

WID *Information*

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University of Illinois at Urbana-Champaign
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RESEARCH NOTES

Standing Out and Fitting In: Culture, Gender, and Socialization in Growing Organizations

By: Holly Arrow

The emergence and transmission of organizational culture in small growing organizations founded by teams was examined using data from a laboratory study of 40 simulated organizations and a field study of 4 actual organizations. The laboratory groups were founded by either two men or two women and grew to five people over the course of five sessions. Two of the ongoing organizations were founded by all-female teams, and two were founded by mixed-sex teams. The dimension of culture examined was the nature of human relations (Schein, 1992), which was measured using instruments based on Fiske's (1991) theory of elementary relational forms. The four elementary relational forms are:

- (1) communal sharing, which emphasizes inclusiveness and attending to members' needs,
- (2) equality matching, which emphasizes equality and reciprocity among individuals,
- (3) authority ranking, which emphasizes vertical differentiation according to status and power, and
- (4) market pricing, which emphasizes instrumental exchanges and equity.

Results indicate that for these groups, the sex composition of the founding team affected both preferred and perceived norms for social interaction. Organizations founded by women emphasized communal sharing and equality matching principles more, and authority ranking principles less, than did organizations founded by men. The pattern of growth also affected the relative emphasis on the different norms, and the degree of consensus about the organizational culture. When the first newcomer arrived alone, he or she was integrated more quickly into the group than when two newcomers arrived as a cohort.

Female newcomers appeared to perceive the culture of their new organizations more accurately than male newcomers did, when accuracy was measured as agreement with established group members. Female newcomers also judged themselves to be fitting in to their new groups better than male newcomers did. Newcomers who were the same sex as established members judged themselves to be fitting in to the

organization better than newcomers who were of the other sex. Agreement among newcomers about relational norms was also affected by the context of gender composition. In female-founded groups that had both male and female newcomers, female newcomers agreed more closely with one another than they did in all-female groups. In male-founded groups with mixed sex newcomers, male newcomers disagreed more when the female newcomer arrived alone than when the female newcomer arrived in a mixed-sex cohort. The pattern of results is explained by a multicultural analysis of diversity in groups.

The impact of demographic difference for newcomers appears to depend on the status implications of differences such as gender and tenure in a group, and on the relative salience of different cues in different group compositions. Data from an organization founded by a cross-cultural, mixed-sex team indicates that when cultural differences based on national origin (Chinese versus U.S.) are salient, gender plays a less important role in shaping organizational culture.

WOMEN IN INTERNATIONAL DEVELOPMENT ACTIVITIES AT UIUC

● News of WID Associates

□ Associates with Assignments Abroad

- Kathleen Cloud, Director for the Office of Women in International Development presented a paper on "A Modest Proposal for Inclusion of Data on Women's Household and Human Capital Production in the Analysis of Structural Transformation at the 6th International Interdisciplinary Congress on Women at Adelaide, Australia, from 21 -26 April. She also led a Gender Training workshop for the International Women's Development Agency, April 28 -29th, 1996 in Victoria, Australia.

- Consolata Kabonesa, PhD-ABD, in Human and Community Development, is on field research in Uganda from February to August 1996. Her research addresses the health and well-being of women and men in Kaborole district, Uganda.

- Dora Mwalwenje, a graduate student in Vocational and Technical Education, will be having a Summer Assignment with the Malawi Institute of Education, the USAID/Malawi Project. She will work directly with curriculum design teams on incorporating gender sensitivity and balance into the development of curricula for primary schools, teacher colleges and in-service teacher training from May - August 1996.

□ Associates with Local Assignments

- Brenda Krause Eheart, Co-founder of Hope for the Children and Associate Director for the Office of Women in International Development, gives an update on *Hope for the Children: Professionalizing Parenting*.

Two years ago on April 14th, Hope for the Children, an innovative project which provides permanent, nurturing homes for abused and neglected children, moved from its temporary storefront home in the center of Rantoul, Illinois to its permanent home at Hope Meadows on the former Chanute Air Force Base. What a difference two years makes! We now have 23 Hope children, 9 Hope families who brought an additional 25 children with them, and 56 seniors. And by the time you read this we expect to have celebrated our very first adoption.

