

Communication Differences by Gender: A Top Management Case Study

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ABSTRAKT

Táto bakalárska práca je zameraná na rozdiely v komunikácii na základne pohlavia top manažérov a ako sa líšia ich komunikačné stratégie. Prvá časť teoretickej časti definuje komunikáciu vo všeobecnosti, ďalej popisuje manažérsku komunikáciu, jej komunikačné stratégie a na konci verbálnu a neverbálnu komunikáciu. Druhá časť teórie sa sústreďí na gender, gendrovú identitu a úlohy, jeho stereotypy, zmluvu, gendrové rozdiely v jazyku a ženský a mužský štýl verejného prejavu. Analytická časť skúma šesť rozličných rozhovorov zvolených top manažérov v TED Talk a Fortune a porovnáva ženské a mužské komunikačné stratégie, ktoré sú definované v teoretickej časti.

Kľúčové slová: manažérska komunikácia, komunikačné stratégie, verbálna a neverbálna komunikácia, gender, gendrová identita, gendrové role, gendrové stereotypy, gendrové rozdiely v jazyku, štýly verejného prejavu

ABSTRACT

This bachelor thesis deals with a gender differences in communication of top managers and how different are their communication strategies. The first chapter of the theoretical part defines communication in general, then describes managerial communication, its communication strategies and at the end strategies of verbal and nonverbal communication. The second chapter of the theory focuses on gender, gender identity and roles, its stereotypes, contract, gender differences in language and in feminine and masculine public – speaking style. The analytical part studies selected six interviews of top managers in TED Talk and Fortune and provides comparison of female and male communication strategies which are defined in the theoretical part.

Keywords: managerial communication, communication strategies, verbal and nonverbal communication, gender, gender identity, gender roles, gender stereotypes, gender differences in language, public speaking styles

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INTRODUCTION

Men and women are both unique and different set of people. Differences between them influence the way how they act or dress during their whole life. But are there also differences in the way they communicate? Do they have different communication strategies? And are these strategies reflected in the management field?

Communication is one of the most important activities in the work of manager as it is a pivotal role in information sharing. The approach of this bachelor thesis is to show which verbal and nonverbal communication strategies men and women apply differently and if these strategies are connected with gender stereotypes or do not.

This bachelor thesis is divided into two main parts: the theoretical and the analytical part. In theoretical part I explain general terminology connected with two fields – communication and gender. Therefore, at first, I focus on managerial communication, verbal and nonverbal communication strategies and then I describe gender identity, gender stereotypes, gender roles and gender differences in language. In this part I explain the theory in general which is then applied in the analytical part of the thesis. The analysis works with six selected top managers from the USA –three men and three women – and analyses their verbal and nonverbal communication strategies.

The aim of this thesis is to show differences in their managerial communication and to point out that some of them do not communicate according to gender stereotypes.

I. THEORY

1 COMMUNICATION

Macmillian dictionary describes the word communication as “the process of giving information or of making emotions or ideas known to someone”. The word itself comes from the Latin word *communicare* which means *share, receive, and join with*.

Expression of communication covers both listening and talking. Communication is an ability of an individual to come into contact with someone and make oneself understood by other individuals. In more formal form it means that communication is a process through which are exchanged meanings between people with an agreed system of symbols. (Adair 2004, 16 - 18) In this process there are present four elements:

Table 1: Process of Communication (Adair 2004, 19)

The key unit	Notes
I. Social contact	People who communicate have to be in a contact with each other
II. Communication medium	People who communicate together have to share common language or communication device
III. Transmission	The message has to be clearly transmitted
IV. Understanding	The message has to be received, accurately understood and interpreted

1. SOCIAL CONTACT

According to Adair (2004, 20), communication is possible only when you are in the touch with other person. The most obvious form of connection is physical closeness or literally position when you are in touch or contact sphere with someone. As from the historical background, writing is one of the first forms of techniques which allow making contact even when you are not in physical closeness. The expansion of technology has changed these techniques, such as: telegraph, television, telephone, radio, fax, etc.

2. COMMUNICATION MEDIUM

Communication channel can be medium as a means for achieving or expressing. The most common medium for people is language, for instance English, Spanish or French. All people have genetically given ability to learn language although language which people use is different. It means that language reflects culture and time period to which people were born and raised. (Adair 2004, 20)

3. TRANSMISSION

Person who communicates has to be able to deliver the message effectively. Firstly, it is necessary to overcome any physical barriers and then it has to be clearly expressed. (Adair 2004, 20)

4. UNDERSTANDING

Communication is a bidirectional process where is present shared or common activity. Understanding can be defined as ability to accept the message and listener has to be active to understand its content. (Adair 2004, 20)

1.1 Managerial Communication

Managers spend more than 75% of their time with communicating. To see proper connections, to understand and judge the relevant facts, to reach the right conclusions are important abilities for every profession. Good verbal skills and social competences are the basics of intelligent decision - making of every manager. (Střížová 2006, 15)

According to Střížová (2006, 15) there are main reasons for managerial communication:

- Manager communicates to the submission of information and for gaining them.
- Aim of the managerial communication is persuasion. Manager has to clearly identify these aims and develop proper persuasive strategy to reach them.
- Managers use communication to defend yourself and their positions. This happens in situation when manager feels threatened or does not believe himself.

Effective communication is a part of every work of manager to keep the workplace running efficiently. Managers must be able to express assignments of the tasks to their employees because due to miscommunication project can be completed incorrectly. Effective communication has seven rules:

1. For a strategic imperatives have to be considered effective communication behaviours, processes, and systems.

2. Effective communication is responsibility of an individual and it is a highly critical performance criterion.
3. To make communication effective it requires continual development and learning.
4. Diversity enriches communication practices.
5. The most effective communication is provided in network organizations environment.
6. Culture in organization has a powerful impact on the effectiveness of behaviour, processes, and systems in communication.
7. The preferred mode for highly effective communicators is continual networking. (Shell 2002, 145)

1.1.1 Types of Managerial Communication Strategy

People gain communication skills through their entire life and it is often thought to be matter of course. Some managers communicate the same way in work as in travelling there. Unconscious decisions which are effective in many ways of communication usually may not be successful in critical management situations. For example, accountant does not make intuitive decisions, but makes numbers of analytical decisions to make sure that transaction is correct. Manager also has to analyse situations for the applying the optimal strategic communication. (Střížová 2006, 15)

There are six types of managerial communication strategy:

1. RULING STRATEGY

In principle, it is one – way communication without feedback. Manager directly controls acting and thinking of others. This strategy can be effective for new and inexperienced workers when work is not clear for workers and then they receive instructions and orders easily. But using ruling strategy incorrectly can lead to negative reactions such as resistance or uprising; therefore this strategy should be used with caution. (Střížová 2006, 22)

2. STRATEGY OF EQUALITY

It is characterized as two – way communication where decisions are based on agreement. Important are positive working and personal relationships so for that reason it is effective strategy mainly in teams. On the other hand, it is not effective

in the communication with people with lack of experience and absolutely inappropriate with people who are dependent on authority. (Střížová 2006, 22 – 23)

3. STRUCTURAL STRATEGY

In this type of strategy process of communication is used to establish order, structure and plan. Manager influences others through quoting standards, criteria and procedures. This strategy is the most effective in a complex environment and it helps to bring order to searching and setting goals, doing tasks and to embolden workers. It is not effective to use this strategy if the messages are kittle or when the tasks are simple. When manager is too oriented on this strategy in these situations, he can needlessly waste time and energy. (Střížová 2006, 23)

4. DYNAMIC STRATEGY

This type of strategy is suitable for managers who need to solve critical situations fast because it is brief and to the point. Communication is not philosophical oriented but focused on a particular program. (Střížová 2006, 23)

5. RETREAT STRATEGY

Manager acts as a person with understanding and responsibility for communication shifts to others. This strategy is usually used during conferences or to delegate competences to the solution of project. It is only efficient when the other person is willing to take the responsibility. It is also important to whom manager gives this responsibility because employee who are insecure and dependent can consider manager as weak and indecisive. (Střížová 2006, 23)

6. EVASIVE STRATEGY

Evasive strategy uses manager who does not want to communicate and its characteristics are change of the topic, trivializing the subject of conversation or even avoiding to people. Although avoiding does not solve problem or improve conditions in some situations can be effective, for instance when unauthorized person wants confidential information. (Střížová 2006, 24)

1.2 Verbal Communication Strategies

Communication takes many different forms and the most commonly associated are reading, writing and speaking. Speaking words is called verbal communication and on average people communicates through speech about 23% of the time. (Ludden 2002, 72)

Both men and women in business use different manoeuvres and tactics of verbal communication.

