

**The Bill Blackwood
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**Gender Role Conditioning Affects Promotional Abilities for
Females in Law Enforcement**

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ABSTRACT

Women are not new to law enforcement, yet they continue to be underrepresented. This problem becomes even more pronounced in the upper levels of law enforcement administration. Organizations continue to seek reasons for this problem in order to develop solutions. Barriers such as family/work conflict continue to take center stage but this, and other commonly cited reasons, is mere symptoms of a deeper, more complex cause. The cause can be traced back to social conditioning which begins very early in each person's life. Gender roles are defined during the learning process and become so ingrained that perceptions are effected at a subconscious level making it pervasive in decision making outcomes. Evidence of the effects of conditioning on people's beliefs and perceptions include studies completed on commonly held beliefs of prescribed attributes of men versus women, leadership attributes, self-promotion, voice tone preference, and even physical characteristics that are needed for success. In order to find solutions to increasing the participation of women in leadership positions, leaders should consider how gender role conditioning affects promotional abilities for females in law enforcement. By doing so, forward-thinking steps can be taken to remove, or at least reduce, the effects of the resultant barriers.

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INTRODUCTION

Women make up roughly 51% of the population. According to the United States Department of Labor (2013), women made up 47% of the labor force. While women have been making strides in the labor force, there is still a considerable gap between men and women when those positions are within a male dominated industry such as law enforcement. An even greater gap can be seen in the top ranks of most police organizations. USA Today interviewed D.C. Police Chief Cathy Lanier, and she is quoted as saying, "There is still a segment of the population that still is watching, waiting, and hoping that we don't do well" (Johnson, 2013, para. 13).

According to a Bureau of Justice Statistics Report, as of 2008, women made up only 9% of the police officers in smaller agencies and up to 21% of the officers in the largest agencies (as cited in Langston, 2010). While it would seem that progress would be made and the percentage of women in law enforcement would climb significantly, the numbers have remained relatively stable since 1997 (Langston, 2010). The numbers get much more dismal when examining the percentage of women within higher ranks of police organizations. In the United States, only 5% have obtained executive level positions at a national level (Denham & Webb, 2013). This mirrors the trend in the non-police world as well. Catalyst.com reported that in 2013, "Women currently hold 4.2 percent of *Fortune* 500 CEO positions and 4.6 percent of *Fortune* 1000 CEO positions" ("Women CEOs," 2013, para.1).

Promotions are a complex issue. Police organizations routinely struggle to find a balance that satisfies the need to promote the right people and do so without perceptions of favoritism or discrimination. Possible barriers to women in various

industries, especially those industries that are not typically considered female oriented include work/family conflict, lack of female role models, and tokenism (Denham & Webb, 2013). Also, variables such as hours worked per year and types of occupations account for the differences in the apparent lack of access to leadership positions. However, even when other variables were controlled such as years of education and years of work experience, the results show that there still remains a discriminatory wage and promotion disadvantage for women (Eagly, 2007).

Gender roles reach into every aspect of a person's life. Occupations are no exception. Gender role conditioning has an impact on women police officers and is a valid and important aspect of the leadership gap within the law enforcement industry. Deep seated beliefs about what makes a good leader coupled with even deeper beliefs about gender roles affect women's ability to obtain leadership positions. Not only can intentional and unintentional discrimination occur as a result of belief and value systems, but also, women are influenced by their own conditioning and may not attempt to seek leadership positions or do poorly in promotional boards because of their role conditioning. Organizational leaders should consider how gender role conditioning affects promotional abilities for females in law enforcement and develop processes that support women as leaders and discourage intentional and unintentional discrimination.

POSITION

Gender role conditioning is social conditioning. They are norms that are well known and understood by society as a whole. Gender roles influence all people and are deep seated beliefs. Deep seated beliefs affect people's choices, decisions, and perceptions. These deep seated beliefs affect leader's and promotional board's

perceptions of the female candidate, thus having a negative impact on women's ability to promote. The female candidates are also conditioned and, therefore, also have deep seated beliefs which affect both their willingness to promote and their performance during the promotional process. Women are directly impacted by these beliefs and it creates a barrier in women's ability to promote in law enforcement.

