

1 The Influence of Ethnicity and Gender on the Leadership 2 Experiences of Female Asian-American Managers

3 Alesia Nichols¹

4 ¹ Capella University

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6

7 **Abstract**

8 Asian Americans represent the fastest-growing, best-educated, and highest-income
9 demographic in the United States. The successful status of Asians Americans is reflected in
10 the fact that they are collectively associated with a "model minority" stereotype that
11 characterizes them in terms of traits such as their being academically-oriented, high-achieving,
12 studious, law-abiding and hard-working. Yet despite the apparent success of Asians Americans
13 as a whole and the positive stereotypes associated with this minority, compared to other
14 women of color, Asian women are significantly less likely to hold leadership positions. This
15 study attempts to understand the reason for this gap. Using a grounded theory methodology,
16 this study explores the live experiences of 16 Asian American female middle managers in order
17 to understand the influence of ethnicity and gender on their leadership experiences and career
18 opportunities. The study's results reveal that the participants had complex and conflicting
19 experiences that resulted in both opportunities and challenges. Participants sometimes
20 benefited from the positive associations of their Asian ethnicity with qualities such as
21 intelligence and diligence, and sometimes they face the demerits of being Asians, that
22 reinforce a view of them being passive and lacking in leadership skills. Research also reveals
23 the impact of gender identity over the career of working women.

24

25 **Index terms**— asian-american, asian women, ethnicity, gender, leadership.

26 **1 Introduction**

27 The history of Asian immigration to the United States yields many insights about the nature of American society
28 and its attitudes towards ethnic minorities. The Asian-American working women still face discrimination based
29 on gender and ethnicity. The present study makes a contribution to the field by applying the analytical framework
30 of previous studies on African American women (and other ethnic and gender groups) to Asian American women,
31 and thereby makes an attempt to include them within the existing stream of scholarship on ethnicity, gender, and
32 leadership. At the same time, since the study has adopted a grounded theory approach, an important objective is to
33 generate an explanation or theory from the data collected. a) Statement of the Problem Inadequate representation
34 of Asian American women in managerial positions (where they can learn and exercise leadership skills) and their
35 exclusion from workplace diversity programs is problematic not only for scholars and policymakers but also for
36 employers in the United States.

37 **2 b) Rationale for Study**

38 This study proposes to investigate three phenomena of interest as given below.

39 The influence of ethnicity on the leadership experiences of female Asian American managers, manifested
40 through the "model minority" stereotype The influence of gender on the leadership experiences of female Asian
41 American managers

4 LITERATURE REVIEW

42 The influence of the interplay of ethnicity (through the influence of the "model minority" stereotype) and
43 gender on the leadership experiences of female Asian American managers c) Research Questions How do female
44 Asian American managers working for Fortune 1000 firms in the United States experience and describe the
45 influence of ethnicity and gender on their leadership experiences and career opportunities?

46 How do female Asian American managers experience and describe the influence of the "model minority"
47 stereotype generally applied to Asian Americans?

48 How do female Asian American managers perceive the influence of their gender on their leadership experiences
49 and career opportunities?

50 How does the interplay of ethnicity (operating through the "model minority" stereotype) and gender shape
51 female Asian American managers' leadership experiences and career opportunities? d) Significance of the Study
52 Asian American women are underrepresented in leadership roles in corporate America, in the feminist movement
53 and they are even underrepresented in the research work. The present study is significant because it represents
54 an effort to apply the analytical framework of previous studies on African American and Hispanic American
55 women to Asian American women specifically, and to include them within the stream of scholarship on ethnicity,
56 gender, and leadership. The researcher hopes that the study will open up novel areas of knowledge about Asian
57 American women and it will serve the field of organization theory and management.

58 3 II.

59 4 Literature Review

60 Before the 1960s, Asian immigrants were often stereotyped as "aliens," "outsiders," and "inassimilable foreigners"
61 who could never integrate well into American life ??Kawai 2005). They represented a cultural, economic, military,
62 and political threat often referred to as the "yellow peril" and the fears arose from East Asia's large population,
63 the potential economic and military power of China and imperial Japan. On the other end of the spectrum, the
64 "model minority" stereotype came to be applied to Asian Americans beginning in the 1960s as a way to favorably
65 distinguish their economic and educational success from the perceived backwardness and economic stagnation of
66 African Americans ??Kawai 2005).

67 Studies have shown the Asian Americans as "intelligent", "industrious", and "self-disciplined" compared to
68 other ethnic groups ??Yim, 1989 as cited in Taylor and ??tern, 1997). ??aylor and Stern (1997) opine that this
69 positive stereotyping might be one factor that explains the paucity of research on Asian Americans -in comparison
70 with African Americans and Hispanic Americans. In fact, the genesis of the model minority stereotype can be
71 found in magazine articles which were then adopted by other media such as television advertising, primetime
72 television series, and even Hollywood films ??Zhang, 2010) and won praise from then-President Ronald Reagan
73 ??Kobayashi, 1999). ??aylor and Stern (1997) reviewing the findings of previous studies, noted that Asian
74 Americans were depicted in the print media as "technically competent, hard-working, self-disciplined, serious,
75 and wellassimilated". However, ??i (2014) notes that the "model minority" myth is not exclusively positive
76 -on the contrary, it racializes Asian Americans as "passive, lacking social skills, apolitical, submissive, and
77 lacking the aggressiveness required for high-ranking managerial positions". Asian American women actually face
78 abovementioned negative stereotypes combined with the Dragon Girl stereotype and feel smothered by them.

79 To illustrate this, ??i (2014) gives the example of the character of Tracy Tzu from the film Year of the
80 Dragon ??1985). Although Tracy Tzu is an upwardly mobile female professional, she is depicted as a passive and
81 submissive woman who finally gets abused by workingclass police detective. This perception of Asian-American
82 working woman puts them at risk of sexual harassment. Li (2014) outlines several cases where Asian American
83 women were subject to racialized sexual harassment. Roshan ravan ??2009) opines that since the "model
84 minority" view is an idealized construction that relies on denying the reality of discrimination, it prevents Asian
85 American women from being considered women of color and deprives them of their honor. This analysis supports
86 Ngan-Ling ??how's (2000) finding that Asian American women are underrepresented in the feminist movement.

87 In the late 1980s, it was estimated that 53.3% of the Asian American population in the United States was
88 engaged in managerial or professional positions ??Kern, 1988 ?? as cited by Taylor & Stern, 1997). However,
89 there was no data available about Asian-American working women, until ??amanaka and McClelland (1994) used
90 a sample of 39,701 Asian women and found out that they worked more hours in comparison with non-Hispanic
91 white women. ??im and Zhao (2014) proved that Asian American women are more likely to be unemployed and
92 less likely to achieve managerial positions.

93 Eng and Layne's (??007) study reveals that while female Asian-American engineers had similar education
94 levels compared to others, they were less sure about their abilities, they cited gender and racial discrimination
95 as a real barrier, they were less satisfied with support facilities and advancement opportunities and less satisfied
96 in respect of the confidence that their supervisors showed in them. The evidence shows that Asian American
97 women not being promoted to managerial roles because of views that Asian Americans, particularly women, are
98 "introverted" and "inarticulate" ??ng and Layne's (2007).

99 Asian-American women face discrimination for not only being Asian, but also for being women. ??ang (1997)
100 refers to this as the "double penalty" thesis where women of color are dually disadvantaged for being women as
101 well as ethnic minorities. The researcher also shows Asian American women occupy only "marginal positions" in
102 management. Sanchez-Huckles and Davis (2010) describe the challenges faced by women in respect of leadership

103 opportunities; they mention that because leadership is associated with manly traits e.g. dominance and strength,
104 women are ignore.

