

The Unequal Equality : Social Stereotypes About Female and Male Entrepreneurs¹

Abstract

This study investigates gender stereotypes and opinions about successful entrepreneurs in business organizations. Overall, 150 participants (male and female employers of small enterprises, male and female employees and male managers) were asked to indicate typical characteristics of successful male and female entrepreneurs. When asked directly, only a few differences between male and female entrepreneurs were reported. Thus, it would seem that gender stereotypes no longer exist. However, an effect of asymmetry was discovered which supports the hypothesis that male entrepreneurs are not perceived just like female entrepreneurs. When male subjects were asked to describe a typical successful male entrepreneur first and subsequently a typical successful female entrepreneur, a significant number of participants ment that she is like he is. On the other hand, when first female entrepreneurs were to be described and then males, a much smaller number of participants indicated that he is like she is. This asymmetry

Résumé

Cette recherche a pour objet les stéréotypes de sexe et les opinions qu'on a sur les chefs d'entreprise dans le milieu des affaires. Au total, 150 personnes (chefs d'entreprise des deux sexes, employés des deux sexes et cadres de sexe masculin) ont été invitées à indiquer les caractéristiques typiques des hommes et des femmes chefs d'entreprise ayant réussi. Un questionnaire direct ne fait apparaître que peu de différences entre les portraits des chefs d'entreprise des deux sexes. Cela pourrait laisser penser qu'il n'y a plus de stéréotypes de sexe. Toutefois, il a été observé un effet d'asymétrie qui conforte l'hypothèse d'une certaine différence dans les façons de percevoir les hommes et les femmes chefs d'entreprise. Quand les sujets de sexe masculin sont invités à décrire en premier l'homme chef d'entreprise et la femme seulement dans un deuxième temps, une grande partie d'entre eux disent qu'« elle est comme lui ». En revanche, quand c'est la femme chef d'entreprise qui a été décrite en premier, un beaucoup plus

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Key words:

*Social stereotypes,
gender stereotypes,
entrepreneurship,
leadership, cognitive
asymmetries*

Mots clés:

*stéréotypes sociaux,
stéréotypes de sexe,
chefs d'entreprise,
exercice du commandement,
asymétries
cognitives*

1. I gratefully acknowledge the assistance of Helga Passauer with collection of data.

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was especially pronounced in the male subjects sample. While direct assessment of stereotypes may lead to the conclusion that gender stereotypes within business organizations no longer exist, indirect unobtrusive methods may reveal that not much has changed during the last decades.

petit nombre de sujets disent que le chef d'entreprise homme est comme elle. Quand on cherche à évaluer directement les stéréotypes, on peut arriver à la conclusion qu'il n'y a plus de stéréotypes de sexe dans les milieux d'affaires. Mais des méthodes indirectes peuvent montrer, à l'insu des sujets, qu'il n'y a en fait pas eu beaucoup de changement ces dernières décennies.

- Le village entier partit le lendemain dans une trentaine de pirogues, nous laissant seuls avec les femmes et les enfants dans les maisons abandonnées. -

C. Lévy-Strauss, 1936. *Les bororo*.

- *The next morning the entire village departed in some thirty canoes, leaving us alone with the women and children in the abandoned houses. -*

Introduction

When the men are away from the village, all the people are away, and the houses stand empty. Only the women remain behind, and, of course, the children... But for Lévy-Strauss, to which category do the women and children belong to?

In the "thirties, the status of men and women in society appears to have been different; men predominated at management levels, too. After highly committed efforts at achieving equality over the past few decades, the question still remains as to whether the social gender stereotypes have faded today, or whether they have changed.

