**GENDER IDENTITY MANAGEMENT AND LEADERSHIP**

**CHAPTER II**

**DIVERSITY MANAGEMENT in MARITIME (PRU)**

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  2. **Importance of Diversity in Maritime**

If someone is being treated badly or unfairly based on a personal characteristic, that means there is discrimination against him/her. There are some reasons for discrimination such as gender, any kind of disability, race or age. It is common for people working in gender-dominated work places to experience gender discrimination. Shipping is a gender-dominated workplace since it has historically been a male-dominated industry and that tradition runs long and deep. However an effort should be made to help the industry move on from that tradition and to help women achieve a representation within it that is more in keeping with twenty-first century expectations.​ (1) Actually, shipping and seafaring have always become increasingly diverse in terms of race, class and nationality. Sailors work for a mix of individual owners and companies that reflect this intricate and globalised industry that the world economy depends on. However, the diversity of the motley crew of global seafarers has yet to take on a visible mixture of men and women – as many seafaring occupations remaining the preserve of men. The long interaction of (mostly) men and the sea has also created significant cultural barriers to the participation of women in seafaring. This is, however, no excuse for the continued exclusion of women, or for failing to support the many women who have pushed past out-dated gender norms and made great strides in improving the participation of women in maritime. (2) It shouldn't be forgotten that each and every employee significantly impacts the success of any business and maritime is no exception. It shouldn't be forgotten that if only one new employee is added to a team, s/he will be able to bring to the table something that no one has. The more variety in perspectives and ways of thinking the new person has, the more benefits are seen within the workplace.

One of the benefits is "Varied Viewpoints". Having a rich and varied mixture of skills, talents and strenghts makes for all kinds of otherwise unexplored mental territor, and men and women bring different things to the table. For example, women have an incredible way of improving workplace functionality by supporting, colloborating with, rewarding and inspiring coworkers, making for a stimulating and creative environment. While men can certainly be good team players too, they are often able to bring in a pragmatic element with strenght in analyzing, influencing and delegating tasks within the workplace.

Another benefit is " Strong Communication". One of the biggest differences between men and women is revealed through the ways in which they communicate. Strong communication skills among employees are essential to maintaining success. Both genders need to be able to clearly express their needs, ideas and concerns in a safe and open environment. This is where differences in communication come into play. Men are typically better at communicating issues and tackling confrontation, whereas women are more culturally influenced to work as peacemakers and try to solve an issue internally first. Both means of communication and conflict resolution are essential, one would not work without the other.

Next benefit is "Foster a Positive Work Environment". No matter where you work at, a work environment where employees feel valued and respected by each other is going to make for an all-around better workplace for everyone. With a diverse group of men and women from different backgrounds, your employees will notice strenghts and talents in their co-workers that they don't encompass themselves, and it is very likely that this appreciation will stimulate an environment where everyone respects one another. This makes a team better equipped to handle conflict when it inevitably arises, and a safe environment, where all feel valued, creates an improved company morale as well as increased job performance.

The other benefit is "Taking Care of Employees". Workers produce better quality work when they are taken care of and feel comfortable, trusted and safe. To get the highest quality of work, provide an environment where people are judged based on the work they do, not their background, race or gender. Allowing both men and women to feel valued as people will enhance the workplace immensely. The kind of nurturing environment you supply for your employees will have a positive ripple effect on both job satisfaction and performance.

The last benefit is "Gaining a Great Reputation". Along with team members feeling appreciated by and respectful toward their co-workers, increased gender equality and diversity within the workplace really skyrockets your company's reputation to the outside world. Unfair and discriminatory work environments make it hard for employers to create the highest-functioning, most productive workplace. But equal treatment, opportunity and reward make happy employees, which makes for better business and a better reputation for your brand. Clients, community and customers will want to be a part of what you created. (3)

As it is stated at the previous part, it's still rare to find women workers at sea but, largely thanks to trade unions, less women are confronting prejudice and becoming valuable members of ships' crew. Women make up only an estimated 2% of the world's maritime workforce. Women seafarers work mainly in the cruise and ferries sector, often for Flags of Convenience (FOC) vessels. These are among the worst paid and least protected of jobs at sea. Women also tend to be younger than their male crew mates. Their low number means that women can be subject to discrimination and harassment. The maritime unions are alert to these dangers and strive to protect the interests of women members – who now number about 23,000 worldwide. Maritime lacks the advantages women can provide because of the low number of them there.

In the globalizing and ever-changing world, everything is becoming more and more diverse day by day. Workforce, which was once homogeneous and unvaried, is no exception. Today there is a diverse workforce; a workforce made up of people with different features such as gender, age, national, educational or cultural background. The variety of these differences at a workplace is called workplace diversity. Diversity means/requires acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual orientation and public assistance status (4).

Diversity brings variety to an organization since each member of an organization has his own characteristics. Each of them has a different way of working, different expectations, and a different way of interaction with the others. That means they all have different strenghts they can use for the benefit of the organization while they might also have some weaknesses that can harm the organization. A good manager is one who makes use of their strenghts for the benefit of the company and who makes the organization affected by their weaknesses the least. This is defined as managing diversity effectively which is the key to leveraging the advantages and minimizing the disadvantages of diversity in the workplace (5).

Diversity management is far more important at workplaces where there is a striking dominance of a certain gender, race, class, ethnicity, cultural background or the like. Managers in such places must be more efficient in diversity management. Because managing diversity is more than simply acknowledging differences among people, it involves recognizing the value of differences, combating discrimination and promoting inclusiveness (6).

Ever since diversity has been appreciated by organizations, people tried to promote it, expanded training and other diversity programs, but most of them haven’t worked. They have used almost the same approaches since the 1960s—which often make things worse, not better. The methods used most are diversity training to reduce bias on the job, hiring tests and performance ratings to limit it in recruitment and promotions, and grievance systems to give employees a way to challenge managers. It is proved by statistics that a company gets less diverse, not more, if managers are required to go to diversity training, regulate their hiring and promotion decisions and put in a legalistic grievance system because forcing doesn't work. The positive effects of diversity training rarely last beyond a day or two, and a number of studies suggest that this kind of force-feeding can activate bias rather than stamp it out. That's why some changes should be made in diversity education. As social scientists have found, people often rebel against rules to assert their autonomy. They can't be motivated by being forced to get with the diversity programs and being punished if they don't (7).