1.2.1 Communication Maneuvering

Communication manoeuvring is ability to evade uncomfortable topic through ambiguity, unfinished sentences, cues, aposiopesis or metaphors. Although manoeuvring in partnership or with children is considered as disparage of communication and also another person, in business can be considered as a requested ability. (Juříčková 2008, 20)

1.2.2 Disqualification

Disqualification is an escalated form of manoeuvring when one person is disparage by other person usually before someone else. Such a conversation is ironic with cues to make you look better. According to Juříčková (2008, 20) there are few methods of disqualification:

- Silence – to look neutral and do not express agreement or disagreement with speaking person
- Avoiding the topic – or change the topic
- Indirect disqualification – ignoring partner
- Generalization – “It is always like that.” “You do not say something new.”
- Tangential disqualification – person tries to change the topic to the different of irrelevant topic.

1.2.3 Conflict

Conflict is characterized in Macmillian dictionary as “a situation in which it is difficult for two things to exist together or be true at the same time” People who use this strategy are mostly competitive, powerful and compete with others while achieve own goals. (Juříčková 2008, 76)

1.2.4 Compromise

Compromise is in Macmillian dictionary defined as “a way of solving a problem or ending an argument in which both people and groups accept that they cannot have everything they want”. In conversation have both sides an equal say in the solution of their problems. (Juříčková 2008, 79)

1.2.5 Cooperation

Macmillian dictionary defined cooperation as “a situation in which people or organizations work together to achieve a result that will benefit all of them”. Cooperation represents communication style of willingness and assertiveness. This strategy leads to the satisfaction of both sides and according to Juříčková (2008, 79) it is the best negotiating strategy during conflict and should be used by all adults.

1.2.6 Interruption

The word interruption is characterized in Macmillian dictionary as “something that someone says or does that stops someone else when they are speaking or concentrating on something” As Tannen (1990, 189 – 192) said there is a commonly held stereotype that women talk too much and interrupt man but she claims that it is the matter of individual perception of obligations and rights, as people grow out of individual habits and expectations.

1.2.7 Tag Questions

Tag question is a statement with little question added onto the end, as in “She is a nice girl, isn’t she?” Linguist Robin Lakoff was the first one who pointed out that generally women use more tag questions than men. But experiment made by psychologists Nora Newcombe and Diane Arnkoff find out that even if men and women used equal numbers of tag question, their subjects thought the women had used more. (Tannen 1990, 228)

1.2.8 Taboo Expressions and Swear Words

Jennifer Coates in her book *Women, Man and Language* (1942, 97) tells it is widespread that men use more taboo words than women. She mentioned opinion of Lakoff that men use stronger expletives (as *shit, damn*) as women (*goodness, oh dear*). Also both men and women swear more when they are in the company of their own sex.

1.2.9 Filler words

Filler words are words such as *um, so, like* or *you know*. When speaker uses them often it can be irritating for the listener. Eliminating filler may improve readability. (Powers 2005, 68)

1.2.10 Laughter

Laughter is nonverbal sound which can be also used as filler or when words of another speaker are clearly humorous. (Powers 2005, 68)

Men communication is associated with personal success – to be assertive, competitive and ambitious which can lead to aggressiveness. They solve conflicts directly and prefer win – lose strategy. On the other hand, women culture emphasizes quality interpersonal relationships and consolation. They try to avoid conflicts and when a conflict occurs they solve it with compromise or bargaining appropriate for all sides. (Juříčková 2008, 20)

1.3 Nonverbal Communication Strategies

Even the content methods of communication are highly important, many studies indicate that nonverbal elements determine at least one – half of what is understood or heard in the process of communication. (Shell 2002, 150)

Both men and women use nonverbal strategies of communication during their interaction. Nonverbal communication is communication via body language and compared to verbal communication is more reliable and spontaneous. This form of communication takes place without words and therefore it depends on active listening and accurate interpretation. It is a better way how the teller expresses emotions and if it is interpreted accurately it may tell if a speaker really means what he is saying which is important in the management sphere. (Ludden 2002, 72)

According to Střížová (2006, 29) nonverbal signals can be divided into four main groups which are also part of the kinesics:

- Symbols – symbols are signals which are easily understood such as facial expressions.
- Illustrators – are connected with the speech and usually are used to indicate the relations, size etc.
- Regulators – signals which evoke change and have important role in beginning or ending of communication process, for example handshake. Also are used to support the speech by hand gestures.

- Adaptors – are gestures, moves which appear in stressful situations and are used for controlling emotions and reactions. A person usually touches their part of the body as a hand or chin.

1.3.1 Kinesics

Kinesics is described in Merriam Webster Dictionary as “a systematic study of the relationship between non-linguistic body motions (as blushes, shrugs, or eye movement) and communication”. This study deals with the way how people walk, their arm and hand movements, how one person stands in the relation to other people and the ways in which person sits. All of these mentioned movements and positions affect the way of communication and also how other people interpret it. (Fielding 2006, 123)

When interpreting hand gestures, the listener has to observe the gestures and listen to the spoken words. Every manager should be aware of some gestures which are not acceptable in business situations, for instance gestures indicating threatening or vulgar messages. (Ludden 2002, 72)

1.3.2 Facial Expressions and Eye – Contact

People constantly judge others through their facial expressions when they are talking together. They notice their state of eyes, foreheads, mouths and chins which can express a true idea of their feelings.

Eye-contact is significant in every interpersonal communication because it shows if the communication channel is open. Generally, good eye contact gives to other person feeling of confidence and authority. On the other hand, when a listener does not look at the speaker he sends a message that he is not interested in listening. From the western point of view, person who does not look to the other seems more suspicious. However, not every country has the same attitude to eye – contact as in some cultures value looking down as a sign of respect. If together communicate people from different cultures they should try to find out and respect their attitudes. (Fielding 2006, 124)

1.3.3 Haptic

As Juříčková stated (2008, 36) it is the most primitive form of nonverbal communication. The purpose of the touching is to express positive emotions, sympathy and interest but also enmity.

1.4 Communication Culture in the US

As practical part of my bachelor thesis concentrates on top managers from the USA it is important to mention impact of cultural differences on this communication. Cultural differences are key causes of majority problems in dealing between people of different nations. Every country has its own standards, values and therefore in every country it is defined differently what is polite and what is not. Cultural norms are connected with work ethic, conclusion of agreements, social behaviour, etc. (Střížová 2006, 134)

In the term of culture in the USA, it is individualistic. Americans still search new goals with energy and they are raised to self – assurance. The principle is not to complain but to take challenges. The characteristic features of American culture are for example strong focus on success, positive result and to achieve success at any price. There are rules in organizations which define procedures and behaviour of employees but atmosphere is still more informal. In comparison with most of European countries, employees may raise objections against anybody, including management of the company. (Střížová 2006, 134)

In communication Americans are positive, open and as a result they easily get to know other people. Appearance of managers is professionally perfect, positive and informal. They are excellent speakers and know how to influence listeners. Key to success is according to them “art to sell yourself”. Typical attitude of Americans is that everything is fine and there is no problem. They solve these problems but do not talk about them and because of this some problems may stay undetected and unsolved. (Střížová 2006, 135)

2 GENDER

What does it mean to be man or woman? Does gender define our faith, characteristics, ambitions or place in the society? Merriam Webster dictionary describes gender as “the state of being male or female” or Oxford dictionary as “the behavioural, cultural, or psychological traits typically associated with one sex.” The word itself traces back to the Middle English *gendre*. The root of modern form is the Latin noun *genus* which is the equivalent to the Greek word *genos* used by Aristotle referring to kind or origin. (Bolich 2007, 8)

As stated in Kimmel’s concept of three, function of gender as principle is described by identity, interaction and institution. Identity is always in particular language and culture context, which together create womanhood, manhood and our place in society. Interaction means that gender is concept of relations and origins in interaction. Institution such as school, family or labour market produces and reinforces gender patterns, for instance labour market and concept of career puts women who are taking care of children at disadvantage. (Valdrová 2006, 6)

Traditional gender roles emphasize the differences between men and women and tell that women should behave in a feminine manner and man in a masculine manner. These gender roles have impact in all spheres of society – the family, the education, the legal system and the work. (Powell 2011, 14)

2.1 Gender Identity and Gender Roles

Gender identity describes what it means to be man or woman. As Valdrová (2006, 7) stated it is a subjective feeling of femininity or masculinity. Sociologist Marie Čermáková characterized gender identity as a personal experience with male or female existence. Therefore it is everything which man or woman does, says or experiences connected with social status and whether it has male or female determination.