A person's gender oftentimes translates into the type of occupations they pursue. *Gender typing* is a term applied to the type of jobs generally considered acceptable for men and women (Eagly, 2009). Gender typing has two parts. The first part is an examination of the job itself and the gender association typically made with the job function; in other words, whether the job is commonly viewed as a manly job or a womanly job. The second part is an examination of the gender of the person who typically occupies the position. For instance, if the job were an auto mechanic then the job would be gender typed as follows; first the job itself is analyzed. The job of auto mechanic is dirty and greasy in nature and typically involves heavy lifting of auto parts. Secondly, the type of person who typically occupies the job is analyzed. In the case of an auto mechanic, men clearly are the usual occupants of the position. Therefore, the position of auto mechanic is gender typed as male oriented or, in other words, a man's job. According to Eagly (2009), research has shown that people tend to be evaluated more favorably when they occupy positions that are typed consistent with their gender.

Role incongruity can occur when a person's gender does not mesh with their chosen occupation. Choosing a profession that is inconsistent with societal expectations of gender roles creates a disjunction in both the descriptive and injunctive norms (Eagly, 2009). For instance, the common view of the role of a police officer is

one of a strong protector who is dominate, decisive, and aggressive. This role is incongruous with the role of a woman.

Jobs typically occupied by women tend to be congruent with gender roles. Those occupations are typically lower income then occupations held by men. The U.S. Department of Labor (2009) showed that only 29% of women in the workforce earned more than their husbands. Flip that around, and it means that 71% of men earned more than their spouses (women). Salaries earned by women continue to be viewed as supplemental income. According to the U.S. Department of Labor (2012), women with full-time jobs had an average weekly income of \$684, compared to the average male worker of \$832. Women, then, earned about 82% of income compared to males.

This has an impact on a woman's ability to promote since she may not be viewed as needing the higher income that accompanies management positions. Occupations that are regarded as female oriented tend to be supporting roles, not the leader roles. The table below demonstrates the percentage of women in a sampling of occupations in 2011 as listed in the U.S. Department of Labor (2011). It is interesting to note that women exceed men in higher education, yet men continue to occupy the higher paid positions. According to the National Center for Education Statistics (2012), women make up the majority of college graduates at the bachelor degree level (57%).

Table 1. Percentage of women in occupations

Occupation	% Women
Physician	33%
Physician Assistants	69%
Lawyers	31%
Legal Assistants	81%
Kindergarten teachers	97%
Registered Nurses	91%
Hairdressers	93%
Childcare Workers	94%
Computer Programmers	22.5%
Police Officer	12%
Secretaries/Admin. Asst.	95.3%
Clergy	20.5%
Civil Engineers	13.7%

In the U.S. Department of Labor 2011 statistics (2011), women occupy only 12% of the police officer positions, which is consistent with the theory of role congruity. Female roles are incompatible with being a police officer. Women who choose to be police officers do not, however, automatically come equipped with the ability to promote since they have already demonstrated that they have the ability to accept a job that is incongruent with being female. Women police officers tend to migrate or be placed into positions that are still congruent with their status as females, such as School Resource Officer or Community Policing Officer, as opposed to SWAT officer or Drug Task Force officers. That trend continues even when viewed in light of promotions to high ranking positions. For instance, the Bill Blackwood Law Enforcement Management Institute of Texas stated that, in 2013, of the approximate 1,500 police chiefs in Texas, 33 are women. Of the 33 women police chiefs, 22 are chiefs of school police departments, only 11 are chiefs over municipalities, and none of the 11 women chiefs head a department of more than 40 sworn officers (as cited in Denham & Webb, 2013).

Part of the problem encountered by women is due to societal ideas about what a good leader is. Many books have been written on the subject of leadership, and many leadership theories have been lauded as being the absolute best method of leadership. But when all the theories are stripped away, what is left is social conditioning. That conditioning dictates that the best leaders have qualities that are ascribed to men (Garcia-Retamero & López-Zafra, 2006) such as toughness, decisiveness, assertiveness, competitiveness, independence, courageousness. Qualities associated with women are the communal and caretaking traits. As a result, people associate

leadership with men more readily than they do with women. In other words, leadership is congruent with manliness and incongruent with womanliness (Eagly & Karau, 2002).

John Steinbeck is quoted as saying, "...the things we admire in men, kindness and generosity, openness, honesty, understanding and feeling, are the concomitants of failure in our system. And those traits we detest, sharpness, greed, acquisitiveness, meanness, egotism and self-interest, are the traits of success" (Leadership Characteristics, n.d. para. 2) Steinbeck's quote underscores the belief that male oriented qualities are needed for successful leadership. It is this pervasive belief that creates a disadvantage for women in accessing leadership positions and resistance if they do obtain the position (Eagly, 2007).