105 Sanchez-Huckles and Davis (2010) note that women of color must navigate "gendered racism," wherein the
106 woman of color must decide if the prejudice she faces is due to her ethnicity, gender, or some other aspect of
107 her identity, and formulate a response accordingly. In 2002, the Asian Pacific American Women's Leadership
108 Institute's (APA WLI) study "Leadership challenges and opportunities: An Asian American and Pacific Islander
109 Woman's Lens" revealed found that in corporate America, fewer than 0.5% of the positions on corporate boards
110 and corporate office officer ranks were held by Asian American women.

111 "Glass Ceiling" is a phenomenon that refers to an invisible block that prevents ethnic minorities and women
112 from reaching the top positions with organizations "regardless of their qualifications or achievements" (as cited in
113 ??otter et al., 2001, p. 656). a majority of respondents in the Catalyst Research ??enter's (2003) seminal study
114 on Asian American women in business indicated that mentors were needed to aid in professional development
115 and thus evade the glass ceiling. However, ??atra's (2001) findings show that mentoring helps men more than
116 women.

117 **5 III.**

118 **6 Research Methodology**

119 This study is an attempt to understand the leadership experiences of female Asian American managers working
120 in corporate America from their own perspectives. Since the study focuses on their lived experiences and seeks
121 to elicit a depth of rich, detailed information from participants, a qualitative approach is appropriate ??Creswell,
122 2007).

123 **7 a) Research Design**

124 The choice of grounded theory has also been carefully considered. The study adopts a grounded theory approach
125 to methodology to investigate the influence of ethnicity and gender on the leadership experiences of female Asian
126 American managers in corporate America. To explore these issues, the study uses a classic grounded theory
127 research design, consisting of analyzing data from in-depth, semistructured interviews with a sample of female
128 Asian American managers working with Fortune 1000 firms in the United States.

129 **8 b) Target & Sample Population**

130 The research population for the study consists of female Asian American managers working in the United States
131 for Fortune 1000 firms at mid-level management positions. The sample population was defined to in cludefemale
132 Asian American managers working for Fortune 1000 firms, who are resident in the southwestern United States.
133 Sample size turned out to be 16.

134 **9 c) Sampling Technique**

135 Due to the absence from the public domain of any contact information for mid-level managers working at private
136 firms, the present study relied on a snowball sampling technique, using the researcher's personal and professional
137 contacts as well as third-party organizations.

138 **10 d) Data Collection & Data Analysis**

139 The following instruments of data collection were used in this study: i. Demographic questionnaire The
140 demographic questionnaire constructed for the proposed study is presented in Appendix D. The demographic
141 questionnaire consists of both screening and substantivequestions. This data has been used to undertake a
142 separate quantitative analysis of sample frame and sample characteristics.. The points of analysis for the sample
143 frame and the sample were: age, level of educational attainment, tenure of managerial experience, and job
144 function/designation. Microsoft Excel analytical tools were used for this analysis.

145 ii. Semi-structured interview guide

146 The semi-structured interview guide was the principal data collection instrument constructed for the study
147 -please see Appendix Efor the guide as initially formulated.The member-checked transcripts with annotations
148 and supplementary information were used for analysis. The "Import" feature of the QSR NVivo 9 qualitative
149 research software allows a one-step import of transcripts, and a code was assigned to each transcript upon import.

150 iii. Researcher's notes and memos Researcher notes and memos are important to establish the trustworthiness
151 of the study ??Charmaz, 2006) please see Appendix Ffor the notes that were taken after each interview.). The
152 recording of the researcher's ideas in a systematic manner is known as memoing, and is undertaken during both
153 data collection and analysis ??Charmaz, 2006). For the memoing stage of this study, the two diaries referred
154 to in the preceding section (the reflexive journal and the researcher's notes) were analyzed and notes and ideas
155 expressed therein were mapped to specific transcripts, notes, and categories within NVivo Reflexive journal A
156 reflexive journal helps acknowledge and "bracket" biases and beliefs while undertaking research ??Tufford &
157 Newman, 2012).Appendix Gpresents the researcher's reflexive journal.

158 IV.

159 **11 Findings & Recommendations**

160 The findings and the recommendations that arise from this research are following: a) Findings i. Complicated
161 influence of identity on career trajectory

162 The majority of the participants agreed that the influence of their identity over their career is complicated.

163 While some of them enjoy the benefits of being Asian-American women, some argue that it is the very reason
164 why they are not at key positions.

165 ii. Ambivalence about the model minority stereotype uncertain. While some of them believe that model
166 minority stereotype is actually positive, many consider it a false-representation of the Asian-American ethnic
167 minority.

168 iii. Complicated views about Asian culture Participants expressed the fact that Asian culture generally, and
169 parenting culture within Asian families specifically, in fact, reinforce and support the development of a number
170 of personality traits that conform to the model minority stereotype including conformity, obedience, hard work,
171 discipline, and humility.

172 **12 iv. Complicated feelings about self-identified personal char-
173 acteristics**

174 Many of the participants expressed the fact that the model minority stereotype was grounded in reality and
175 reinforced by Asian culture. However, other participants noted that, to a certain extent, their behavior did not
176 always conform to the racial and gender stereotypes about Asian women.

177 **13 v. Opportunities and challenges of being Asian in the
178 workplace**

179 In many cases, the participants noted that perceptions of Asian Americans in the workplace conformed to the
180 model minority stereotype, yet they expressed frustration with what they perceived as the view that Asian are
181 essentially obedient work horses who lack the assertiveness and soft skills to be genuine leaders.

182 **14 vi. Opportunities and challenges experienced by women and
183 minorities working in corporate America**

184 Many participants emphasized that, like American society more generally, corporate America is changing and
185 becoming more diverse and that there are greater opportunities for women and minorities. However some
186 participants also highlighted the fact that women in their organizations, and in corporate America more generally,
187 still face the glass ceiling vii. Complicated personal experiences in the workplace Some participants emphasized
188 that they were able to seize opportunities for self-actualization, personal empowerment, and career growth "by
189 leveraging their Asian culture." However, some others talked about the subtle cultural disconnect between them
190 and their colleagues that created barriers around socializing, and how cultural differences do not lead just to
191 barriers in socializing with colleagues, but also difficulty conforming to the norms of American corporate culture.

192 **15 b) Recommendations**

193 Organizations can continue to support the career development of Asian women through mentoring programs
194 since they help against the glass ceiling phenomenon.

195 Organizations can continue to support the career development of Asian women through developing policies and
196 procedures in the hiring and internal development process that ensure equal opportunities for qualified minorities.

197 Organizations can continue to support the career development of Asian women through setting goals and
198 objectives that ensure there is a pipeline of qualified internal candidates to fill leadership positions as they
199 become available.

200 Most important, is to ensure that as the positions become available the candidates are prepared for the role
201 and not set up for failure. This can be alleviated by starting at the internship level with Asian women coming
202 into the organization.

203 Organizations should develop a culture of ethnic diversity and pay optimum attention to it.

204 **16 V. Limitations & Ethical Considerations**

205 The use of snowball sampling means that not all members of the research population had an equal chance
206 of selection in the sample. However, as this is a qualitative study on an under-researched population, it was
207 necessary to yield an authentic sample. Further, since the study used snowball sampling to construct the sample
208 frame, researcher made sure that personal contacts are strictly limited to disseminating the Call for Participants,
209 any interested individual should use a personal, rather than company, email address or phone to contact the
210 researcher and she refrains from discussing the names or other identifying details of prospective participants.

211 The scope of this study was limited to Asian American female middle managers working in Fortune 1000
212 companies. It did not include Asian American women working for small, medium and family-owned enterprises,

213 academic or governmental institutions or those employed as independent contractors. This study relied on
214 qualitative data obtained through in depth, face-to-face interviews using open-ended questions and the collection
215 and analysis of the data was carried out solely by the researcher. To ensure the security of important data the
216 researcher has ensured that participant responses to the demographic questionnaire and interview recordings and
217 transcripts have been appropriately anonymized and kept confidential.

