

The Role of Gendered Emotions and Social Movements: Overcoming Barriers to Collaboration

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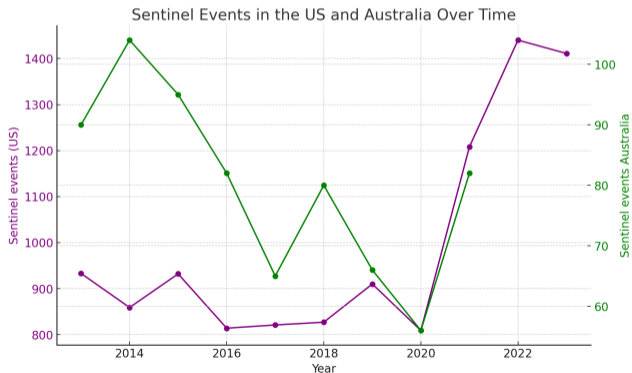
Applying Design Principles to Teamwork



The Importance of Collaboration in Healthcare

The consequences of barriers to collaboration are fatal in healthcare.

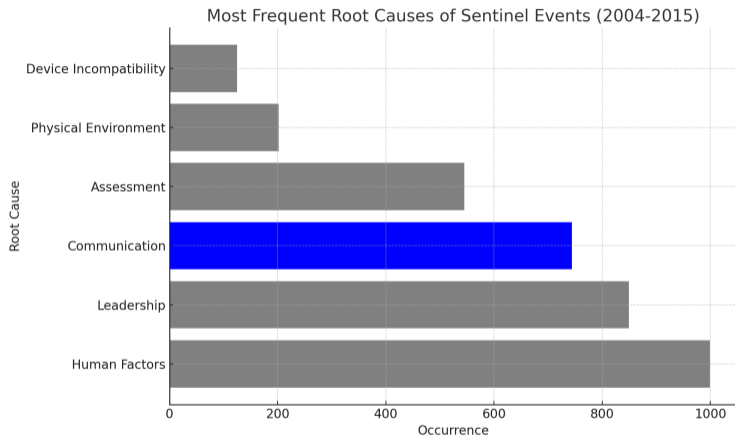
Sentinel events: Adverse patient safety events that are **wholly preventable** and result in serious harm to, or death of, a patient.



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¹Source: The Joint Commission International (2023), Australian Institute of Health and Welfare (2023).

The Importance of Collaboration in Healthcare



Errors in communication are the third most prevalent root cause in sentinel events.²

²Source: The Joint Commission International, 2016.

A Gender Lens on Barriers to Collaboration in Healthcare

Most frequent sources of breakdowns in communication by interactions type:³

1. **Patient-Provider:** miscommunication of patient condition (26%), poor documentation (12%), failure to read medical record (7%).
2. **Provider-Provider:** lack of consent (13%), unsympathetic response to patient complaint (11%).

Evidence of relevant gender differences:

- **Pain dismissal:** Women's pain is more likely to be dismissed (Chen et al., 2008).
- **Referral bias:** Female surgeons receive fewer referrals after patient death (Sarsons, 2017).
- **Note-taking differences:** Male physicians take less time to write notes (Chu et al., 2022).

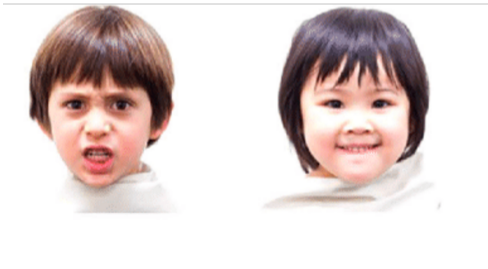
Gender differences may contribute to collaboration issues in the healthcare.

³Source: The Risk Management Foundation of the Harvard Medical Institutions (2016).

Gendered Barriers to Collaboration

Two sources of gendered barriers to collaboration:

1. **Non-verbal communication:** Gender differences in emotional displays, which can impact perceptions of competence.
2. **Workplace norms:** Rapid shifts due to social movements like #MeToo affecting the cost of collaboration between women and men.



