to hide what you are. Sometimes you have to play off that femininity. I definitely utilize my femininity in interrogations, in interviews, out on the job, to get the job done. (P25)

I will be a female in and out of uniform. I should not have to change. (A06)

I am comfortable with who I am. I have realized over the years, if individuals are not comfortable with me then that is their problem and I hate to say it that way. I am not going to try to be someone I am not to make someone else more comfortable. (A17)

Conversely, some participants expressed the view that being all woman is not always the most prudent way to be in a male dominant organization. In addition, there was the viewpoint of perhaps not a total rejection of female qualities but certainly a reluctance to embrace female characteristics. One participant articulated the choice to be selective in how she displays

femininity in a very unique and somewhat entertaining manner while another participant expressed her unwillingness to fully advocate feminine like traits:

Taking from the movie “Hitch”, he says listen, she wants to see the real you but not all of you. That is very much my life in every aspect. I said you can be a woman in uniform but you can’t be all woman in uniform. Living in a male dominant world, there are parts of being a woman that you leave behind. I think it is necessary but I also think you have to be a certain type of woman to be OK with that. I never realized I wasn’t doing these things (not wearing make-up) but I like not doing it, but I still bring some femininity. When I take pictures in uniform, I do the “Skinny” pose. Males never think of that. The difference between me and a lot of women, is that I am OK with leaving part of me at home because that part of me doesn’t have to be there for me to be happy, but I am also OK with bringing some of that femininity but I bring it as a way to lighten up the situation versus defining my personality. (A03)

My father was an old school marine who told me the Marine Corps was not for women. So I said I will do one better, I will go into law enforcement. I don’t consider myself a feminist and I understand the equality movement but part of that is doing everything exactly the same. When we do our physical fitness testing, I don’t want a woman doing girl push-ups. If you want to go infantry in the military then you need to do everything the same. That shows true equality. (P22)

This represents the participants are not monolithic and that they bring their own individuality to leadership. The participants’ responses and comments don’t neatly align with all previous research. “Park your femininity at home, it’s not wanted here” (Gunn & Gullickson, 2007, pp. 8) are instructions that were given to a woman in the 1970s as she entered the workforce. (Gunn & Gullickson, 2007) indicated that this woman stayed at this company for 17 years, however, taking that admonition to heart, she felt like she was always working with one hand tied behind her back. Although these sentiments still exist today on some level, not all women view this general concept as completely pejorative as indicated by participant (A03). Women leaders don’t have to fit neatly into a box whether it’s a male box or a female box to be an effective leader as these participants have demonstrated by their responses and comments. They were willing to discuss many topics, some of which were uncomfortable, and even controversial to a certain extent. Gender is a highly visible and sensitive issue in police and Army organizations for many reasons to include the male dominant structure and the aggressive,

masculine, authoritative culture that exist. Another topic that emerged during the interview process as well as in the survey was race, particularly as expressed by many of the African American participants.

Several of the African American leaders indirectly mentioned being a black woman as being a component of the challenges that they face as leaders, however, race was not a significant problem as it related to other issues and other identities that they expressed. Participants were asked on the survey: Within my organization, on a scale of 1-5 with 1 being “most impactful” and 5 being “least impactful”, which of the following most impacts you as a leader? None of the 17 participants who answered this question listed race as 1 as being “most impactful” from a category of (Age, Gender, Race, Experience, Senior Leadership, and Other). Experience was the most impactful as 58.8 percent ($n = 10$) of participants listed experience as 1, most impactful followed by 35.2 percent ($n = 6$) of participants listed Senior leadership as 1, most impactful. Regarding the minority participants who answered that question none listed Race as 1, most impactful, however, 17.6 percent ($n = 3$) of the African American participants listed Race as 2. Race again was not viewed as the most impactful thing to their leadership but particularly to almost a fourth of the participants and specifically among minorities, 30 percent (3 of 10) with the 3 being African Americans, it clearly impacts their leadership on some level.

The Andrews (2003) article suggests that the inability to perform the social dance with adequate efficiency and effectiveness can lead to in-group labeling. From an ethnic or cultural perspective, African Americans have been called “fake”, “sellout”, “Uncle Tom” or “Oreo” when the transition between groups is not conducted efficiently. One African American participant was very emphatic in stating that gender is viewed as a weakness in her organization, however, she still identifies strongly as a woman and more specifically a black woman even

though she thinks her being labeled as a woman is a negative within her organization. In addition, two other African American leaders expressed their views regarding the connotation of Black women:

It frustrates the hell out of me when you hear comments like that is how women feel. That is what women do. You are saying, I am making this decision based on my biology. You are saying that because you are a woman, because it's your mother instinct. That is what the conversation is reduced to when you can't validate your point. You go to what you perceive as a weakness. I realize that I am a Triple minority in a male dominated field. I will identify myself first as a woman. I am black. I guess black woman, wife, and police officer. I (Never) forget that I am a black woman and that I am representing that. Being a black woman has the connotation that you are (Angry), Thelma from "Good Times". (P21)

You have to be stronger, faster, and smarter than your male counterparts, but be careful not to be the Angry Black woman. You will get labeled, why is she so Angry. (A22)

Only when something is said or done, something racist or sexist, that would provoke conflict, I veil myself so to speak. I say to myself, how will I handle this offensive statement? I immediately go into question mode and I ask them to elaborate. For example, I may ask so tell me how you really feel. Interestingly, there is an expectation that black women are angry. I call it ABW. Do you know what ABW means, it means Angry Black Woman. I have had men in the office say to me, you know when someone is being combative, when they are getting angry. So I say to them, so tell me what that looks like. I have even put them on the spot and I will say are you saying that I am a ABW, Angry Black Woman. (P31)

Being a black woman was also viewed as an extra challenge to breaking through the glass ceiling. One of the most important points from the Abrams study as the goal of these women was not to assimilate to the majority culture but to be different in being Black, allowing for the celebration of their innate qualities (Abrams, 2014). Participants (P21) supports this point from the Abrams (2014) and both supports and in a sense, contrasts the Andrews (2003) study.

Although these African American women leaders understand that the in-group (male counterparts and male senior leaders) label them in a negative manner in support of the Abrams study they still celebrate being a black woman and the experience of being a black woman within their organization. Another participant expresses her feeling on being both a woman and an

African American:

Being Black it's like double. I feel both ways. I feel it as a black officer and as a female. I have two shoes, three shoes sometimes to fill and I'm trying to get to that "Glass Ceiling" (P24)

Group Association (Social Identity Theory) & Double Consciousness

Breaking through the "Glass Ceiling" is still the goal for these women leaders even if they don't use the term. Being the best, most capable, and most effective leader they can be is what they strive for and in doing so provides an opportunity to move up the chain of command. Andrews (2003) addresses the difficulty that women face as they attempt to move in between different identities and between different groups to enhance opportunities for advancement and the scrutiny that they face from the dominant in-group. Gaining access or many times even support from members of the in-group is a definite challenge for women leaders in police and Army organizations. Senior leaders should have a shared social identity with junior leaders and aspiring leaders to create a perception of what leaders should be which can serve as a rite of passage into the "in group". The foundational problem with this process is that it is largely exclusive to men and women more times than not find themselves left out of the process entirely. Women are not usually seen as being part of this "in group" and so are not developed as potential leaders (Kanter, 1977; Ridgeway, 2001; Ryan & Haslam, 2007).