Are the times finally gone, in which women were obliged to adopt male behaviour patterns in order to secure leading positions in financial and administrative organizations, in order to represent the "man"? Have the demands on management, leadership, and entrepreneurship changed, so that today it is no longer a cool sense of cleverness and clear far-sightedness which are in demand, that reserved fellowship towards colleagues and strict concentration on the matter in hand, such typically male characteristics? Are we instead looking for a kind

of creative entirety in thinking, a delight in flexible, often spontaneous, decisions, and a sensitive attitude of concentration on one's colleagues – in other words, characteristics which we might typify as female? Or do the postulated behavioural differences between men and women no longer pertain, nor the association with management success as assumed by the lay person? Social stereotypes about gender differences regarding management qualities seem to have changed, with the result that women, irrespective of whether they have assumed masculine characteristics, or of whether female attributes as well as masculine ones can lead to a successful management demeanour, or of whether employees' expectations of their management have changed, are now being assigned management characteristics which are equally as promising as success as they are for men. In traditional social stereotype images, men are characterised as dominant, ambitious, aggressive, self-reliant, dedicated, independent, strong-willed, rational, and self-aware; women, by contrast, are seen as gentle, caring, adaptable, anxious, warm-hearted, in need of support, emotional, and person-oriented (e.g. Bless, Bohner, Chassein, Kittel, Kohlhoff, Nathusius, Schüssler, and Schwarz, 1992; Rustemeyer and Thrien, 1989; Scheffler, 1995). Successful managers and entrepreneurs are nowadays also described as predominantly instrument-oriented, competent, and determined; indeed, «typically masculine». Management persons in the economy are characterised by stable features such as competence and the ability to win through to a goal. As in the past, male features are held to be responsible for success as a manager or manageress (Bless *et al.*, 1992; Kruse, 1987; Rustemeyer and Thrien, 1989; Sieverding, 1992). It should be emphasised here that implicit theories about characteristics in the specialist literature on management research have long been criticised, and that predominantly patterns of behaviour which are situation-specific are seen as representative of successful management. Entrepreneurial success is also not attributed to the person and their specific characteristics alone, but rather to external circumstances. However, since this study is concerned with the examination of social stereotypes, considerations of person-specific characteristics and entrepreneurial and management success, which has de facto been observed as well as operationalised, will not be referred to any further.

If competence and economic success within a company appear to be founded on masculine characteristics, the capability may nevertheless be assigned to women of being able to found an enterprise and manage a company if they do possess typically masculine characteristics. It is known, however, that the assumption prevails that men are in possession of male characteristic features and women of feminine «charm». The effects of gender stereotypes do not remain limited to a fictitious prototype; indeed, it often forms the basis for the assessment of individuals (Brewer, 1988; Fiske and Neuberg, 1990; Hamilton and Troiler,

1986). According to this approach, a woman may indeed be attributed the qualities of a company manager; but it is not a logical consequence that a woman also represents her « man ». The management qualities of a man, by contrast, do correspond to the general expectation. If we follow this line of thought, it comes as no surprise when those outside the organizations concerned tend to list stereotypically male characteristics as being typical management qualities. Employees who have a woman as manager tend to feature patterns of behaviour which are gender-neutral (Friedel-Howe, 1990 ; Gold, 1990 ; Ragins, 1991 ; Rosen and Jerdee, 1973 ; Schein, 1973 ; Weinert, 1990). As the frequency of women as leaders increases and individuals' experiences with women leadership grow, prejudices and gender stereotypes are coming more and more to lose their significance (Bless *et al.*, 1992).

Women as entrepreneurs and in management positions in general are regarded not only as being particularly goal-oriented, but in their own self-description also acquire higher instrumentality values. Women with a high level of instrumentality also tend to strive for a professional career, and have optimistic expectations with regard to their professional futures than do women with low instrumentality. In their career motivation, and their expectations with regard to their professions, they do not differ from their male colleagues. Accordingly, a high level of instrumentality appears to be a good predictor for a future professional career, leadership quality, and for entrepreneurial success (Sieverding, 1992 ; Sieverding and Alfermann, 1992).