218 VI.

219 **17 Conclusion**

220 This study explored the lived experiences of Asian American female middle managers working in Fortune 1000
221 with a view to understanding the influence of ethnicity and gender on their leadership experiences and career
222 opportunities. The study's results revealed that the participants had complex and conflicting experiences that
223 resulted in both opportunities and challenges. One of the principal findings of this study was the existence of an
224 insider culture within corporate America that upholds the importance of male-orientated personality traits and
225 leadership qualities and that is often cemented through an enthusiasm for sports and drinking activities.

226 Since, as many participants emphasized, American corporate culture encourages outgoing personality traits,
227 the view that Asians are passive had the potential to put them at a disadvantage and limit their career potential.
228 Participants noted that gender could have a similarly limiting effect on career potential.. As the participants
229 revealed, both women and minorities may have difficulties conforming to the norms and values of this culture,
230 or they may be subjected to a negative double standard if they attempt to do so. Thus, they may be unable
231 to penetrate insider culture, effectively coming against a glass ceiling as they attempt to move beyond middle
232 management. In advancing these findings, this study strongly supports the existing research and it sheds further
233 light on how the phenomenon of the glass ceiling operates with organizations. My name is Alesia Nichols, and I
234 am a doctoral student at Capella University. I am working on a study on female Asian American managers in
235 corporate America. The purpose of the study is to understand how ethnicity and gender influence the leadership
236 experiences and career opportunities of female Asian American managers, especially those working for Fortune
237 1000 firms. My larger aim is to generate a theory or model that can explain how gender intersects with ethnicity
238 to affect the professional lives of female Asian American managers. This study has been approved by the Capella
239 IRB: {number} dated {date}.

240 **18 References Références Referencias**

241 I am requesting interested individuals to volunteer for the study. To be part of the study, you should meet the
242 following criteria: Identify as Asian American or Chinese, Japanese, or Korean ethnicity Identify as female Be
243 employed for a Fortune 1000 organization, or a large firm Live in the United States Have at least five cumulative
244 years of managerial experience. Experience does not have to be consecutive.

245 Not be known to me in a personal or professional capacity, or be an employee, vendor, contractor or consultant
246 for my most recent employer General Electric If you would like to consider participation in this study, please
247 email me. You will be requested to complete a short demographic questionnaire to determine your eligibility for
248 participation based on the criteria outlined for the study (some of which are listed above). If you are unsure if
249 you meet any of the study criteria, please email me for clarification.

250 Your participation in the study will consist EITHER of one 60 to 90-minute interview conducted face-to-face
251 or through Skype video conferencing OR one 45-minute telephone interview which may be followed by a brief
252 followup call. I will explain the terms of your participation and your rights as participant during the informed
253 consent process undertaken prior to the interview; at that point, I will request you to sign a consent form.

254 **19 IMPORTANT NOTE**

255 Please use personal, rather than work, email to get in touch. This is to protect your anonymity and the
256 confidentiality of your communication concerning your participation in the study.

257 Please get in touch with me directly rather than through the referring individual or organization. To protect
258 your anonymity, it is important that you not disclose to anyone (except close family and friends you trust) that
259 you are considering participation in this study.

260 If you know of anyone who might be interested in participating in the study, please do not contact me about
261 them or give me their contact details. Please send this Call for Research Participants to them and advise them
262 that they should get in touch with me directly if they are interested in participation. This is a volunteer activity
263 and there is no payment offered for participation.

264 In accordance with federal law and Capella University guidelines, all information about you will be maintained
265 securely and confidentially. Your anonymity will be assured at all times leading up to, during, and after
266 The Influence of Ethnicity and Gender on the Leadership Experiences of Female Asian-American Managers
267 questionnaire does not place any obligation on you to participate in the study, even if you are shortlisted by the
268 researcher.

269 If you are shortlisted for participation, the researcher will explain the terms of your participation, the risks
270 involved, and your rights as a participant -at this point, she will request that you sign a consent form. Participation
271 in this study will consist of an in-depth interview with the researcher, either directly face-to-face or through Skype

20 APPENDIX D: DEMOGRAPHIC SCREENING QUESTIONNAIRE

272 video conferencing (60 to 90 minutes), or through the telephone (45 minutes initially with a possible short follow-up call). The interview will be scheduled at your convenience so as not to disrupt your schedule.

274 If you are invited to participate in the study by the researcher and you accept the invitation, the following 275 measures will be taken to protect you and ensure the integrity of the study data:

276 You will be given the opportunity to review the interview transcript and make modifications for accuracy and 277 completeness. At that point, you may even add notes and comments to illustrate your perspective better.

278 Any identifying information you provide to the researcher, such as name, contact details, or employer name, 279 will be kept strictly confidential and will not be disclosed except to the researcher, her dissertation supervisor, 280 and members of the dissertation committee.

281 Each research participant will be assigned a unique code; all information pertaining to a participant will be 282 tagged using this code only. Your identity will be withheld from any written reports or publications arising from 283 the study, and study data will be anonymized suitably to protect your confidentiality.

284 Although the level of risk arising from participation in the study is characterized as "Minimal" according to 285 federal guidelines, there are still some risks to participation. These will be explained during the informed consent 286 process once you accept the researcher's invitation to participate in the study. You have the right to end your 287 participation in the study at any time without penalty and without assigning any reason.

288 The researcher does not anticipate any harm coming to you from completing this questionnaire. The same 289 level of protection afforded to study data will also be afforded to all questionnaire responses. Your questionnaire 290 responses may be used in the data analysis or as part of the study findings even if you are not shortlisted for 291 participation in the study. You may terminate your participation in the questionnaire at any time. You have 292 the right to request, at any time even after submitting the questionnaire, that your name be withdrawn from 293 consideration for participation in the study.

294 20 Appendix D: Demographic Screening Questionnaire

295 Pre-Questionnaire Screen Thank you for your interest in my doctoral study at Capella University. The purpose of 296 the study is to understand how ethnicity and gender influence the leadership experiences and career opportunities 297 of female Asian American managers in corporate America. The study will focus on the lived experiences and 298 perspectives of those that are selected to participate; the larger aim is to generate a theory or model that can 299 explain how gender intersects with ethnicity to affect the professional lives of female Asian American managers. 300 In order to determine if you are eligible to participate in the study, the researcher requests that you complete a 301 short demographic questionnaire.

302 Please Note: If you respond to this questionnaire, you will be placed in a participant pool from which the 303 researcher may select you and invite your participation in the study described above. The decision to invite your 304 participation based on the questionnaire responses rests with the researcher. Additionally, choosing to respond to 305 this questionnaire does not place any obligation on you to participate in the study, even if you are shortlisted by 306 the researcher. If you are shortlisted for participation, the researcher will explain the terms of your participation, 307 the risks involved, and your rights as a participant -at this point, she will request that you sign a consent form. 308 Participation in this study will consist of an in-depth interview with the researcher, either directly face-to-face 309 or through Skype video conferencing (60 to 90 minutes), or through the telephone (45 minutes initially with a 310 possible short follow-up call). The interview will be scheduled at your convenience so as not to disrupt your 311 schedule.

312 If you are invited to participate in the study by the researcher and you accept the invitation, the following 313 measures will be taken to protect you and ensure the integrity of the study data:

314 You will be given the opportunity to review the interview transcript and make modifications for accuracy and 315 completeness. At that point, you may even add notes and comments to illustrate your perspective better.