The participants were very clear that many times they are the only female in a meeting or in a working group. They are well versed in being the outsider in many aspects of their career. Because women leaders and especially senior women leaders are so small that it becomes problematic when it comes to opportunities. These participants aspire to reach senior ranks and those who are senior leaders aspire to greater heights. Women have been on the outside looking at the men who make up many of the senior leaders in both the police and Army organizations and women simply have not been trained or given the guidance required to reach senior ranks like their male counterparts. These participants' comments are examples of that:

We don't train women like we train men, therefore, women can't reach the level they need to reach. (A06)

There are times when you are not really accepted because you are female, and I don't care. (P23)
A number of times I go to a meeting and I am the only women there. It's just the way that it is. (P20)

Women leaders are just not always welcome into the in-group which in police and Army organizations represents the males and more specifically the white males. One of the key revelations from this study is that the participants are not exclusively concerned with being a part of the male group or aligning with the male leaders. Many of them don't view group association simply as the binary relationship between female and male leaders. One of the participants felt totally excluded even from the diversity conversation in her organization. She advised that diversity discussions in her organization don't even include women at all per her comments:

Now we don't have any women on our senior command staff. We only have two Captains including me in our entire department. I am the only black female. There is certainly an emphasis on diversity but it feels like diversity is white man versus black man. It does not take into consideration that diversity means more than that. (P21)

Diversity as well as group association and the desire to gain access to the group in power exceeds the boundaries of the male group as the in-group and the female group as the out-group. For these participants to reach their professional goals and to break through the imaginary barrier that has kept women out of the senior rank structure, they have expressed an affiliation or association with the senior leadership or command staff or group within their organization. The Joseph (2002) article illustrates the limitations of classifying social identity into two categories: in-group and out-group. The Joseph (2002) study demonstrated that task-group identification has a positive relationship with the level of organizational inclusiveness. Four principal targets for identification were identified in the Joseph study. The four targets of identification are: 1) extra organizational identification which represents organizations external to the focal organization; 2)

organizational identification which is the focal organization itself; 3) task-group or intermediate-level organization which are work activities or functions involved in execution of the duties of the job; and 4) sub-groups within the focal organization which include ad hoc committees, temporary action learning teams. One participant expressed her feelings regarding perhaps an extra organizational identification group or even a sub-group as explained by the Joseph (2002) study. This participant was intentional in stating that in no way was she speaking negatively about these individuals, however, she advised that in her view and experiences there are very few female Police Chiefs who are married and who are mothers. This represents that these women leaders see more than just female and male groups within their organization, there are also sub-groups within group. She talked about her perception as to some of the characteristics of a group of women who are promoted to Police Chief as illustrated by her comments:

I'm a mother. The majority of our female leaders are either gay or single women, like 90 percent, literally staggering. When I see a female get promoted to Chief, I goggle to see if they are a mother. The highest-ranking women that has been a mother has been a Captain and that has been me and one other woman. (P26)

The participants for this study expressed affiliation with five different groups within their organization. Two participants stated that she does not ascribe to groups at all. Group membership is central to this study. 21 of the 28 interview participants, 75 percent provided direct comments related to group affiliation or attempted group affiliation and association within their organization. The five groups that the participants discussed were: (Blacks, Females, Different Groups/All Groups, Command Staff, and Males). Of the 21 participants who spoke directly about group association, 10 of the 21, 47.6 percent talked about navigating through many different groups and having to identify or attempt to identify with multiple groups in order to be included or gain access to the group. One participant expressed her views on being

associated with different groups and the negative side of being associated with a group within an organization:

I am dealing with different groups all the time. I am very cautious about getting caught up in groups. You are not able to see your blind spots when you fall prey to group thinking. If you drink too much of your own bath water, you won't see the big train coming at you. (A17)

Being a member of different groups and playing different roles and feeling like you have to constantly change who you are or represent one identity professionally or even from meeting to meeting and perhaps represent another identity in a private or personal setting. The concept of "Double Consciousness" as introduced by Dubois (1903) expresses the racial and cultural dance that people of color had to endure during slavery and the systematic segregated system that existed in the United States at that time. The Cuder-Dominguez (2009) article stated that double consciousness is not something that people celebrate. This is something that they do reluctantly and because they had to to survive in the early 1900s and currently for women leaders to survive professionally to keep their aspirations of breaking through the glass ceiling and reaching the senior ranks alive. There has been a transitional process where women leaders have recognized the need to move beyond being uncomfortable with the negatives of double consciousness and address the inequities in power and opportunities for women. The general concept of feminism comes into play as described in previous research. Feminism focuses on inequitable power relations that subordinate women to men as well as the reality that the roles of women are defined in relation to male norms (Orser, Elliott, & Leck, 2013). These participants indicated that they possess the skills, abilities, and experience to be evaluated on their own merits as opposed to constantly being compared to the mores of men. Two participants best articulated these views:

You take me for granted. My resume' is as good as anyone else. I have been in fights. I have been in pursuits. I have bought and sold drugs on the job. I am not the type of person who feels like you have to explain my pedigree because you don't agree with me. (P21)

I tell people all the time, take my name, take my gender off my resume'. With what I have accomplished, you tell me (Any day of the week) and you hand the resume' to anybody and you tell me I don't deserve to be where I am. (P26)

The expressions, mannerisms, and the way the participants talked about group association as it relates to gender gave me the impression that this was a somewhat difficult topic to discuss. There were 6 participants who said that they aligned themselves with a gender group, of the 6, most them, 4 identified with the male group while only 2 identified with the female group. The alignment with the male group was the second largest percentage, 19 percent, 4 of the 21 participants that directly addressed group membership. The third highest percentage of identified group association was the Command Group at 14.2 percent, 3 of the 21 participants.

Identification with the command group is consistent with the Joseph (2002) study that group association is more than just the binary choice between the male group as the in-group and the female group as the out-group. The participants who identified with the command group represents identification with the second of the four principle targets identified by Joseph in his study. The second target group is the organization itself. The command group as expressed by 14.2 percent of the participants was a significant component of their leadership experiences:

At this point, I'm definitely affiliated with Command Staff. It's lonely at the top. (P22)

If you ask the staff, they will say the command staff and then everybody else. We are a circle in the command staff. (P19)

The group dynamics are interesting. I will go with the command group. (P20)

Essentially as it relates to this study, by associating with or aligning with the command group you are aligning with the male group. The Command group is predominantly and in many cases exclusively male. This makes association with the male group, the second highest affiliated

group at 33.3 percent, 7 of 21 participants and the highest individual group as 47.6 percent of the participants identified with multiple groups.

Although discussing the groups that the participants affiliated with in their organization was somewhat of a sensitive subject because there is a privacy component to who you choose to associate with particularly when success and opportunity may be linked to this choice, it is an important and necessary choice in police and Army organizations for women. The Greene (2004) explains that group association through Social Identity theory attempts to provide an explanation of how self-perceived membership in a group affects perceptions and attitudes and that an individual's self-concept is derived from his knowledge of his membership of a group (or groups) together with the value and emotional importance attached to the membership in the group. There is value in group association and membership and there are also consequences to being an outsider and not being able to gain membership into the in-group because you are a female leader. Two participants expressed these two components of group membership which is consistent with the Greene (2004) study and one participant was adamant that there was no need for her to be a member of a group which contrasts the Greene study:

I have always thought it was important, for any group, particularly any minority group to mentor each other and associate with each other because there is a gift in that. They can also be a problem if you only associate or over-associate with the group. I have always garnered gifts from women in law enforcement. (P23)

Yes, there is a group dynamic. I would say the in-group is (Male Christian). I'm Christian but I am very private about my religion. I don't believe it belongs here. I serve everybody equally. There is a Boys Club: You have to golf and go to church. It exist, if you watch the transfers. I will tell you, I have gotten no favors for being a female. (P26)

Group dynamics are always there. I don't connect myself to a group. When you have a spiritual foundation and you know who you are and whose you are, then that is the ultimate group and you don't need to be a part of any group. I don't walk around telling people my title and position. I participate in a dance group. The people I dance with in the group have no idea what my title is or my position. Perhaps based on the way I dress they may know that I am in management but

even in that I have my own style. I dress professionally but not traditionally. I dress in the manner that I choose. I wear long ear rings sometimes. I really don't get into the group dynamic. I just manage it. (P31)

Evaluating Myself and My Journey to and through the "Glass Ceiling"

81 percent, 18 of the 22 participants who completed the survey answered the question: How do you measure your leadership effectiveness or what feedback do you rely on to determine the quality of your leadership to others in your organization? 15 of the 18 participants who responded to that question indicated that their self-evaluation involves some form of feedback from their subordinates and those on their staff. Some indicated that they rely on feedback and assessments from their supervisors and senior leaders, however, comments and feedback from subordinates was overwhelming as compared to using comments and feedbacks from their senior leaders to evaluate their leadership effectiveness.