Gender Differences in Non-Verbal Communication: Display of Emotions

The Role of Emotions in Workplace Interaction

- **Emotions are integral to communication.**
- **Perception of competence:** Emotional expression can influence perceptions of the speaker's abilities.
- **Gender stereotypes:** Women are often perceived as more emotional than men.
 - Emotional expression in women is often linked to lower perceived competence in professional settings.
 - Violating traditional gender norms (e.g., women showing less emotion, men showing more) can have negative social and career consequences.

Gender Differences in Non-Verbal Communication: Display of Emotions

Key Questions:⁴

- Are there gender differences in emotional display in the workplace?
- What are the consequences of gendered emotional display?

Setting:

- Analyze over 800 video recordings of presentations at the top academic conferences in economics and finance (AEA and AFA) held virtually during COVID-19 (2021-2022).
- Highly competitive conferences: High-stakes situation with important audience and career consequences.

⁴ *Emotions In Academia: What Is The Cost And Who Can Afford It?* (Didisheim, Gertsberg, & Tian, 2024).

Approach: Trained Machine Learning Algorithm

- Train a machine learning algorithm to label displayed emotions second-by-second.
- Determine average share of each emotion displayed in the entire video presentation.
- Focus on universal set of emotions: happiness, surprise, sadness, fear, anger, disgust, neutral.

Labelling Emotions



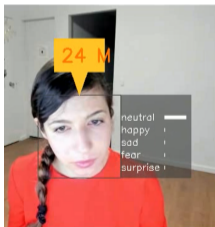
Angry



Fear



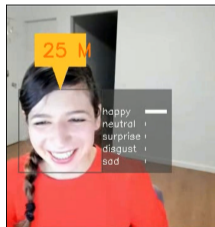
Mildly Happy



Neutral

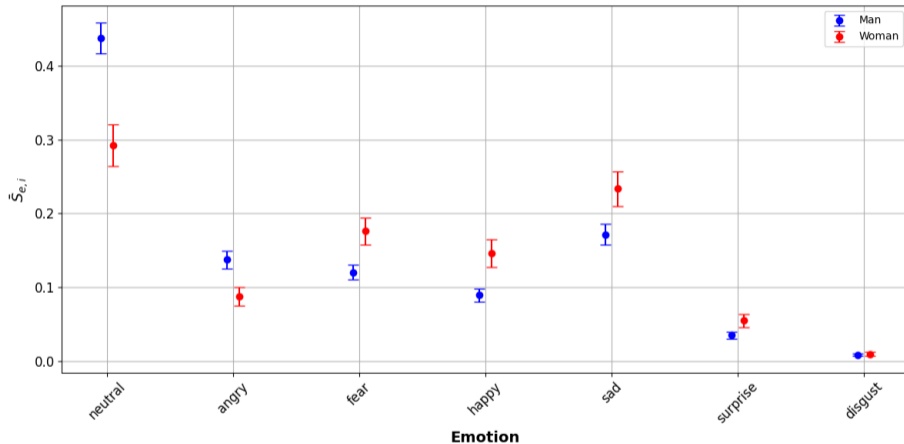


Sad



Very Happy

Do Women Display Different Types of Emotions than Men?



1. Women display fewer neutral emotions. 2. Women display more emotions associated with gender norms.

What are the Consequences of Gendered Emotional Display?

Are women punished or rewarded for showing more “female” emotions?

Positive link between the display of traditionally female emotions (e.g., happy) and career-relevant outcomes (e.g., seminar invitations, citations) for women.



Women display more emotions associated with feminine gender norms. Some evidence that it is related to positive career outcomes.

Gendered Barriers to Collaboration Due to Changing Workplace Norms

#MeToo movement (Oct 15, 2017)

- Create awareness & expose culture where sexual harassment was tolerated.
 - Encourage victims to come forward – offer public arena & support (e.g. name & shame).
 - Aim to enforce punishment of perpetrators.
 - Increased reporting & detection.
- ⇒ Safer work environment for women by altering how women and men interact.
- ⇒ Men are concerned about being accused of sexual harassment.