Above-mentiones strategies are those which have widely been tried ever since diversity management concerns arose. In the following part, effective strategies organizations should adapt to promote diversity are discussed. These strategies may be on individual, group and organizational levels. They can all be adapted to maritime environment.

* + 1. **Gender Diversity Experiences at Sea**

It’s important to have good interpersonal relations among the crew for the good of maritime and make use of the talents of both men and women. In the following part, a study aiming to reveal the particularities of interpersonal relations on gender diversity onboard maritime ships are given. (4) The findings are based on the experiences gained from a summer tarining made onboard "Mircea cel Batran”, which is used by the Romanian Naval Academy for the annual onboard training at sea for its military cadets, both males and females, deck or engine specialities. The specific data for this study is gained from the voyages overtaken during 2003-2010. For each voyage, the average number for the crew member is 220, out of which, 1/5 females, counting cadets from the Naval Academy (approx. 50, 2nd year of study) and from the Navy Petty Officers School (approx. 40, 2nd year of study). Beside the cadets, female commissioned and non-commissioned officers, teachers or other personnel categories, are deployed onboard as well. A psychologist has been deployed either onboard for special monitoring tasks, or assigned for specific evaluations before and after the training voyages. 2003 voyage (i.e. 30th of July to 8th of August 2003), was the first voyage with mixed personnel on cadets’ level. From that moment on, the gender issue has been considered commonly on training activities.

During the voyages, it is always kept in mind that gender issue has been treated as an important variable of the diversity management, with strong particularities for the maritime sector, where even the onboard roles and tasks are unique, the perceptions and finally the cultural environment is very particular, embedded by the multicultural and intercultural variables involved within the psychosocial framework. For both civilian merchant ships and for the Navy crew, diversity management is an important factor to be considered while assessing the crew performance. Offering real instruments to the management dealing with such elements will always be valuable for the sake of efficiency and effectiveness.

Diversity on board doesn't refer to gender, it also refers to the cultural factors because of the cadets from different nations. Each voyage of "Mircea cel Batran” included more than 5 nations onboard. Students from different nations (i.e. Turkey, Bulgaria, Poland, China, Latvia, Greece, Germany, Ukraine) joined the training voyages, which brought together not only both genders, males and females, but also different cultures and perceptions related to the diversity management, constituting a proper challenging environment for psychological studies.

The knowledge processes, the research methods and psychological assistance techniques used throughout the study were selected in accordance with the personality attributes possessed by the studied subjects, with the external factors that influence the crew dynamics as social group (i.e. social factors, cultural factors, reference groups, natural environment, technical endowment etc.) or with the internal factors, responsible for the working dynamics of the crew as performing onboard team (individuals, intra-group, inter-group).

The working instruments used throughout the conducted researches were monitoring forms, assessment sheets, psychological tests, interview meetings, individual/groups observation forms, non-directive interviews, systemic observations and statistics methods. They were systematically applied during 2003-2010. For the 2010 voyage, which is considered in particular for this study case, the individual interview test had been applied to 89 cadets, 10 of whom are female. For each cadet an observation form had been filled in, as a result of psychological and behavior monitoring within specific tasks.

According to the major conclusions resulted from the conducted researches most of the students, males and females, proved a low physical resistance to long-term sustained effort, constitutionally the female cadets being more fragile than the male cadets, which has allowed to assert that, in the effort pursued to overcome the physical weakness, the females cadets had better tolerated the frustration, being more persistent, more ambitious, more persistent in work tasks compared to the male cadets.

The awareness of the relation among status, role, aspirations and behavior had been settled relatively quickly for all participants, materializing in the situational dynamism of each individual, which finally led to a change in task attitude and increment of the intrinsic motivation for training activities. Gradually, all participants in the training voyage had internalized the significance of mission activities, minimizing confusion with the leisure activity. Military students expressed a slower tempo, but more sustained pace in performing tasks than civilian students, proved as more participatory.

The assessed students (both females and males) who obtained high scores in the applied psychological questionnaire on the scales of Nervousness, Aggressiveness, Sociability, Trend to Dominance, Extraversion and Masculinity, adapted themselves to the onboard conditions in a shorter time, those cadets with insulating tendencies or least sociable attitudes were also integrating in the group

An important variable in the overtaken analysis was the interpersonal sympathetic relations, resulting as consequence of the gender issue consideration, being underlined the next observations:

Initially, certain tendencies of emotional engagement among males and females,were settled, maintaining a certain motivational and emotional climate, in which the attitude of one gender or another towards the sex partner could develop. It had been observed that the girls were more centered on the physical ego (physical appearance, clothing) and used non-verbal language specific to the gender role, especially in relations with the male cadets. The interpersonal attraction was mainly based on the difference in the social status of the students of the Naval Academy and the students at the Petty Officer School, the major point of focusing the girls' attention officer students against to non-commissioned cadets, being in fact the virtual power perceived as potential perspective of the females against their male ideal.

In the background, other factors facilitating interpersonal attraction were activated alongside the applied monitoring studies on the basis of gender differences, namely: the need to group affiliation (especially in case of unfamiliar conditions generating disturbing diffuse emotions) and the proximity favored by the restricted physical space onboard the ship, concluded by the familiarity and the positive evaluation due to the repeated exposures to the same stimulus. Also, individual characteristics played an important role in facilitating interpersonal attraction, as widely reflected in the literature (8).

After accommodation period, in the second stage of the onboard training program, the interpersonal attraction relations, determined by the gender issues, were replaced by the comradeship relations, as result of the commonly carried tasks.

On the other hand, in every case, the women’s presence onboard the ship caused a specific censured verbal and non-verbal behavior from men’s side, more protective and pro-social in any case.

Throughout the onboard mission, a strong psychological stability came from the leadership on board; here the presence of teachers/instructors was extremely valuable. They promoted an empathic style compatible with the male and female cadets perceptions, and imposed the authority based on competence and morality.

The crew behaves as a restrictive group, with an inter-affective climate instaturation among the team members, men and women, and resumes the continuous interactions within the common tasks, into affective and cooperative type of relations.