More significantly, almost one third of the participants who answered this question, 29 percent stated that they evaluated their leadership effectiveness by the success of their subordinates and how effective those they lead have become based on their leadership, mentorship, and guidance. The development of their subordinates is important not only to the success of these women leaders but ultimately it is important to the success of the organization and the accomplishment of the mission. The double standard of gender bias has a compound impact on women as women rely more on performance evaluations to decide their own level of competency (Smith, 2010). The responses on the survey contrasts the Smith study as the participants rely more of the performance of their subordinates and informal feedback than performance evaluations.

Summary of Findings

The findings in this study addressed the primary and secondary research questions regarding the characteristics of effective female leaders in selected police departments and Army Command and Staff Support agencies. The findings suggest that women leaders in the selected organizations perceive that effective leadership is important to women leaders moving up the chain of command to the senior ranks in their organizations. They achieve effective leadership through personal assessments that include both their personal and professional lives as well as their choice to associate with specific groups within their organization which is shaped by the way they identify themselves as a leader and as a person. They possess a multitude of characteristics that has set the conditions for them to break through the “Glass Ceiling” in spite of the many challenges and obstacles that exist within their male dominant organizations. Despite having outsider status within their organizations, as described by Collins (2008) the legacy of struggle and the cultural, structural, and attitudinal challenges provided the backdrop for a truly unique women police and Army leaders standpoint on self as a woman, self as a leader, and self within the group dynamics within their respective organizations.

The findings suggest that women leaders in police and Army organizations are caregivers, selfless servants, over-achievers, and great communicators. They identify themselves by their performance and leadership acumen as well as their competence as opposed to their gender, race, or any other demographic descriptors. The findings also suggest that they have had to and continue to be faced with challenges and obstacles that make it extremely difficult for them to become senior leaders and to navigate up and through the chain of command. The findings also indicate that these women believe that the “Glass Ceiling” is real and that this imaginary line opens the door for the continued existence of the Good Old Boy system. Furthermore, the

findings indicated that group association is an important aspect of being promoted and gaining access to positions of greater authority and responsibility.

To be an effective leader in their respective police departments and Army commands, women leaders must be willing to navigate between different identities and different groups in order to remain competitive for senior positions. In addition, the findings illustrated that these women leaders are comfortable in who they are and that they are comfortable in being women and displaying their feminine side in various ways to complete tasks and accomplish the mission of their organization. The findings also suggest that these women leaders are proactive and intentional when it comes to evaluating and assessing themselves as leaders. The perception that women leaders will de-value their leadership capabilities and rate themselves lower as compared to their male counterpart leaders was contrasted by the findings in this study. The findings also indicated that these women evaluate themselves in large part by the success of their subordinates and those they have the privilege of leading.

The findings also in part contrasted the Archbold (2008) study POLICEwoman and policeWOMAN definitions as it relates to the differences between the two. The POLICEwoman is totally committed to the norms of the culture to include tactical and operational assignments while countering any stereotypes attributed to women while the policeWOMAN is just the opposite. She accepts that she is not on the same level as her male counterparts as it relates to conducting police related tasks nor is she seeking tactical and operational assignments and she uses her femininity in a manner that validates the stereotypes. The findings in this study illustrates that most of the police and Army leaders are PoliceWOMEN or ARMYWOMEN. The findings overwhelmingly show that the women in this study embrace everything associated with

being a police or Army leader as well as embracing who they are as women and their femininity. The Archbold descriptions proved to be too limiting for the participants of this study.

The findings suggest that although gender does influence their leadership experiences within their organization, it is not the most impactful component of their experience. The findings also suggest these women leaders have sacrificed personally to obtain their goal of being effective leaders to include being degraded and even suffering through humiliating comments and behaviors from their male counterparts.

Lastly, the findings suggest that women leaders in police and Army organizations are still climbing uphill even if they are the highest-ranking person in their entire organizations. Even in 2017, these women are still breaking through the “Glass Ceiling” and still having to endure the challenges and obstacles along the journey. Despite all of this, these women leaders are resilient and the findings indicate that some of them are willing to take on the burden of being the role model for all women leaders with the understanding that if they fall short or remotely validate existing stereotypes, that in their minds, all women leaders may be set back.

CHAPTER V. DISCUSSION

Review of Purpose of Dissertation

As policy modifications have been implemented, women in police and Army organizations have had greater opportunities to display their leadership capability, however, there is still much work to be done despite the accomplishments of the participants of this study. These women leaders have illustrated a keen sense of caring for their subordinates and their organizations. They are dedicated and committed to being the best and most effective leaders they can possibly be while confronting challenges and obstacles that are unique to their gender. These women leaders have demonstrated that they are high performers whose level of effort is oftentimes two to three times that of their male counterparts. They are competent and have achieved success while being denied access to the in-group as well as navigating between groups while changing their behavior and identity to fit the norms of the group. They have broken through the “Glass Ceiling” and continue to set the standard and pave the way for future women leaders in police and Army organizations. However, women leaders in police departments and Army commands and staff support agencies are still under-represented in leadership positions. The paucity of women leaders, specifically senior leaders, made this study necessary.

Previous studies have examined various aspects of women leaders. The characteristics of women leaders in police and Army organizations shaped by group association in accordance with Social Identity theory and the concept of double consciousness has not been explored from the leaders first person perspective. This study examined the characteristics of female leaders, specifically senior leaders who have broken through the “Glass Ceiling”, in selected police departments and Army commands and staff support agencies. This study contributed to the

literature by exploring how high performing, highly capable female leaders navigate to and through the “Glass Ceiling” and mitigated the challenges and experiences found in previous research relative to women leaders and leadership.

Theoretical Framework and Hypotheses

Effective leadership in police and Army organizations and the characteristics displayed by the female leaders in these organizations is an integral component of how these leaders identify themselves as it relates to their group membership. Although under-represented and rejected by senior leaders and their male counterparts because of their gender, women leaders have progressed to senior leadership positions in two of the most male-dominant organizations, the police and Army. The relevant questions are how do these women leaders identify themselves both personally and professionally and how has their experiences in these organizations impacted their ability to be an effective leader and rise through the chain of command to break through the “Glass Ceiling”. The theoretical framework for this study suggests that how these women identify themselves as leaders is shaped by their group association, which informs the characteristics they exhibit to navigate through the cultural and structural challenges they encounter in an effort to be promoted to positions of greater authority and responsibility. As a result, they have had to make sacrifices and endure inappropriate and unprofessional behavior and conduct perpetrated by their male counterparts and in some cases their senior leaders regardless of gender. The characteristics, identities, group associations, and mitigation strategies found in this study enhanced, supported and in some instances contrasted theories and concepts that seek to provide a framework for the characteristics of effective female leaders in selected police departments and Army commands and staff support agencies.

While no theories or concepts were discovered in this study, it is hypothesis generating research. Based on the findings and the application of Social Identity theory, the concept of double consciousness, and other suggestions from previous research, the following hypotheses were generated from this study:

H1 Effective women leaders in police and Army organizations who enhanced their leadership characteristics by being committed to their subordinates and the organization are more likely to break through the “Glass Ceiling” and be assigned to positions of greater authority and responsibility.

H2 Women leaders in police and Army organizations who identify with and embrace the norms and culture of police and Army organizations will also embrace their femininity and use all of their characteristics to become an effective leader as opposed to rejecting their feminine traits and characteristics.

The justification for these hypotheses was evident in both the findings of this study and the theoretical and conceptual frameworks established for this study. Many of the women in this study are senior leaders within their organizations despite the challenges and obstacles they had to navigate and overcome. The opportunity for women to be promoted to senior ranks are inhibited by cultural, structural, and attitudinal challenges that make it difficult for women in police departments and Army command and staff support agencies to be promoted up the chain of command. Scott (1996) advised that even when women had the same qualifications and experience, men still had more contact and access to key leaders and decision makers. To illustrate this notion, an Assistant Police Chief, who is the second most senior leader in a large department, stated that at my level, there is still a (Good Old Boy Network). I mean that the Boys always have

to get face time with the Chief of Police. They always have to get face time to brag about themselves. When I give advice to the other Assistant Chiefs they won't always take my advice on what the Chief wants even though I am the most senior Assistant Chief. Furthermore, when women are senior leaders in police and Army organizations, they still find themselves being somewhat under-valued by their counterparts and in some cases even by the Police Chief or Commanding General.