The analysis of personality profiles, acquired on the basis of self-descriptions, in many studies has not revealed any substantial differences between female and male management personnel (Friedel-Howe, 1990 ; Gold, 1990 ; Weinert, 1990). Slight distinctions can be identified with regard to individual personality dimensions : Female managers seem to set higher value on the variables of « logical thinking », « ability to bear burdens », and « emotional resilience », « self-confidence », « self-assurance », and « self-control » than their male counterparts. Gold (1990) does not exclude the possibility that these results are indicative of compensation effects, which tends to offer career success as a possibility for women under the current peripheral conditions. It remains to be established whether women also differ from their male colleagues in their behaviour as a result of the few significant personality differences ; Eagly, Karau, and Makhijani (1995) found in a meta-analysis of several studies on gender and the effectiveness of leaders that male and female leaders are equally effective.

Overall, we are presented with an uneven picture : On the one hand, it is assumed that entrepreneurial and management success are associated with male characteristics, and that these characteristics tend to be assigned to men rather than to women. This would mean that success in business organizations would

tend to be assigned to men rather than to women, on the grounds of social preconceptions ; however, those women who do succeed in attaining high management levels, or even establishing companies and managing them successfully, are also often attributed with masculine characteristics. On the other hand, it could also be assumed that social stereotypes have changed, with the result that women appear to be equipped with management qualities just as men are ; economic and financial competence is deemed to be their prerogative, too, and accordingly entrepreneurial and management success are seen as being independent of gender.

This study examines social gender stereotypes about male and female entrepreneurs and the postulated successful management of a company. Moreover, differential gender stereotypes held by male and female employers, employees, and managers are studied. First, we consider the characteristics of men and women as typical successful male or female entrepreneurs. It is to be assumed that hardly any differences would be reported in direct surveys, and that therefore successful company management will be attributed in general to women as well as to men. It is to be suspected, however, that the techniques which allow for data about social stereotypes to be gathered without the distortions of social correctness would lead to other results. A study of the obituaries of men and women in managerial positions (Kirchler, 1992 ; Kirchler, Wagner, and Buchleitner, 1996) showed that the descriptions of management personnel are, as before, still gender-dependent, and that social stereotypes have hardly faded over the past few decades.

Before reporting the empirical study it should be emphasised that in the introduction no sharp distinction between management and entrepreneurship has been made. No doubt, management and entrepreneurship are different, however, the literature on social stereotypes about entrepreneurs is scarce. Therefore, findings on gender stereotypes concerning management have been generalised to entrepreneurship.

Method

Survey participants

Five groups of people are featured. The survey covered male employers, female employers, male workers, female workers, and managers (exclusively men), thirty in each category. The male and female employers who were approached had been running their companies for at least five years. The worker groups were engaged predominantly in the companies belonging to the employers involved in the survey. They were identi-

fied in parallel with the groups of employers in respect of age, sex, and school education. The managers involved in the survey were employed in companies with workforces of at least 100. The selection of employers and managers was effected on the random chance principle.

The average age of the 150 persons in the survey was 47.37 years (standard deviation = 7.85). 71.3% of them had received technical college training, 16.7% has taken the secondary school-leaving examination, and 12% had attended tertiary education. The female employers in the survey were predominantly involved in the hairdressing and cosmetics sector, the male employers in tourism, the construction industry, and the locksmith sector. The female workers came predominantly from commercial professions, and the males from technical fields. The manager group were drawn predominantly from the construction, trade, and insurance fields. 63.3% of the employers had established their businesses themselves, while the remaining 36.7% had taken it over from a predecessor. The male employers indicated that they employed more workers in their companies (median = 9) than the female employers (median = 5.5). Table 1 provides an overview of the demographic data.

Material and conduct

In order to acquire different cognitive representations of women and men in managerial positions, a questionnaire was provided in which (a) the questions related to the characteristics of the typical successful entrepreneur, male or female, relative to typical unsuccessful entrepreneurs. Half of those asked were requested to think of a typical successful male entrepreneur, and to indicate what characteristics they would ascribe to him. They were then required to outline the characteristics of a typical successful female entrepreneur. In order to pre-empt series effects, the second section of interviewees were asked to describe the female entrepreneur first, and then the male. It was not explained to those in the survey what was to be understood by the term «successful company management», since it can be assumed that there are implicit concepts of this.

