Book Reviews

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Savita Kumra, Ruth Simpson and Ronald J. Burke (Eds), *The Oxford Handbook of Gender in Organizations*. Oxford University Press, Oxford, UK, 2014, 548 pp. (ISBN: 9780199658213). DOI: 10.1093/oxfordhb/9780199658213.001.0001

The Oxford Handbook of Gender in Organizations is an edited book of four sections, each comprising of six chapters. Each section is bound by a theme and presents varying theoretical and conceptual perspectives that have developed within the field. The purpose of the handbook is to address the systematic reproduction of gender inequality in the workplace. The handbook problematizes organizational work cultures and practices by drawing on Sturm's (2001) conceptualization of "second generation" gender discrimination. Sturm argued that second-generation discrimination happens when processes and practices in organizational culture appear gender-neutral. In reality, they produce differences in experience and treatment between men and women. Conversely, first-generation discrimination describes explicitly intentional acts of discrimination. Following the introductory chapter, the handbook sections are organized as follows: (*a*) theorizing gender and organizations; (*b*) gender in leadership and management; (*c*) gender and careers; and (*d*) masculinities in organizations.

In the introductory chapter, Kumra, Simpson and Burke (2014) present the need for this book. They highlight the differences in organizational outcomes between men and women using quantitative data from Britain, which illustrates the historical women's labour market situation of women. The authors argue that whilst women have made significant progress into positions of seniority and authority, progress is slow and in some cases, measures of progress have reversed. Kumra et al. foreground the need for a basis for discussion around the questions and challenges "confronting those interested in better understanding and tackling gender issues" (p. 2).

Moving into the first chapter of the first section of the handbook, "Theorising Gender and Organizations: Changing Times…Changing Theories?", the authors Marta Calás, Linda Smircich and Evangelina Holvino map the historical contours of the gender and organizations in literature over the last 40 years. Their concern is with how theories have evolved or not evolved as social change has occurred. They argue that emerging theory needs to respond to the increasingly globalized economy, and propose merging intersectionality and transnational feminist theories more

closely, to better frame a conceptual understanding of gender and organizations. The second chapter of this section, "Disturbing Thoughts and Gendered Practices: A Discursive Review of Feminist Organizational Analysis", is authored by Mariana Ines Paludi, Jean Helms-Mills and Albert Mills. Paludi et al. draw on a historical and discursive approach to framing their review of feminist organizational analysis. They problematize history in the role of gendered relations at work, showing examples that contest narratives. Paludi et al. argue the significance of discourse on organizational analyses and the implications for feminist change strategies.

In the third chapter of this section, "Organizations as Symbolic Gendered Orders", the author, Silvia Gheradi, draws on organizational symbolism's contribution to the analysis of gender cultures to elucidate how gender is "done" at work and how organizations "do" gender. Gheradi argues that both make an active contribution to gender performativity through the interplay of ceremonial and remedial work. Ceremonial work maintains gender symbolism while remedial work restores symbolic order of gender after it has been challenged. The fourth chapter, "Was will der Mann?", is an attempt by Heather Höpfl to reverse Freud's question of what women want. She does this by addressing the relationship between the valourized (masculine) and the deficient (feminine), and how these can be seen within organizations and their practices. Höpfl argues that masculinized organizational practices place women at a double disadvantage as maternal values are set aside for patriarchal, phallogocentric measures of performance. In the fifth chapter of this section, "Feminism, Post-Feminism, and Emerging Femininities in Entrepreneurship", Patricia Lewis explores femininity and entrepreneurship through the lens of post-feminism. She argues that changes in the relationship between work and home in contemporary times has contributed to an emergence of differences in entrepreneurial femininity. Lewis' compelling argument positions post-feminism as a theoretical tool that can help to develop a more nuanced understanding of gender and organizations. In the sixth and final chapter of this section, "Meaning that Matters: An Organizational Communication Perspective on Gender, Discourse, and Materiality", the authors, Karen Lee Ashcroft and Kate Lockwood Harris, propose a fifth frame of understanding discourse and matter, through a post-humanist conception of communication, which can help us to re-imagine the way discourse "matters".