316 Any identifying information you provide to the researcher, such as name, contact details, or employer name, 317 will be kept strictly confidential and will not be disclosed except to the researcher, her dissertation supervisor, and 318 members of the dissertation committee. Each research participant will be assigned a unique code; all information 319 pertaining to a participant will be tagged using this code only. Your identity will be withheld from any written 320 reports or publications arising from the study, and study data will be anonymized suitably to protect your 321 confidentiality.

322 Although the level of risk arising from participation in the study is characterized as "Minimal" according to 323 federal guidelines, there are still some risks to participation. These will be explained during the informed consent 324 process once you accept the researcher's invitation to participate in the study.

325 You have the right to end your participation in the study at any time without penalty and without assigning 326 any reason.

327 The researcher does not anticipate any harm coming to you from completing this questionnaire. The same 328 level of protection afforded to study data will also be afforded to all questionnaire responses. Your questionnaire 329 responses may be used in the data analysis or as part of the study findings even if you are not shortlisted for 330 participation in the study. You may terminate your participation in the questionnaire at any time by clicking 331 on the "Opt Out" button. Should you have any questions at any time (even after you have submitted the 332 questionnaire) or should you wish to withdraw your name from consideration after submission of the questionnaire,

333 please contact me at {email ID} or {phone}. You have the right to request, at any time, that your name be
334 withdrawn from consideration for participation in the study.

335 **21 Demographic Questionnaire**

336 Please choose the most appropriate response to the following questions or enter a response in the space provided.
337 In case of open-ended questions, please be as descriptive as possible.

338 Are you personally acquainted with the researcher Alesia Nichols? Yes No Do you identify as male or female?
339 Male Female Both or Neither What is your present status in the United States? Citizen or National Permanent
340 resident (holder of a Green Card) Holder of an immigrant visa (IV) or non-immigrant visa (NIV) Other I do not
341 currently live in the United States Do you self-identify as an Asian American of Chinese, Japanese or Korean
342 ethnicity? Yes, I self-identify as an Asian American of Chinese ethnicity Yes, I self-identify as an Asian American
343 of Japanese ethnicity Yes, I self-identify as an Asian American of Korean ethnicity I self-identify as an Asian
344 American but my ethnicity is other than Chinese, Japanese, and Korean No, I do not self-identify as an Asian
345 American What is your employment status? Less than five years Five to ten years Ten to fifteen years More than
346 fifteen years Briefly provide an overview of your career in a management or leadership role: _____ Briefly
347 describe your experience as an Asian American manager in corporate America. Does your ethnicity affect your
348 experiences? _____ Briefly describe your experience as a female manager in corporate America. Does
349 your gender affect your experiences? _____ Has there been an incident in your career as manager where
350 ethnic identity or gender has affected either your actions or those of others? Please outline the incident(s) very
351 briefly: _____ In your work as a manager, have others (colleagues, managers, and subordinates)
352 ever made reference to your ethnic identity or gender? _____ Are you willing to participate in a 60
353 to 90 minute face-to-face or Skype video conferencing interview, or a shorter telephonic interview, to talk about
354 your experiences as a female Asian American manager in corporate America? Yes No

355 If you answered Yes to the previous question, please provide your name, a personal email address, a personal
356 phone number (landline or mobile), and indicate the best time of day to get in touch with you outside of work.
357 Given the nature of the study, please DO NOT provide work contact details: _____ Please click on
358 the 'submit' button to submit your responses. Your data will be transmitted over an encrypted server and will
359 be held securely in accordance with Capella University's information security policies.

360 Post-Questionnaire Screen Thank you for completing the questionnaire. The researcher will review your
361 responses and determine if you meet all the inclusion criteria for participation in the study. In case you are
362 shortlisted to receive an invitation to participate, the researcher will contact you using the details you have
363 provided in the questionnaire. Once contact is established, the researcher will review the nature and purpose of
364 the study and discuss the terms of your participation, including your rights as a research participant. You will
365 be requested to sign a consent form for participation in the study at that time. You are under no obligation
366 to participate as a consequence of having completed the questionnaire -the decision to participate is your own.
367 Once the consent procedure is completed, the researcher will schedule an interview at a date and time that is
368 convenient to you, and will send a follow-up email to confirm the details.

369 In case you do not hear from the researcher, this means that you have not been shortlisted for participation
370 in the study. However, the responses you have provided in the questionnaire may be used in the data analysis
371 or study findings. In either case, all your data will be held securely and confidentially. In case you have any
372 questions, please feel free to contact the researcher as follows.

373 Volume XVII Issue IV Version I Thank you for agreeing to speak to me today. I appreciate you agreeing to
374 participate in this study on the influence of ethnicity and gender on the leadership experiences of female Asian
375 American managers. This interview is expected to last for 60 -90 minutes.

376 I want to confirm that I have received a signed consent form from you for your participation in this study. I
377 would like to remind you that you are free to withdraw your consent at any time and stop the interview. You do
378 not need to continue if you feel uncomfortable at any time during the interview. {Review the signed informed
379 consent form with the participant} Let us go over your informed consent form in more detail? You will receive a
380 copy of your signed consent form within 48 hours after the conclusion of the interview, for your records. {Explain
381 the purpose of the study in using non-technical terms} Do you have any questions before we start the interview?
382 In case you want to ask any questions during the course of the interview, please feel free to stop me and ask.

383 **22 Opening checklist**

384 **23 All introductory statements above have been made Signed 385 informed consent form has been reviewed**

386 The purpose of the study has been discussed All participant queries have been addressed Questions Interviewer
387 notes: The numbered questions correspond to the main constructs under investigation in the study. The
388 sub-questions below each numbered question can be used as leads and probes when deemed necessary by the
389 interviewer to seek more information about the participant's experiences. The Influence of Ethnicity and Gender
390 on the Leadership Experiences of Female Asian-American Managers Do you think your identity as a woman
391 has affected your career path, progression and any managerial or leadership opportunities available in your

392 organization? Do you have any specific examples or incidents in mind? How did these incidents or examples
393 make you feel? Do you think your career trajectory would have been different in any way if you were a man? Does
394 your organization encourage female managers to be leaders? Do you think that a white man in your position
395 would be treated differently by colleagues, managers, and others in the workplace? Why do you believe this?
396 Have you observed any incidents of different treatment? Do you think an Asian American man [emphasize the
397 word 'man'] in your position would also be treated differently? Do you think that being both a woman and an
398 Asian American affect the way you are perceived by others? Does this result in different treatment? Do you
399 think your career path and progression would have been different if you had been a man? Why do you believe
400 this? Have you observed any incidents where different opportunities were available to men and women? Do you
401 think an Asian American man [emphasize the word 'Asian American'] would also have a different career path
402 and progression? Do you think that being both a woman and an Asian American have affected your career
403 progression? Would you like to tell me anything else about your experiences as a manager before we close this
404 interview?

405 24 Closing checklist

406 Thank the participant for her time.

407 Inform the participant about member checking i.e. that they will receive a written transcript of the interview
408 via email for review, modification, and comments. Explain the purpose of the member checking process. Inform
409 the participant that she can withdraw from the study at any time, even after the transcript of the interview has
410 been prepared.

411 25 Special Situation: Participant Distress

412 If the participant starts to sob, cry, or otherwise display visible and strong emotion during the interview, the
413 researcher will STOP the interview and follow these steps: Speak in a soothing tone of voice and ask if everything
414 is alright. Ask if the participant wishes to take a drink of water or visit the restroom. If the distress continues
415 after this, ask the participant if she would prefer to: Continue after a brief pause Stop the interview for the day
416 and resume at a later date End her participation in the interview altogether Option 1: Take a 15 to 30 minute
417 break and leave the room to allow the participant to recover in private. Alternatively, the participant may be
418 gently requested to step outside and get some fresh air. Turn the audio recording function off when taking a
419 break. Resume once the participant has indicated that she is comfortable continuing. Record the duration of the
420 pause and your impressions of the participant's demeanor during the episode.