People create their gender identity from a childhood. In the process of socialization, child learns how to act as male or female. Toys, games and literature have significant impact on creating gender identity. For boys, there are toys such as cars, workshops and for girls dolls, kitchenette which shows them that their domain will be to cook. In literature there are also stereotypical portrayals of male and female roles. Men characters are usually brave heroes and females play passive characters where is valued only attractive appearance. These games direct child to the traditional role patterns. Sometimes it happens

that child has to suppress some of his characteristics because it is not considered as appropriate for a particular gender. (Valdrová 2006, 15- 17)

This continues in adulthood because people are still influenced that femininity and masculinity is defined as *bipolar* and *negative*. Bipolar means that there exists only male and female gender and nothing between them and negative simply that I am woman because I am not man and vice versa. (Valdrová 2006, 7)

Males are therefore supposed to be masculine and females to be feminine, and anyone who feels in the middle of the scale is considered to be maladjusted. (Powell 2011, 47) Between the years 1960 - 1970 there were many polemics about men and women and in 1976 observer Karin Hausen created chart of gender imperatives:

Table 2: Gender Imperatives (Valdrová 2006, 8)

MEN	WOMEN
Fated to:	Fated to:
Outer space	Inner space
Distance	Closeness
Public life	House life
Activity	Pasivity
Energy, power, will	Weakness
Strenght	Volatility
Bravery	Modesty
To act	To be
Independent	Dependent
Ambitious	Diligent
Ability to assert oneself	Adaptation
Violance	Kindness
Rationality	Emotionality
Soulfulness	Sentiment
Intellect	Helpfulness
Leadership	Faith
Give judgments	Understanding
Virtue	Virtues
Dignity	Shyness, modesty
	Kidness, tact

This table demonstrates typical imperatives of men such as power, energy, independence, intellect or ambitious, whereas imperatives of women are weakness, modesty, sentiment, etc. These characteristics are also shown in *hegemonic masculinity* and *preferred*

femininity. In *hegemonic masculinity* it means that only white man, heterosexual, fit, healthy, competitive, rational and acting without emotions that has a good job and education can fulfil these requirements. *Preferred femininity* is about women who should be sensitive, attractive, always caring about others, etc. In many movies and books women play charming housewives who sacrificially deny their own ambitions and wishes to create better home for husband and children. (Valdrová 2006, 8 – 10)

2.2 Gender Stereotypes

Both men and women are influenced in everyday life by gender stereotyping in the way how they communicate, socialize, behave and even dress. The reason is that people base their opinion of other person during communication on these gender stereotypes. Simplified, gender stereotypes are description of how should masculine man or feminine woman look. In everyday situation it means that when you are a woman nobody is surprised when you wear trousers, but someone would maybe expect to see you in dress or the more, he would be pleased of this choice of clothes. But if you are a man everybody expects that you wear trousers and if you choose dress as a woman people would be surprised. Gender stereotypes are universally valid and it is expected that characteristics of gender stereotypes are shared by all members of the gender. (Renzetti and Curran 2005, 20 – 21)

The author G.G. Bolich analyzes in his book *Conversing on Gender* (2007, 200) a review of 10 studies conducted between years 1957 and 1980 by Lueptow where he mentioned following *stereotypical traits of women*:

- affectionate
- submissive
- emotional
- sympathetic
- talkative
- gentle

And *stereotypical traits of men* described as:

- dominant
- aggressive
- competitive

- independent
- ambitious
- self – confident
- adventurous
- decisive

Bolich also focuses on philosopher Simone de Beauvoir and her work *The Second Sex* where he stated that stereotypes typically begin with depicting an idealized version of a man and then generating opposites for a woman. Hence if the man is rational, woman is emotional and if a man is strong, a woman is weak. There is a next example how this stereotyping works. Clinical social worker Karla Baur and psychologist Robert Crooks give five stereotypes with specific reference to sexuality:

- Women are undersexed, men are oversexed
- Women are recipients, men are initiators
- Women are sexually naive, men are so - called sexperts
- Women are controllers, men are movers
- Women are supportive and nurturing, men are emotional and strong. (Bolich 2007, 200)

The first stereotype shows that men are pictured as “more” of many things than women, such as more forceful, more loud and so forth. The second point means that men are active and women more passive or another variant that men take the lead and women follow. The next stereotype can be generalized as men have more knowledge and are more experts in most things. The fourth point can be understood as men want to discover the world and women want them to be at home. The last point means in sexual behaviour that for man is important competence rather than passion and for woman it is heart what matters . Thus, it can be explained that man is more rational person and woman is weakened by her sentimentality. (Bolich 2007, 201)

According to experiment by Bertram and Sussman people had to read a story in which one protagonist took the initiate and 89% of the subject described the person who took the initiate as a man even if the gender of protagonist was unknown. It shows us that stereotypes simply lead us to what we expect to see. (Aries 1996, 18)

Society assigns to their members ways of behaviour, characteristics and form of interaction according to gender. These codes can be found in social institutions such as educational and political system, religion, family background and so on. Therefore when

some people do not fit to these stereotypes they are considered as deviant or abnormal. (Renzetti and Curran 2005, 21)

2.3 Gender Contract

Valdrová in her book *Gender a Společnost* (2006, 11) briefly defines the term *gender contract*. She notes that gender contract is set of rules and codes which applying to gender relationships. This contract assigns to men and women various jobs, values, responsibilities, etc. All of these rules and codes are specified by three levels:

- Values and norms of whole society
- Institutions such as job, education and so on
- Family norms

This contract tells that there is some contract between men and women which influences how should they act. Generally, men are considered to be more important for labour market and women should take care of household. Because this contract attaches the responsibilities and priorities of child care and household to women, women prefer to choose rather less time – consuming profession and where they could better coordinate family life with work. Therefore this contract affects professional position of women where they are considered as less valued. Women have to face these gender stereotypes and contracts and deal with the prejudices of division of labour. Most of the people still think that man should be the breadwinner and as Valdrová (2006,137) states if the man works ten hours a day he is socially respected, but women in the same situation would be seen as a bad wife who does not care about children. On the labor market gender contract accredits to women less qualified and worse paid jobs and also lower job positions.

Powell (2011, 3) mentioned that women in management are concentrated in the lower position and get less authority than men. If there is a higher position in a company, there is the lower number of women. As was written in Fortune 500, women in the top management create only 14% in corporation and less than 5% in many nations. These numbers are result of that economic status of women in the workplace remains lower than that of men.

2.4 Language and Gender

Deborah Tannen, the famous linguist, claims that men and women belong to different language communities and as a consequence they have different style of communication

and different communication goals. As people from different cultures use different dialects, men and women use different *genderlects* which means that communication between them is *cross – cultural*. The term *cross – cultural* is defined in Cambridge dictionary as “involving two or more different cultures and their ideas and customs”. These different communication cultures influence the view of genderlects. Therefore, language spoken by men is considered as language of independence and status. On the contrary, language of women is connected with relationships and intimacy. (Renzetti and Curran 2005, 180) According to this, women focus more on promoting intimacy and in contrast, men are seen as most interested in establishing their autonomy.

As a result of these differences, conversation between different genders can be seen the same as conversation between people from different cultures – full of misunderstanding. Gender inequality characterizes big part of everyday communication and reflects differences between life experiences of men and women, their social status and authority. These gender differences have been examined in many types of social behaviour such as altruism, aggression and nonverbal communication.