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Open question:

Did #MeToo on net increase or decrease the costs of collaboration between women and men?

Setting: Academia as a Lab to Observe Changes in Collaborations (Finance and Economics)

Academic careers are dependent on collaborations and social interaction.⁵

- Formed voluntarily.
- Pressure to produce output to get tenure.
- Nature of interaction prone to ambiguous social situations.
- Women underrepresented in economics and finance.

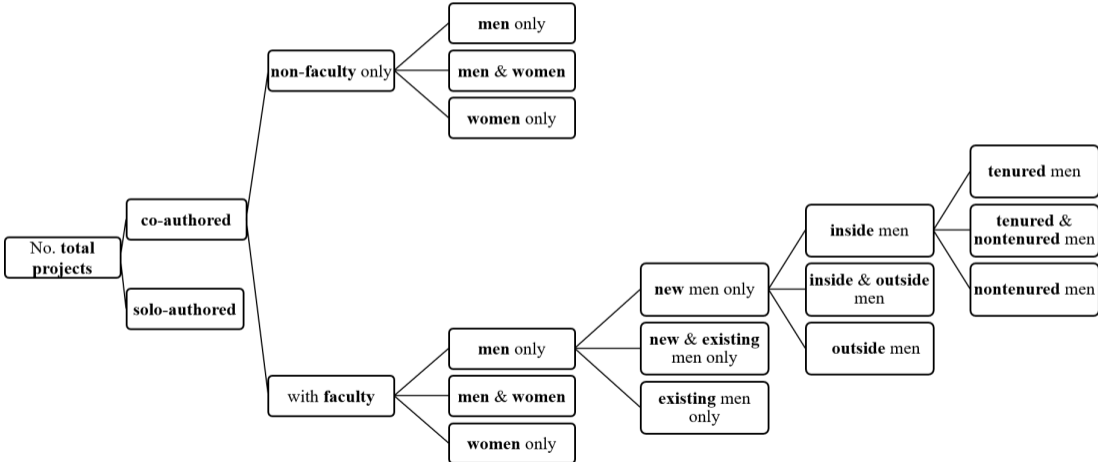
⁵ *The Unintended Consequences of #MeToo: Evidence from Research Collaborations in Economics and Finance* (Gertsberg, 2022).

Empirical Approach

How did composition of collaborators on new projects of junior female economists change post (2018-2020) relative to pre (2015-2017) #MeToo?

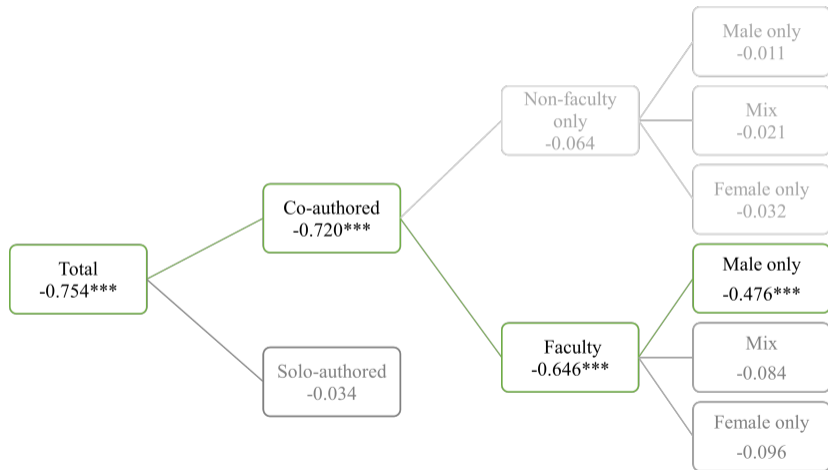
- Junior women (PhD awarded after or in 2014) on tenure-track in 2017 in top 100 U.S. economics and finance departments.
- **New projects initiations**: Collect working papers from **historical CVs**.

