

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar



The CADDIS model of agency and the SPaCE model of
communality for gender and leadership
By

Dr Anyi Ma
University of Wisconsin-Madison

Date : 11 Dec 2023 (MON)
Time : 11 am – 12:30 pm
Venue : M802

Abstract

Assessments of agentic perceptions are central to gender and leadership research. However, there is ambiguity about the definition, content, and structure of agency. Based on a review of how agency has been operationalized in the gender and leadership literature over the past 44 years, I developed and validated a new six-factor model of agency, CADDIS (i.e., Competent agency, Ambitious agency, Dominant agency, Diligent agency, Independent agency, and Self-assured agency). I found that the CADDIS model of agency led to a different understanding of past conclusions—an agentic advantage occurred when women were perceived to possess competent agency, diligent agency, and independent agency, and an agentic disadvantage occurred when women were perceived to possess dominant agency. I will also discuss an ongoing project about the SPaCE model of communality, its relationship with agency, and implications for gender and leadership.

Dr Anyi Ma is an Assistant Professor of Management at Wisconsin School of Business, University of Wisconsin-Madison. She received my PhD in Management from Duke University, Fuqua School of Business. She researches the experiences and perceptions of agentic and communal people at work. Her work has been published in *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Experimental Psychology: General*, *Journal of Experimental Social Psychology*, *Naval Research Logistics*, and *The Leadership Quarterly*.

All interested are welcome.



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