In the situation when is needed to help someone or to be altruistic, men and women do so differently. Men are more likely to offer chivalrous or heroic help in the things where they are conscious and women are more likely to offer caring help such as to spend a time with a sick child. In aggression, male tend to use more physical aggression because of their power and women are more likely to use verbal skills for aggressive purposes. (Powell 2011, 44)

Canary and Dindia explained these differences in aggression as a result of how different are expectations regarding to experience and expression of anger for boys and girls. It all comes from the childhood where boys tend to play with more aggressive toys such as military action figures or guns and are more likely to receive attention from parents when they express anger aggressively, whereas girls are more likely to be ignored or punished. (Dindia and Canary 2006, 239)

Regards to dominance in conversation, men in gender mixed group are considered to be more dominant in conversation which is direct consequence of that they have more opportunities to opine, such as at business meetings. Moreover, listeners of both genders give more attention when speaks man. During the conversation with woman, men tend to frequently interrupt her and change topic according to own interest. Dominance of men is also reflected in nonverbal communication, where men claim to more space than women

and disrupt their personal space more frequently with stepping closer, touching and staring at them. Women are in nonverbal communication more submissive because they have tendency to avoid eye contact when men are staring at them but on the other hand, they tend to smile more than men, whether they have reason or do not (Renzetti and Curran 2005, 181)

Burgoon and Bacue claim that women touch more than men. The frequency of touching also depends on body part – for touches involving the hand, men tended to touch more than women. (Dindia and Canary 2006, 238)

In a nonverbal and emotional communication women are better encoders and decoders are more skilful and connected listeners. This means that women are more empathetic and engaged during conversation. (Dindia and Canary 2006, 115)

There is a further stereotype that women only in female company speak more than men in male company. Regarding the topics women usually talk about personal topics and men prefer to talk about work, sport or news. Conversation of women is considered to be less individualistic and dynamic than conversation of men. Compared to men, women more react to each other and they show active listening with consistent sounds as *mmhmm* and nodding. Women during just female conversation interrupt each other more often but it is not considered dominant as in conversation with men because these interruptions are generally more helpful than offensive. Conversation of women is traditionally parodied when conversation of men is regarded as more serious and important and female just about gossips and other levities. (Renzetti and Curran 2005, 182)

Tannen describes the conversations of men as negotiations in which they try to maintain upper hand and protect themselves from other's attempt to put them down and push them around. On the other hand, the world of women is an individual network of connections where conversations are negotiations for closeness and support. When they try to protect themselves they push other people away. (Tannen 1990, 24 – 25)

This chapter described that men and women definitely communicate differently and also how gender stereotypes influence us. Every day we act and judge other people according to these norms which tell us what is appropriate for our gender.

2.5 Public Communication

Men and women do not communicate differently only in everyday communication but differences in speech also surface in public contexts and below are mentioned some basic differences.

2.5.1 Feminine Public – Speaking Style

The tone of the speech is rather personal and tentative, rather than objective and authoritative. Women as a speaker tend to appeal to the sentiments of the listeners and do attract them by being seductive. Women often use personal anecdotes to encourage the audience to make their own conclusions. Kathleen Hall Jamieson claims that women who were historically involved in politics preferred to use incorporative style and inclined to personal speech. She also argues that women who want to be successful in the public sphere have to be as a rhetor able to negotiate both feminine and masculine communication styles. (Edwards 2009, 23 – 25)

The analysis of Jane Blankenship and Deborah Robson where they analyzed woman political communication identified five features of feminine public style:

- they use concrete experiences for political judgements
- their communication values reflect awareness and inclusivity of relationships among people
- they use power to get things done and also to empower others
- they use holistic to approach policy judgements
- they move typical women issues in communication to the forefront of public discussion. (Wood 2011, 135)

2.5.2 Masculine Public – Speaking Style

From the historical point of view, men have always dominated politics. Therefore, standard for public speaking was confident, assertive, dominant masculine style. (Wood 2011, 135)

The difference between feminine speaking styles in public is the type of reasoning. Men tend to use more deductive reasoning and argue from laws. Masculine style is considered to be more dominating, hierarchical and oriented toward problem solving. They use rather impersonal and formal forms of evidence. Campbell noted this language is authoritative and objective. (Edwards 2009, 25)

II. ANALYSIS

3 A TOP MANAGEMENT CASE STUDY

This analysis studies gender differences in communication of the top managers. For a practical purpose I have chosen the US. The reasons for it are that American culture is part of my studies at the university and it is also the country with the world's famous leaders which is interesting for me to analyse. The following six top managers have been chosen, three women and three men: Virginia M. Rometty, Marissa Mayer, Sheryl Sandberg, Larry Page, Michael Dell and John Donahoe.

In this study I analyse the selected interviews from TED Talk and Fortune and I had to shorten the length of the all videos to fifteen minutes as every interview has different length and it would make inaccurate results.

The research is examined through verbal and nonverbal communication strategies which are described in the theoretical part of the thesis. I have created a chart of the analyzed strategies.

Table 3: Verbal and Nonverbal Communication Strategies (own creation)

Verbal Communication Strategies	Nonverbal Communication Strategies
Communication Manoeuvring	Facial Expressions
Disqualification	Eye - Contact
Conflict	Haptic
Compromise	Kinesics
Cooperation	<ul style="list-style-type: none"> • Regulators
Interruptions	<ul style="list-style-type: none"> • Illustrators
Tag Questions	<ul style="list-style-type: none"> • Adaptors
Taboo and Swear Words	
Filler Words	
Laughter	

3.1 Interview: Virginia M. Rometty

Virginia M. Rometty is President, Chairman and CEO of American multinational technology and consulting corporation IBM. She was appointed CEO and President in January 1, 2012 and as a Chairman of the Board of Directors on October 1, 2012. (IBM 2015)

She visited the interview of Fortune with interviewer Jessi Hempel in October 2012.

Virginia used *communication manoeuvring* when she made three pauses. But the aim of these pauses was not to avoid or postpone the answer but to make time for preparing to answer the question properly.

Virginia did not use even once *disqualification* – any ironic comments, change or avoidance of discussed topic. She did not use any avoidance, mainly because they discussed topics about work and not private life which could be more sensitive.

Virginia and Jessi did not have any *conflict* during conversation because none of them tried to be dominant or aggressive. Therefore they did not have *compromise* because there was no reason for that as they were equal in conversation.

Through the interview, she applied *cooperation* because as is mentioned above she did not argue but clearly answer every question from interviewer Jessi Hempel.

Virginia applied *interruption strategy* two times but otherwise she waited until Jessi finished her questions and after that she started talking. Interviewer interrupted her only once and she seemed that it did not mind.

She did not confirm gender stereotype that women use frequently *tag question* as she did not use it in the whole interview.

Virginia during interview did not use any *taboo words* but she used three *swear words*, specifically *oh my goodness*, *God* and *oh my*. She used it not to be rude, but as an exclamation of surprise, for example when she found out that in the audience are almost the same people as last year or that there are only nine CEOs in one hundred years.

She also used *laughter strategy* most of the time, together ten times. She laughed mainly when she was entertained by a question or when she spoke about some funny situation from the past.

According to *filler words*, she used them frequently during the whole interview. She used specific words or phrases like:

- *I mean* – two times
- *right* – five times
- *so* – eleven times
- *you know* – ten times
- *well* – four times

Regarding to nonverbal communication, Virginia used *facial expressions*. She was smiling during the whole interview which evoked positive and friendly atmosphere. She also kept *eye contact* with the interviewer and with audience according to whom questions she answered.

She used *haptic* only once at the end when she handshaked with Jessi.

On the other hand, she used *kinesics* all of the time with:

- regulators – she regulated majority of the words by gestures so it is difficult to state the exact number
- illustrators – she illustrated the size two times and the direction six times
- adaptors – she supported her talking by gestures, she touches:
 - arm – one time
 - dress – four times

To sum up, Virginia Rometty displays typical woman features in communication. She kept attention to her interviewer which shows that she is engaged in conversation. During the interview she supported her talking with gestures which help woman to feel more natural and less nervous. She also smiled all the time which is more common among women than men.

3.2 Interview: Marissa Mayer

Marissa Mayer is CEO, President and Director of Yahoo since July 2012. Before Yahoo she was thirteen years at Google where she held numerous positions, including engineer, product manager, designer, executive and launched more than hundred well – known products and features. (Yahoo 2015)

In 2013 she visited Fortune Most Powerful Women Summit where she had interview with Pattie Sellers.

Marissa used only two times *communication manoeuvring* – she made two pauses. As Virginia, she needed some time to think about her response.

She did not apply *disqualification* during the interview. She displayed willingness to answer the questions and showed that she does not need to avoid any topic.

Marissa with the interviewer had only one *conflict* when she disagreed with Pattie Sellers about running a P&L. But they solved it with *compromise* when Pattie told her to explain it in more detail.

She applied *cooperation* during the whole interview when she showed interest and willingness to answer all questions from interviewer and also from the audience.

She used *interruption* only twice – in both cases when she wanted to correct the information given by Pattie. She was interrupted four times but she did not show that it annoys her.

As Virginia she did not use any *tag questions* which also did not support stereotype that women use them more often.

Neither she used *taboo expressions* or *swear words*, it can be because they discussed only professional things so there was no situation which would needed them.

But on the other hand, she used *laughter strategy* fourteen times when she was entertained or told some funny experiences. It showed that she was not nervous and enjoyed the interview.

Regarding to *filler words*, she used:

- *I mean* – two times
- *so* – thirteen times
- *you know* – one times
- *was like* – five times
- *well* – two times

In nonverbal communication strategy, she applied *facial expressions* when she smiled during interview and also frowned when she concentrated on question.