Women leaders in police and Army organizations reported that regardless of their rank, they still face intense scrutiny and must confront the reality that they are outsiders even within the senior command staff. "In relation to most high-level leadership roles, women have outsider status" (Eagly, 2005, p.463). The women reported that once they attained senior rank or took command of an organization from a male peer, they did not get the same level of overall support and respect that the previous male commander or senior level primary staff leader received while in the same position. Additionally, most of the women advised that they made it a point to attempt to mentor other women leaders seeking senior staff and command positions, however, they acknowledged that the Queen Bee Syndrome does exist and serves as another challenge for both junior and senior women leaders in police and Army organizations. The Queen Bee concept is used to communicate bad behavior from senior women in the organization and it is commonly described as a "bitch" who stings other women if her power is threatened (Mavin, 2008). A female commander stated that I certainly have been the victim of the Queen Bee seeing me as competition, but I made damn sure that I was in my position, no one was ever going to feel that way. I helped even my competitors. If I don't get it, I sure as hell want you to get it. The result is that even though women hold upper level leadership positions, they still must confront challenges from senior leaders, both male and female.

Application of Findings to Theoretical and Conceptual Framework

The theoretical framework guiding this study focused on personal and professional identity and group association of effective women leaders in police and Army organizations. The conceptual framework focused on the ability of women leaders to leverage all their leadership characteristics in order to maximize their different identities dependent upon the challenge, the circumstance, and the audience. Specifically, the framework focused on group association as it relates to Social Identity theory and embracing all their identities to address the concept of double consciousness. While the theory and concept were not specifically tested, the findings provide support for the cultural, structural, and attitudinal issues that women leaders face in police and Army organizations to become effective leaders and break the “Glass Ceiling” as identified in Chapter II. Table 13 depicts the major themes associated with leadership characteristics and effective leadership and the overview of findings in this study.

Table 13

Characteristics of female leaders in Police and Army Organizations

Characteristics of Female Leaders	Overview of Findings
Leadership Characteristics	Strongly Supported
Personal Leadership Assessment	Strongly Supported
Overall Self-Perception	Supported
Influences and Challenges	Supported
Group Association	Supported/Not Supported

Leadership Characteristics

Leadership characteristics was the common theme in this study about how women leaders conduct themselves as they navigate up the chain of command in order to reach senior ranks and break through the “Glass Ceiling”. Avey (2012) suggests that social norms serve as the reference for group behavior and the psychological ownership that is a component of belongingness. Does having a feeling that you belong require full adaptation to the characteristics of a group. The women in this study expressed characteristics that generally were authentic to who they are as leaders and as women and most of them did not articulate the need or the feeling that they had to fully adopt the behaviors and characteristics of the male leaders within their organization. It is interesting to note that, even though the women acknowledged and perceived that the Good Old Boy system and other cultural and attitudinal organizational challenges exist, they still illustrated characteristics that both supported the organization as well as embraced their own characteristics

even if some of those characteristics were feminine. They reported that they possess both female and male characteristics.

Previous research (Reed, 2011) asserts that the leader serves as the role model to his or her subordinates regarding types of behaviors to the extent where leaders bring out or suppress tendencies and behaviors among members in the organization. The findings of this study suggest that women leaders in police and Army organizations embrace the fullness of who they are both the male and female characteristics. Furthermore, some of the leaders in this study expressed that they used their femininity to execute complex tasks in support of the organization's mission. One very experienced leader advised that she used her femininity when she interacted with individuals both inside and outside of her organization. She was willing to use everything at her disposal to complete the task and accomplish the mission. No characteristic was left on the table or left behind if she thought it could facilitate her being an effective leader.

Conversely, other leaders articulated that they used their feminine characteristics, however, they did not display their full feminine traits because the organization does not want to see all your femininity. This leader, who graduated an extremely physically, mentally, and psychologically demanding leadership school that had been closed to women for almost three fourths of a century, advised that she left some of her femininity at home. Gunn and Gullickson (2007) advised that female leaders must lead with one hand tied behind their back because they have to leave their feminine characteristics at home when they come to work. This same leader did not see leaving some of her feminine characteristics behind as a negative and nor did she view it as being detrimental to her ability to be an effective leader. Although, there were multiple different perspectives expressed on leadership characteristics for female leaders in police and

Army organizations, the willingness to display all of your characteristics when you lead is strongly supported by these findings.

Personal Leadership Assessment

The self-assessment of women with respect to what it means to be a woman leader is significant not only to illustrate the diversity of women's identities (McCall, 2005), but also to better understand how women can break through the "glass ceiling" into senior leadership opportunities and how the broader organizational culture may shape how women come to see themselves as leaders as women, and as police officers or Soldiers. How do women leaders view themselves comprehensively? This is important and the women in this study illustrated that was important to them to understand who they are and to be comfortable with who they are even if others within their organization were uncomfortable with who they truly are. Even if they were the highest-ranking person in the entire organization, these women received feedback, mostly unsolicited and sometimes unwarranted, from male subordinate leaders regarding their characteristics or who they were or even the way they represented the organization.

One Senior Commander of a major command stated that she is comfortable with who she is even if others are uncomfortable with who she is and how she conducts herself as the senior commander of her organization. She was forceful in saying that I am not intimidated by men because through self-assessment I know who I am and I am recognized as the best leader by my boss because of who I am as a person and as a leader. Who she is as a person and a leader is that she is the first female to command her unit and she is an effective leader who also embraces that she is a female. These leaders indicated that in most cases there is little difference between who they are as a woman and who they are as a leader. They expressed that what you see is who I am.

While explaining their assessment process, the leaders in this study explained that they lack some of the advantages that their male counterparts enjoy with regards to mentorship and consistent guidance from senior leaders. Sanchez-Hucles and Davis (2010) and Morrison and Von Glinow (1990) found that women typically lack access to mentors in male-dominant occupations. One leader, who was the first female to integrate a combat unit, stated that the biggest impact to women leaders is the inability to get adequate mentoring. She said that males are either afraid because of the perception of inappropriate relationships or just can't relate. Males get mentors who help them throughout their careers. The women leaders in this study not only assessed their skills and abilities but they also assessed the things that they lacked in regard to the tools and intangible things that would assist them in becoming more effective leaders as they navigate up the chain of command. The findings in this study strongly supported the relevance and importance of personal leadership assessments as it relates to being an effective leader.

Overall Self-Perception

The women in the study, especially the senior leaders, seemed to embrace all components of their lives both personally and professionally. There is a rich volume of leadership research, however, many studies have failed to capture the essence of the leaders' personal perceptions and experiences (Day & Harrison, 2007; Derue & Workman, 2011; Ibarra, 2010). The goal of this study was to find out who these women believe that they are and how they personally feel about themselves. This was an exercise in self-assessment and self-evaluation from a first-person perspective as seen through the lens of the leader.

The women perceived themselves to be many different things and they recognized and acknowledged the challenges that confronted them daily.

They were willing to talk about some things that were uncomfortable and they were also willing to discuss things that even in their organizations were sensitive subjects such as race and sexual orientation among others. One leader talked about the fact that at one time, she was the Queen Bee in her organization. She explained how she was intentionally reluctant to help or mentor another female within her organization. She said that if I am to be 100 percent honest, I can think of a time when I was the Queen Bee to someone. She expressed that I should be ashamed absolutely. This is getting to the essence of who someone really is even if it is not flattering for the individual.