421 Option 2: Stop the interview. Ask the participant if she would prefer that you remain with her for some time or
422 leave the immediate vicinity to allow the participant to recover in private. Follow the participant's wishes. Once
423 the participant is composed, take your leave and inform the participant that you will call or email to reschedule
424 the interview. Thank the participant for her time and apologize for the distress caused.

425 Option 3: Stop the interview. Ask the participant if she would prefer that you remain with her for some time or
426 leave the immediate vicinity to allow the participant to recover in private. Follow the participant's wishes. Once
427 the participant is composed, take your leave and inform the participant that your participation in the study
428 has been terminated at her request. Thank the participant for her time and apologize for the distress caused.
429 For all three options, before leaving, inform the participant that she should seek counseling in case she thinks
430 it necessary to cope with the distress caused. In all three cases, record your observations of the participant's
431 demeanor during and after the episode, and also note down your impressions of any specific question/comment
432 that may have caused distress to the participant. In other words, document the adverse event in your notes.
433 Buys into the MM stereotype and thinks that Asians, particularly Asian women, work hard. She emphasizes that
434 diversity is really important to the company that she works for and she has noticed a big demographic change
435 in her workplace (it used to be 90 % men in top positions but now it is only 50%). I wonder if her experiences
436 would have been different if she had children? Participant 2 Good interview and rapport. I handled the interview
437 professionally. Not too leading with my questions. Highlights: she describes herself as feeling very American.
438 She feels that, as a minority, she has to represent Asians in a positive light. She feels that her upbringing has
439 emphasized respect and family and so her life experiences may be different as a result. She feels that the model
440 minority stereotype is true, to a certain extent, but that are many Asians that don't fit the stereotype. They
441 are just less visible. She is in a male dominated role but noted that in more junior roles there is gender parity.
442 She notes that things are changing as corporate culture changes. Initiatives are resulting in more women in
443 leadership roles Participant 3 Good interview. KT expressed that it was a good experience at the end. She
444 described growing up in a not very diverse middle class and mostly white neighborhood. Doesn't feel that she
445 has been affected by racism. In her understanding of the model minority stereotype there is a lot of emphasis
446 on Asian people being quiet and polite. She suggests that the stereotype is not unfounded as far as her personal
447 upbringing is concerned but that it is damaging because it places so much emphasis on being high achieving.

448 Participant 4 She emphasized that she is very outgoing and that, in her opinion, there are two types of Asian
449 women -one type that are very shy and passive, the other type that are very aggressive and outgoing. She is the
450 outgoing type. Believes that the MM stereotype is reinforced by super strict Asian parents pushing their kids to
451 get top marks and that Asian parents are very concerned with their children's success. She sees her opportunities

452 as being much more limited by gender than by race. She thinks that without quotas and external pressures that
453 women's career paths would be much more limited. She very much feels that the upper echelons of corporate
454 America are a man's world -particularly a white man's world and that there is a definite glass ceiling.

455 Participant 5 Participant emphasizes that her Asian culture has been a huge part of her life and that she grew
456 up in predominantly Asian environment in NY. She feels more comfortable around people who are ethnically
457 similar to her and has mostly surrounded herself with other Asians. She seems to buy into some aspects of the
458 MM stereotype and noted that, as a result of her culture, she tends to be more polite and soft spoken, and more
459 careful about how she expresses herself. She notes that she is naturally shy, so that informs her behavior in the
460 workplace as well. That said, she also feels very American. She thinks that the MM stereotype can be very
461 harmful if you don't live up to the high expectations. She noted that she has "leveraged her culture" to advance
462 professionally by applying for scholarships and internships for minorities.

463 Participant 6 Grew up feeling conflicted about her identity as an AA but has since embraced it. She is
464 very familiar with the MM stereotype and raised it early in our conversation before I even introduced it. She
465 has encountered the MM from her colleagues who noted that she was "feisty" rather than passive, though the
466 colleague didn't bring race blatantly into. However, she immediately knew what he was getting at. She has
467 mentored young Asian woman in order to help them become more assertive as a lack of being assertive can
468 limit their career trajectory. She has a very sophisticated understanding of the stereotype, which she argues can
469 create a positive impression but only up to a point because Asians are seen as lacking the more subtle skills
470 and innovative / creative spirit required to reach the The Influence of Ethnicity and Gender on the Leadership
471 Experiences of Female Asian-American Managers higher levels of management. She also emphasized that for
472 people who are more familiar with Asians as friends and colleagues the myth doesn't hold that much sway.

473 **26 Participant 7**

474 Participant emphasized that her personality has been influenced by Asian culture and her upbringing. Raised
475 in a humble household and told not to be a bragger, keep your head down and do what is asked of you. This
476 philosophy has merged into her work life. She is naturally an introverted individual who prefers to be seen and
477 not heard which she recognizes may impact her career opportunities. She has been mentored and given advice
478 about voicing her opinions more openly. It's not who she is however, her personality is just more introverted.
479 That does not mean she is not good at what she does, it just means she doesn't feel the need for constant
480 recognition, actually, she tends to shy away from it. She is comfortable in her own space. Her aspirations are to
481 do exceptional work, rather than try to make up the next rung of the corporate ladder. She says that is ok with
482 where she is and with the person she has become.

483 Participant 8 She expressed quite a bit of frustration about her work environment, which is predominantly
484 female -there is a lot of cattiness and backstabbing so her reflections on how her gender informs her work
485 experiences were largely negative because of that -not because she is experiencing discrimination but because of
486 an unhealthy office culture, which she herself defined in gendered terms. She would like the opportunity to work
487 in an environment where more men are in her department. Feels that would equalize the culture a bit and where
488 there would be much more focus on the quality of the work and less on inconsequential, silly banter about things
489 that are not work related. Looks forward to working in a merit based environment where you are judged by the
490 work you do. Has a competitive nature. Not concerned with gender, concerned with proving her value to the
491 organization. Although, she comes from a humble background, she has taken just the opposite approach. She
492 has adopted the American approach and wants to move up the ladder and tries to exhibit the behavioral traits
493 to get you there.

494 Participant 9 Great interview. Excellent rapport. Perhaps I was too leading at times. Will be more restrained
495 next time. Highlights: One of very few women in her team (only 10% women). Sees herself as a woman in a
496 man's world. Buys into the "model minority" stereotype. Hard to balance expectations of women's behavior
497 (must quiet and polite) with demands to be forceful and put yourself out there. Believes women are looked down
498 upon if they cross the gender lines.

499 Participant 10 Sees the model minority as a positive thing. She has conformed to it and doesn't see it as a
500 myth. She doesn't see it as being so prevalent where she is currently working in the southern US and stated that
501 it is more of West Coast thing. She stated that the Asians she has worked with are harder working. She feels
502 that being a woman has positively helped her career as her current company was specifically recruiting a woman
503 for her current position. She feels that it helped her career progression more generally because she rose through
504 the ranks at a time when there was concern about getting more women into managerial positions.

