Revising and Resubmitting Manuscripts

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1. Emerald Group Publishing Limited (2013). How to... Survive Peer Review and Revise Your Paper. Printed from: http://www.emeraldinsight.com/authors/guides/promote/review.htm?part=4 on Monday June 17th, 2013.

2. Shaw, J. D. (2012). Responding to Reviewers. *Academy of Management Journal*, 58:1261-1263.

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4. Sample R & R
    a. Invitation to Revise and Resubmit from the Editor (dated April 25 2011)
    b. Authors' cover Letter to Editor (dated August 11 2011)
    c. Authors' Responses to Editor's Notes
    d. Authors' Responses to Reviewers' 1, 2 and 3 Comments (up to page 9 of 9)
    e. Conditional Acceptance letter from the Editor (dated February 20 2012)
    f. Authors' Letter to the Editor
    g. Authors' Response to Reviewers (pages 1 to 11)
    h. Published paper: Wallace, J.E., and F.M. Kay (2012). Tokenism, Organizational Segregation, and Coworker Relations in Law Firms. *Social Problems,* 59: 389-410. http://www.jstor.org.ezproxy.lib.ucalgary.ca/stable/10.1525/sp.2012.59.3.389

How to... survive peer review and revise your paper

What is the peer review process?

To enable the peer review process to be as objective as possible, both the author, and reviewers, will remain anonymous to one another, although this may not be possible in the case of a very small field.

The anonymity is the reason for referring to the process as blind. In "double-blind" review, the identity of the authors is concealed from the reviewers, and vice versa, lest the knowledge of authorship or concern about disapprobation from the author bias their review. The reviewers will be experts in the same field who have probably been through the same process themselves. They will read the article very carefully, making notes, and should make detailed and constructive comments.

At all times a good editor will remain in control of the process, initially deciding if the paper is sufficiently in tune with the journal's objectives to warrant review, then selecting the reviewers and corresponding with them, ensuring that their advice is constructive and not contradictory, and seeing the paper through several revision stages.

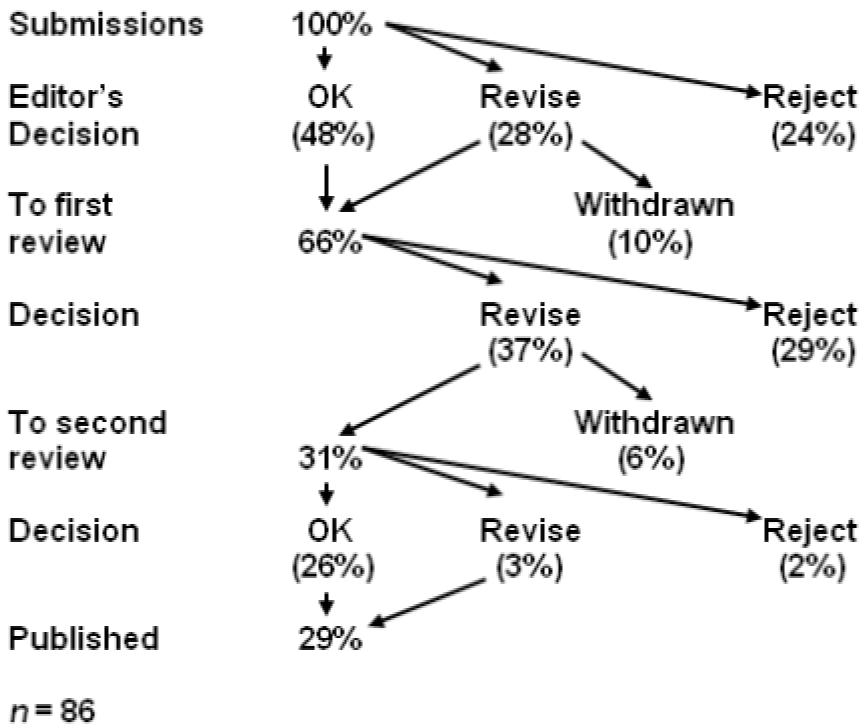
What are the stages of the peer review process?