She also kept regular *eye contact* with interviewer which showed that she is engaged in conversation and also with the audience at the Summit.

In the whole conversation, she did not apply *haptic* with interviewer.

But on the other hand, she used *kinesics* most of the time, she used:

- regulators – she supported the whole conversation by hand gestures
- illustrators – only three times she illustrated the direction by hand gestures
- adaptors – she touched:
 - bracelet – one time
 - dress – one time
 - hair – two times
 - leg – one time
 - nose – one time

It was also a professional interview, even though communication was more formal she communicated in a friendly way. She tends to smile during the interview which support women stereotype. According to verbal communication strategy, she communicated in a polite way. She did not use any taboo or swear words which are inappropriate in management communication. As Virginia, she also used a lot of filler words but on the other hand no tag questions.

3.3 Interview: Sheryl K. Sandberg

Sheryl Sandberg is the COO at Facebook. She was also Vice President of Global Online Sales & Operations at Google Inc. (Google 2015)

She visited the interview with Pat Mitchell at TED Conference in January 2014.

Sheryl in this interview did not apply *communication manoeuvring* – she did not use any unfinished sentences, metaphors or cues. She showed willingness to answer every question.

It means that she also did not use *disqualification* because she paid attention to interviewer or did not try to avoid or change the topic as it is stated above.

Sharel and Pat did not have together *conflict*. Both were friendly and they did not have any disagreement which could lead to conflict

As conflict is closely connected with *compromise* there was not situation which would require finding solution for conflict and therefore any compromise was needed.

Regarding to *cooperation*, Sharyl applied it most of the time, when she did not argue and answer every question from the interviewer.

During the interview, she did not *interrupt* Pat and neither Pat her. They both politely waited till the other finished her question or answer, it means that no *interruption* was applied.

As Virginia and Marris she also did not use *tag questions* which also did not confirm the gender stereotype that women use more tag questions during conversation than men.

She also did not use any *taboo* or *swear words* even though their conversation was more informal.

On the other hand, she applied ten times *laughter strategy* when she was entertained by audience or the interviewer or when she discussed some funny experience from the past.

In the term of *filler words*, she used specifically:

- *I mean* – two times

- *so* – four times
- *right* – three times
- *you know* – two times
- *was like* – one time
- *well* – three times

Sheryl also supported her communication by nonverbal communication. She used *facial expression* most of the time when she smiled to interviewer and audience.

She kept regular *eye – contact* with the interviewer and also with the audience which showed that she is really interested in the conversation.

Regarding *haptic* she used it only at the end of interview when she shook hands with Pat as a goodbye.

She used *kinesics* most of the time, she used:

- regulators – she supported the whole conversation by hand gestures
- illustrators – she used hand gestures to illustrate direction three times, but no size
- adaptors – she touches following parts as the control of emotions or stress:
 - dress – one time
 - hair – two times
 - hand – three times
 - leg – one time

This interview was not as serious as in previous, the atmosphere was more friendly and also informal. Sheryl tends to smile during the whole interview which supported this atmosphere. She did not only communicate with the interviewer but also included audience in conversation which showed that she is really engaged in this interview.

3.4 Interview: Larry Page

Larry Page is the current CEO of Google Inc. and also its cofounder. He is on a board member of the X Prize Foundation and in 2004 was elected to the National Academy of Engineering. In that year he also received the Marconi Prize. (Google 2015)

He visited interview with Charlie Rose in TED in 2014.

Larry did not apply *communication manoeuvring* – he did not use any strategy which would evoke that he wanted to avoid question.

Therefore, he did not use *disqualification* – any ironic comments, ignoring the

interviewer or generalization.

During the interview there was not *conflict* – Larry did not show to be competitive or dominant as it is stereotyped about men.

It also affected *compromise* which for that was not necessary to applied. They were both equal in interview – Charlie asked question and Larry answered them.

Therefore Larry used *cooperation* during the interview when he displayed willingness and assertiveness to communicate.

According to *interruption*, Larry used it only once during conversation interjected Charlie when he wanted further explanation of his opinion.

He did not use any *tag question* or *taboo* and *swear words*. His vocabulary was more professional and they discussed only topic connected with Google, so there was no reason to use them when they did not discuss personal topics.

Larry applied *laughter* only twice which is not too much. He seemed that he is in good mood but laugh only when was entertained.

On the other hand he used a lot of filler words, for instance:

- I mean – one time
- so –ten times
- you know – three times
- was like – one time
- well – four times

He did not use verbal communication strategies often, neither nonverbal. He used *facial expressions* as he was smiling during the interview but it was considerably less as was in feminine interviews.

He also did not kept regular *eye – contact* with interviewer and no *eye – contact* with the audience. He used to look up when he was thinking about the answer which is the sign of concentration.

In the case of *haptic*, he did not use it during this part of the interview.

He also did not applied *kinesics* often in the interview, he used:

- regulators – he did not support often his talking by hand gestures, mainly because he had in one hand microphone and he could gesticulate only with one hand
- illustrators – he did not use any illustrator during the conversation
- adaptors – he touched:

- leg – twelve times
- table – three times

It was rather serious interview where they discussed topics only from professional field. Larry did not apply a lot of verbal and nonverbal communication strategies. He used to smile during conversation but he did not use laughter often and also did not keep regular eye – contact. Therefore this did not confirm stereotype about men that they are more dominant and aggressive in conversation.

3.5 Interview: Michael Dell

Michael Dell is CEO and the chairman of the board of directors of Dell which he founded in the year 1984 at the age of nineteen only with \$1000. According to Fortune 500, Michael became the youngest CEO to ever earn here a ranking. He is a member of the Foundation Board of the World Economic Forum, the International Business Council, the Technology CEO Council and many others. (Dell 2015)

He visited the interview organized by Fortune and interviewed by Andy Serwer in 2013.

Michael in this interview used strategy of *communication manoeuvring* when he two times answered very briefly to the questions of the interviewer. This can evoke that he wanted to avoid these questions or that he did not have much to say about the topic and wanted to move to another question.

He did not use strategy of *disqualification*, he did not ignore partner or made some ironic comments

According to *conflicts* during the conversation, the interviewer once misheard the information which Michael said and asked about it again. But Michael just answered that he mentioned it at the beginning and the interviewer accepted it so the conflict did not become serious as they both solved it immediately.

Compromise, as a strategy connected with conflict, was not necessary to be used as it is mentioned above that it was more misunderstanding than a situation in which they should find a common solution.

Michael displayed during the interview that he is willingness of *cooperation* when he answered all the questions except the two times when he answered briefly as it is mentioned in communication manoeuvring.

Interruption occurs together seven times and three times it is used by Michael. They both interrupted each other to get the word which can be seen as a sign of dominance which are men stereotypically linked to.

Michael did not use any *tag question* and either *taboo* or *swear words*.

But he applied *laughter* strategy, together four times when he was entertained by the interviewer.

Michael used filling words most of the time, the most common was the phrase *you know*, which can mean that he is nervous or needs time to think about the answer. Specifically, he used:

- you know – twenty – one times
- so – fifteen times
- right – two times
- well – three times

Michael also used nonverbal communication strategies but not as frequently as verbal.

Regarding to *facial expressions*, he did not tend to smile and most of the time he seemed more neutral than positive.

However, he kept regular *eye – contact* with the interviewer which showed that he is engaged in the conversation and concentrate on the discussion.

In the analyzed part of the interview, they did not apply *haptic*, mainly because they came together to the stage so there was no situation which should required physical contact such as shaking hands.

In the term of *kinesics*, he applied:

- regulators – he supported his speech by hand gestures during the whole part of the interview
- illustrators – he used it twice, one time to show the direction and one time the size
- adaptors – he did not use adaptors very often, only:
 - chin – two times
 - hand – three times
 - leg – one time

It was serious interview connected with the work of Dell so Michael did not tend to smile and seemed that he takes it more professionally. He and the interviewer used interruption which is seen as a dominant attitude in conversation. He used a lot of filler words which

can be irritating in such as serious interview when it is expected that the person is familiar with the topic and would not need them.

3.6 Interview: John J. Donahoe

John J. Donahoe has served as a director of eBay since January 2008. From March 2008 he is CEO and President of eBay Inc. He is also member on the Board of Directors of Intel Corporation. (eBay 2015)

He visited the interview at Fortune Brainstorm Green in 2013 and was interviewed by Adam Lashinsky.