According to Eagly (2007), a conventional style of leadership, called transactional leadership, consists of a leader telling the subordinate what to do and the subordinate being either rewarded or punished depending on whether the subordinate met the leader's objectives. Men, more often than women, demonstrate this type of leadership. Women, on the other hand, tend to use a transformational style of leadership, which encourages and empowers their subordinates. Eagly (2007) explained that society expects women to be more communal and inclusive. Women are expected to demonstrate kindness and concern for others, and veering too far from that path would be scrutinized. In other words, demonstrating qualities of assertiveness, which is commonly associated with leadership, would be scorned if done by women.

As already illustrated, leadership roles at executive levels are populated primarily with men. This becomes even truer in occupations that are male dominated, such as law enforcement. Women, as well as men, internalize norms and expectations. If the

norms within society and within a police department are for men to be in charge, then the leadership position becomes even further incongruent with the role as a woman. Norms, which establish what people should or should not do, are internalized and have the effect of dissuading the female officer from attempting to promote to a leadership position. A female officer attempting to promote takes on several role incongruences. First, she is attempting to take on a leadership role, and leadership roles are not automatically congruent with her gender role. Second, she is attempting to take on a leadership role in a male oriented position. Third, she is attempting to take on a leadership position that would put her in charge of men who are police officers and are perceived as being manly men.

Whereas men do not typically need any type of support structure to proceed with promotional attempts, women apparently do. This difference is consistent with role congruity theory as well in that no one would need support and encouragement to do a thing which already has a societal stamp of approval. This is especially true in non-traditional careers for women. In non-traditional careers, women thrive on support and encouragement from those immediately around her, such as spouses, friends, co-workers, etc. (Silva, Ahmad, Omar, & Rasdi, 2012). Simply reading about successful female leaders does not appear to be the motivator needed for women to go forth and conquer the stereotypes that imply she is not good enough. Support, or the lack of support, from co-workers, or even from the organization, can have a significant impact on a woman's decision to promote.

Role congruity theory applies to assessment centers as well. Results of an assessment center may be highly affected depending on the level of belief in gender

roles on both the candidates for promotion and the members of the board. Research was conducted on whether a concern for a negative stereotype being applied to oneself (termed stereotype threat) had any effect on the outcome of leadership test (Von Hippel, Zouroudis, & Abbas, 2003). Men and women underwent tests that were labeled as either producing gender differences (stereotype threat) or producing no gender differences (control). The results showed that in the stereotype threat condition, women's performance suffered compared to women's performance when no stereotype threat existed in the control group. An interesting finding included the performance boost that men received when they were reminded of the stereotype that placed them in an advantageous position. This study can be directly compared with a police assessment center. There is a clear stereotype threat for women in the same dimensions as previously mentioned. First, the stereotype threat exists for females because they are females in a male role of police officer. Second, they are females that are attempting to promote to a leadership position when leadership has agentic correlations. And, third, they are females who are attempting to promote to be in charge of men who are in a male dominated occupation. The men in the same assessment center, according to this study, will perform better because they are in an advantageous situation.

Women are also far less comfortable with self-promotion (Eagly & Karau, 2002). In public, women tend to be far more modest about their successes, and rightfully so. Women who self-promote are viewed unfavorably. A study by Rudman examined the effects of self-promotion for women versus men (as cited in Eagly & Karau, 2002). The research showed that self-promotion, displayed in speaking directly and speaking about

one's accomplishments, was viewed less favorably and made a woman appear less likeable, attractive, and hireable as a partner in a competitive game. Men, however, did not experience the same consequences resulting from self-promotion. It is interesting to note that the research showed that women viewed self-promoting women more harshly than did men. This may be explained by men's belief that self-promotion is not a bad practice. In an assessment center, self-promotion is critical. It is solely up to the candidates to convince board members that they are the best candidate for the position. In order to do that, the candidate must self-promote, and do so in front of everyone involved. This act, alone, goes against what women are conditioned to do, and, if they do it, they may be judged in a negative way by board members compared with self-promoting males.

It would seem that people would be able to overcome beliefs that cause prejudice. Eagly and Karau (2002) explained that gender roles have a pervasive effect. According to Eagly and Karau, "Not only is sex the personal characteristic that provides the strongest basis of categorizing people, even when compared with race, age, and occupation, but also stereotypes about women and men are easily and automatically activated" (2002, p. 574). People judge on an unconscious level and those judgments are not necessarily based on logic. For instance, a study on voice pitches revealed that both men and women associated a lower pitched voice with leadership, and further, associated lower pitched voices with competence and trustworthiness. The preference for a lower pitched voice was consistent across both male and female oriented occupations (Anderson, & Klofstad, 2012). The pitch of one's voice cannot be

considered as an indicator of job success in a leadership position, but it apparently is used in people's perception of that very thing.