Exploring the theme of gender in leadership and management, the second section of this handbook begins with a chapter authored by Alice Eagly, Leire Gartsia and Linda Carli. It is a critical review of this field's literature titled "Female Advantage: Revisited". They argue that whilst there is evidence in the literature that women exhibit a more transformational leadership style, this is against a backdrop of prejudice, discrimination and professional development. Eagly et al. illustrate a paradox for women leaders, which elucidates the importance of androgynous cultural models of leadership. In the second chapter, "The Rocky Climb: Women's Advancement in Management", Isabel Metz and Carol Kulik use the metaphor of a "rocky climb" to describe women's advancement in organizations. Metz and Kulik argue that traditional and modern barriers impede advancement. They state that organizations need to employ a customized step-by-step approach that will help to overcome "gender fatigue" and ultimately improve

gender equality. This will create an environment of a climb, rather than a "rocky climb", up the hierarchical ladder. Yvonne Due Billing and Mats Alvesson's chapter, "Leadership: A Matter of Gender", is the third in this section. The authors propose that there should be less focus on exploring what the gender differences are in leadership in order to comply with theoretical patterns. Instead, there should be more focus on a variety of aspects, dynamics, variation of tendencies and empirical outcomes. In the fourth chapter, "Negative Intra-gender Relations between Women: Friendship, Competition, and Female Misogyny", Sharon Mavin, Jannine Wiliams and Gina Grandy tackle intra-gender relationships among women in organizations. An under-researched area, Mavin et al. offer a conceptual framework that extends the understanding of women's negative relations, by arguing that these negative relations may limit homosocial and homophilous relationships between women. In the fifth chapter, "Sex, Gender and Leadership: What do Four decades of Research Tell Us?", Gary N. Powell reviews the last 40 years of research on the linkages between sex, gender and leadership. He states that managerial roles are in favour of men, despite evidence to suggest that women are superior leaders. Powell offers a range of theoretical applications that could be useful to examine the intersection between these phenomena. "Gendered Constructions of Merit and Impression Management within Professional Services Firms" is the final chapter in this section. Savita Kumra argues that meritocracy and impression management in practice do not operate in the same way that the literature presents them to. Through Bourdieu's concept of capital, Kumra argues that human capital, social capital and cultural capital are all necessary for career capital. She says that to possess each of these and for seniors to acknowledge this one needs to engage with impression management.

Gender and careers is the focus of the penultimate section of this book. It begins with the opening chapter, "Gender and Careers: Obstacles and Opportunities", authored by Valerie Streets and Debra Major. They argue that women are disproportionately affected along their educational and career pathways, which Streets and Major term the "leaky pipeline". Progressive interventions across different phases of career development help to advance women. In the second chapter of this section, Susanne Bruckmüller, Michelle Ryan, Floor Rink and Alexander Haslam argue that women in leadership experience a "glass cliff" as another form of gender discrimination. In other words, women are promoted into senior roles that are high-risk and are, therefore, more likely to fail, whereas organizations promote men into low-risk roles and are more likely to succeed. Yvonne Benschop and Marieke van den Brink author the third chapter, "Power and Resistance in Gender Equality Strategies: Comparing Quotas and Small Wins". Benschop and van den Brink highlight and examine two equity strategies, post-equity and quota regulations, concluding that both are complementary, and a synthesis between the two is the most promising strategy for positive change. Sandra Fielden and Carianne Hunt's chapter, "Sexual Harassment in the Workplace", explores the existing literature in this field. They present a model that emphasizes a consultative and participatory approach to sexual harassment, as well as the importance of monitoring and evaluation and a proactive policy and procedure strategy to help overcome this under-reported phenomenon. In the fifth

chapter of this section, "Organizational Culture, Work Investments, and the Careers of Men: Disadvantages of Women", Ronald Burke argues that organizations historically have been created by men for men. Therefore, organizations are spaces of men's advantage and women's disadvantage. Burke highlights that supportive organizational cultures advantage both men and women; as such men need to be allies to women opposed to observers or adversaries. The sixth and final chapter in this section, "Challenging Gender Boundaries: Pressures and Constraints on Women in Non-Traditional Occupations", is authored by Barbara Bagihole. It addresses the pressures and constraints experienced by women in non-traditional, male-dominated work. Bagihole argues that both formal and informal processes prevent gender equality within these industries. These last two chapters provide an appropriate segue into the final section of the handbook, which is devoted to masculinities in organizations.