The self-perception process can be painful at times, if you are completely honest with who you are and who you want to become. Some of these women were leaders who were still striving to break through the glass ceiling while others had already broken through the glass ceiling and sought to provide other highly capable women with the opportunity to move up the chain of command to the senior ranks. Previous literature (Trottier, 2008 & O'Neill, 2002) suggest that leaders on the federal level excel at transactional leadership over transformational leadership competencies and there are specific behaviors that are inaccurately applied to specific groups of people to reinforce a stereotype. The leaders contrasted this previous research as they indicated characteristics and behaviors that are categorized as components of transformational leadership. The women in this study indicated that they excelled at this type of leadership and they evaluated their effectiveness by the success of their subordinates for the most part. Almost two thirds of the leaders who were interviewed described themselves using key words associated with being a care-giver and half of them emphasized the ability to listen to their subordinates and

solicit input from their staff to create a collaborative environment. This represented transformational leadership, which based on the findings of this study was effective for these women. Although the findings show some inconsistencies with previous research, the findings also support the significance of overall self-perception on multiple levels.

Influences and Challenges

The challenges that the women in this study face requires a level of commitment and resilience that goes above and beyond what is required for men in male dominate organizations. The profession of policing promotes masculinist characteristics as police operations are typically associated with aggressive behavior, physical strength, and close solidarity among its members (Rabe-Hemp, 2008; Dick, 2007). Military service has been described as probably the most nontraditional of all career fields for women and is viewed as a completely masculine activity (Morgan, 2004). Previous research (Rabe-Hemp, 2008; Dick, 2007; & Morgan, 2004) suggest that police and military service are not for women based on the stereotypical roles ascribed to women. The women of this study have proven that they are willing to confront these challenges to reach the senior ranks within their organization. They are willing to sacrifice to enhance their skills and capabilities. One senior leader and former commander stated that the challenges were so prevalent at her organization that many of the high-ranking women left the organization and of those that left because of the culture and inability to break through the glass ceiling into the highest ranks, some of them were selected as the top-ranking person in another organization. This leader expressed that she stayed and endured the challenges although she felt as though she should have been promoted to a higher rank.

Gender is a significant component to many of these challenges, however, the majority of the women in this study indicated that Senior Leadership was their greatest challenge within the organization. They stated that the second greatest challenge to their leadership is experience and experience is a function of opportunities and specifically opportunities for tactical and operational assignments as well as opportunities for command and primary staff positions. Gender as an independent factor was listed as the third greatest challenge followed by race. Most of the challenges for women leaders are organization based or a function of the decisions that senior leaders make within the organization.

Although previous research suggest that women are not compatible with police and Army service nonetheless become effective leaders within these organizations. Many of the women leaders in this study illustrated that whether displaying female or male characteristics or a combination of both, women leaders have been every effective leaders in the selected police and Army commands and staff support agencies. These women have expressed that being an effective leader and overcoming the obstacles and challenges that arise are paramount to who they are as leaders and who they are as women, as mothers, as wives, and whatever other identities they garner strength and motivation from to break through the glass ceiling in their organization. The challenges that these women face are most visible, however, many of these women are influenced by each other when they see other senior women leaders breaking through the glass ceiling and reaching senior ranks within their respective organizations.

Several leaders in this study openly expressed the impact women leaders within their profession as well as male leaders who have demonstrated that they are comfortable with who they are as a person and as a leader have had on them both personally and professionally. One Police Chief stated that there are some unbelievable female Chiefs of Police across the country.

She even started listing some of the Chiefs of Police by name and she referred to one of them as the GOD-Mother. It was obvious that these women were big influences on her leadership and her career. In addition, this same Chief of Police talked about a male Chief of Police who exhibited a peace within him that comes only from knowing and accepting who you are and from living a principled life. She used this Chief as an example of what she strived to be as a leader. During talking about the challenges, she has face and those challenges that she continues to face, she wanted to interject how she was influenced by other Chiefs of Police both males and females. The fact that the women in this study have other women across the nation that they can draw strength from and that they can be influenced by speaks volumes about their willingness to find any source of inspiration as they navigate their way through the experiences of a senior female leader. Considering the challenges and the influences expressed, the findings support the significance of the challenges that women overcome and the influences that propel them to continue the climb towards greater heights within their profession.

Group Association

The group association theme is based on Social Identity theory which is described in the Humberd (2014) study as how women see and understand themselves as leaders within this group dynamic is likely to have important implications for how they project their leadership, what they aspire to, who they attempt to affiliate with, and ultimately the choices they make as they navigate along the path to greater organizational leadership opportunities. The women of this study embraced the opportunity to expose themselves to themselves. They were willing to pull back the layers and discuss and in some cases, discover who they are as leaders and who they perceive themselves to be as group members.

Leadership effectiveness is more than skill and competency, it is the ability to access the deeper dimensions within oneself that leads to breakthroughs in self-awareness. (Anderson, 2013). By assessing the deeper dimensions within themselves these leaders revealed that they associate with multiple different groups depending upon the circumstances, the audience, and overall desired outcome. The leaders of this study identified with the male group as well as the female group. In addition, some identified with the command group and others associated with the multiple groups while others identified with extra organizational or even sub-groups within groups. The significance of this is that participants did not limit themselves to just the binary structure of the male or the female group. Based on their characteristics and other identities that impacted their leadership effectiveness, they associated with a variety of groups to reap the benefits of group membership, particularly in the perceived in-group to set the conditions for promotion to senior ranks.

Conversely, there were some leaders in this study who rejected group membership and did not ascribe to group membership or the benefits of said membership. These women still considered themselves effective leaders and they still expressed their characteristics as well as their willingness to explain their process and experiences as it relates to leadership assessment and self-perception. They just did not see the value in group membership or group association. For this reason, the findings both support group association and in accordance with the experiences of some of the participants does not support group association.

Public Policy Implications

This study was important because rich findings offered a glance into the experiences of the women leaders in police departments and Army Commands and staff support agencies. The study also illustrated the need for more comprehensive policies to address inequalities between opportunities between female and male leaders in police and Army organizations. Representative bureaucracy theory presumes that when organizations employ individuals who are representative of American society, the policies and outcomes will reflect the needs and interests of all groups (Meier, 1993; Meier & Nigro, 1976; Seldon, 1997; Seldon et al., 1998; Thompson, 1976). Gender and equitable opportunities for leadership are topics that warrant attention from decision makers who influence policy. From a public policy perspective, the lack of female representation in the senior ranks in police and Army organizations should indicate that policy is needed to advocate for greater access to training and mentorship opportunities for junior women leaders who seek assignments and positions of greater authority and responsibility.

Individuals are more easily influenced than organizations which in some cases are operating under the premise, we have always done it this way. The problem is that the way things have always been done has been detrimental to the organization because it has been detrimental to the development of women leaders and women in general for that matter. Broad and comprehensive policy changes will be challenging and time consuming, however, the eventual benefits will be invaluable to organizations as women are provided more opportunities to compete for key developmental assignments and executive level training. The cogent words are competing and opportunities. The participants of this study proved that the willingness to compete is not an issue, the issue is the opportunity to compete on a level playing field.

Expanded opportunities to attend leadership training and intentional efforts to ensure that

mentorship is a required component of leader development can serve as the catalyst for change in the percentage of women senior leaders (executive level decision makers) in police and Army organizations.

While, there are female Chiefs of Police and female Generals, they are not necessarily always able to impact decisions that will have a direct impact on policy. There is an expectation that mid-to-upper level leader will use their discretion to produce positive outcomes for women in the population (Dolan, 2002). However, the challenges that these women leaders already face are immense and the additional burden of having to lead the charge in the development, staffing, and implementation of policy to address the lack of senior women leaders is unfair and unrealistic. This is not just a female issue, rather this is an issue of culture and longstanding behavior that has influenced characteristics of both female and male leaders.

The organizations represented in this study have decision makers at the local, state, and federal level. The decisions and public policies for the most part is made at the headquarters where very few women hold senior level positions. Although some of the participants of this study hold senior level positions with some being the highest-ranking person in their entire organization, on a national scale over 90 percent of the Police Chiefs and General officers are males. Unfortunately, senior women have not been the final approval authority or have the signature authority to sign meaningful policy that would have a positive impact of women leaders in police and Army organizations. They may recommend policy changes to their headquarters and sometimes to agencies outside of their organizations. One senior female commander stated that she brought disparity and inequity issues to the Equal Opportunity office for her jurisdiction, however, no one followed up with her and her concerns were never addressed. This study contributes to existing research (Dolan, 2004) that in male dominate

organizations, women are not necessarily provided opportunities consistent with their male counterparts regarding power and authority to make policy changes that will benefit both the interests of women leaders and the organization. The objective should be to get the most capable and talented leader in the right position commensurate with their skills and abilities regardless of their gender, identity or group association.