John did not apply *communication manoeuvring* during the interview. He did not use some ironic cues, metaphors or ambiguity. Likewise he did not need to make pauses as a sign of avoiding topic or to take time to concentrate on the answer.

It means that he also did not use *disqualification* which is escalated form of manoeuvring. He did not try to avoid or change the topic to irrelevant one or generalize.

In the interview there was no *conflict*. They discussed topics from the work when the interviewer asked questions and John answered them. Because the interviewer did not show his opinion about the answers there was no situation where should arise some problem and therefore the discussion was conflict – free.

It also affected the strategy of *compromise* as it could not be used because there was no situation which should require it.

During the interview, John was assertive and willing to answer all questions given by the interviewer which is the communication strategy of *cooperation*.

In the term of *interruptions*, there were five together and three of them made John. In every case he interrupted because he wanted to add some information connected with the question.

But on the other hand, he did not use *tag questions* and also *taboo* or *swear words*. His vocabulary was evaluated and they discussed only professional topic and not from personal life so there was no need to show emotions through these words.

He seemed in a good mood but he used *laughter* only five times which is not very often according to the length of the discussion.

John used a lot of *filler words*, he together answered twenty times and ten times he started the answer with the word *well*. He used particular words:

- I mean – one time
- you know – six times
- so – seventeen times
- right – one time
- well – ten times

Regarding to nonverbal communication strategies, John through his *facial expressions* showed that he is in positive mood when he smiled at the interviewer and to the audience.

Also he kept the entire time *eye – contact*. He did not only look at the interviewer but also at the audience in front of the stage and the viewer behind the TV as he looked at the camera very often.

John applied *haptic* twice, both in the end of the interview. Firstly they shook hands and then John patted on the back of the interviewer.

According to *kinesics*, he concentrated on:

- regulators – he supported his speech through hand gestures in the entire interview
- illustrators – seven times he used hand movements to illustrate the direction and twice the size
- adaptors – he did not apply adaptors often, only:
 - leg – two times
 - hand – three times
 - shirt – two times

This interview was more professional as they discussed only topics connected with the work of eBay Inc. John did not use a lot of verbal communication strategies because he did apply neither communication manoeuvring, disqualification nor compromise. He did not show any sign of dominance, except three times when he interrupted the interviewer. On the other, he used a lot of filler words, together thirty – five times. In the term of nonverbal communication, he did not tend to laugh often but he smiled almost the entire interview.

4 INTERVIEWS: SUMMARY

In this part of the bachelor thesis I analyzed communication strategies of six top managers from the US. In verbal communication I measured: communication manoeuvring, disqualification, compromise, interruption, tag question, taboo and swear words, filler words and laughter. The reason why I did not measure cooperation is that it cannot be exactly numbered but I stated in part above if it was used by particular manager during the interview.

Table 4: Female and Male Usage of Verbal Communication Strategies (own creation)

Category	Women		Men		Total
	Number	Percentage	Number	Percentage	Number
Communication Manouvering	5	4,17%	2	1,72%	7
Disqualification	0	0,00%	0	0,00%	0
Conflict	1	0,83%	1	0,86%	2
Compromise	1	0,83%	0	0,00%	1
Interruption	4	3,33%	7	6,03%	11
Tag Question	0	0,00%	0	0,00%	0
Taboo and Swear Words	3	2,50%	0	0,00%	3
Filler Words	72	60,00%	95	81,90%	167
Laughter	34	28,33%	11	9,48%	45
Total	120	100,00%	116	100,00%	

Figure 1: Verbal Communication Strategies of Women (own creation)

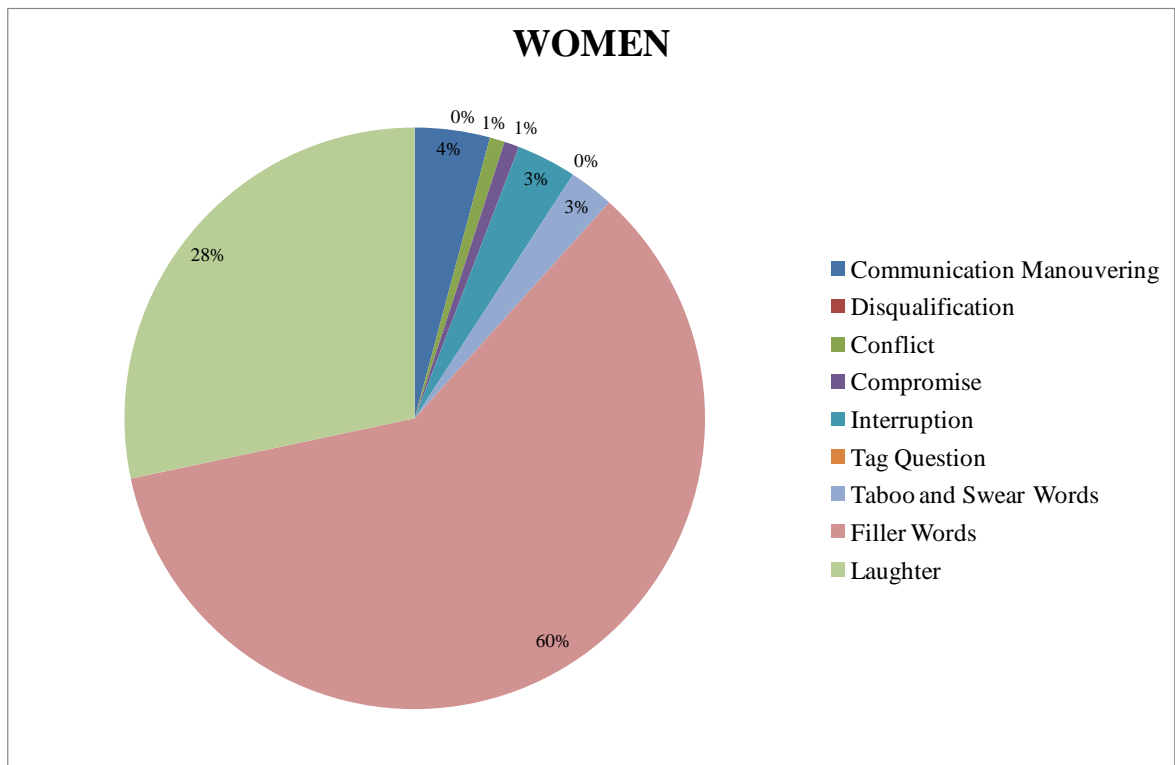
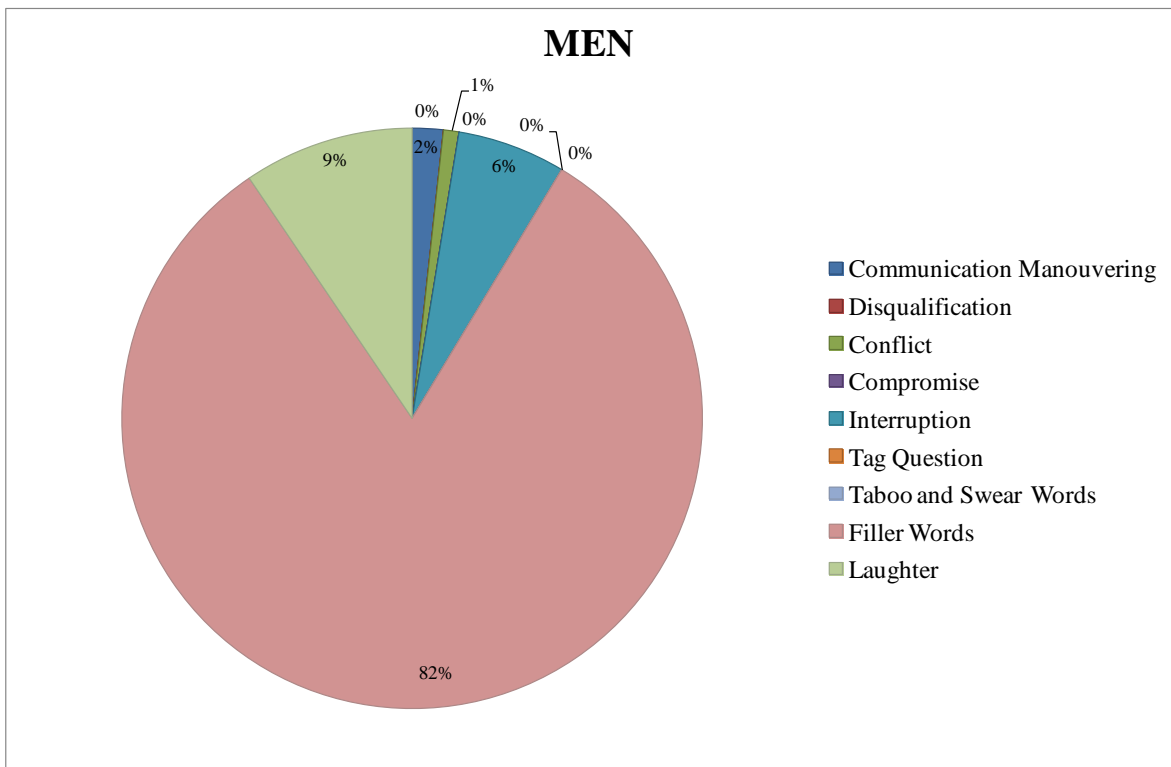