The psychological stress was perceived according to the individual equation and to the perceptive errors of the psychic software, since the individuals react psychologically to the perceived reality through the lenses of “his own glasses” and not focused on the objective reality.

In case of the short time perspective, as within the training stage at sea, it has been observed that the self-stress has mobilized, trained and energized the individual, both women and men, for the carried activities required by the training mission.

The approach applied in this study case should be considered as a preamble for further in-depth research on gender differences within the framework of interpersonal working relationships on board the ships, both for military and civilian sectors. Most probably, the conclusions are likely to be overcome in the future by the theories that invoke in case of gender issues analysis "the process of brain lateralization that either involve certain hormones or psychological reports on gender differences, recorded from experiences lived by the individuals in their childhood" (8) On the same issue, it could provide support to the recent theories of the gender inter-individual differences in psychology, where the assertions of the Eagly model postulate that role assignment, in regard of gender division of labor should be only a results of the acquisition of gender-specific skills, beliefs and expectations. (9)

On the other hand, the exploratory scientific approach, as empirically carried out and concluded in this case study, can serve to facilitate the professional acting of the leadership onboard crew management, contributing to improve the processes of adapting and integrating young specialists, men or women, to work at sea, for diluting some dysfunctions in mixed, multiethnic, multi-sectoral groups and for building the personal and professional excellence of the seafarers, consensual with the criterion of gender difference.

* 1. **Gender Diversity Problems Maritime Women Face**

Once employed, women seafarers may also face lower pay even though they are doing work equivalent to that of male colleagues. Women may also be denied the facilities or equipment available to male workers, which is a form of discrimination. Although these are issues for many workers, they can be a particular problem if you are employed at sea, where you are away from family and friends and other sources of support (10).

Some of the challenges female maritime personnel face are listed below:

* Not being able to rise to the top positions;
* Not getting the same salary as the men in the same positions;
* Having to work more than the men to be promoted;
* Being employed in restricted areas or in the areas they are not educated for;
* Being given less on-the-job training opportunities;
* Not having a strong network, as the men have;
* Not having the solidarity and network due to the insufficient number of women in the sector, so not getting the benefits of them, as the men do;
* Insufficient mentorship opportunities to integrate women into the field;
* Not being able to perform organizational citizenship behaviours as much as men can, due to the fact that they are primary caregivers in the family; and
* Suffering from work overloads and time management problems (11).

Although there may be more positive or negative attitudes towards women, these challenges are worldwide and even companies employing women reported the need of gender-related policies protecting women seafarers onboard ship (12).

All the units of maritime industry, whether they are ashore or afloat, require an efficient diversity management. Diversity in maritime can be caused by cultural, national, religious, or educational differences, but the most important reason, which also constitutes the main argument of this part, is gender difference.

That is why there is a need to bridge this gender gap, and this can only happen if we bring more awareness of this profession to the general public and at the same time sensitize the male seafarers towards acceptance of women on board the ship as equals, giving due respect to their viewpoints and working well together as colleagues (13).

To overcome the problems caused by gender diversity a good leadership is necessary. All these problems can be avoided if the people in managerial positions can manage diversity effectively. They need to create an atmosphere of respect for everbody no matter what their gender is.

The gender of the students in maritime academies affect their thoughts on gender diversity and bias. On the other hand, cultural bias are also effective in the formation of bias towards the role of the women in maritime. Because in most cultures maritime related jobs are not accepted as suitable to the women. The only way to overcome the bias against women is the education and training. Women in maritime sector can have better conditions and have equal opportunities as men by the help of education and training which will be given not only those working on board ships, but those working in all branches of maritime sector (14).

* + 1. **Coping with Hardships Caused by Gender Discrimination in Maritime**

It goes without saying that there is a gender discrimination in maritime as in other gender-dominated jobs. Something should be done to help women cope with the hardships caused by working in a male dominated job, which is a bit harder than other jobs of similar features because of hardships of being on an isolated place which is on board a ship.

The first thing to be done should be to convince the staff in managerial positions that there needs to be an effective diversity management in the organization, if the demand for a change didn't come from that position, of course. Then individual, group and organization level strategies can be adapted.

The next thing to be done should be giving diversity training to all parties concerned. It is important that the male staff should also take this training because adaptation to changing conditions is something that related to them, too.

Another step should be adapting mentoring and e- mentoring for the women in maritime. They need role models and they need to counsel somebody more experienced and wiser than themselves. Finding a mentor may not be possible for all the women concerned, so it must be the job of the organization to get the mentors and mentees together.

Another thing which is important in maritime is e-mentoring since it is not always possible for the mentees to get in touch with their mentors so easily as their counterparts working on shore. E-mentoring is the only solution for them to get in touch with their mentors whenever they need.

Another strategy might be engaging managers in recruitment programs so that they get in touch with the women more and appreciate their skills and competence better. This may then give way to lessen the bias against women help women get higher and better positions, which they deserve.

Some steps can also be taken at group level such as self managed teams and cross-training**.** These may help women officers increase contact with the other employees in the sector and leave a positive impact on them since they require rotating women officers in different departments. Self-managed teams are also important. Because these teams allow people in different roles and functions to work together on projects as equals. Working side-by-side breaks down streotypes which leads to a more equitable hiring and promotion.

The last step to be taken should be taking measures at the organizational level. At this level, transparency should be provided. That means all the decisions concerning important issues, such as salary or promotion should be transparent so that unfairness on these points can be prevented. When people know they might have to explain their decisions, they are less likely to act on bias. Also, diversity task forces which are made up of department heads and women working in the organization can be formed. They try to find solutions to prevent any problems they encounter together. Because they work together with the women who are minority in the organization they will be extra careful in their decisions concerning the women they work together with.

All these suggestions may arise the question of “*Why is diversity management important in maritime?”* Actually, the answer is simple. As in all organizations, diversity management is important in maritime because managing it effectively by integrating women in seagoing jobs will increase the performance of related units in the sector. Women have many features to contribute to the success of all the organizations they work at. Maritime is no exception. Their presence will enhance creativity, problem-solving and communication in the organization. Some steps should be taken to provide the organizations with the positive contributions of the women at the individual, group and organizational levels.

