

## Asst. Prof. Arzu Karakulak

### Worrying about leadership: Is it a liability or an advantage for leadership of women and men?

#### Abstract

Worries about leadership (WAL) is a new construct tapping worries about possible negative consequences of accepting a leadership role. Three studies investigate how WAL is associated with men's and women's willingness for leadership and their perceived leadership potential rated by others. The first was a laboratory study on 328 participants which showed that WAL was negatively associated with women's willingness for leadership, while it was not related to that of men's. The second study, which was a field study with multilevel nested data from 429 employees and 101 supervisors, revealed that male subordinates were more likely to receive a favorable judgment of leadership potential by their supervisors when their WAL increases, while female subordinates' WAL was irrelevant to this judgment. The final study, which was an experimental study on 122 supervisors showed that participants viewed hypothetical male candidates with high WAL as having higher warmth and lower competence (than those with low WAL), which both mediated the effect of WAL on judgments of leadership potential. Even though participants also viewed female candidates with high WAL as warmer, this did not evoke higher perceptions of leadership potential. Implications for increasing gender parity in leadership will be discussed.

#### Biography

Arzu Karakulak is working as an Assistant Professor at the Psychology Department of Bahçeşehir University. She completed her M.A. degree in Psychology at the Eberhard-Karls University, Tuebingen (Germany), and obtained a joint PhD from Tilburg University and Koç University in 2015 where she studied helping and volunteering from a cross-cultural perspective. Her research interests lie at the intersection of Social, Industrial & Organizational, and Cross-Cultural Psychology.