Other seemingly irrelevant traits affect a person's perception on leadership. A study was conducted on the impact of a candidate's photograph on the perceived success of a candidate for promotion (Coppola & Patel, 2003). Photographs are a required element of the promotional packet for military promotions. The packets are reviewed by a military panel consisting of senior ranking officers. The study found that, while a good photograph had no apparent effect on the score by the promotional board, a "bad" photograph was a predictor in an overall lowered score by the board. This same study cited a study conducted in 1986 by Sigelman, Thomas, and Ribich, (as cited in Coppola & Patel, 2003) which showed that, while male politicians received more votes if they were handsome, female politicians received fewer votes if they were considered beautiful; whereas beautiful women are viewed as unintelligent, handsome men are perceived as smart.

Women are directly impacted in people's perceptions of leadership ability. A study was conducted to determine if a leader's gender effected the performance expectations for the teams they led in male dominated industries (Eagly, 2009). The results showed that in male dominated industries, performance ratings for the male led teams were significantly higher than the ratings for the female led teams. In gender neutral industries, there was no significant difference between the expected team performance ratings for male and female led teams. This finding can be directly translated into assessments of the likelihood of success for females as leaders in the male dominated industry of law enforcement. Even a name can result in discriminatory

decision making. David and Burke conducted a study (as cited in Eagly, 2007) in which resumes were presented to research participants with either a male or female name attached. Beyond that, the information was identical. The study found that men were preferred over females for male dominated jobs, such as auto salesperson or sales manager for heavy industry whereas women were preferred over men for female dominated jobs, such as secretary and home economics teacher. Again, when applied to law enforcement, this would indicate that men would be preferred over women.

It is important to note that stereotyping is not a male against female phenomena. In fact, a study conducted by Garcia-Retamero and López-Zafra (2006) found female and older participants showed more prejudice against the female leader than did male and younger participants. They had a stronger tendency than male participants to view the female as less qualified. This same study showed that female participants evaluated the female leader candidate's promotion as less likely than the male and that the female would fair far worse than the male. If women believe that other women are less likely to get a promotion over males and that other females will do worse than males, then it is reasonable to believe that women would believe that they, themselves, would be less likely to receive a promotion over males and they would do far worse than their male co-workers. Beliefs, whether good or bad, become a self-fulfilled prophecy and affect the performance of the candidate in an assessment center. This lack of belief in oneself can become obvious to the assessors (the board) and affect the outcome of the assessment center scores.

In this same study, researchers were attempting to ascertain the participant's performance expectation based on whether the candidate was in an industry that was

gender-role congruent (Garcia-Retamero & López-Zafra, 2006). The industries judged by the participants were either auto manufacturing or clothing manufacturing. The qualifications of the candidates were identical beyond their gender. The participants were tasked to rate the likelihood of performance success for each candidate.

Consistent with the previous study, participants expected greater performance success from the male than the female in the male dominated industry but no difference in the female dominated industry. In other words, the male was expected to succeed regardless of whether he was a leader in the male or female dominated industry because, in either case, the male was operating in the role of leader which has a gender type of masculine.

The study also found that participants believed the female leader candidate would earn less money in the future, regardless of the industry. Additionally, participants allowed different causal attributions for getting the promotion, or failing to get the promotion, depending on whether the leader candidate was male or female. Specifically, participants cited the necessity of broadening the staff, or in other words, there was a position open, as a reason for the female candidate's success in getting promoted. Research participants cited internal causations for the male candidate's success such as his capacity for promotion or his preparation for promotion. Women's success, in this study as in other studies, is attributed to external factors other than the competence and preparation of the woman. The opposite holds true for men.

COUNTER POSITION

It could be argued that men are better leaders than women. After all, men are consistently picked for leadership positions regardless of the industry. And, the role of

leader is consistently attributed to male type qualities. Given these facts, it would seem that women would simply not perform as well in a leadership role. The opposite is true. Women tend to have a transformation style of leadership. A transformational style of leadership is one that is described as more of a coach/teacher style and creates a mentoring and empowering environment for the subordinates (Eagly, 2007). Women may feel a certain pressure to display this type of leadership to conform to societal expectations regarding how women should behave.