International Convention on Standards of Training, Certification, and Watch keeping for Seafarers (STCW) entered into force on 28 April 1984. The main purpose of the Convention is to promote the safety of life and property at sea and the protection of the marine environment by establishing in common agreement international standards of training, certification and watch keeping for seafarers. Also, every maritime training institution is approved by the IMO Member States. So each maritime training institution is following the subjects which are stated in this convention. But this convention does not cover any subject about female seafarers and it seems normal, because it covers only the vocational training.

During the conference on STCW, which was held in Manila, 2010, Resolution 14, Promotion of the participation of women in the maritime industry is approved. This resolution invites the governments to give special consideration to securing equal access by men and women in all sectors of the maritime industry, and to highlight the role of women in the seafaring profession and to promote their greater participation in maritime training at all levels in the maritime industry. Also it further invites governments and the industry to endeavour considering ways to identify and overcome, at international level, the existing constraints, such as the lack of facilities for women on board training vessels, so that woman can participate fully and without hindrance in seafaring activities in order to facilitate effectively the achievement of Millennium Development Goals (MDG) 3 (Promote gender equality and empower women); to support the provision of on-the-job-training opportunities so that women may acquire the appropriate level of practical experience required to enhance professional maritime skills (15).

This resolution emphasizes the ways to overcome the existing constraints. It is believed that one of the constraints is to leave them alone on the ship with their shore experiences and not to prepare the women seafarers to the sea. To determine the necessity of such a training, a short survey was applied to the women officers and cadets (total 47) whom stayed on board a ship more than six months and were asked if they had any specifically women- related training. Hundred percent of the answers were “No.” The second question was where they learned the gender difference related difficulties and how to cope them. Most of the answers were “from a friend or internet site” and %38 of them was encountered on the ship first time.

In Turkey, none of the maritime training institutions give special courses or lectures to the women cadets to cope with the hardships women are likely to encounter on a ship. A search on the Internet showed us it was similar in the world (16).

Women seafarers have sea training for 12 months before being a responsible officer. This period is very important for them to decide what they will be in the future and if the relations worsen they will fall in depression, which will create trauma.

Also, women seafarers are forced to change into different identities on board and on shore. They step into different shoes at the behest of demands. The male dominated societies, on board and on shore, demand immediate changes in their role of works and when seafarers fail to cope switching over to different roles, their marital lives fail. Out of ten women seafarers, nine are divorcees. There is evidence that suggests that women tend to switch identities or alter behaviour in relation to their working environment. They can adopt or take on a masculine identity with the intention to fit into a work environment where the perceived roles and accepted behaviour are those that conform to masculine stereotypes (17).

As is seen, something should be done to deal with women's male counterparts in maritime, and show how they may conduct identity management while at sea.

It is deemed appropriate to provide training in the following matters when considering the gender problems (18).

* + - The first and most basic right according to International Labour Organization states that all women seafarers hold right to equality in job and education
    - All female seafarers, like their male counterparts, are entitled to minimum wages and working conditions, which has been set at $465.
    - Women seafarers shall be allowed same working hours as their male counterparts, with maximum limit being 14 hours in a 24 hour period.
    - Women seafarers will be entitled to be paid for overtime above the stipulated hours of work as set by the International Marine Organization (IMO) for all seafarers.
    - IMO states that no lady mariner can be denied any maritime post on a vessel in lieu of her gender.
    - Women have right to be guaranteed against any form of discrimination between men and women for any maritime job, in terms of equipment, working conditions or facilities.
    - In case of maternity, women seafarers are entitled to same rights as in any other profession.
    - For Flag of convenience vessels, the rights for maternity leaves for a lady mariner are as mentioned by the flag state. In certain cases, there may be no specified rights for such a situation at all. However, ITF secures their position with minimum rights that those women would still be entitled to.
    - Women seafarers have the right to form or join any trade unions to represent themselves.
    - ITF’s agreements with seafaring vessels ensure that in case of pregnancy, women seafarers will be allowed to repatriate with no deductions in salary.
    - The time for repatriation is influenced by the state of legislation and the conditions on board. Depending on the country under whose legislation the vessel is sailing or the availability of a medical practitioner on the vessel, the time of repatriation can vary.
    - ITF states that a pregnant lady mariner cannot be exposed to hazardous conditions while aboard.
    - Under rights of women seafarers, ITF guarantees re-employment of the seafarer after the maternity leave.
    - A lady mariner shall be given two months of salary as part of the maternity payment.
    - ITF has developed a policy for women seafarers against bullying and harassment aboard. This policy applies to both men and women and indicates that no form of bullying or harassment would be tolerated against seafarers.
  1. **Coping With Diversity Mismanagement**

The discrimination is defined as “unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex”. Most people could have not been affected from discrimination because of his/her race, ethnicity or colour, but there is no one who has a wife, a mother, a sister or daughter, and has not been involved in woman discrimination. The discrimination of women in the world is still a very huge problem; so strong efforts are spent to secure the woman rights throughout the world. Although gender discrimination still exists in many professions, the situation in the maritime community is more pressing than the other sectors. Shipping has historically been a male dominated industry and that tradition runs long. One of the reasons as to why women have never taken this career option very seriously is this fact. There is little encouragement to face the very male dominated and competitive career path due to a lack of female role models. Besides one of the biggest challenges for women in this field is combating perceptions that such jobs are meant only for men and require a skill set more associated with them. Many women fear to enter the men’s world as they believe that they might face physical harassment and violence or severe verbal abuse as well as low levels of support from co-workers. Therefore one of the priorities of the international maritime community is to find a way to make women feel that their gender does not govern how they perform in a working environment and thus make it easier for women to pursue and achieve their dreams. In order to realize this and equip women with necessary qualifications to strive in men's world, women should be given a certain kind of training before they start working in a male dominated work place. Main topics to be covered in such a training may be the following:

* + 1. **Vision and Leadership**

It's argued that female leaders positively influence corporate performance. McKinsey' 2007 study, "Women Matter" established a correlation between how well a company performs and the proportion of women it has in its managerial team. One reason of this lies in the way they exercise leadership. Some leadership behaviours are observed more frequently among women than among men and these behaviours have a positive impact on a company's organizational performance. A study found that women use five leadership behaviors more frequently than men. These behaviours are the following: "People development”, “Expectation and rewards”, “Role model”, “Inspiration”, and “Participative decision making. Men, however, adopt two behaviors “Control and corrective action” and “Individualistic decision making” more often than women. The study found that three of them have become critical in order to meet future global challenges. They are “Inspiration”, “Participative decision making” and “Expectations and rewards”.