1. Once you have sent in your paper, you should expect to receive an acknowledgement within a couple of weeks to say that the paper has been received. This does not mean that it has been read.
2. The editor will read the paper and will at this stage be concerned:
   - to establish whether it meets the journal's overall aims and objectives
   - to gain a broad overview of the paper to establish whether it is of sufficient quality to be sent for peer review
3. If the paper meets the journal's overall objectives and is of a sufficient quality, then it will be either sent to peer review directly or be returned to the author with a request for some revisions.
4. The reviewers will read the paper in much greater detail than the editor and take detailed notes. They will return their comments, along with their recommendation to reject, revise, or (rarely) publish as is to the editor.
5. A good editor will at this stage read the reviews, checking them for any contradictions (in which case a third review may be sought), ensuring that they are clear and either filtering out any negative or critical comments or reminding the author that they are not personal!
6. The editor will notify the author of the decision, including any revisions required. (This whole process may take several weeks or even months; it is reasonable to enquire if you have not heard back within 12 weeks.)

The author will then need to decide if he/she wants to revise the paper. The revisions may be relatively minor in nature, but may be quite substantial entailing a radical reappraisal of the research strategy.

Once the paper has been revised and returned to the editor, it will be sent for review again to check that the points raised by the first review have been covered, or that the reasons given for not covering them are acceptable. At this stage, the paper may be accepted for publication, rejected or further revisions requested.

The following graphic illustrates the stages illustrates the process, together with some statistics, for Emerald's journal *International Journal of Service Industry Management* (kindly supplied by the editor, Robert Johnston).



What are the criteria by which the paper will be judged?
This will vary from journal to journal (e.g. a journal with a strong research focus will put more emphasis on research methodology), as will the amount of guidance an editor gives his or her reviewers. Some editors just ask for a recommendation and comments, while others provide a structure in the form of set questions, e.g. "Is the content of the article within the Editorial aims and scope of the journal?". The following criteria, taken from a random collection of Emerald journals, should therefore be taken as guidance only and not as a checklist:

- Is the subject appropriate to the editorial aims and scope of the journal?
- Originality: does the article say something original, does it add to the body of knowledge, etc.? If a case study, is this its first use?
- Research methodology: most journals are concerned about this, as would be expected for an academic publisher. Is the research design, methodology, theoretical approach, critical review, etc. sound? Are the results well presented, do they correlate to the theory, and have they been correctly interpreted? Is the analysis sufficiently rigourous?
- Is the paper set in the context of the wider literature, are there sufficient relevant citings, are these well referenced and are other people's views credited?

- Is the paper accurate, is any information missing or wrong?
- Is the structure logical, is the sequence of the material appropriate, is there a good introduction and are the summary and conclusions adequate?
- Does the title of the article accurately reflect its content?
- How useful would the article be to a practitioner, is it a useful example of "good practice"? Could the study be replicated in other situations?
- Is the material clearly presented, readable? Are graphs and tables used to good effect? Is the level of detail appropriate? Is the use of terminology appropriate to the readership?
- Is the perspective appropriate for an international audience?
- Questions of format: are the abstract, keywords etc. appropriate?
- Is it an appropriate length (note: many journals will stipulate length requirements in their author guidelines)?

How to revise your paper

Despite the advantages of the peer review process in providing validation, quality control and added value in the form of constructive feedback, the whole process can evoke much anguish amongst authors. There is a fear that it may be impossible to be truly impartial, that the process causes a long delay, and that comments are often too brief to be helpful. Much more serious is the fact that the review process comes too late in the authoring cycle – the research has been done, and it may be too late to change the research design or collect new data.

However, given that you want to revise your paper (there is always the option not to if the required revisions are too great), the following are some points to bear in mind when receiving the comments:

- Relax! you are in the publishing process. People have invested time to make your paper better. You are now a potential contributor to the journal.
- Don't take criticism personally. Remember, the peer review process is blind, you don't know who your reviewers are and they don't know who you are.
- View the comments, and the work required, as feedback, not criticism.
- Put a bit of distance between yourself and the comments. Put them away for a few days, then come back to them. You will then be in a better frame of mind to appreciate exactly what is being said.
- Having established what is required, and the time-scale given you by the editor, write to the editor agreeing to carry out the revisions within the time-scale (if necessary, negotiate a longer time-scale). Clarify any ambiguity or contradiction in the reviewers' comments, e.g. if one has said that the article is too long, the other that it is too short.
- Having agreed a time-scale, stick to it. As with any process of revision, you need to decide in what order you are going to tackle the amendments. You may wish to work through the paper chronologically, by reviewer, or perhaps attempt the more minor revisions before the substantive ones. If you are required to assemble more data, or read new literature, then you need to make sure that you allow time for this in your revision timetable.