From a hierarchical representative perspective, if women are not provided a level playing field that facilitates open competition for senior positions, their ability and opportunity to advocate for and reduce the challenges and obstacles that women face climbing the chain of command is inhibited. Without a dedicated effort by current senior leaders, who are predominately males, and greater access for females to senior decision-making positions, future women leaders seem more likely to be faced with the same challenges and obstacles that current women leaders have had to face and overcome for many years.

The experiences of the women leaders in this study regarding their journey up the chain of command suggest that mentorship and executive level training opportunities have not been integrated across the entire organization and have not been available to women leaders at the rate available to their male counterparts. One senior commander states, the Boys get to go to executive-level training. I don't ask to go to training. I don't ask but I don't get invited. These high performing women leaders should not have to ask to attend executive level training, policies should be implemented that make senior leadership training a requirement for all commanders and primary staff members regardless of their gender or any other factors not associated with rank and duty position.

There are double standards that exist throughout police and Army organizations. Some of these double standards are informally implemented by clandestine groups protecting imaginary lines that prohibit access to women, however, none of these things are be codified or written into policies. Perhaps equal opportunity agencies within and outside these organizations may need to be overhauled, so more emphasis is placed on reviewing policies and requirements that are inconsistent with the actual duties and responsibilities of the position or job. Such an overhaul may facilitate an expansion of diversity to include diversity of perspectives and diversity of leadership characteristics and diversity that expands beyond males in different demographic groups. Diversity of characteristics will change the perspective of how missions can be accomplished in male dominant organizations. Without this expansion, modifications in public policy will be limited to male senior leaders making decisions based on policy that does not address the needs of everyone across the leadership spectrum.

Recommendations

Women leaders in police departments and Army commands and staff support agencies are caring, competent, and over-achieving professionals who are dedicated to those they led and their organizations despite challenges that make their ascent up the chain of command more difficult and arduous than their male counterparts. They have sacrificed to become effective leaders in organizations that in many cases don't embrace who they are as leaders or as women. They have taken characteristics that researchers suggest are inconsistent with leadership in police and Army organizations and embraced them and leveraged these characteristics and identities as members of multiple groups within their organization. Their experiences have set the conditions for future women leaders to be promoted to senior ranks even though some of the challenges and obstacles at times make the "Glass Ceiling" seem almost insurmountable. Unfortunately, any

recommendations and probably more importantly implementation of recommendations present other challenges. Current policy and in some cases statutory restrictions prevent the implementation of any policy that suggests the use of quotas or specific numbers or percentages of a demographic group in certain assignments or positions.

Although challenges due exists regarding policy modifications specific to addressing the issue of the lack women leaders at the senior and decision-making level, there are courses of action that can be explored to mitigate or at a minimum improve upon the current percentages as it relates to women in the senior ranks who have the signature authority to approve new policies that will impact not only women leaders but the entire organization. Any expectation that the following recommendations would have an immediate impact on women leaders or even the organizational culture is simply unrealistic. The objective should be to explore as many options as possible and to create a culture that ensures the right leader with the right skills, capabilities, and experiences is assigned to the right job to best benefit the organization. Women have talents, if developed properly, that are needed in tactical and operational assignments and men have talents, if developed properly that are needed in administrative assignments. Gender simply cannot be a consideration for assignment to key developmental assignments that provide the experience and expertise needed to become a senior Commander or primary staff member. The following recommendations are not meant to be viewed as a panacea, however, to be considered as areas of emphasis for senior Commanders and leaders.

Recommendation 1: Hold Senior Leaders of Departments and Major Commands Accountable for Changing the Culture for Leader Development

The findings in this study highlighted that longstanding traditions, protocols, policies, and acceptance of an exclusively masculine culture that has permeated police and Army

organizations for countless years to the detriment of women leaders and to the detriment of the police officers and Soldiers of these organizations with little change or consequences. No one appears to be enthusiastic when it comes to holding senior commanders and leaders accountable for integrating women into the senior leadership ranks in a manner that expands the acceptable characteristics that are viewed favorably by promotion boards and more importantly by senior leaders who control nominative positions and assignments. One course of action is to ensure that members of any promotion boards are advised that individuals being considered are to be evaluated on the whole person concept which should include innovative forms of leadership and a willingness to solve problems and accomplish tasks as opposed to primarily being based on performance evaluations and whether they have served in key developmental assignments.

Women are not always afforded the opportunity to serve in key developmental assignments so expanding the promotion or assignment board selection criteria for senior leaders and or ranking on an order of merit list may make women more competitive. In addition, simply ensuring that at least one board member is a female or a minority has not proven effective based on the current percentages of women in senior positions in both police and Army organizations. Organizations should be encouraged to have at least one minority member and one female member and not be allowed to in a manner of speaking (kill two birds with one stone) by for example having an African American female as a board member and having that satisfy both requirements.

The only way to ensure that policies are signed and implemented that will lead to attitudinal changes is to hold senior commanders and leaders accountable. Since Mayors, Governors and Presidents change based on election results on a four or sometimes eight-year frequency, nonpolitical executive leaders should be evaluated on the climate and culture of their

organization with the possibility of being relieved from duty for cause if consistent progress is not being made over a responsible amount of time. Accountability of senior leaders can be framed in terms of what is best for the organization as it relates to enhanced capabilities and leader development. During counseling and mentoring sessions, leaders can be advised that one of the components of their evaluation will be leader development across the spectrum. In addition, the results of climate surveys and strategies to mitigate any identified climate or cultural issues can be an opportunity to raise the awareness of systemic organizational issues.

The intent of this recommendation is not to create an unfair advantage for women leaders by subverting the entire assignment or promotion process, but rather to find ways to create truly competitive opportunities for everyone. Pre-selecting someone for a key developmental assignment or promotion generating assignment erodes the integrity of the entire process and can lead to capable and talented leaders leaving the organization in search of an opportunity commensurate with their experience and expertise. One participant expressed how senior female leaders in her organization left the organization because they knew they would never be promoted above the rank of Captain regardless of their demonstrated competence or decision-making ability. These women went on to receive promotions in other organizations due to the practices and policies of their former organization.

The women in this study indicated that top leaders in their organizations think and even expressed to them that the only reason they got promoted was because of their gender. This attitude and certainly this type of behavior cannot continue. It only exacerbates the problem and unfortunately forces highly capable women to leave organizations to be promoted because some organizations just do not view women as Police Chief or General officer material.

Recommendation 2: All Agencies and Leaders must be engaged in the Diversity Process

This study revealed that diversity is primarily seen as a white man versus a black man. If policies are implemented that facilitate access to opportunities for men of color like the Rooney Rule in the National Football League then similar consideration should be given to women in these male dominant organizations. The leaders in this study have stated that they are just not considered for positions because they are female and some indicated that their viewpoint is not even valued and the men in charge simply do not care.

The women in this study demonstrated that they already have the burden of feeling like they always must overachieve so placing the diversity requirement exclusively on them is just a bridge too far. This would be yet another big rock in an overstuffed back pack that includes the Good Old Boy system, the Queen Bee Syndrome, and the inevitable feeling that they have no margin for error. All senior leaders as well as leaders from outside agencies should be included in meetings where challenges are identified to develop strategies to improve the numbers and percentage of senior women leaders in police and Army organizations. Further, department heads and Division Chiefs do not lack the leadership acumen, the dedication, or the skill, but that they simply lack the opportunity to compete on a level playing field absent the challenges and obstacles that currently exist for them.

Recommendation 3: Redefine Mentoring and Executive Training Requirements

One of the problems with some male dominant organizations is that men in these senior positions act and think through the lens of a man without consideration that leadership in male dominant organizations is not solely based on physical attributes and aggressive behavior. In fact, senior leadership positions involved cognitive ability rather than kinetic ability and it requires judgement and problem solving as opposed to strength and authority.