How Did the Composition of Collaborators on New Projects of Junior Women Change Post #MeToo?



How Did #MeToo Impact Collaboration between Men and Women?

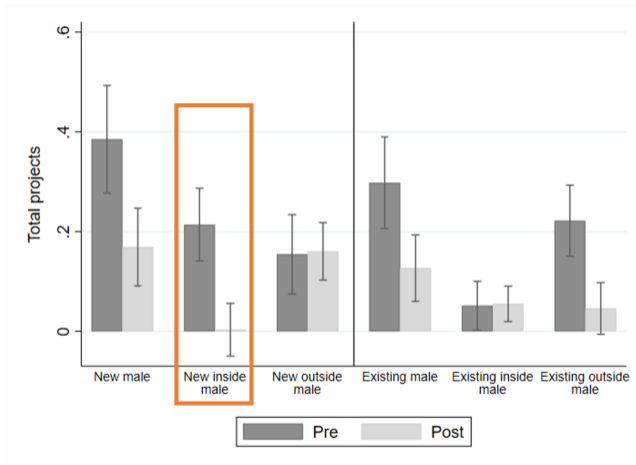
Yearly Δ in new projects post #MeToo of junior women



Decline in productivity largely due to fewer new collaborations with male co-authors.

How Did Collaboration Change Around #MeToo?

Marginal effects: Collaborations of junior women with men before & after #MeToo



Women start fewer new projects post #MeToo - largely due to fewer collaborations with new male coauthors (at the same university).

Are Women or Men Driving the Decline in Collaboration post #MeToo? The Role of Sexual Harassment Policies

Organizational policies matter: define rules for acceptable behaviors and those subject to sanctions.

Organizations are facing a trade-off when designing policies:

- **Specific:** Offer clear guidance for behavior. Mitigates concern of compliance risk potentially inhibiting free communication.
 - **Vague:** Flexibility to accommodate new types of sexual harassment as they arise. Can increase protection for women; create perception of adequate handling.
- ⇒ **Within the context of #MeToo: More vague policies expose men to a larger variety of claims.**

Measure of policy specificity: no. of behavior examples.

Example of a *Vague* Sexual Harassment Policy

Sexual harassment consists of unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature on or off campus, when: (1) submission to such conduct is made either explicitly or implicitly a condition of an individual's employment or academic standing; or (2) submission to or rejection of such conduct is used as the basis for employment decisions or for academic evaluation, grades, or advancement; or (3) such conduct has the purpose or effect of unreasonably interfering an individual's work or academic performance or creating an intimidating or hostile academic or work environment. Sexual harassment may be found in a single episode, as well as in persistent behavior. All members of our community are protected from sexual harassment, and sexual harassment is prohibited regardless of the sex or gender of the harasser.

Example of a *Specific Sexual Harassment Policy*

Sexual harassment is unwelcome conduct of a sexual nature, such as unwelcome sexual advances, requests for sexual favors, or other verbal, nonverbal, or physical conduct of a sexual nature, when:

Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic standing; or

Submission to or rejection of such conduct by an individual is used as the basis for significant employment decisions (such as advancement, performance evaluation, or work schedule) or academic decisions (such as grading or letters of recommendation) affecting that individual; or

The conduct is sufficiently severe or pervasive that a reasonable person would consider it intimidating, hostile or abusive and it adversely affects an individual's educational, work, or living environment.

A partial list of examples of conduct that might be deemed to constitute sexual harassment if sufficiently severe or pervasive include:

Examples of **verbal sexual harassment** may include **unwelcome conduct such as sexual flirtation, advances or propositions or requests for sexual activity or dates**; asking about someone else's sexual activities, fantasies, preferences, or history; **discussing one's own sexual activities, fantasies, preferences, or history**; verbal abuse of a sexual nature; **suggestive comments**; sexually explicit jokes; turning discussions at work or in the academic environment to sexual topics; and **making offensive sounds such as wolf whistles**.