Furthermore, the survey indicates that these behaviors are underrepresented in today’s corporate environment (19). To make their firms ready for the future and meet the demanding conditions of the global markets, it is vital for the firms to equip the women with more leadereship qualifications and to have more women leaders. There are some programs to help women achieve this goal. Some of them are given below. Coaching and mentoring programs can be highly effective in raising women’s awareness of self-imposed limitations and enable them to manage their careers in a male-centric environment. Women also need to be made more aware of the crucial importance of networking. Setting up women’s networks within a company raises women’s awareness of this fact. Moreover, it creates opportunities for broader professional exposure, while raising the profile of female leaders in the organization, which is essential in helping young women identify role models. By motivating women and facilitating their development, these initiatives are often remarkably successful in retaining, and even expanding, the female talent pool within companies. These initiatives may seem obvious. Yet many companies confess that they struggle to implement such programs fully and consistently and to follow it up with the support of the top management (19). On the other hand, it is found that the effectiveness of female and male leaders pertain to transformational, transactional, and laissez-faire styles. In a study conducted by Eagly and Schmit (20) women’s more transformational style and greater use of contingent reward as well as their lesser use of passive management-by-exception and laissez-faire style should enhance organizational effectiveness. These findings thus resonate with the attention that journalists have given to the possibility that women are better managers than men. For example, an article in *Business Week* asserted that “after years of analyzing what makes leaders most effective and figuring out who’s got the *Right Stuff*, management gurus now know how to boost the odds of getting a great executive: Hire a female” (21). Women’s advantages in leadership style may sometimes be countered, however, by a reluctance, especially on the part of men, to give women power over others in work settings. Moreover, social and organizational changes place women, more often than men, in the position of being newer entrants into higher level managerial roles. As newcomers, women may reflect contemporary trends in management, including an emphasis on transformational leadership, that may threaten older, more established managers. A reluctance to allow women to ascend in organizational hierarchies may thus reflect resistance to changing managerial styles as well as a prejudicial tendency to evaluate women’s leadership behavior less positively than the equivalent behavior of men (22). Nonetheless, on the whole, research on leadership style has very favorable implications for women’s increasing representation in the ranks of leaders (20). Participative leadership can also help women to rise leading positions. Companies are becoming more and more flexible. Organizations don’t depend on the traditional hierarchy any more, so it may be hard to direct and coordinate the efforts of the people to the target of the work place. Quality of the work also changes and that means most of the work in the 21 century will be more intellectual than physical. All the change in the structure of the companies and in the quality of the work requires a change in the leadership style. It is agreed that there is not only one best leadership style that can be applied in all situations. Taking all the leadership styles into consideration, participative leadership seems to be more suitable for women working in male-dominated jobs, one of which is maritime, to eliminate second generation gender bias, crack and break the glass ceiling and rise to top positions. In participative leadership, the leader, rather than taking autocratic decisions, seeks to involve other people in the process, possibly including subordinates, peers, superiors and other stakeholders. There are many potential benefits of participative leadership, some of which are the following:

Involvement in decision-making improves the understanding of the issues involved by those who must carry out the decisions.

People are more committed to actions where they have involved in the relevant decision-making.

People are less competitive and more collaborative when they are working on joint goals.

When people make decisions together, the social commitment to one another is greater and thus increases their commitment to the decision.

Several people deciding together make better decisions than one person does alone. (23)

Participative leadership, practised fully, will help the women improve organizational citizenship behaviours, provide them with decision-making experience and prepare them for prospective leading positions.

As is seen, both mentoring and participative leadership have been considered helpful to promote the position of women in male-dominated jobs. Taking this into consideration, a combination of these two solutions can be suggested: Employing participative leadership in the mentoring groups established in the organization. In the ideal practice, a person with more experience and at a higher position can be the mentor of another person. But in the situations like those in male-dominated organizations where there are not enough women in top positions to mentor the women in lower positions, mentoring teams consisting of three people two of whom are men can be formed. The members of the team guided by a leader, that is the mentor, may be given some jobs, which require them to work in closer connection with each other than they do in the normal work-setting, share all the data they have and coordinate. This may cause them to create a network among the three, which may be the basis of a greater network in the organization in which a woman can take part in the future. This practice may also give way to the solidarity where the members of the group can help each other in situations where mentoring is necessary. Therefore, the team may become a kind of self-supporting and mentoring team at the end.

The goal of this team will not only be a mentor-mentee relationship but also helping the mentorees overcoming the second generation gender bias. To realize this, the mentor in charge of the team will both guide the mentees in and out of the organization and create cases in which the mentees will be required to share their ideas to reach a consensus and reach a decision on the subject given. Apart from this, the teams established in this way in an organization can get together at certain intervals to discuss certain issues. During these meetings, mentoring team members are encouraged to make use of participative leadership skills. By doing so, the women in the teams will not only be trained for higher positions but also learn how to overcome the second-generation gender bias. On the other hand, the men in the team will be stripped off the second generation gender bias thus making the activity a win-win situation.

Once decision-makers feel confident that women are started to be accepted into the network in the organization and can function as effectively as men can, they will give them greater responsibilities. Psychologists note a vicious cycle: If bias against women as managers restricts women's access to higher management positions, they're shut out from the chance to demonstrate their ability to handle line responsibility and further build their leadership skills (24).

This practice will also help the women to overcome four types of obstacles they say they face which are not being heard and listened to, not being accepted as an equal or as part of the ‘in’ group, establishing credibility, stereotyped expectations of women’s behaviour (25).

Maritime is an occupation which attracts more and more women year by year. Maritime is also an occupation which is more demanding and less indulging than any other male-dominated jobs. Challenging conditions of living onboard a ship makes it even more difficult for women to work there. It requires both physically and mentally tough people, requires leadership skills and swift decision making qualities and is less tolerant for gender differences. That being the case, it requires more leadership training activities for the women. The model suggested above can be used to meet these demands. Mentoring teams like the ones mentioned above may be formed in both shore-based and sea-going posts (ashore and afloat units) in maritime sector. The prospected women leaders can benefit from such a training a lot and this practice may both help the women to achieve their goals and the men to overcome the bias against the women (26).