505 **27 Participant 11**

506 Participant is relatively young -late 20s and has no children so that has not been an obstacle to her career path.
507 Although she went to grad school and has worked in the States for over five years, her English is not perfect.
508 She may have had a bit of difficulty understanding some of the questions, especially around the model minority
509 stereotype but I was able to explain it to her so I am confident she understood it in the end. She was not
510 familiar with the model minority stereotype but stated that it didn't bother her. "I am OK with it." She appears
511 not have suffered from discrimination as her organization is diverse and her colleagues are accommodating of

512 any difficulties she has around language. She feels that maybe she has experienced some positive discrimination
513 in that her company was actively looking to recruit minorities. She feels that she has not experienced gender
514 discrimination and that American legislation provides protection against discrimination whereas in China the
515 situation is different. She does not feel that Americanized and feels that there is a cultural barrier between her and
516 some of her colleagues. She is OK with that and does not see that as discrimination or as being actively excluded.
517 She recognizes that she just has different values and interests than many of her colleagues do. The Influence of
518 Ethnicity and Gender on the Leadership Experiences of Female Asian-American Managers Participant 12 Feels
519 that she does not conform to the passive stereotype but that maybe being Asian held her back in terms of
520 promotions but that is more a result of a cultural barrier due to there being cultural distance between herself
521 and the top managers. She feels that some of the attitudes she has encountered are typical of the industry that
522 she works in, which tends to be a very male dominated one. She also emphasizes that when she immigrated
523 to the US in the 1990s, China was just beginning to open up, and perceptions of it were that it was a poor,
524 developing country. In terms of the MM stereotype, she feels that the impression of Asians as hard working
525 comes out of their experiences as immigrants, as having to make an extra effort to succeed, and that Western
526 people immigrating to Asia would have to make a similar effort. She also noted that she has experienced tensions
527 working with other Asian minorities Participant 13 She is very aware of the model minority stereotype. She
528 thinks that it has positive benefits insofar as people see Asians as being smart, hardworking and analytical. The
529 flip side of the stereotype is that, for all the hard work, there is also the impression that Asians are passive. In
530 her opinion this is especially problematic for Asian women as they are seen as not being able to lead because they
531 lack boldness and charisma so their movement up the ladder is blocked. She feels like she has benefitted from
532 the minority affinity groups at her current employer but that she doesn't see Asians in top-level positions but she
533 understands that and points out that people hire people who they are comfortable and familiar with and who are
534 like them. So, it really is a kind of cultural barrier to get into upper echelons. In her industry, marketing, gender
535 is not an issue. She also noted the "catty" dynamic that exists among women and how that can be problematic
536 but that there are more opportunities for bonding with women and personalizing relationships.

537 **28 Volume XVII Issue IV Version I**

538 Participant 14 She has worked primarily in large and diverse organizations which are very international in their
539 focus. Her viewpoint is really colored by her experiences in Korea and the fact that the culture there is much
540 more competitive and demanding than in the US and much more sexist. She emphasized that Korean corporate
541 culture is not inclusive or diverse. She feels she has many more opportunities in the US and does not want
542 to return to Korea. She feels that she personally conforms to the model minority stereotype but that it is not
543 that representative of the Asian Americans she has met. For example, she worked in a department with 5 other
544 Asians, three of them were hard workers, but two were lazy. In her current position, there are many women in
545 her department and there are also women who occupy important roles in the corporate hierarchy. She doesn't
546 feel that her race or gender have negatively impacted her in any way. She feels that she has been evaluated solely
547 on her individual merits. She noted that one point at which women face obstacles in their career trajectories is
548 when they have children.

549 **29 Participant 15**

550 This interview was OK. Language comprehension was a bit of a strain. L seemed to have difficulty understanding
551 the difference between what she observes as a general impression (e.g. women are held back in their careers
552 because of domestic responsibilities) and her own personal experiences. She didn't really demonstrate much
553 familiarity with model minority stereotype and in responding to the question just focused on some issues she has
554 had with her performance reviews because of language barriers. Like Z (participant 6) she indicated that she
555 didn't experience anything resembling direct discrimination but that sometimes cultural barriers were hard to
556 overcome. She also indicated that colleagues in her company and her direct superior try to be accommodating
557 her by speaking more slowly or giving her the opportunity to ask follow-up questions.

558 Participant 16 Moved to the US for university and has excellent English. Her work is in marketing and she is
559 familiar with the MM stereotype. She emphasized that she has poor quantitative skills and that people sometimes
560 teased her during her MBA because of it, expecting that she, as an Asian in business studies, would have strong
561 math skills. Despite not being born or raised in the US, she really seemed to understand the whole MM concept
562 and offered a lengthy explanation of why she thinks the stereotype developed from the fact that Asians have done
563 so well in American society in terms of wealth accumulation and education. Thinks that men advance to higher
564 leadership roles because of their success with casual bonding with each other. She feels that, as a result, they
565 have earned their success. Relatively new to this level of management. Does not feel comfortable with small talk
566 or around the cooler chatter. She feels somewhat like a fish out of water in that she doesn't get a lot of American
567 cultural references. She does not go out of her way to mix and mingle and is ok with that. She thinks that she will
568 get by on merit, "do a good job and you get promoted." She has not yet learned how to navigate the politics that
569 exist in organizations. She does not have a mentor and has not tried to get one This was my first interview but I
570 felt at ease having gone through the training with my mentor and having conducted a number of interviews as a
571 human resources person and having read scholarly literature on how to conduct interviews for qualitative studies.

572 I felt very comfortable speaking with this particular participant because she has a Human Resources background,
573 albeit from a legal perspective. She's manages HR legal groups and I found that as I was questioning her that
574 she had a lot of insights into the situation of not just Asian women, but other minority women. I didn't make
575 comments about my own experiences but listening to her it seemed as if she could understand my experiences.
576 That said, I felt myself wanting to engage with her more because I had a sense that she could understand my
577 own experiences. BUT this research is NOT about my experiences.

578 I think I've seen things, been subject to certain behaviors, and have had things said about me as a minority
579 that were reflected in some of her comments. Because I have only had discussions around being African-American
580 in corporate America with other African-American women in corporate America what I realized in this interview
581 is that despite our differences in terms of ethnicity, we have commonalities in our circumstances other than being
582 women. For example she gave some examples of instances that I was totally able to relate to even though I am
583 not Asian-American, examples like not being privy to certain information because you are a white male and you
584 aren't in the insiders' circle. In other words you're excluded in some cases because you don't look like they do
585 and you don't act like they do.

586 So I think I came out of this interview with the realization that while we are different ethnicities and our
587 communities have different histories, some of the circumstances under which we try to navigate corporate America
588 and some of the behaviors that are directed toward us are very much the same. So even though I am trying not
589 to have a bias, as I do these interviews, I see that I clearly did have one in thinking that my circumstances as
590 an African-American minority would be so incredibly different from that of an Asian American woman. What I
591 realize today is that while in some cases that maybe true, there are other situations in which it is not true. In
592 fact, I found far more similarities than I did differences and it's got me thinking now, to be sure, about how I
593 need to let participant responses guide the interview as they should. I cannot let my biases based on my own
594 experiences influence this process because it could prove detrimental. I thought this was a very good interview
595 and eye-opening for me. It was very similar to answers I might have given if I were the participant.

596 October 21, 2014 8pm –entry made following interview with participant 1 I started with this interview by
597 making the participant feel comfortable, I let her know that if at any point she wanted to stop the interview or
598 the questions were too overwhelming she could. I think that set the tone for what I consider to be a very good
599 interview. I was very much the professional that I was intending to be. I found easy to relate to this participant
600 because the industry that she works is an industry that I had formerly worked in. So, as I asked her the questions
601 I could actually understand the language that she was using, having been in that industry, and so it made it
602 easier to talk and to have more of what seemed like dialogue rather than a scripted interview, although I was
603 able to get all of my questions asked and answered.

604 As an Asian American minority in corporate America her responses were somewhat different to what I, as
605 an African American woman, would have answered but that was clearly because of our lived experiences are so
606 different. For example, because of her extremely strong analytical skills, she has found that there is a very high
607 level of respect that is given to her. If I were doing a comparison of me as an African-American woman, my
608 experiences have been just the opposite, in that, because I am African-American, there is the perception that I'm
609 not really capable of strategic thinking. It was interesting and without forming an opinion on where this will all
610 lead after I include my interviews, there was a sense of insecurity that I suddenly felt in myself after completing
611 this interview.