This is the year that the media has discovered Hope. We received attention from all three major television networks, and we were on the front pages of the Chicago Tribune and The New York Times. The International Herald Tribune also picked up our story. And oh, yes, even the White House has called! All of this has been very gratifying, but what is truly rewarding is the opportunity to get to know and work with the seniors and parents of Hope Meadows, Hope's incredibly competent and dedicated staff, and of course, the children.

Many people have made Hope what it is today. Margaret Mead once wrote, "Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that has." These people, through their commitment to Hope, have made a difference in the world.

☐ Associates Attending Conferences

- Jean Peterson, Associate Professor in Human and Community Development, and Suja George, a Doctoral Student in Human and Community Development, presented a paper on *"The Social Construction of Interpersonal Violence"* at a conference on Protecting Children, Protecting Families in Madison, Wisconsin, April, 11-12 1996.
- Vickie Sigmund, FAO, Population Education Expert, Rosintan Panjaitan and Matthew Gboku, Graduate Students in Agricultural Education and Extension, and Grace Malindi, Graduate Student in Human and Community Development, attended the 12th Annual Conference of the Association for International Agricultural and Extension Education in Arlington, Virginia from 28-30 March, 1996.

☐ Graduating Associates with Gender Roles in International Development (GRID) concentration

Eric Marshall Custar	USA	African Studies	Masters
Maria Luz-Daniels	Philippines	Geography	Masters
Veronica Ouma	Kenya	Geography	Masters
Nancy Garrett	USA	Sociology	PhD
Eleanor Allman	Jamaica	Vocational Education	PhD-ABD
Nikki Negrau	USA	Law	JD
Holly Arrow	USA	Psychology	PhD

Holly, a major in Social and Organizational Psychology, will soon be working with the University of Oregon at the *Institute for Cognitive and Decision Science* and with the *Psychology Interdisciplinary Institute* from September, 1996.

STUDY & TRAINING OPPORTUNITIES

☐ TRAINING OPPORTUNITIES

• The International Program for Agricultural Knowledge Systems (INTERPAKS) announces a short course in Improving Extension Management, September 2 - October 3, 1996 open to both men and women. This short course will focus on key issues and common problems faced by senior -level extension administrators and program managers. A problem-solving methodology is used, concentrating on case study materials, the experiences of participants and special field trips to seek solutions to important management problems. The modules and problem areas to be covered are the following: 1) Analyzing Extension Systems to Improve, Performance, 2) Improving Program Development, Delivery, and Impact, 3) Organizing and Managing Extension Resources, 4) Improving Leadership and Management Skills, 5) Using Computers to Improve Extension Management and 6) Improving Organizational Communications.

All participants should hold a senior-level management or administrative position in their national or provisional extension organization. Women are especially encouraged to attend. For more information about this course or INTERPAKS training services contact:

Director of INTERPAKS, Office of International Agriculture, University of Illinois at Urbana-Champaign, 109 Mumford Hall, 1301 West Gregory Drive, Urbana, IL, 61801, USA. Telephone: 217-333-5832; Fax: 217-333-5835.

• **The Royal Tropical Institute (KIT) announces: A Training Workshop for Trainers in Women, Gender and Development, November 10-28, 1996.** This international workshop is organized for both men and women involved in any field related to women, gender and /or development. Workshop objectives are: to increase awareness on gender, women and development; to improve gender analytical skills; to strengthen the ability to develop gender sensitive strategies and to share relevant knowledge, strategies and experiences from different countries and regions in relation to women, gender and development. The basic workshop methodological approach is participatory and experience-based. Applications should be submitted by September 9, 1996. For more information contact: The Secretary, Women & Development Training, Royal Tropical Institute, Mauritskade 63, 1092 AD Amsterdam, The Netherlands. Tel. 31(20)5688 306. Fax: 31(20)5688 434/5688 409.