* + 1. **Appreciation of Personal Differences**

The organization should treat each person the same and encourage employees to appreciate and get along with each other regardless of cultural differences. It should see everyone as an individual and attempt to be color-blind, gender-blind, and blind in general to human differences. To manage diversity successfully, it should make good-faith efforts to recruit, hire and retain sufficient numbers of women, people of color and others who are under-represented in its workforce to comply with moral and federal equal opportunity and affirmative action requirements. The purpose of diversity management, here, is to meet employment goals for under-represented groups of employees and value diversity because it makes business sense, provides competitive advantage, and is a source of creativity, innovation, and productivity. The organization is concerned with achieving differentiation, rather than assimilation. All employees are appreciated and valued because of their differences. The organization notices and accommodates differences in employee requirements involving food, dress, religion, language, holidays, and family/work concerns. With cultural competency by the organization and its employees, attention is paid to leadership, communication, and teamwork across cultural differences, including race, gender, ethnicity, and nationality. The organization works to eliminate oppression based on race, gender, sexual orientation and other differences. Racism, sexism, heterosexism and the other “isms” that are institutionalized in organizational policies, programs, norms, and structures are barriers to people being able to do their best work (27).

As we work to more conscientiously understand the issues surrounding diversity, sometimes, [cognitive dissonance](https://www.psychologytoday.com/us/basics/cognitive-dissonance) and [anxiety](https://www.psychologytoday.com/us/basics/anxiety)may occur.  To understand others may make us look at our beliefs with different perspectives. That may be uncomfortable but necessary.

A favorite anecdote demonstrates how traditions and beliefs are passed down through the ages and may eventually need to be changed. It goes something like this. “*A newlywed couple is preparing their first Sunday afternoon dinner. It is a pot roast with tasty vegetables. The husband carefully observes his wife’s detailed preparation. Just before placing the roast in the pan, she takes a large knife and cuts off the end of the meat. In conversation, the husband asks his wife why she cut off the end of the meat. She replies, “I don’t truly know, but my mother always does that!” The curious wife calls her mother and inquires. Her mother says, “I don’t truly know, but my mother always does that!” Luckily for our story, the grandmother is still living! Grandmother is asked why she cuts off the end of the meat. The grandmother begins to [laugh](https://www.psychologytoday.com/us/basics/laughter" \o "Psychology Today looks at laugh), ‘Honey, I cut off the end of the meat because my pan was way too little for the roast!’”*How many of us have acquired our beliefs and behaviors from our own culture without looking at where and why those very beliefs originated? (27)

Often when engaging in [multicultural](https://www.psychologytoday.com/us/therapy-types/multicultural-therapy" \o "Psychology Today looks at multicultural) training, much-needed information is given, but there seem to be few “activating events” to get us out of the intellectual viewing of diversity and into the personal worldview.   If we are unaware of the origins of our beliefs, then we will continue to elicit the same behaviors. Many of our prejudices, of course, come from our current worldview. When something or someone has a different belief or experience, frequently, the only way to make meaning is to enter the experience with preconceived perceptions from prior life experiences and filters. This immediate process may help in relieving the discomfort, but this meaning is often jaded and even inaccurate.  If a strong reaction is observed and recognized, a four-tiered system can be utilized to organize and better understand the reaction.

First tier describes what was observed. Often people react by interpreting what is assumed, not describing what was observed. Once a description of actual events is understood rather than first reacting with emotions and assumptions, the second tier can produce additional information.

The second tier introduces and describes feelings and emotions. Typically prejudices create uncomfortable, angry, and confused emotions. These feelings must be discussed to move further.

The third tier asks for a discussion of meaning. Most individuals desire immediate answers to unfamiliar events by ascribing interpretation or meaning from individual perceptual sets. This might provide more comfort and security, but again that meaning may not be accurate and needs additional knowledge. What most of us do not acknowledge or realize is that this interpretation is filtered from personal perceptual sets and frequently is not accurate for another culture or person. When participants take the risk to describe accurately what was seen, they are ready to take the next steps by asking questions about possible  feelings and meanings.  This assists in comprehending original emotional reactions.

The fourth tier which takes additional time is understanding differences. If people have the courage to ask someone from a diverse setting what something means to them, then a perceptual switch begins to emerge. A new perception and understanding are founded slowly. Any discussion that can assist us to “get out of our heads and into personal belief systems” is a powerful mechanism to learn and integrate diversity into our life. These types of experiences and discussions can become catalysts for change and are a must if diversity is to be lived and acted upon. The following are some examples of what can be done for a change (28):

Recently, a wave of new commercials has appeared on televisions. During this year’s Super Bowl several of the ads had the theme of acceptance for diversity.  The AirBNB commercial sent a strong and poignant message promoting diversity and tolerance. Their statement was, “We believe no matter who you are, where you’re from, who you [love](https://www.psychologytoday.com/us/basics/relationships" \o "Psychology Today looks at love) or who you worship, we all belong. The world is more beautiful the more you accept.”

Apple had a new TV commercial that said it all. It aired during the holidays. Frankenstein wanted to join in the festive spirit at the town square.  He placed light bulbs on his electrical leads and began to sing, “There is no place like home for the holidays.” It scared some town folks, but a small girl began to sing with Frankenstein. Because one little girl had the courage to stretch out of her comfort zone, the entire town began to sing.  Of course, Frankenstein shed tears of joy. The commercial ended with the quote, “Open your hearts to everyone!”

It is not always easy to accept diversity, but people should to break out of the mold, and get to know diverse people. If a committee must be created, diverse talents and skills should be selected.  Typically people choose those who look and behave like them.  Designing a diverse [team](https://www.psychologytoday.com/us/basics/teamwork" \o "Psychology Today looks at team) will offer a greater chance for [creativity](https://www.psychologytoday.com/us/basics/creativity" \o "Psychology Today looks at creativity) and healthier solutions.  It will take more time to listen and suspend judgments, but the outcome will be more effective and bright. Then and only then can people truly begin to turn tolerance for others and ideas into acceptance and appreciation of diversity (28).