As (b), the 16 personality adjective test (16 PA Test by Brandstätter, 1988) was administered, for the assessment of male and female entrepreneurs. The 16 PA Test corresponds to a semantic differential, and was designed for the self-assessment element of the 16 personality dimensions in the 16 PF Test (Schneewind, Schröder, and Cattell, 1983). The procedure has proved to be just as effective for third-party evaluation.

An appointment was set with the participants for answering the questionnaire. The replies were predominantly given at the place of work, and took about 30 minutes.

	Employers		Managers	Workers	
	Women	Men	Men	Women	Men
<i>n</i>	30	30	30	30	30
Age (M, SD)	46.66 (7.44)	47.96 (8.26)	49.36 (8.45)	45.90 (6.93)	46.93 (8.11)
School education					
Technical College	23	26	9	23	26
Secondary School					
final exam	6	3	7	6	3
University	1	1	14	1	1
Marital status					
Unattached	14	5	3	14	6
Attached	16	25	27	16	24
Number of children					
0	8	6	2	12	5
1	11	5	12	11	9
2 and more	11	19	16	7	16
Founder of business	21	17	–	–	–
Period leading one's firm in years	18.70	18.46	–	–	–
Duration of business in years	20	27	–	–	–
Number of employees (median)	5.5	9.0	250	–	–
Capital stock holders	30	30	2	–	–

Results and discussion

Opinions on the personality characteristics of male and female entrepreneurs

In the first stage of the analysis, the profiles were outlined which were ascribed to the male and female entrepreneurs on the basis of the 16 PA test, and the free associated characteristics were then examined.

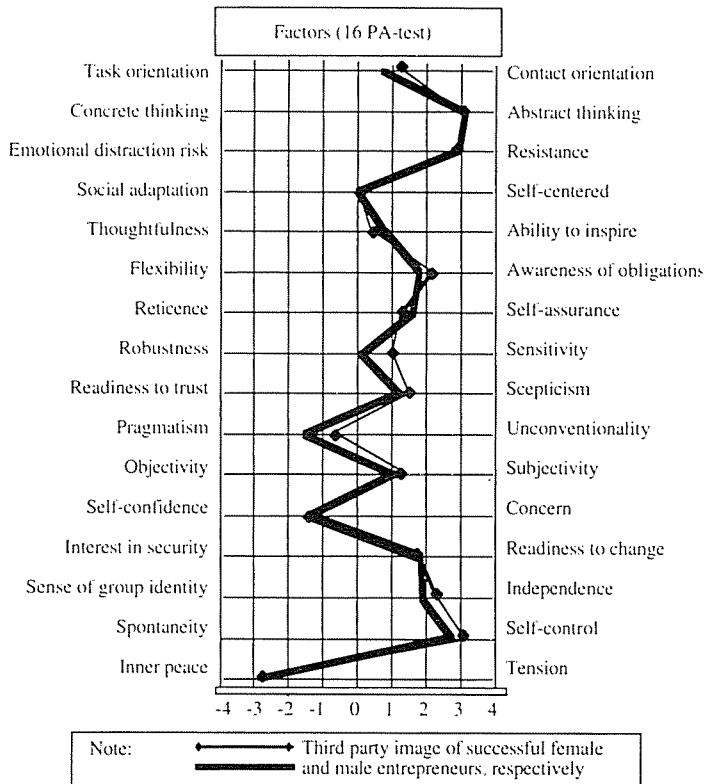
Evaluations in the 16 PA test are usually applied for the self-assessment of personality characteristics. If the semantic differential comprising 32 items is used for third-party evaluation, in the absence of other proposals for calculation or other experience, the same analysis stages can be applied as for self-assessment. First, the characteristics were calculated in terms of the 16 factors. Next, a total of 16 variance analyses with two independent variables (successful female entrepreneur and success-

Table 1 :
Socio-demographic
data of male and
female survey partici-
pants

ful male entrepreneur respectively ; five groups of survey participants), and the characteristics calculated as dependent variables in the individual 16 PA factor.