CONFERENCES AND CALL FOR PAPERS

• **The National Women's Studies Association (NWSA) announces the Seventeenth Annual conference on Borders/Crossings/Passages: Women Reinterpreting Development** to be held June 12-16, 1996 at Skidmore College in Saratoga Springs, New York. NWSA will consider models and strategies for women's development across cultural, sexual, economic, national, institutional, and disciplinary borders. In broadening the concept of women and development, multiple meanings, critique and diverse perspectives will be used in raising questions concerning boundaries and borders (literal and figurative) that have defined and sometimes divided women. Specific questions such as how can we bridge geographical and cultural lines, sexual categories, epistemological and theoretical borders, institutional and professional boundaries and differences of race, class, ethnicity, sexuality, nationality, age, and ability to work together for girls and women's growth are central. An embedded conference theme; "*Diverse Paths: Perspectives on Adolescent Girls*", will give researchers, practitioners, educators, generalists, girls, feminists from the next generation and other interested conference participants the opportunity to engage in extended dialogue and critique of psychological, ethical, intellectual or academic models for female adolescent development; historical and cultural images of adolescence. More than 200 panels and workshops, writer's series; continuous film and video series, evening cultural events series; annual book exhibit and pre-conference meetings are among the conference activities.

Registration rates through June 1, 1996 are as follows: NWSA Member Rate \$95; Non-Member Rate \$120; Student Rate \$45; and NWSA Member, Work-exchange \$0 by arrangements with Patricia Rubio no later than May 15. For more information about the conference program, contact: Patricia Rubio, Site Co-Coordinator Skidmore College, 518-584-5000, ext.2387, e-mail:prubio@skidmore.edu

FELLOWSHIPS, GRANTS AND AWARDS

• **The Maria Pia Gratton International Award**

The Office of International Students Affairs, University of Illinois, is pleased to announce **The Maria Pia Gratton International Award** established at the University of Illinois by the family and friends of Maria Pia Gratton, who passed away on October 31, 1995. The award includes a \$5,000.00 stipend and a tuition and service fee waiver. The award will enable a female student from outside the United States to have an academic and cultural experience at the University of Illinois at Urbana -Champaign. Application forms are available at the Office of International Student Affairs, 510 East Daniel, Champaign. For more information, contact 217-333-1303. The application deadline is **May 15, 1996.**

• **On - Campus Dissertation Research Grants:** The Graduate College is instituting a new program of dissertation research funding for projects that do not involve travel.

Eligibility: Doctoral candidates who have passed preliminary examination and who have begun serious work on the dissertation are eligible. Application can be made before the preliminary examination, but no funds will be transferred until the prelims have been passed. Those who have received Dissertation Travel Grants are not eligible for this competition. The maximum grant will be \$750; most grants will be for less. Eligible students should be registered at the time of application and may apply more than once, but the total research grant will never exceed \$750.00.

• **Allowable Expenses:** Grants may be made to defray legitimate and necessary dissertation -related expenses, except travel, photocopying of materials available in the UIUC Library System or through interlibrary loan; data entry; transcription of tapes; or for typing and reproduction of the thesis as departments are expected to provide equipment used for dissertation research. Applicants should plan to make use of the funds by June 30, 1997; funds not used by that date will usually revert to the Graduate College, though moderate extensions may be requested if unavoidable delays occur.

Application Procedures for On-Campus Research Grants

1. Applicants should submit to their advisors a completed Dissertation Research Grant Application cover form containing the budge and proposal narrative. The narrative should be brief and consistent, making clear the nature, methods and significance of the project to the non-specialist reader, and should in any case not exceed two double- spaced pages using at least 10-pt. type and one-inch margins. Additional methodological information and a one -page CV may be matched as an appendix. Highly technical matter or lengthy literature search and CVs do not belong in the proposal.
2. Advisors or directors of dissertations should add a letter giving an evaluation of the project and the student, and endorsing the budget, and forward the package to the executive officer for the department.
3. The department should list its application in priority order, include a rationale for the ranking, and forward the application to the Graduate College.

Deadline for receipt of application in department offices: **June 14, 1996**. Deadline in the Graduate College: **June 21,1996**.The Fellowship Office, 209 Coble Hall, MC-322 should be contacted for forwarding the departmental nominations and for more information.