The section begins with "Contextualising Men, Masculinities, Leadership, and Management: Gender/Intersectionalities, Local/Transnational, embodied/Virtual, Theory/Practice". In this chapter, Jeff Hearn provides a comprehensive overview of critical studies on men and masculinities, which is a rapidly growing research field that focuses on the diversity of men and masculinities. "Masculinities in Management: Hidden, Invisible, and Persistent" is authored by Stephen Whitehead and is the second chapter of this section. Through a feminist post-structuralist approach, he highlights that for women rising to positions of leadership, it is invariably necessary to for their performativity to replicate a masculine discourse. In the third chapter, "Masculinity and Sexuality at Work: Incorporating Gay and Bi-Sexual Men's Perspectives", Nick Rumes argues that the literature foregrounds gender over sexuality. He states that organizational literature needs to account in more detail for how gender is shaped by sexuality. Ruth Simpson's chapter, "Doing Gender Differently: Men in Caring Occupations", explores the ways men do gender in non-traditional workplaces. Simpson explores these phenomena through an analysis of the ways men manage their masculinity in traditionally feminine environments; she argues that men's management of their gender both reinforces and destabilizes gender stereotypes. In the fifth chapter of this section, "Masculinity in the Financial Sector", David Knights and Maria Tullberg highlight the lack of interrogation of men and masculinities in organizations. This is despite the historically gendered body of literature in the field. Drawing on examples in the financial services industry during and after the global financial crisis of 2008, Knights and Tullberg argue that the masculine is protected and reinforced. This privileging of masculinity is because of the pursuit of economic reward, characterized as a male domain. The authors link these gendered dynamics with masculine discourses in the context of management and organizations. In the final chapter of the book, "Masculinities in Multinationals", Janne Tienari and Alexei Koveshnikov draw on both critical studies of men and feminist theory. They examine three texts, which they conclude (re)constructs an idealized image of management that privileges white, Western male executives, in turn reproducing a global system of inclusion and exclusion.

In summary, the editors of this handbook have put together a collection of readings that will appeal to both academics and human resources practitioners in

the South Asian region. The handbook is written for a broad range of readers as it devotes notable theoretical attention to trans-nationalism/post-colonialism, intersectionality and globalization. There is an even balance between the theoretical considerations and practical implications within the field of gender and organizations, and this is against a backdrop of largely Westernized literature. As such, this book is valuable in both theory and practice for the South Asian audience.

Reference

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Sheryl Sandberg, *Lean In: Women, Work, and the Will to Lead*. Knopf, New York, 2013, 240 pp., ISBN: 978-0385349949.

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Can a book written by one of Fortune's 50 Most Powerful Women, addressing for the most part women in the US workforce be of any value to the debate on gender inequality in the South Asian workplace context? The answer to this question is a qualified yes.

While most books on gender inequality focus on what needs to happen socially, culturally and institutionally, in her book, *Lean In*, Sheryl Sandberg frames the issue squarely in terms of what women need to do to address the barriers that exist within themselves that bar their rise to the top of the corporate chain. Rather than waiting passively for others to address issues related to inequality, this book exhorts women to "lean in"—to be ambitious, to take charge, to boldly go where not too many women have gone before. This is a refreshing change as rather than lament the ills of "glass ceiling", "sticky floors" and "gender bias" that have hindered the progress of women in the workforce, the book acknowledges the workplace reality that favours men, and then moves the discussion forward by providing concrete ideas and suggestions that would allow women to achieve their true potential.

The book is divided into 12 chapters (the graduate version of the book has six additional chapters offering advice and expert commentary on practical aspects of career such as writing a resume, preparing for an interview, finding the first job, negotiating salary highlights, as well as a guide for listening to one's inner voice and leaning in for women of colour and millennial men). Each chapter highlights challenges women face in the workplace and then, using data and her own experiences, Sandberg makes a case for what women can do to overcome some of those challenges. Written in a conversational style and peppered with anecdotes from