Figure 2: Verbal Communication Strategies of Men (own creation)



In the pie graphs above is shown which communication strategies were analysed and how often were they used in percentage. Women as the top managers used communication manouevring twice as much as men. They usually made some pauses to think about the response. Therefore, men do not have tendency to avoid unpleasant topics or did not need time for formulating their answers. But on the other hand, both women and men managers did not use escalated form of manouevring – disqualification. They did not disparage the interviewer or ignore them. In the term of conflict, women managers applied them over three times more often than men managers which did not support that men are more aggressive and dominant in conversation. Conflict affected the percentage of compromise, whereas in the case of women is higher because as men did not have conflicts, there was no situation which should require compromise. These graphs displayed that male top managers used to interrupt in the interviews more than women which refute common stereotype that women interrupt more. In the matter of tag questions, neither men nor women used them in the interviews. Therefore, it did not point out if women used more tag questions as men. But on the other hand, there are differences in the usage of taboo and swear words where women use more of these words, particularly in the interview with Virginia when she used them to express her emotions. On the contrary, male managers

used over twenty percent more filler words than female managers which can be seen as nonprofessional because as the top managers they should be aware of them. For a better demonstration, in the table below are indicated particular words or phrases and their percentage in female and male usage.

Table 5: Usage of Filler Words by Men and Women (own creation)

Filler Words	Women		Men	
	Number	Percentage	Number	Percentage
<i>I mean</i>	6	8,33%	2	2,11%
<i>right</i>	8	11,11%	3	3,16%
<i>so</i>	28	38,89%	42	44,21%
<i>you know</i>	13	18,06%	30	31,58%
<i>was like</i>	8	11,11%	1	1,05%
<i>well</i>	9	12,50%	17	17,89%
Total	72	100,00%	95	100,00%

The most common word in both usages of women and men managers is definitely *so*, but women tend to use moreoften phrase *I mean*, *right* and *was like*. Men top managers on the other hand preferred phrase *you know* and *well*.

Figure 3: Usage of Filler Words by Women (own creation)

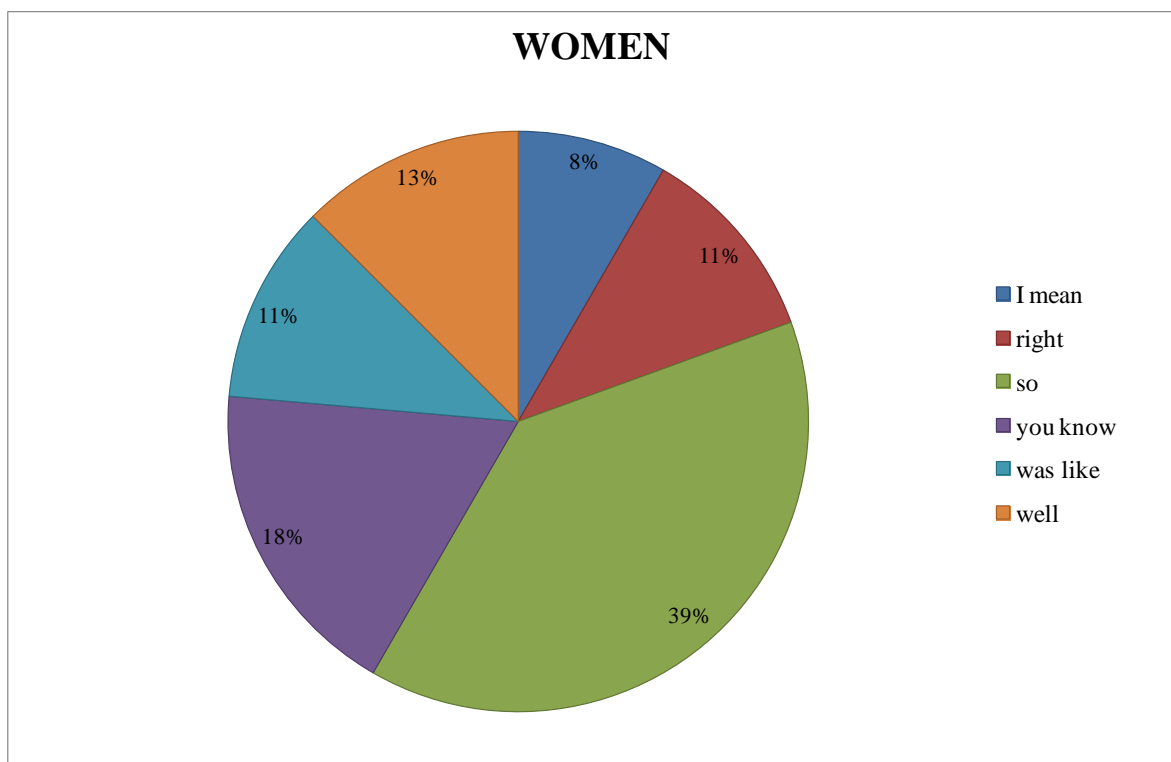
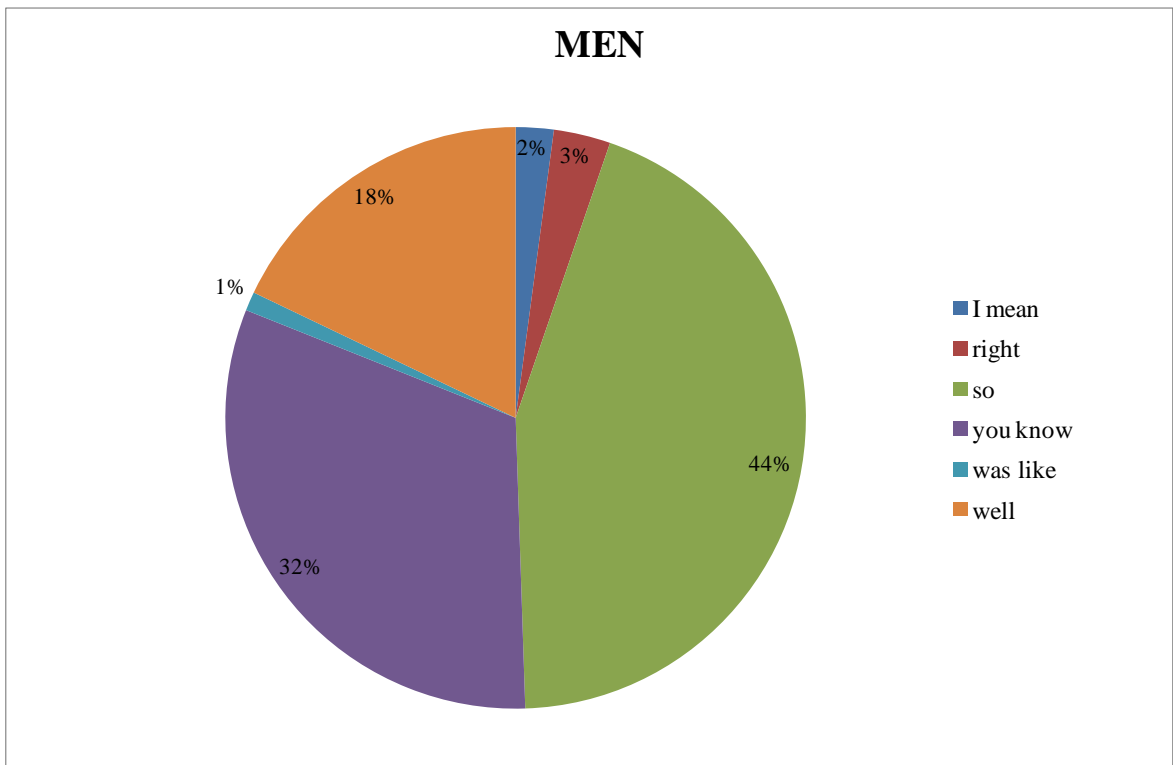


Figure 4: Usage of Filler Words by Men (own creation)



Regarding laughter communication strategy, there is clear evidence that women top managers used it three times more than men. They tend to laugh when they were entertained or when they told some humorous story. Men were more reserved in laughing even though the atmospheres of the interviews were positive.