Men, on the other hand, tend to display a transactional style of leadership. A transactional style of leadership is described as the leader telling the subordinate what their responsibilities are and either rewarding them for meeting the objectives or punishing them for failing to meet the objectives (Eagly, 2007). Judge & Piccolo conducted a meta-analysis of 87 studies to determine which leadership style was the most effective (as cited in Eagly, 2007). The transformational style of leadership showed to be highly effective. This style of leadership tends to blend especially well with younger workers who expect to be a part of the decision making process. This allows women to excel in leadership positions when given the opportunity to do so.

The organization receives a benefit as well. To demonstrate this, a study was conducted on the financial data of businesses in the *Fortune 500*. According to the study, which was conducted by Catalyst, the businesses that had women among their executive leadership had substantially better financial performance (as cited in Eagly, 2007). Financial performance measured the output of the companies, but it is also useful to note that successful performance in any industry relies heavily on the satisfaction of employees within the organization. It can be surmised by relevant

studies that having a leader with a leadership style that is conducive to employee happiness can lead to better organizational productivity.

In the para-military police world, there is still a belief that there needs to be a strong leader with the qualities associated with males. There are, inarguably, times when the situation calls for quick decision making that does not allow for a democratic process. Although women may have a tendency towards using a more transformational style of leadership, it does not preclude them from being able to switch into a different style of leadership as the need arises. No matter what type of industry, leaders must change hats according to the situation. Changing hats, however, works both ways. A leader that is only good at leading in an autocratic manner will lose effectiveness in those times when an autocratic or transactional style of leadership is unnecessary, which is a majority of time.

Another argument may be that times are changing on the views of men and women and their roles as leaders. Though the preference for male characteristics was less in 1999 than in prior years (Eagly, 2009), women still face a multitude of barriers to become leaders. These are barriers that men simply do not have to face. Although the leadership style most common for women is preferred, both men and women still prefer a man over a woman for a boss (Eagly, 2007). People still judge women in leadership roles less favorably. For instance, in an experiment on team performance appraisal, the teams led by women in male-dominated industries were judged lower than teams led by women in female-dominated industries (Eagly, 2009). Given this information, it would seem that in order for women to be more on par with their male co-workers in male-oriented police occupation, the occupation must be viewed as, at the very least, more

gender neutral. Women in law enforcement have become more prevalent, but at a snail's pace. According to the data collected by the Bureau of Justice Statistics, from 1997 thru 2007, the percent change for major police agencies in the United States was miniscule. Detroit had the largest change from 22% in 1997 to 27% in 2007 (Langston, 2010). Additional cities are shown in the table below.

Table 1. Percent change for major police agencies

Police Agency	1997	2007
Philadelphia	22%	25%
Chicago	19%	23%
Los Angeles	17%	19%
Memphis	17%	19%
New York City	15%	17%
Dallas	16%	17%
Boston	13%	14%

In a law enforcement agency, and other industries that are male dominated, the barriers are much greater. Women still need to overcome resistance from current leadership, the community, co-workers, and themselves. In order for real change to occur, both the perceptions of the role of women in society must change AND the role of leadership must change or, at least, become more congruent.

RECOMMENDATION

Much of role congruity happens without a person's knowledge. Social conditioning has developed, in each person, the tendency to categorize according to gender. People can correct their conditioned gender discrimination, but they must be made aware that such expectations have been activated and have the desire to counter the influences of their conditioning (Eagly & Karau, 2002). Of course, this must be done in a matter that emphasizes human tendencies, including the human tendency to avoid appearing bias against women, triggering a social desirability effect. Social desirability effect occurs when a person intentionally wants to not appear to be prejudice, irrespective of their true feelings (Cabrera, Sauer, & Thomas-Hunt, 2009).

Cabrera, Sauer, and Thomas-Hunt (2009) state that to have a more neutral playing field for leadership, the composition of the industry needs to come closer to equal. This tends to be a catch-22 then. Without visible leaders in upper management positions to serve as role models, women will shy away from the gender role incongruent position of police officer. If women shy away from the position, there can be no equalization of genders that support the theory of role congruency and, therefore, females will continue to be severely underrepresented in the upper ranks of law enforcement. As presented, women appear to be both less likely to participate in a promotional process and to be evaluated less favorably due to perceived role incongruity on both the part of the female candidate and the assessment board. A study on the impact of women when paired with a high dominant female leader in a male oriented task showed that the presence of a female role model had a significant impact on the other female's willingness to take on a leadership role (Carbonell &

Castro, 2008). This makes clear the importance of having women at the upper ranks of the organization, and it is the responsibility of current law enforcement leaders to ensure that their departments meet this need.