612 October 16, 2015 8:15 pm –entry made after reviewing several transcripts I'm beginning to notice a pattern
613 and the analysis has not even begun! It's interesting to me, and I clearly see how it could happen. What I
614 see is that there are a lot of contradictions in the participants' responses. I asked one question in the interview
615 and received a response but, as I read through the same interview, another question I may have asked has a
616 completely contradictory answer, though it was clearly related to a previous question. I'm noticing this not just
617 with one participant, but actually several participants. What this indicates it just how complex and difficult
618 answering some of these questions is and how complicated the experiences of participants actually are. Thinking
619 about these contradictory answers tells me that there is complexity in this process and that what I am asking is
620 very, very personal and very individual and that participants' experiences varies over time. The fact that these
621 complexities are emerging is the strength of qualitative research. I didn't really get this sense as I was doing
622 the interviews but as I review the transcripts it is something that stands out quite vividly. This is why I am
623 going The Influence of Ethnicity and Gender on the Leadership Experiences of Female Asian-American Managers
624 through the transcripts one by one, over, and over. These discrepancies are clear, loud and bold and must be
625 thoroughly considered in the final analysis.

626 Each response represents a life lived. It is not something that I take lightly at all. Participants let me peak
627 into their experiences and I can only hope that the outcome is something that is read and potentially taken into
628 consideration as more minority women enter corporate America. I have such passion for sharing these and other
629 experiences of women, men and those in positions of authority that can make changes happen at higher levels in
630 organizations. It is very much necessary. October 30, 2015 5 pm–entry made towards end of the transcription
631 process Having a reflexive journal allows me to put into words what I feel at a moment in time or over a period of
632 time and it's interesting to go back and reflect on what you were thinking on at that. In time. These transcripts
633 have given me pause and really almost validated the feelings that I were having at the time as I read some of
634 the responses from the participants and then go back and read what I was feeling at a particular time in my

635 professional career there are so many similarities it's daunting. In some part of journal in my personal life about
636 my personal and professional endeavors has allowed me to understand the experiences emotions feelings and
637 actually made me connect to my subjects in a distant yet personal way. I am ultimate professional when it comes
638 to doing interviews and yet with these particular interviews having never done this type of interviewing it made
639 me an even better I am ultimate professional when it comes to doing interviews and yet with these particular
640 interviews having never done this type of interviewing it made me an even better interviewer. I feel as if the
641 participants have been honest and forthright in their answers and I sense that in part, that's because they wanted
642 to share their lived experiences... they wanted to let me know that there are these barriers that exist and that
643 the more we can share this information the more likely it is we can do something about it. I honestly believe
644 their responses were genuine and authentic. I think about the times I've been asked questions similar to those
645 that I post to the participants whether it was for a survey or just in discussion and nothing comes to mind more
646 than speaking your truth and so I think that that's exactly what I got from the participants in their responses
647 to my interview questions. I think they spoke their truth. It's very liberating.

648 Sometimes as I review the transcripts, I wonder if my self-reflection could somehow seep into my analysis
649 and, if so, how I could avoid it from impacting my data analysis? Can it impact or have an effect on the data
650 analysis? By acting in the role researcher in a study that I am not a participant in but that relates to my own
651 experience, will bias creep into my analysis. Not if I strictly adhere to the methodology and stay keenly aware
652 that I am analyzing my participants' responses and not my own. November 23, 2015-5:00 pm –entry made part-
653 way through the data analysis process I'm halfway through my first attempt at analyzing the transcripts and am
654 really starting to master the NVivo software environment. I was feeling very frustrated at the beginning and felt
655 like there was a steep learning curve but now I realize that the software is making the data analysis process SO
656 much easier. I'm already beginning to see larger patterns in the data emerge, which I think is being facilitated
657 by how easy it is to visualize and organize the emerging nodes in the NVivo environment. I'm now using the
658 memoing feature within NVivo to keep track of my thoughts about the data and to record my impressions and
659 bracket out my biases –it's a great tool. Here's an example of a memo I wrote earlier today:

660 It is interesting but I'm seeing the issue of culture emerge as one of the predominant themes. As an African
661 American, I tend to think more in terms of barriers around race and ethnicity but the participants are instead
662 bringing up issues pertaining to cultural differences between themselves and their colleagues. For example,
663 participants who weren't brought up in the US might discuss how their lack of familiarity with American popular
664 culture makes it difficult for them to relate to their colleagues. Participants more generally are bringing up the
665 issue of Asian culture promoting different values (e.g. deference and reserve) than American culture, which can
666 be problematic in terms of moving up the corporate ladder. This is a huge theme! What's also interesting is that
667 many of the participants seem to be fairly level headed, I would say almost accepting of these cultural differences
668 and the effect they may have on their career progression. Is that because, as some of them acknowledge, Asian
669 culture can be chauvinistic? A number of them have stated that, in their experience, Asian people such as their
670 parents or even themselves view Asian culture as superior. Does this awareness of the fact that non-European
671 cultures can be chauvinistic lead to a greater acceptance of the fact that many cultures can be closed and
672 difficult for outsiders to penetrate? This all very complex and nuanced stuff. I wonder how I will express it in
673 my data analysis write up." December 3rd, 2015 8pm –entry made upon completion of data analysis Having now
674 completed the analysis of the material I find myself somewhat conflicted. The minority model stereotype, true or
675 untrue has in some cases been a benefit to participants and in other cases a detriment to them. The Influence of
676 Ethnicity and Gender on the Leadership Experiences of Female Asian-American Managers They have used it to
677 their advantage when they were able and in other cases have found themselves not being considered for position
678 as a result the perception that they are too passive or lacking in soft skills.

679 30 Volume XVII Issue IV Version I

680 I'm also troubled by the fact that, as an African-American minority, I really never had an opportunity to "leverage
681 my identity" as one participant put it. African Americans don't enjoy the "privilege" of being treated like the
682 nerdy counterparts of white Americans. Let's face it, the MM stereotype is a type of privilege –the participants,
683 as ambivalent as they were about the stereotype, did feel that their identity and the stereotypes around it were
684 positive. And let's face it, the African American stereotype doesn't have much of a positive aspect, especially in
685 corporate America. Being good at basketball and "having rhythm" isn't going to get you very far in the board
686 room –certainly not as far as the perception that you have strong quantitative skills and that you can get the
687 job done no matter what. Sadly, the view of African Americans reflects the social reality of inequality and the
688 fact that African Americans remain disenfranchised and are not considered for opportunities. And it has lasting
689 effects. It has emotional effects, it has social economical effects, it has long-term effects on the African-American
690 family. It has a long term effects on the relationships between African American men and women in relationships.
691 It has the effect of marginalizing what African-American culture can contribute to corporate America. It has
692 lasting effects that will live on for years to come.

693 Volume XVII Issue IV Version I If you decide to be in this study, your participation will last about 60 to 90
694 minutes. The researcher will schedule an interview with you either face-to-face, through Skype video conferencing,
695 or over the telephone. If a face-to-face interview is schedule, the researcher will determine a time and location

696 which is acceptable to you. In case of a telephone interview, a short follow-up call may be scheduled to clarify
697 your responses.

698 **31 What Will Happen During This Study?**

699 If you decide to be in this study and if you sign this form, you will do the following things: give personal
700 information about yourself, such as your name, gender, occupation, and education level. answer questions during
701 an interview about your experiences as a female Asian American manager, and your perceptions of the influence
702 of ethnicity and gender on these experiences. Your participation will consist EITHER of a 60 to 90-minute
703 interview conducted face-to-face or through Skype video conferencing OR a 45-minute telephone interview and a
704 short follow-up call. While you are in the study, you will be expected to: Follow the instructions you are given.
705 Tell the researcher if you want to stop being in the study at any time.