Although many of the women in this study are very physically fit and in some cases able to exceed some of their male counterparts on physical fitness test, most executive level training is conducted in a classroom environment and the terminal learning objectives focus on improving decision making skills and gaining a greater knowledge of the contemporary operational environment and strategies to combat existing threats to the organization and the nation.

Women bring different perspectives to the leadership table as the participants of this study have illustrated through their different characteristics and identities which contribute to their effectiveness as leaders. Providing more women, the opportunity to attend executive level training will not only benefit the women but it will benefit the male leaders as well when the women leaders introduce them to different techniques and ways to lead and motivate their subordinates in support of accomplishing the mission of the organization. Women leaders as discussed by the participants have been grossly neglected when it comes to mentoring. The reasons cited include the fear of an inappropriate relationship and the appearance perhaps of fraternization but, these reasons have not been validated and appear to be excuses to prevent

women from receiving the same knowledge and guidance that men receive which previous research suggests has a positive impact on them as leaders and their careers. Once women are given the opportunity to attend executive level training with more frequency, the infusion of different ideas and characteristics may lead to the acknowledgement that women belong in the senior ranks and should be given the requisite authority associated with that rank.

Recommendation 4: Address Disparities in Senior Leadership

The most glaring disparity revealed in this study is the paucity of women in senior leadership positions in both police and Army organizations. The percentages don't approach double figures and if current protocols and practices persist, the numbers and percentages won't change significantly soon. There have been policy changes particularly in the Army to open up opportunities for women but even with combat arms positions being opened to women, it will take years, possibly at least a decade or more before the first female Infantry leader is promoted to General.

There is not a panacea that will make things happen in a more accelerated manner, however, if different strategies are not explored then the new policies will have little impact as it relates to changing the gender disparities in police and Army organizations. In addition, current senior leaders need to ensure that the implementation of these new policies do not inhibit women from seeking these new opportunities. The same mention of inappropriate relationships and the appearance of fraternization are still invalid especially when compared to the potential benefits that will be gained across the organizations.

Future Research

The findings in this study revealed several trends that warrant further study, one of which is the relationship between the Good Old Boy and Good Old Girl networks on future leaders in police and Army organizations. Is it a systematic process that is applied across police departments in the nation and Army commands throughout the Department of Defense? Does the network have a significant impact on promotional opportunities for women in male dominant organizations? The Jurkiewicz (2000) study posits that the younger generations are natural change agents with an agenda of reinventing government. Given their apparent aversion to the status quo, future research should examine whether GenXers or Millennials are progressive enough to dismantle the Good Old Boy network that most of the women leaders in this study have acknowledged has served as a barrier to women as they seek positions of greater authority and responsibility.

The findings suggested that women leaders have the burden of navigating through challenges and obstacles that oftentimes are designed to prevent them from breaking through the “Glass Ceiling” The senior commanders and leaders appear to be somewhat accommodating to leaders who want to continue to perpetuate this system. Silence or inactivity is a reason to think they are compliant or even worse actively participating in the process. Future research should explore the perceptions of male senior leaders consistent with the way the perceptions of these women leaders in this study were explored by providing the opportunity from them to discover who they really are as leaders and as men.

This study also examined the different identities that shape how these women lead and how they conduct themselves by developing and enhancing characteristics that they use to

navigate through the challenges that exist for women within their organizations. Future research should focus on whether a combination of different identities has a greater impact on how effective these women leaders are and if multiple different identities are viewed as double or triple negatives by senior leaders or members of the in-group. Some of the women leaders of this study expressed that because they are black and female and perhaps outspoken that they are a double or triple threat to senior leaders and this makes it more difficult for them to be accepted or gain access to certain groups within their organization.

There are limitations of this study which include the small and not generalizable sample and the intentional focus of the first-person perspective as opposed to incorporating a full 360 leadership assessment of these women. In addition, this study does not fully explore the family life to include the roles of wife and mother as it relates to leadership effectiveness. Some of the participants explained that women sometimes will choose stability as it relates to family obligations and accommodating the schedules of their children as opposed to seeking assignments that may set the conditions for obtaining higher rank. These assignments may require working a different shift or being on call or even having to travel extensively as a part of the duties and responsibilities of the position. Since this study focused on selected police departments and Army commands and staff support agencies, future research should be conducted to examine whether women in police and Army organizations who are married get promoted at a lesser rate than single women without children get promoted. The recommendations for future research will add to the existing body of research regarding effective women leaders in police and Army organizations.

The purpose of this study was to gain a greater understanding of women leaders, specifically senior leaders, by exploring the characteristics of effective female leaders in selected

local and state police departments and representative Army commands and staff support agencies and to assess the perceived group affiliation of these leaders as it relates to these leadership characteristics and personal assessment of their leadership capabilities. This study produced a deeper, richer, and even intimate understanding of women leaders in police and Army organizations. In addition, this study revealed techniques and strategies that women in these organizations employ to overcome challenges and break through the “Glass Ceiling”. More importantly, this study provided women leaders and especially senior leaders with an opportunity to talk about their experiences in real time as well as reflect upon past experiences. Some of these experiences were painful, however, these challenges shaped them as leaders and as women as they have developed and enhanced characteristics needed to be an effective leader in a male dominant organization.

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Appendix A

Institutional Review Board Approval



Office of Research and Innovation
Office of Research Subjects Protection
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TO: Robyn McDougale

John Gregory

CC: Robyn McDougale

FROM: VCU IRB Panel A

RE: Robyn McDougale ; IRB HM20008702 Effective Leadership Characteristics of Female Leaders

On 4/25/2017, the referenced research study qualified for exemption according to 45 CFR 46.101(b), category 2.

The information found in the electronic version of this study's smart form and uploaded documents now represents the currently approved study, documents, and HIPAA pathway (if applicable). You may access this information by clicking the Study Number above.

If you have any questions, please contact the Office of Research Subjects Protection (ORSP) or the IRB reviewer(s) assigned to this study. The reviewer(s) assigned to your study will be listed in the History tab and on the study workspace. Click on their name to see their contact information.

Attachment – Conditions of Exempt Approval

Conditions of Exempt Approval:

In order to comply with federal regulations, industry standards, and the terms of this approval, the investigator must (as applicable):

1. Conduct the research as described in and required by the Protocol.
2. Provide non-English speaking patients with a translation of the approved Consent Form in the research participant's first language. The Panel must approve the translation.
3. The following changes to the protocol must be submitted to the IRB panel for review and approval before the changes are instituted. Changes that do not meet these criteria do not have to be submitted to the IRB. If there is a question about whether a change must be sent to the IRB please call the ORSP for clarification.

THESE CHANGES MUST BE SUBMITTED:

- Change in principal investigator
- Any change that increases the risk to the participant
- Addition of children, wards of the state, or prisoner participants
- Changes in survey or interview questions (addition or deletion of questions or wording) that change the level of risk or adds questions related to sexual activity, abuse, past or present illicit drug use, illegal activities, questions reasonably expected to provoke psychological anxiety, or would make participants vulnerable, or subject them to financial, psychological or medical risk
- Changes that change the category of exemption or add additional exemption categories
- Changes that add procedures or activities not covered by the exempt category(ies) under which the study was originally determined to be exempt
- Changes requiring additional participant identifiers that could impact the exempt category or determination
- Change in inclusion dates for retrospective record reviews if the new date is after the original approval date for the exempt study. (ex: The approval date for the study is 9/24/10 and the original inclusion dates were 01/01/08- 06/30/10. This could be changed to 01/01/06 to 09/24/10 but not to end on 09/25/10 or later.)
- Addition of a new recruitment strategy
- Increase in the planned compensation to participants

4. Monitor all problems (anticipated and unanticipated) associated with risk to research participants or others.
5. Report Unanticipated Problems (UPs), following the VCU IRB requirements and timelines detailed in VCU IRB WPP VII-6).
6. Promptly report and/or respond to all inquiries by the VCU IRB concerning the conduct of the approved research when so requested.
7. The VCU IRBs operate under the regulatory authorities as described within:
 - U.S. Department of Health and Human Services Title 45 CFR 46, Subparts A, B, C, and D (for all research, regardless of source of funding) and related guidance documents.
 - U.S. Food and Drug Administration Chapter I of Title 21 CFR 50 and 56 (for FDA regulated research only) and related guidance documents.
 - Commonwealth of Virginia Code of Virginia 32.1 Chapter 5.1 Human Research (for all research).