There were no significant differences ascertainable in the opinions of the interviewees in the survey, and even the sex of the successful entrepreneurs who was to be assessed rarely achieved any statistical significance. Only in three of 16 cases was a significant main effect of the gender of the entrepreneurs indicated : According to the opinions gathered, female entrepreneurs are more contact-oriented ($F_{(1,145)} = 17.91 ; p < 0.001$), more sensitive ($F_{(1,145)} = 13.93 ; p < 0.001$), but less pragmatic ($F_{(1,145)} = 15.92 ; p < 0.001$) than male entrepreneurs. Figure 1 shows the average personality profiles which were ascribed to male and female entrepreneurs.

Figure 1 :
Third-party image of
successful male and
female entrepreneurs



Free associations to successful female and male entrepreneurs

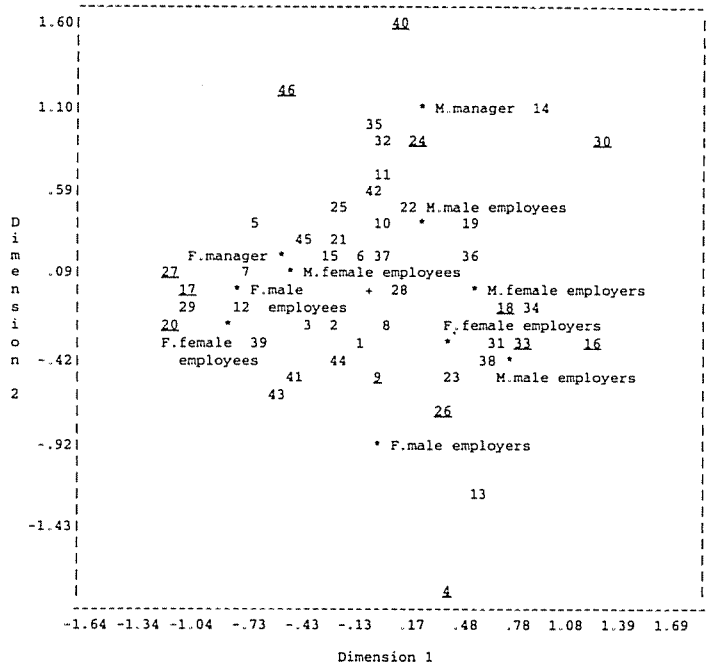
Overall, 1,364 associations were counted, which related to 144 different causes of success. Two independent assessors compiled the characteristic key words in 46 categories, and in this situation acquired correspondence values of 56 % to 80 %.

It was then calculated how often the characteristics from the 46 categories from the male and female employers, male and female workers, and managers involved in the survey were ascribed to the typical successful female and male entrepreneur. This resulted in a 46 x 10 frequency table, which was used as the starting matrix for a correspondence analysis. The correspondence analysis revealed two dimensions, which account for 23 % and 21 % of the variance. The third dimension accounts for 13 %, the fourth for 12 %, the fifth for 11 %, and the remaining dimensions for less than 10 % of the variance. The two-dimensional results of the analysis are summarised in Figure 2.

As Figure 2 shows, there are hardly any differences capable of interpretation between the descriptions of the typical successful female entrepreneur and the typical successful male entrepreneur, and the differences between the five groups of survey participants are also marginal. At best, the conclusion could be drawn from the graphic representation that the stimulus word « female entrepreneur » tended to be more associated with words such as « employee motivation », « management ability », and « pleasure in innovation » than was the word « male entrepreneur ». « Male entrepreneur » tended to be associated with words such as « broad outlook », « striving for goals », and « creativity ». The results, however, were not overall very clearly distinguished, and this interpretation accordingly remains speculative. Also consideration of the third and fourth dimension did not give any results indicating clear distinctions between the descriptions made by the five interview groups.