Examples of **nonverbal sexual harassment** may include **unwelcome conduct such as displaying sexual objects, pictures or other images**; invading a person's personal body space, such as standing closer than appropriate or necessary or **hovering**; **displaying or wearing objects or items of clothing which express sexually offensive content**; making sexual gestures hands or body movements; looking at a person in a sexually suggestive or intimidating manner; or delivering unwanted letters, gifts, or other items of a sexual nature.

Are Women or Men Driving the Decline in Collaboration post #MeToo? The Role of Sexual Harassment Policies

Collaboration between women and men respond to policy specificity post #MeToo:

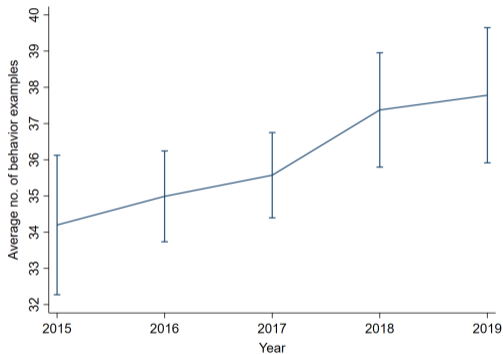
The decline in collaborations between senior men and women at the same institution is *smaller* when:

- The risk of sexual harassment accusations for men are high (many public cases).
- Sexual harassment policies are *more specific* about prohibited behavior.

Suggests that men are concerned about accusations after #MeToo - limit interaction with female colleagues to mitigate risk.

How Did Universities Adapt Specificity in Sexual Harassment Policies around #MeToo (2015-2020, N=96)?⁶

Policy specificity: number of behavior examples.

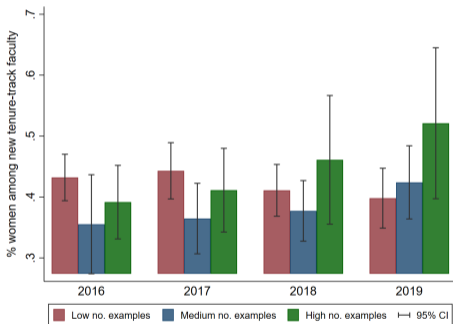


Policy specificity increased post #MeToo. Are universities prioritizing clearer behavioral guidelines to preserve open communication?

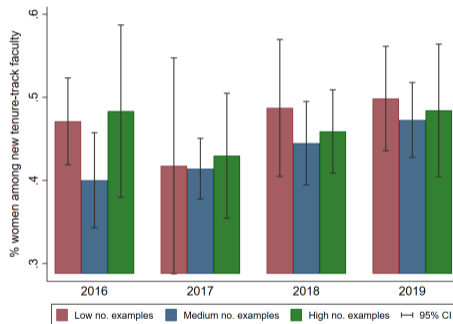
⁶ Navigating Policy Specificity in Academia: The Evolution of Sexual Harassment Policies Around #MeToo (Gertsberg, 2024).

Real Effects of Policy Specificity around #MeToo: Does it Affect Hiring?

Share of junior female hires by level of policy specificity (no. of behavior examples)



Full professor composition is **more** male-dominated (top 40%)



Full professor composition is **less** male-dominated (bottom 40%)

Positive link between the hiring of junior women and policy specificity when decision maker are male-dominated post #MeToo. Do clear policies ease senior men's concerns?

How can We Overcome Barriers to Collaboration?

Conclusion and Open Questions

- **Gender Differences Emotional Expression:** Women display different emotions when they communicate. This can influence perceptions of competence.
 - Do women get punished for showing traditionally feminine emotions?
- **Impact of Workplace Norms:** Quick changes in norms for acceptable behaviors may decrease collaboration between women and men.
 - Are the effects of #MeToo transitory? Does the share of women in teams matter?
- **Need for Clear Policies:** Workplace policies that clarify expected behaviors can help alleviate compliance concerns, removing barriers to collaboration.
 - What are effective ways to communicate policies? Are there limits to specificity?