706 Will I Be Recorded?

707 The researcher will digitally audio-record your interview. The recordings will be transcribed and transcripts
708 will be prepared from the recording. You will be given an opportunity to review the transcripts for accuracy.
709 The researcher will use the digital audio recordings and transcripts for the data analysis component of the study.
710 The researcher will subject the transcript to qualitative data analysis procedure to see which themes emerge from
711 the experiences you recount.

712 The researcher will only use the recordings of you for the purposes you read about in this form. They will
713 not use the recordings for any other reasons without your permission unless you sign another consent form. The
714 recordings will be kept for seven years and they will be kept confidential. The recordings will be destroyed after
715 seven years.

716 **32 Will Being In This Study Help Me?**

717 Being in this study will not help you. Information from this study might help researchers help others in the
718 future.

719 **33 Are There Risks To Me If I Am In This Study?**

720 No study is completely risk-free.

721 Since this study uses a sampling technique which relies on distributing the call to research participants widely,
722 it is possible that your employer may be aware of the existence of the study. Since this study addresses sensitive
723 workplace topics, an employer might be unhappy or otherwise react in a negative manner if it learnt that an
724 employee had participated in the study. However, it is extremely unlikely that your employer would become aware of
725 your participation in the study. All reasonable measures have been taken to ensure that your participation
726 remains anonymous and any data you provide remains confidential.

727 As part of the study you may experience an emotional reaction during the interviewing process while recounting
728 a distressing experience in the workplace. If this happens, the researcher will ask if you want to continue the
729 interview after a brief pause, stop the interview and resume at a later date, or end your participation altogether.
730 It is your right to stop the interview at any time. You may stop being in the study at any time if you become
731 uncomfortable or distressed.

732 Will I Get Paid? You will not receive anything for being in the study.

733 **34 Do I Have To Be In This Study?**

734 Your participation in this study is voluntary. You can decide not to be in the study and you can change your
735 mind about being in the study at any time. There will be no penalty to you. If you want to stop being in the
736 study, tell the researcher. The researcher can remove you from the study at any time. This could happen if: The
737 researcher believes it is best for you to stop being in the study. You do not follow directions about the study.
738 You no longer meet the inclusion criteria to participate.

739 **35 Who Will Use And Share Information About My Being In 740 This Study?**

741 Any information you provide in this study that could identify you such as your name, age, or other personal
742 information will be kept confidential. Each participant will be assigned a code and all study data will be identified
743 by The Influence of Ethnicity and Gender on the Leadership Experiences of Female Asian-American Managers
744 code only rather than by using names or other identifying information. The Master List of codes will be kept in a
745 locked cabinet in the researcher's home office. Only the researcher, her research supervisor, and members of the
746 dissertation committee may request access to the Master List of codes. In any written reports or publications,
747 no one will be able to identify you.

748 The researcher will keep the information you provide in a secure folder on a password-protected computer (for
749 electronic data) and in the researcher's home office and only the researcher, research supervisor, and members of
750 the dissertation committee will be able to review this information.

35 WHO WILL USE AND SHARE INFORMATION ABOUT MY BEING IN THIS STUDY?

751 Your interview with the researcher will be recorded and transcribed either by the researcher or by a professional
752 transcription service. In case a professional transcription service is used to transcribe interview audio, the
753 transcriptionist will be asked to sign a confidentiality agreement. This agreement will also outline how any
754 participant data is handled, stored, and destroyed. The audio recordings will only be accessible to the researcher,
755 the research supervisor, members of the dissertation committee, and the professional transcriptionist.¹

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The Influence of Ethnicity and Gender on the Leadership Experiences of Female Asian-American Managers
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**35 WHO WILL USE AND SHARE INFORMATION ABOUT MY BEING IN
THIS STUDY?**

Year 2017

12

Volume

XVII Issue

IV Version

I

(H)

Global

Journal

of Human

Social

Science -

Permanent, full-time Employee Permanent, part-time Employee Temporary Employee (whether part-time or full-time) Independent Contractor Consultant Director Other Please state the name of your principal employer: _____ Do you currently work with General Electric in any capacity -employee, contractor, vendor, or otherwise?

Yes

No

I'm not sure

Yes

No

I'm not sure

Figure 2:

Number	Number	Nodes	Nodes	Asian parents demand more glass ceiling females are not assertive enough	Sources	Sources
68				and humility I'm more comfortable being around Asians having children impacts a woman's career trajectory Asian women can be assertive females can be leaders in my organization		
10 69				Asian culture is superior I'm not con- frontational more gender than race Asian women not assertive gender discrimination		
Volu 12 3 14 15 16 17 18 19 20 21 22 XVI 3 24 25 26 27 28 29 30 31 32 33 Is- 34 35 36 37 38 39 40 70 71 72 73 sue 74 75 76 77 78 79 80 81 82 83 84 IV 85 86 87 88 89 90 91 92 93 94 95 Ver-96 97 98				Asian culture more competitive Asian dominated profession Asian iden		
sion						
I						
24						
Year						
2017						
Year						
2017						

**35 WHO WILL USE AND SHARE INFORMATION ABOUT MY BEING IN
THIS STUDY?**

756 .1 Appendix C: Email to Prospective Research Participants

757 Dear {Name}, Thank you for getting in touch with me and expressing an interest in participating in my study on
758 female Asian American managers in corporate America. The purpose of the study is to understand how ethnicity
759 and gender influence the leadership experiences and career opportunities of female Asian American managers
760 working in corporate America. My larger aim is to generate a theory or model that can explain how gender
761 intersects with ethnicity to affect the professional lives of female Asian American managers. This study has been
762 approved by the Capella IRB.

763 In order to determine your eligibility for the study, please complete the following short demographic
764 questionnaire here:

765 Your responses on the demographic questionnaire will help me determine if you meet the inclusion criteria
766 for the study. If you respond to this questionnaire, you will be placed in a participant pool from which the
767 researcher may select you and invite your participation in the study described above. The decision to invite your
768 participation based on the questionnaire responses rests with the researcher. Additionally, choosing to respond to
769 this If you have any questions about or do not understand something in this form, you should ask the researcher.
770 Do not sign this form unless the researcher has answered your questions and you decide that you want to be part
771 of this study.

772 .2 What Is This Study About?

773 The researcher wants to learn about the leadership experiences and career opportunities of female Asian American
774 managers working in corporate America. The study will consider how stereotypes of Asian Americans as "model
775 minorities" may influence the perceptions of individual Asian American women in leadership roles and the
776 leadership opportunities available to them. It will also consider how Asian American women perceive their
777 gender as influencing their leadership experiences and career opportunities. The study will focus on the lived
778 experiences and perspectives of the participants themselves; the larger aim is to generate a theory or model
779 that can explain how gender intersects with ethnicity to affect the professional lives of female Asian American
780 managers.

781 .3 WHY AM I BEING ASKED TO BE IN THE STUDY?

782 You are invited to be in the study because you are: a woman an Asian American of Chinese, Japanese, or Korean
783 ancestry a US citizen or permanent resident a full-time employee a mid-level manager with at least five years
784 of managerial experience gained within the United States (according to the criteria chosen for this study) not
785 related or known to the researcher prior to this study If you do not meet the description above, you are not able
786 to be in the study.

787 .4 HOW MANY PEOPLE WILL BE IN THIS STUDY?

788 About 20 participants will be in this study.

789 .5 WHO IS PAYING FOR THIS STUDY?

790 The researcher is not receiving funds to conduct this study.

791 .6 Will It Cost Anything To Be In This Study?

792 You do not have to pay to be in the study.