In view of the fact that no clear differences were evident between either the five groups of participants in the survey or between the sex of the successful male and female entrepreneur who was the subject of the assessment, an analysis was then conducted of the data from the participant group as a whole. In order to establish in general any differences between assignments to male and female entrepreneurs, frequency comparisons were carried out in the 46 categories, and standardised residuals were calculated. In this analysis, no distinctions were made between the five participant groups. The standardised residuals could be considered as z-values, which indicate whether a frequency value which is observed deviates significantly from the anticipated value or not. In view of the fact that no differences worth noting were found between the five groups of participants with regard to the associations, the absolute and relative frequencies of categories of characteristics are compiled for typi-

Figure 2 :
Representation
of the two-dimension-
al solution of the
correspondence analysis (basis : Relative
frequency table with
46 attribute categories
in the lines and the
five participant
groups, as well as the
sex of the successful
male and female
entrepreneurs under
assessment in the
columns)



Note :

The figures correspond to the following categories of free associations :

- | | | |
|--------------------------------------|--|---|
| 1. Activity | 19. Level of information | 33. <i>Sense for product</i> |
| 2. General education | 20. <i>Readiness to adopt innovation</i> | 34. Realism |
| 3. Work distribution | 21. Intelligence | 35. Readiness to take risks |
| 4. <i>External image</i> | 22. Control | 36. Fate |
| 5. Charisma | 23. Correctness of approach | 37. Self-confidence |
| 6. Network of contacts | 24. <i>Creativity</i> | 38. Team spirit |
| 7. Capacity to persist | 25. Market situation | 39. Behaviour with business partners |
| 8. Capacity to win through | 26. <i>Understanding of human nature</i> | 40. <i>Entrepreneurial vision</i> |
| 9. <i>Dynamism</i> | 27. <i>Motivation of employees</i> | 41. Entrepreneurial talent |
| 10. Empathy | 28. Motivation resources | 42. Entrepreneurial personality |
| 11. Readiness to take decision | 29. Organization and planning | 43. Sacrifice of private life |
| 12. Technical knowledge | 30. <i>Personnel selection</i> | 44. Possibility of further training for employees |
| 13. Fairness | 31. Personal commitment to work | 45. Publicity |
| 14. Financial policy | 32. Presence of female and male entrepreneur | 46. <i>Striving towards goals</i> |
| 15. Hard working | | |
| 16. <i>Flexibility</i> | | |
| 17. <i>Leadership ability</i> | | |
| 18. <i>Hardness in business life</i> | | |

The figures underlined represent characteristics categories to which a weighting of more than .50 was assigned in the correspondence analysis.

*M. = judgements concerning male entrepreneurs by five types of participants (male, female employers, male, female employees, male managers)

*F. = judgements concerning female entrepreneurs by five types of participants (male, female employers, male, female employees, male managers)

cal successful male and female entrepreneurs, as well as the frequency differences based on z-values. The analysis of the spontaneously listed characteristics of typical successful male and female entrepreneurs indicates that only on six of 46 cases are women ascribed a characteristic significantly more frequently than men. In the view of the male and female entrepreneurs, managers, and workers asked, women would more frequently sacrifice their private lives than men ($z = -3.6$; $p < 0.01$). Women are said to be more capable than men of putting themselves in the employee's position ($z = -2.5$; $p < 0.05$), and accordingly exhibit a higher degree of empathy; according to the opinions gathered, they are also seen as having greater endurance capacity ($z = -2.1$; $p < 0.05$), and greater charisma ($z = -2.0$; $p < 0.05$), but are less equipped with a sense of reality ($z = 2.3$; $p < 0.05$) and a wide outlook than men ($z = 2.1$; $p < 0.05$).