* + 1. **Building Self-Confidence**

*“Low self-esteem is like driving through life with your hand brake on.” -- Maxwell Maltz*

Nobody is born with limitless self-confidence. If someone seems to have incredible self-confidence, it’s because he or she has worked on building it for years. Self-confidence is something that you learn to build up because the challenging world of business, and life in general, can deflate it (29).

Self-confidence is an essential part of humanity. A person with self-confidence generally likes themselves, is willing to [take risks](https://www.wikihow.com/Take-Risks" \o "Take Risks) to achieve their personal and professional goals, and thinks positively about the future. Someone who lacks self-confidence, however, is less likely to feel that they can achieve their goals, and tends to have a negative perspective about themselves and what they hope to gain in life. The good news is that self-confidence is something that can be improved! Building self-confidence requires people to cultivate a positive attitude about themselves and their social interactions, while also learning to deal with any negative emotions that arise and practicing greater self-care. People should learn to set goals and take risks, as well, since meeting challenges can further improve their self-confidence. Cultivating good attitute, Dealing with Emotions, Practicing self care, Setting Goal and Taking Risks are essential thing to improve self-confidence (30)

Watch Ammy Cuddy’s Ted Talk about all about the effect of posture on self-confidence. https://www.ted.com/talks/amy\_cuddy\_your\_body\_language\_shapes\_who\_you\_are (31)

[9 Movie Clips (With Songs!) to Keep You Inspired](https://www.entrepreneur.com/article/280962) **https://www.entrepreneur.com/article/280962 (32)**

* + 1. **Stress Management Skills**

Stress, in everyday terms, is a feeling that people have when they are overloaded and struggling to cope with demands. These demands can be related to finances, work, relationships, and other situations, but anything that poses a real or perceived challenge or threat to a person's well-being can cause stress. Stress can be a motivator. It can be essential to survive. The "fight-or-flight" mechanism can tell us when and how to respond to danger. However, if this mechanism is triggered too easily, or when there are too many stressors at one time, it can undermine a person's mental and physical health and become harmful (33).

Stress is a normal part of everyday life -- there's no escaping it. However, there are some ways that are more healthy and beneficial than others to deal with it (34). Learning to manage stress successfully begins with our willingness to take an honest look at ourselves. Although people and situations do contribute to stress, the events that affect people from the outside are beyond their control. It is too easy to blame stress on other people or situations that the individuals cannot control. It is more productive to take personal responsibility for the stress that an individual experiences and to look for things that he or she can change. It is more effective to learn to “manage” stress than to simply “reduce” stress. One can reduce stress, briefly, by taking a vacation or just by pulling the covers back over his or her head in the morning. However, the vacation will not last forever, and eventually one will need to return to face all of the things that he or she want to escape. Instead of hoping that the stress will disappear, one can remember that stress will always be a part of life. Success and happiness will depend on how well one can cope with, or manage, the stress. Managing stress requires individuals to take responsibility for their own thoughts, feelings and behaviors. When people look at their stress this way, they may find that they need not to be so afraid (35).

A new study presented at the American Sociological Association’s annual meeting 2015, shows women working in jobs dominated by men have high levels of interpersonal stress that could harm their health. Indiana University Bloomington researchers looked at daily stress hormone patterns from more than 440 women in a large U.S. survey who worked in jobs where at least 85% of the workforce were men. In academic terms, a woman is considered an “occupational token” when 15% of colleagues in her occupation are women (36). Prior evidence shows that women in male-dominated jobs often experience stressors like social isolation, sexual harassment and low levels of support in the workplace. The researchers thought that stressors like these could impact patterns of the stress hormone cortisol, which fluctuate throughout the day but take an irregular pattern in people exposed to high consistent levels of stress. In the study, they found that the “token” women had less healthy cortisol profiles compared to women who worked in jobs with a more even gender split. Cortisol is also particularly sensitive to social stressors and not as much to physical stressors, which adds to the evidence that at least some of the irregularity in cortisol profiles is linked to negative workplace social climates that women face (36).

Another study found that during stress, women tend to care for their children and find support from their female friends. Women's bodies make chemicals that are believed to promote these responses. One of these chemicals is oxytocin, which has a calming effect during stress. This is the same chemical released during childbirth and found at higher levels in breastfeeding mothers, who are believed to be calmer and more social than women who don't breastfeed. Women also have the hormone estrogen, which boosts the effects of oxytocin. Men, however, have high levels of testosterone during stress, which blocks the calming effects of oxytocin and causes hostility, withdrawal, and anger (37).

There are a lot of strategies suggested to manage stress. Some advise by an expert from Health Education on the subject is given below.

*Women have unique demands between taking care of ourselves and others. Stress creeps into our lives as we try to balance the always growing responsibilities in our professional and personal lives. So what can we do?*

*Take some time and make a list of all the demands you currently are trying to meet. By becoming aware of these responsibilities, you can sort and choose which you can personally handle, which tasks you should delegate and which tasks to eliminate. In other words, time management is an important component in reducing the stress in your life. Don't allow yourself to feel guilty delegating some of your responsibilities and cutting out the activities that are no longer relevant in your life. Pruning your list is a great way to re-establish your priorities.*

*Setting realistic and attainable goals is probably the best stress management for women. With clearly defined goals you begin to have a sense of priority and direction. When you are having trouble aligning yourself with the world around you, check your goals and see if you need to modify things to make the goals reflect your current living situation.*

*Thirdly, women can manage stress better if they are nice to themselves. Watch the negative voice inside your head.*

*Negative self-talk is always going to increase the amount of doubt and self-criticism that women experience. Review the strengths you bring to each situation and rely on those rather than criticizing yourself for not being the best at everything. Truly, women can be their own worst enemy.  
  
With well-honed time management strategies, well-crafted goals and a positive attitude, women can move mountains and achieve their life ambitions. Stress is a barrier that, when well-managed, does not have to cause you to stumble* (38).

Tips on Women Managing Stress https://www.youtube.com/watch?v=nYdNJKIZMvw (39)

How stress affects men and women? https://www.webmd.com/balance/video/farrell-men-women-stress (40)

* + 1. **Effective Communication Skills**

Communication skills play a great role in deciding the success of an individual in his career or profession. People who possess good communication skills do better than others at the workplace. There is a difference between male and female communication styles in a workplace. There are certain types of behavior patterns that both genders tend to show. However, this does not mean that all men and women possess these characteristics. Psychologists who have studied the behavior of both men and women are careful enough not to generalize them on the basis of stereotypes. Variations do tend to exist among both groups (41).