Eagly and Karau's (2002) research on female leadership suggested that one method of enhancing a woman's likelihood of success is to combine strong male qualities with communal female qualities. Sheryl Sandberg, the Chief Operating Officer of Facebook, has mastered this ability, and it has served her well (Luscombe, 2013). Not only is she a strongly competent leader, she is said to have the ability to order people around and also ensure that they thrive in their jobs. The ability to balance strength and softness is becoming commonplace for women who must change hats from the time they leave the job to the time they spend with their families. Encouraging that mix, allowing women to be both tough as nails and gentle as a lamb helps women both in their professional lives and in their private lives. Women need not make a choice nor be afraid to switch hats in the blink of an eye. This should not be viewed as a mandate that subjects women to a different standard than men. When viewed in the proper light, it is an edge that women have innately and men, generally speaking, do not. This unique quality should be emphasized by law enforcement leaders as a desirable trait in their management staff.

The Girl Scouts of America Research Institute published a study in 2012 that covered their research into how girls can become engaged in science, technology, engineering, and math (STEM), and stay interested (Generation Stem, 2012). Women are seriously underrepresented in these fields even though many girls at younger ages have an interest in the fields, but the interest wanes in adolescence. The researchers

examined girls' interests and found that as much as 74% of high school girls were actually interested in the STEM fields. The report stated, "Outdated stereotypes and feelings of insufficiency can hold girls back" ("Generation Stem," 2012 p. 5). Girls who are told they can do equally as well as boys in math will perform accordingly well but will perform poorly when they are told that girls do not do as well in math ("Generation Stem," 2012).

Some of what the researchers found indicated that girls who have support and encouragement remain interested in STEM fields. Girls also tend to be interested in helping others and making a positive difference in other people's lives. If these lessons are applied to law enforcement and, again, to the women within law enforcement, then it represents the need for leaders within law enforcement organizations to mentor women and demonstrate how being a leader within the organization can help other officers and promote a culture that is less militaristic and more cooperative in nature. Current leadership needs to demonstrate to women that they are wanted and needed to make this change.

Part of the reason that girls who were inclined to choose a STEM career chose a different path is that those girls had many interests, with STEM only being one of them. Girls choose paths that are more common for women because, while the type of girls who are interested in STEM fields seem initially challenged by entering roles that are discouraged for girls, few girls (and, therefore, women) want to enter a career that will be an uphill battle their entire career ("Generation Stem," 2012). The same holds true for women in law enforcement. Being an extreme minority in a field that is clearly male dominated is a complicated task. Cultures within police organizations need to actively

promote diversity in everything they do. This must begin with the top leadership insisting that nothing less will do.

Men and women do not typically intermingle to any significant degree. Relationships and camaraderie can be a catalyst in career progression. Since most of the leadership positions are held by men, it creates an advantage for men that women do not have. Even when no official mentoring is being practiced, mentoring, never-the-less happens. Men are encouraged by other men to continue advancing in their careers and, by way of communicating, which naturally happens in relationships, men learn critical information about aspects of organizational leadership that women miss out on. This, alone, can have a detrimental effect on a woman's desire to advance her career. If no relationship is formed with those in positions of leadership, the female officer will lack the encouragement that male officers get from their relationships. Even if the organization's leadership makes an attempt to encourage females to participate in the promotional process, it will not be internalized as dependable and sincere as it would be if the same encouragement were coming from a leader that the female officer had formed a trusting relationship with. The relationship comes with continuous mentoring activity and an environment of inclusion within the organization.

Additional considerations are the positions typically held by female officers. As previously mentioned, roles such as School Resource Officer and Community Policing Officer, while vital, are not adequate preparation for taking command of critical police operations. A police leadership position often entails commanding units that are normally male dominated, such as SWAT, Drug Interdiction, etc. Women know the requirements of leadership command and may shy away from being placed in a position

that she does not feel confident about. In this light, it is important to consider how the department places its personnel. Compartmentalizing officers according to their gender can have a devastating effect on a female officer's willingness or ability to promote. Ensuring that women move to a wide variety of positions is crucial. Encourage them to take on positions that they may not have believed they could do. Taking an active approach is the only solution to the problem. Leaders who are aware of the internal barriers and multitude of external barriers can take action to remove as many barriers as possible.

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