To summarise, there are no significant differences in the stereotypes of successful entrepreneurs, male and female. Men and women, in the views of those asked, are equally endowed with the characteristics which are promising of success. The personality profiles of male and female entrepreneurs hardly differ from one another, and the characteristics which were freely associated apply to both sexes, with just a few exceptions. This applies to all those asked, in equal measure.

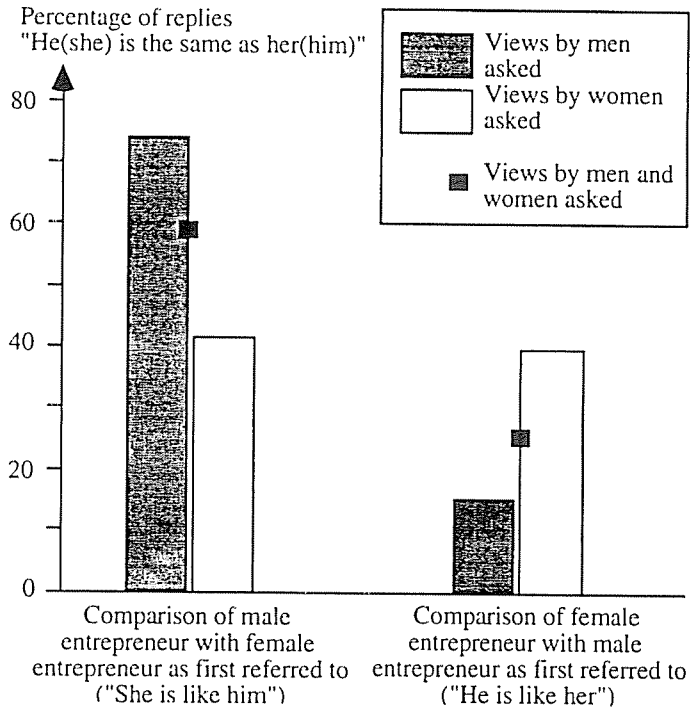
Asymmetries in the free associations

Before the conclusion is drawn that social stereotypes and gender role clichés do not (any more) pertain, it should be recalled that the participants in the survey were being asked directly about gender differences, and their judgements were not immune against a background of tendencies of social desirability.

One clear indication of the fact that subjectively assumed gender differences were suppressed was detected in a check on series effects in free associations. When the interviewees were instructed to list all the conditions required for success in business, and were asked to enumerate first the characteristics of a male entrepreneur and then of a female entrepreneur, 59.7% of those asked were of the view that a typical successful female entrepreneur would have the same characteristics as a male entrepreneur. If, by contrast, they were asked about the characteristics of a female entrepreneur first, and then of a male entrepreneur, only 24.7% then indicated that he would be the same as her. The frequency difference is statistically significant (Chi-Square = 18.85; $df = 1$; $p < 0.01$). The detected asymmetry becomes even clearer when it is not the entire sample which is analyzed, but only the group of male subjects; 73.3% of the 45 men said that the female entrepreneur was the same as the male entrepreneur, but only 15.5% of the remaining 45 men took the view that he was like her (Chi-Square = 30.42; $df = 1$; $p < 0.011$). In the

group of 60 women subjects, the asymmetry was slight (40.6% versus 39.3%; Chi-Square = 0.01; $df = 1$; $p = 0.915$; Figure 3). According to Tversky's (1977) findings, the asymmetry encountered here may be an indicator that men are being regarded as prototype entrepreneurs, in contrast with women. In the same way as the image of the person and the son are more similar to the father than the other way round, so too are female entrepreneurs more similar to male entrepreneurs than vice-versa. It is true that Tversky did present his subjects with the stimuli for comparison simultaneously, while in this case men and women were evaluated one after another; perhaps, however, a comparison with his findings and interpretation are nevertheless possible? In that case, in the same way as the father functions as the model in the comparison between father and son, so too men act as the model instance for typical successful entrepreneur personalities. With a gender ratio at management levels of 95 to 5 in favour of men, this would hardly be surprising. According to these findings, it would of course be so that a typical entrepreneur profile is tailored to a man, and no further reason needs to be given if an entrepreneur is of the male gender. French social psychologists have reported on similar asymmetries in social comparison processes (see Codol, 1986; Hurtig and Pichevin, 1990; Pichevin, Hurtig, and Piolat, 1993).