Communication skills are essential to work in groups, especially when dealing with people who are in positions of authority. It is integral for people to express themselves. But as regards women, they most often complain that whether in workplace or in a general family gathering, their comments and opinions are not taken seriously. This brings the relevance of communication skills for women into focus. Most people believe that passive communication is the main reason why women are not taken seriously in a professional setting. This is because assertive communication is more preferred in business environments and work related scenarios. Therefore, it is important for women to learn how to deal with this problem. The best thing to do is to develop proper communication skills (42) . Men and women have very different ways of managing their subordinates and giving them orders. There are many studies which have shown that women tend to be subtle in their speech, while men speak more directly. Women, for instance, make use of tag lines such as “don’t you think’’ after making a conversation, “if you don’t mind’’ while making a demand or “this may be a bad idea, but…’’ before a suggestion. This is a good approach when you need to keep the things subtle and do not wish to hurt others while presenting what is in mind. One thing we have to keep in mind is that just because the speaker adopts a cautious tone of content doesn’t necessarily mean that he lacks confidence (41). A must have in communication skill is that a woman should possess a good body language. Studies have suggested that 60 percent of communication is conveyed through body language. So, it is important not to be timid. That doesn’t mean one should be arrogant. A balance is required, so it is best to smile as often as possible (42). To advance in her career, a woman needs to be perceived as competent, confident, and an effective leader. A woman’s problem is that if she behaves precisely as a man with a similar objective would behave, she is likely to be regarded as pushy, aggressive, and unpleasant, so it is important to recognize that a woman’s path to the top is not “to act more like a man”. Men can advance in their careers with a hard-edged, no-nonsense style that would be a disaster for most women. Different situations call for different leadership styles, but regardless of the situation, a woman seeking to lead needs to project warmth and competence, pleasantness and confidence, inclusiveness and drive. This requires her to carefully manage the impressions she is making on others if she is to have a smoother path to the top (43). Another important skill that women need in order to communicate effectively is the art of speaking. Some studies have often revealed that women often think a lot before speaking up. This practice of too much thinking devalues the answers of a woman because there are many interruptions if someone pauses too frequently to think. While answering questions, women should be confident and should not be at any cost tentative. Also, the use of profession specific language must be used to address work related issues in meetings. Another aspect that is an important obstacle to the progress of women in communication matters is that they need to communicate effectively by taking issues seriously, not lightly. Some women can tend to be overly emotional or apologetic in work related issues. These are not good indicators of a good communicator (42).

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**CIRCLE THE CORRECT ANSWER (Parts 2/1-2.3)**

1. Shipping and seafaring is diverse in terms of…

a. Race, class, nationality b. Ships, boats, submarines

c. Rules, ideas, instructions d. States, countries, continents

2. Women make up only an estimated … % of the world’s maritime workforce.

a. 2 b. 12 c. 22 d. 32

3. Women seafarers work mainly in the ..

a. port sector b. yatch sector

c. logistics sector d. cruise and ferries sector

4. Summer training onboard “Mircea” Tall Ship provides diversity with respect to …… issues.

a. physical and social

b. coordinationa and mission

c. culture and gender

d. interview and observation

5. “Mircea” Tall Ship training proved that self-stress can be ….

a. harmful b. trained c. perceived d. transmitted

6. Diversity management is more important at workplaces where there is a striking dominance of a certain…

a. training b. language c. mission d. gender

7. Which of the following is NOT the group of strategies that can be used in diversity training?

a. Individual Level Strategies b. Group Level Strategies

c. Organizational Level Strategies d. Sector Level Strategies

8. A way to increase contact among the employees is …

a. involving top management in the training

b. forming identity-based working groups

c. rotating trainees through departments

d. increasing social accountability

9. Mostly, women are put at a disadvantage because of their…

a. other obligations in society such as maternity leaves, family etc.

b. their physical incompetence

c. lack of self-confidence in a male-dominated job

d. intolerance for the demanding conditions at sea

10. Practicing ……… style of management is a powerful model to minimize the effects of cultural shock.

a. authoritarian b. bureaucratic c. visionary d. delegating

KEY: 1. a 2. a 3. d 4. c 5. b 6. d 7. d 8. c 9. a 10. B

**CIRCLE THE CORRECT ANSWER (Part 2.4)**

1. In maritime, gender discrimination is more ……………….. than other sectors.

a. historical b. important c. pressing d. common

2. It is vital for the firms to have more women …………….. to meet the demanding conditions of the global markets.

a. staff b. customers c. inspectors d. leaders

3. …………………… can be highly effective in raising women’s awareness of self-imposed limitations and enable them to manage their careers in a male-centric environment.

a. Coaching and mentoring programs

b. Communication exercises

c. Leadership qualifications

d. Working in a multicultural environment

4. As newcomers, women may reflect …………… in management, including an emphasis on transformational leadership that may threaten older, more established managers.

a. organizational hierarchies

b. prejudicial tendencies

c. leading positions

d. contemporary trends

5. Women in male-dominated organizations can be part of the network by starting to take part in ………………………. .

a. leadership groups b. mentoring teams

c. top management Office d. decision-making levels

6. Employing ……………. is a source of creativity, innovation and productivity for organizations.

a. people with leadership qualities b. under-represented groups of people

c. more women d. educated people

7. Self-confidence is something that …….

a. can be improved. b. everybody lacks.

c. gives people negative perspectives. d. requires taking risks.

8. Women working in jobs dominated by men have………… that could harm their health.

a. less support b. social fears c. interpersonal stress d. responsibility

9. ……………………. is probably the best stress management for women.

a. Becoming aware of the responsibilities

b. Negative self-talk and self-criticism

c. Delegating tasks to subordinates

d. Setting realistic and attainable goals

10. While answering questions, women should be ….

a. overly emotional or apologetic.

b. confident and not tentative.

c. arrogant not timid.

d. pushy but not aggressive.

KEY: 1. c 2. d 3. a 4.d 5. b 6. c 7. a 8. c 9. d 10. B