□ JOB OPPORTUNITIES

• **St. Norbert College, De Pere, Wisconsin** is seeking an Associate Director of the F. K. Bemis International Center to work closely with the Executive Director, the Academic Vice President and faculty in the development of its expanding international education program, while directing an outreach to schools and the civic community. Qualifications include: Ph.D in relevant academic field; ability to work with teachers and students in the K-12 schools; successful experience in curriculum and program development, including civic education. Applications should include: detailed letter which addresses qualifications specific to this position, a detailed resume, three letters of recommendation to Dr. Robert Vanden Burgt, Chair of Associate Director Search Committee, P. O. Box 640, St. Norbert College, 100 Grant Street, De Pere, WI 54115-2099. The position is vacant and starting date is negotiable. St. Norbert College strongly encourages applications from women, minorities and persons with disabilities.

• **The Women's Studies Program of the University of Illinois at Urbana-Champaign** announces the position of the Assistant Director of the Women's Studies Program.

Duties: include academic and administrative responsibilities. Program development, course development, publications, student advising, grant development, fundraising, and representing the program with diverse constituencies. Qualifications: M.A. required, Ph. D or other terminal degree with an educational background in Women's studies or experience in women's programs are preferred. Salary: Commensurate with qualifications. Application: a letter, curriculum vitae, and three letters of reference should be forwarded to Dr. Cheris Kramarae, Director, Women's Studies Program, University of Illinois at Urbana - Champaign, 911 South Sixth Street, Champaign, Illinois 61820, 217-333-2990. Closing date: June 1, 1996.

 ANNOUNCEMENTS/RESOURCES/PUBLICATIONS

□ RESOURCES/PUBLICATIONS

• Resources for Minority Scholars

As new Chair of the National Sociologists for Women in Society's Minority Scholar Committee, Bernice McNair Barnett encourages and thanks those in support of the Sociologists for Women in Society and the American Sociological Association's Minority Fellowship Program. The program supports the doctoral study for female minority Ph.D. sociology students and facilitates integration of minority women scholars into the sociology profession and its organizations. After locating and establishing correspondence with all of the designated SWS minority women fellowship recipients over the past 10 years, she feels that their research is exciting and furthers the feminist goals of SWS, and contributes professional development. In future, she will disseminate information about the program efforts and the implementation of various initiatives during the next two years. She announces and invites to attend the paper sessions spotlighting scholarship recipients, evening fundraisers, and formal receptions organized for the annual meetings in New York City this coming August. *Make checks payable to Sociologist for Women in Society and Designate "for Minority Scholarship Fund".* For more information contact the Minority Scholarship Chair, University of Illinois at Urbana -Champaign, Department of EPS, 1310 S. 6th Street, Champaign, IL 61820, (217) 333-7658 FAX (217) 2447064.

As the Midwest Regional Director of the Association of Black Historians, she calls for Midwest membership, participation and support of the association of the Black Women Historians (ABWH). The goals of ABWH are to establish a network among members, to promote Black women in the profession, to disseminate information about opportunities in the field and make suggestions concerning research topics and repositories. In addition, ABWH publishes a newsletter, the *Truth*, and awards several annual prizes in recognition of the scholarly achievements and contributions of not only our members but also non-members in the study of African American women's history. New members are encouraged to join and former members to renew and strengthen the ABWH--Midwest. ABWH annual membership dues currently \$20(\$10 for students); make all checks or money orders payable to ABWH. For more information contact Bernice McNair Barnett, ABWH Midwest Regional Director; call 217-333-7658.

Source: Flyer

• *Smallholder Farmers's Perception of Extension By Gender in Tanzania, 1996*, by Jean Due, Flavianus Magayane, and Anna A. Temu has recently been deposited in the Africanist Library, 328 Library Building and in the WID/Women's Studies Library. Since Tanzania now has one-third of its extension agents female, the study ascertained male and female farmer's attitudes toward both male and female extension workers in one region of Tanzania--a predominantly Moslem area. What did the authors find? Male farmers preferences for extension agencies were 35% male, 30% female, and 35% neutral as men and women received the same training. Female farmers preferences were 40% female extension agents, 26% male and 34% were neutral. What were the reasons for their preferences? Thirty-four percent reported no cultural bias (male officers working with female farmers, etc.), 22% said their preferred agent explained things better, 21% said they had the same training and were equal, 17% believed their preferences was more active and responsive and 6% had other reasons. Female extension agents were also thought to present materials better than male agents 39 to 24%. The report also gives data on farm incomes, off-farm earnings, and policy recommendations.