Figure 3 :
Percentage of men of women questioned who (a) see male entrepreneurs as being the same as female entrepreneurs, and (b) see female entrepreneurs as being the same as male entrepreneurs.



Conclusion

Despite the efforts to dismantle social gender stereotypes, and to establish equality in the public and private spheres, opinions on the qualities of men and women, their behaviour in management positions, and, in consequence, also the chances for men and women in the professional field, are still unequally distributed. The study described here logically leads to this conclusion; although there are hardly any gender-specific stereotypes to be detected in public surveys of the qualities of male and female superiors, management figures, or male entrepreneurs and female entrepreneurs, it should not be assumed that prejudice has been entirely eradicated. It is possible, perhaps, that the conventional stereotypes can still be detected today, by way of indirect, unobtrusive techniques. This is the logical conclusion from two studies in which the obituary notices of deceased men and women in management positions were analyzed.

In this context, obituaries from 1960 to 1990, which had been prepared by the employees of the organizations concerned, were subjected to a contents analysis. In summary, it was revealed that the sample descriptions of men had not changed over the past few decades, but those of women had done so considerably. The differences in gender images were no less pronounced, however; only different. Men were still being described as intelligent, far-sighted experts; in the mid-sixties, women were seen as loving and gracious people, while now they are being described as committed and courageous executives (Kirchler, 1992; Kirchler *et al.*, 1996).

Male employers, female employers, male and female workers, and managers were questioned about the characteristics of the typical successful male and female entrepreneur. Neither in the free-associated characteristics nor in the assessments in the 16 PA test, which was used as a semantic differential, were there any relevant differences to be detected between men and women. Lack of significant differential results between the five groups may be due to the fact that small samples of 30 subjects each were assessed. It could also be the case that due to parallelization of the samples, characteristic differences between the respective populations are not adequately represented. This shortcoming should, however, not be judged too severely since the main topic of the paper concerns social stereotypes rather than differential images about successful male and female entrepreneurs. Essentially, the view expressed by all interview groups was that women who are successful in running a company tend to have to sacrifice their private development opportunities more than men. With regard to professional capacity and performance and motivation, women are assessed as being neither superior to men or subordinate to them. In none of the free-associated characteristic categories were gender-specific diffe-

rences recorded with a statistical error probability of less than 1%. This result accords with findings which are currently being reported in the literature relating to gender stereotypes and the behavioural differences between men and women in organizations (Friedel-Howe, 1990; Gold, 1990; Ragins, 1991).

It could now be assumed that socially preconceived opinions about the characteristics of men and lay theories about entrepreneurial and management skills do not show any different results from opinions about the characteristics of women and their success in business. The asymmetric distribution of replies as a function of the initial description of a male entrepreneur or female entrepreneur does however lead to the conclusion that the traditional gender stereotype is not openly mentioned, but could well be latently present.

In the conceptions of those asked, men are the prototype entrepreneurs. Women may also be successful entrepreneurs; but this is not something which simply goes without saying!

Claude Flament, from the University of Aix-en-Provence, France, is examining typical male and female fields of work. In an oral submission, he has described his previous findings in detail, to the effect that traditional professions and professions with gravitas are, prototypically, the prerogative of men. The establishment and/or management of a company is a serious undertaking. In view of the fact that the problem of the prototype leadership figure « occurred » in the first study presented here, as a surprising byproduct, and was not specifically being investigated, further studies to clarify the asymmetry effects according to the studies by Codol (1986) and Pichevin *et al.* (1993) are required.

Arrivé le 10.10.96
Accepté le 04.05.97

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