In the matter of nonverbal communication strategies, I analysed haptic, illustrators and adaptors from kinesics. I did not analyse facial expressions, eye – contact and regulators because they cannot be numbered as they were used during the whole interviews. In the table below are shown selected nonverbal communication strategies of male and female top managers and their percentage of usage.

Table 6: Female and Male Usage of Nonverbal Communication Strategies (own creation)

Category	Women		Men		Total Number
	Number	Percentage	Number	Percentage	
Haptic	2	7,14%	2	4,88%	4
Illustrators	8	28,57%	11	26,83%	19
Adaptors	18	64,29%	28	68,29%	46
Total	28	100,00%	41	100,00%	

Figure 5: Nonverbal Communication Strategies of Women (own creation)

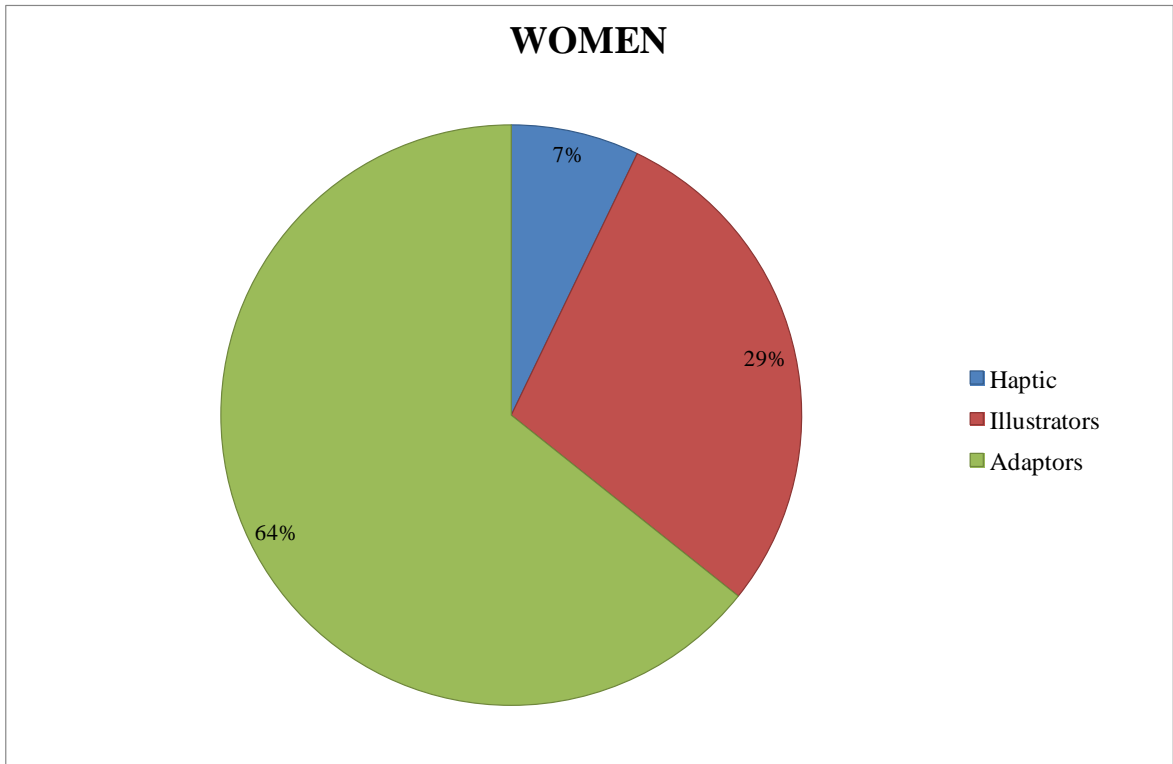
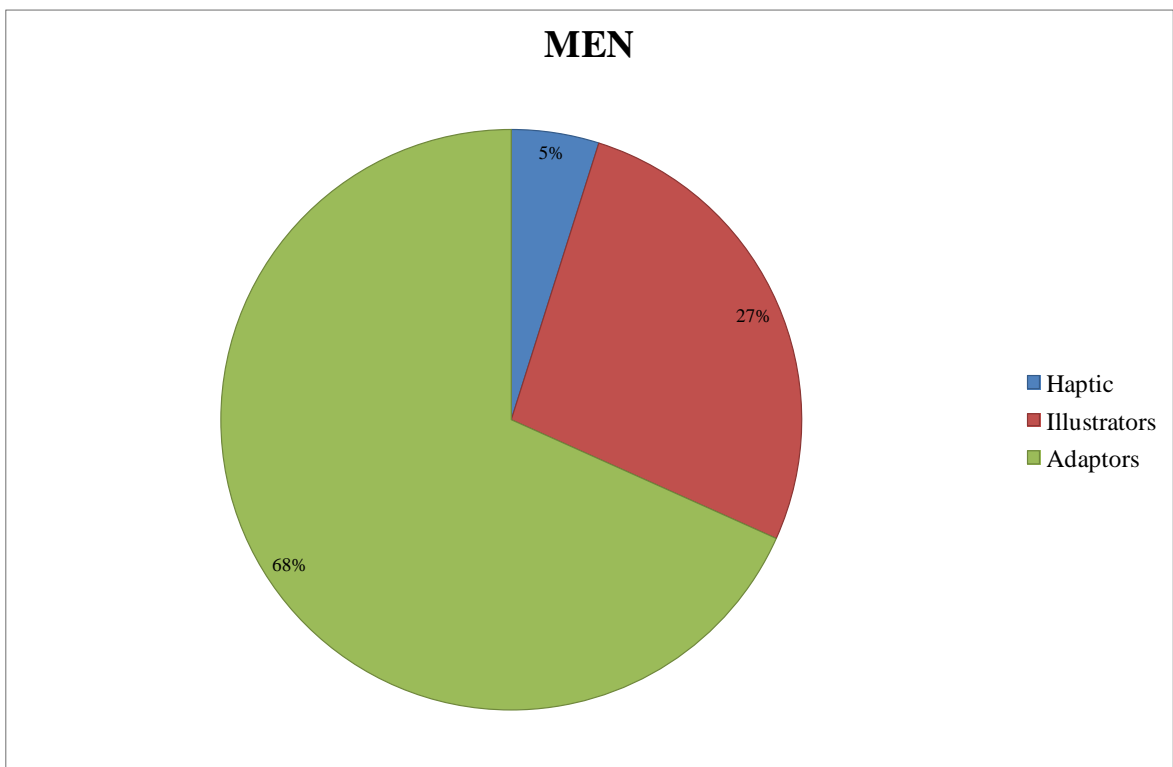


Figure 6: Nonverbal Communication Strategies of Men (own creation)



In the pie graphs above are shown how frequently women and men used nonverbal communication strategies. The differences in these strategies are not as obvious as in verbal strategies. In regard to haptic, female top managers used them more often than men, in every case when they shook hand with the interviewer. Also women used more frequently illustrators to illustrate size or direction when they described some situation. On the other hand, men used more adaptors during their interviews which did not affirm claim of Burgoon and Bacue that women touch more than men.

CONCLUSION

The aim of this bachelor thesis was to point out and demonstrate differences of top managers in verbal and nonverbal communication strategies according to gender. In the theoretical part was important to become familiar with the general terms such as gender, gender identity, gender stereotypes and contract. From the field of communication were described terms as managerial communication, managerial, verbal and nonverbal communication strategies.

The result of this thesis was the analysis based on the interviews from TED Talk and Fortune of six top managers selected from the USA. I chose three women and three men: Virginia M. Rometty, Marissa Mayer, Sharyl Sandberg, Larry Page, Michael Dell and John Donahoe. I decided for at least three of each gender to make the comparative study more precise. I focused on the study of their verbal and nonverbal communication strategies.

The purpose of this thesis was to show that women and men communicate differently not only in everyday life but also in the sphere of management. The aim is also to point out that their communication is not always according to gender expectations. The result of the analysis of the top managers demonstrated that men are not always dominant and aggressive in the communication and women are not always submissive in the communication.

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LIST OF ABBREVIATIONS

CEO – Chief Executive Officer

COO – Chief Operating Officer

etc. – etcetera

IBM – International Business Machines

P&L – Profit and Loss

TED – Technology, Education, Design

USA – United States of America

US – United States

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