Appendix B

Leadership, Leadership Opportunities, Leadership Assessment, Challenges/Barriers & Group Affiliation Questionnaire

Please respond to each of the following items based on your personal leader experiences in a Police department or Army Command/Staff agency.

LEADERSHIP

On a scale ranging from Strongly agree to Strongly disagree, please respond to the following by circling your desired response:

1. Women leaders are under-represented in my organization.
Strongly agree Agree Somewhat agree Disagree
Strongly Disagree
2. The leadership positions in my organization allow for success equally for both men and women
(Consider organizational culture, characteristics, and leadership styles).
Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
3. Women in my organization are respected in their role as police/Army leaders.
Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
4. My organization accepts me into the group/culture.
Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
5. My organization readily accepts new female leaders into its culture.
Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
6. The mentoring program within my organization benefits female leaders. (Skip, if not applicable)
Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

SELF-ASSESSMENT

On a scale ranging from Strongly agree to Strongly disagree, please respond to the following by circling your desired response:

1. Overall I provide very effective leadership.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

2. I am satisfied with the quality of leadership that I provide.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

How do you measure your leadership effectiveness or what feedback do you rely on to determine the quality of your leadership to others in your organization:

3. I am an example of an ideal leader.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

4. My leadership helps this organization to thrive.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

5. I am the kind of leader that others should aspire to become.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

CHALLENGES & BARRIERS TO LEADERSHIP

On a scale ranging from Strongly agree to Strongly disagree, please respond to the following by circling your desired response:

1. I influence decisions made at higher levels.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

2. I have been treated like a token female police/Army leader.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

3. I feel like I have to work harder than my male counterparts to prove myself as a leader.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

4. The culture within my organization perpetuates certain generalizations about men and women. (Example: Men are better in tactical/operational assignments, Women are better at administrative tasks, etc)

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

5. My promotion opportunities have been impacted by the “Glass Ceiling”.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

GROUP AFFILIATION, UTILIZATION OF SKILLS & CHARACTERISTICS

On a scale ranging from Strongly agree to Strongly disagree, please respond to the following by circling your desired response:

1. I feel that my skills and knowledge are fully utilized in my current position.

Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

2. When someone criticizes female police/Army leaders, it feels like a personal insult.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
3. I am very interested in what others think about female police/Army leaders.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
4. I am very interested in what others think about male police/Army leaders.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
5. When I talk about female police/Army leaders, I usually say “we” rather than “they”.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
6. I have a number of characteristics typical of female police/Army leaders.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
7. I have a number of characteristics typical of male police/Army leaders.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
8. The successes of female police/Army leaders are my successes.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
9. If a story in the media criticized female police/Army leaders, I would feel embarrassed.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree
10. When someone praises female police/Army leaders, it feels like a personal compliment.
- Strongly agree Agree Somewhat Agree Disagree
Strongly Disagree

INTERSECTIONALITY (Circle only one answer)

1. My greatest challenge as a leader within my organization is due to my (please circle response):
Age Gender Race Experience Senior Leadership Other

2. If members of my organization had only one word to describe me, they would select a word from which of the below categories? (Example: Asian Commander or Female/Women Commander)

Race/Ethnic Group Physical Trait not including Gender Gender
Performance

3. Within my organization, who are the people/group with the least amount of decision-making authority? (Example: Women, Minorities, etc).

4. Within my organization, on a scale of 1-5 with one being “most impactful” and 5 being “least impactful,” which of the following **most** impacts you as a leader? Please write number in the ().

Age () Gender () Race () Experience () Senior Leadership ()

5. We all have multiple identities that define us in nearly any social or organizational context such as African American Female, Single Mother, Only Female, First Female, Demanding Leader, Trusted Confidant, etc. What specific identities do you have that impact you as a leader within your organization? Also, please explain how these identities impact you as a leader?

6. What are the specific identities that make you feel powerful as a leader within your organization? (Example: African American Female; Single Mother; Only Female; First Female) Also, please explain how each of these identities make you feel powerful as a leader?

WORKPLACE EXPERIENCE & SELF EXPRESSION (Circle only one answer)

On a scale ranging from Strongly agree to Strongly disagree, please respond to the following by circling your desired response:

1. I have a lot of influence over whether I express/exhibit feminine traits at work.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
2. Coworkers often commend me when I do good work.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
3. Supervisors/Commanders often commend me when I do good work.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
4. I do not have the power to change the way that work is done in the organization.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
5. I do not have as much opportunity as my coworkers (with rank and seniority similar to mine) when it comes to promotion.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
6. I have at least as much opportunity as my coworkers (with rank and seniority similar to mine) when it comes to receiving preferred assignments.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
7. People at work frequently underestimate my ability based on my gender and/or physical stature.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
8. Where I work, there is no bias against people based on their gender.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
9. Where I work, there is no bias against people based on their affiliation with a gender group.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree
10. My organization is a good organization to work for.
Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree

Appendix C

Interview Protocol

Women Leaders in Police and Army Organizations

Participant ID#:

Location:

Date/Time:

Warm-Up & Overview (5 min)

I want to open up by spending a few minutes learning about you and what you do for your organization

Please tell me about yourself and your current position in your organization.

Personal Leadership Perspectives (10 min)

I want to ask a few questions in order to get you to reflect on your experiences as it relates to your career and leadership

Do “you” see yourself as a leader, what type of leader, and why?

First, I would like to get a sense of what is important to you with respect to your career and your leadership style and influences. Who are you as a leader and why do you do (lead/act) the way you do?

Is being a leader important to you? Is it a key part of who you are? Has it always been this way or is it something that has changed since you have taken your current position?

Considering the nature of your organization, do you believe you have broken through the “Glass Ceiling”? Why or why not?

Perceptions of your organization/department (10 min)

In general, how do you describe where you work? What words or terms come to mind? What particular experiences represent your thoughts best?

What do you like most about working here? Least?

From your personal perspective, what is considered being an effective leader? (Describe an effective leader in your organization. Who are they? What do they look like? What do they do?)
–Approach this question from the context of your organization specifically

What is the environment/culture like for women, from your perspective?

Who do you turn to for support within the organization?

Leadership Opportunities (10 min)

I would like to get deeper into the specifics as to how you arrived here at this position in this organization at this time

Tell me the story about your leadership ascent in this organization?

What is your perception of how your senior leaders view you as leader?

What does the following phrase mean to you: I am able to feel comfortable as a woman in my organization?

Do you get lost as a woman within your organization? Have you ever lost yourself within the organization?

Gender, Leadership, & Group Affiliation (10 min)

I am going to ask you a few questions about group affiliation and your leadership

Explain the group dynamic within your organization? (What does the in-group look like?)

Are you a member of the in-group? Why or Why not? (If there is a social event outside of work hosted by a male colleague, like a Super Bowl party, are you invited?) In turn, if you're throwing an event or theme based party, do you invite your male counterparts to attend? If you do, do they normally attend?

Who is the Gatekeeper of the in-group? (Are you the "Queen Bee" – (Queen Bee Syndrome) of the group?)

Intersectionality (10)

I going to ask you some questions regarding intersecting characteristics and associations (The different Identities that make up how you view yourself holistically)

Explain the different characteristics/traits that define who you are.

Do these characteristics/traits impact your ability to lead within your organization?

Which one of these has been most significant to you as a leader and your group association within your organization (Positive or Negative) and Why?

Wrap-Up & Review (10)

I want to close by talking about descriptions, both personal and perceptions from others

If you had to describe yourself in one word, what would that word be? What would be the second word? The third word?

If your boss had to describe you to someone who did not know you and had never seen you as it relates to your identity and group association, what words (descriptors) would she/he use (Example: Commander of X Unit, Female Captain, Asian Staff member, Harvard graduate, Ranger, FBI Academy graduate, etc)