



# Gender in Organizations: Are Men Allies or Adversaries to Women's Career Advancement?

*Ronald J. Burke, Debra A. Major*

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*'This rare and insightful compilation brings a unique and relatively understudied perspective to the extant gender in management/leadership literature: the role of men in fostering gender equality. The chapters provide rich discussions of gendered organizational cultures, male privilege, masculinities at work and their consequences, and how men can serve as allies to women's advancement and development on a number of fronts including redesigning work supports for improved work-life integration, preventing violence against women and girls, dismantling discrimination, and forestalling backlash.'*

- Diana Bilimoria, Case Western Reserve University, US

*'A book on gender in organisations usually focuses on women. This one doesn't. Men and masculinities play centre stage in explaining how women (and sometimes men) are disadvantaged at work. The book does not position men as the bad guys. There are many examples of how men act as allies to women. A novel approach and a welcome addition to gender scholars. A great read!'*

- Susan Vinnicombe, OBE, Cranfield University, UK and Simmons College, US


Diversifying the workforce is becoming increasingly important, with gender equality being a central feature of overall equality. Men seem to be part of the problem and a necessary part of the solution. This collection ties these themes together in the context of talent management and organizational effectiveness.

Talented women continue to have difficulty advancing their careers in organizations worldwide. Organizations and their cultures were created by men, for men and reflect the wider patriarchal society. As a consequence, some women are disadvantaged and face barriers to advancement. Burke and Major present an examination of men, masculinity and gendered organizational cultures to get both a better understanding of why women have made such slow progress and ways in which men can become allies and champions of women, supporting their advancement and workplace equality.

By taking an unusual approach to the subject of gender equality, this topical book will be a refreshing read for students and academics. It will be of great use to human resource practitioners, managers, policymakers and employers at every level.

**Contributors:** S. Aziz, R.J. Burke, S. Caleo, S.S. Case, D.L. Collinson, M. Flood, J. Hearn, M.E. Heilman, E. Kelen, R.F. Levant, M.L. Litano, M. Maier, D.A. Major, C.A. Moss-Racusin, D.P. Myers, H.-H.D. Nguyen, M. Otterman, J. Prime, T.J. Rankin, B.A. Richley, S. Rutherford, L. Salib, R. Simpson, V.N. Streets, B. Uhrich

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