• *A Commitment to the World's Women: Perspectives on Development for Beijing and Beyond* edited by Noeleen Heyzer with Sushma Kapoor and Joanne Sandler. The anthology includes articles by more than thirty thinkers, organizers, and leaders. In this book the authors re-visit the crucial issues and processes that have affected women, their families and societies and offer recommendations and insights for achieving a sustainable future. The book also provides an analysis of our past and thoughts for our future. It offers a diverse range of powerful visions for political and economic changes needed to reconstruct a new development agenda based

on justice and equity for all sectors of society. It is a UNIFEM publication, USS14.95 /Paper: 0-912917-38-5 1995/269 pages. For more information contact Kumarian Press, Inc., 14 Oakwood Avenue, West Hartford, CT 06119-2127 U.S.A. 800-289-2664/ order toll free, 860-233-6072/fax, kpbooks@aol.comm/e-mail.

- *Girls and Schools in Sub-Saharan Africa: From Analysis to Action.* by Adhiambo Odaga and Ward Heneveld, A World Bank technical paper, ISSN 0253-7494;no.298. This study is part of the World Bank, Africa Technical Department's contribution to African governments, non-governments organizations and donors who have been working together to develop programs that address the problems of improving girls' education participation. Based on review of recent literature, it provides a summary of the state of knowledge of the factors constraining girls' schooling in Sub-Saharan Africa. It also presents an outline of how this accumulated knowledge can be used in practical ways to facilitate the design of programs to accelerate female participation in education in the region. The study also discusses some promising international experiences and strategies to enhance girls' schooling. For more information contact, The World Bank, 1818 H Street,N.W. Washington, D.C. 20433,U.S.A. Telephone: 202-477-1234, Fax: 202-477-6391.

□ ANNOUNCEMENTS

• **International Course Announcements for Fall 1996 at UIUC**

- **Interdisciplinary Seminar on Gender Roles In International Development:** WS 380, call #08163, Instructor: Kathleen Cloud.

This seminar is for students interested in scholarship and employment in such areas as public policy, international agriculture, international business, comparative education, comparative social science and human resource development. It examines theoretical and empirical research on gender and the transformation of social and economic structures, with particular emphasis on changing gender roles in agriculture, the informal sector and the development and maintenance of human capital. The class offers a comparative perspective on gender and public policy in North and South America, Eastern and Western Europe, Asia and Africa. Meeting days: Tuesday, 2:00 -4:00 and Thursday, 2:00 - 3:00 Location: to be arranged. For more information call 333-1994.

- **Conflict Resolution For Security and Sustainable Development:** HCD 498, call #25677 or Political Science 489b, call # 08239. Instructors: Kathleen Cloud, Roger Kanet and Lucy Kehinde. This advanced graduate-level Conflict Resolution Clinic(CRC) seminar and workshop series will examine the recent development works related to conflict from an interdisciplinary perspective and will integrate fundamental concepts that have practical application. The seminar is critically needed to train advanced graduate-level students, professionals and cadres of policy makers who will develop the capacity to deal with issues through mechanisms of negotiation, bargaining and other constructive means to resolve conflict in today's often extraordinary volatile situations. This effort fills the gap between academic preparation and the application of professional skills in conflict- ridden environments for security and sustainable development. Meeting day: Wednesday, 7-9 p.m. Location: to be arranged. For more information, call 333-0876.

- **Fourteenth Annual Student Paper Competition**

The Office of Women in International Development announces its Annual Student Paper competition with two awards of \$100.00 each for the winning graduate and undergraduate papers. Papers should focus on gender issues in the context of international development. Eligibility: Graduate and undergraduate students may submit papers. Papers from all disciplines will be accepted. Guidelines: Papers should be typewritten, double -spaced, and prepared in a journal format acceptable to the student's major discipline. Papers should not exceed 30 pages in length. Please indicated graduate or undergraduate and include Summer telephone contact address. Submission deadline: Monday, May 13, 1996. The winners will be publicly announced in September, 1996. Papers should be submitted to: Office of Women in International Development, 320 International Studies Building , 910 South Fifth Street, Champaign, IL 61820. For more information, contact: Grace Malindi(244-1722) or Kathy Martin(333-1994).

Moving/Changing Address?

Please give your new address, if you are moving/changing address and want to be retained on the mailing list.

Name:

Address:

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