- If major revisions are required, tackle these. Don't fob off the reviewers by trying to hide the fact you haven't done what you were asked to do behind mere stylistic alterations.
- Save your revised paper as a separate draft (nameoffile_rev1.doc etc.). You may want to refer to previous drafts.
- Once you have revised the paper, proofread and spell check it again, carefully.
- Write a covering letter to the editor, stating what you have done (separately for each reviewer), and if you haven't done what the reviewers have asked, provide detailed reasons why not, and amending your paper as appropriate. It will make it easier for your reviewers you can also include their comments as in the examples (should be a simple cut and paste job).
- Always retain a courteous tone in responding to reviewers; thank them for positive comments, and respond graciously to criticism as in the examples below. Remember, publishing is always about relationships, and courtesy is appreciated!

AJSLP

From the Editor

Responding to Reviews

At last, here it is! The long awaited email from the editor containing his or her decision about a manuscript that has been submitted for publication. What should one expect and how should one proceed after opening that email?

Very rarely is a manuscript accepted outright or with only minimal changes requested. So, expecting an "accept" based on the initial round of reviews can only lead to disappointment. Of course, it's possible that the manuscript has been rejected. In this case, one licks his or her wounds and takes solace in the fact that *everyone* who tries to publish has had manuscripts rejected. Once getting over the disappointment, it's often helpful to use the reviewers' comments to revise the manuscript and consider submitting it to a journal that may be a more appropriate match for the manuscript.

If all goes well, the email invites one to revise and resubmit the manuscript. Although new authors may view this as disappointing news, this decision should be viewed positively because the editor and associate editor are expressing an interest in potentially publishing the manuscript.

Of course, the next step is to read the specific comments from the editor, associate editor, and reviewers. Admittedly, the author rarely agrees with the critique in total. Reading about how one's manuscript needs to be improved can be painful (even when the reviewers have tried to be helpful). Personally, I give myself 24 hours to "get over" the comments. Once the day is up, I move on and recognize that revising the manuscript in response to the review will result in a better paper. But how does one decide to respond? Often, reviews are lengthy and contain numerous comments from the reviewers.

In theory, the editor and associate editor have provided the author with guidance on how to make the manuscript publishable by highlighting the key issues that need to be addressed. That is, not all reviewers' comments are equal, and the editor and associate editor should help the author identify the critical issues that need to be attended to in the next version of the manuscript. The author then decides whether he or she agrees with the recommendations and either makes changes to the manuscript in accordance with the comments or provides a strong justification for why a particular recommendation was not followed. In most cases, it is best to revise the manuscript in keeping with the comments, at least to some degree, unless there is no compelling reason to do so.

After the key issues identified by the editor and associate editor have been addressed, the author is left with the remaining comments provided by the reviewers, which may be pages long. In their comments, the editor and associate editor often indicate that the author should refer to the comments of the reviewers. So, now how does the author respond? Often, authors believe that they need to respond to each and every comment; however, this is not the case. The author can evaluate the individual comments and decide which comments require attention and which will not make a meaningful difference to the paper (Cummins & Rivera, 2002). When I revise my own papers, I attempt to make most of the reviewers' requested changes in my paper, but I do not necessarily respond to all. That is fine, as the editor has guided me to the critical points that need to be addressed.

Once the author has revised his or her manuscript based on the review, it is time to resubmit the manuscript. At this point, it is critical that the author include a cover letter that outlines the changes that were made in response to the review. But, how detailed should the letter be? As editor, I have seen cover letters that are a half page or less that provide me with little information about how the author has responded. I have also seen cover letters that are 14 pages or more, in which the author has provided a response for every point raised by the editor, associate editor, and each of the reviewers. This provides me with too much information. Although some journals in other fields have adopted this practice, I find extremely lengthy letters unhelpful to both the author and the editorial team. Such letters must take authors inordinate amounts of time to write. I prefer to see authors put this time into improving the manuscript. As a reader of those letters, I get lost in the details and lose sight of the truly substantive changes that were made. I confess I am tired of reading a series of "we agree" responses to individual reviewer comments.

When submitting a cover letter, I recommend that authors focus on the substantive changes that were made to the manuscript, as suggested by the editor and/or associate editor. When making these comments, it is preferable to provide a brief summary of the concern that was raised and then follow with a brief discussion of how the manuscript was revised in response (Agarwal, Echambadi, Franco, & Sarkar, 2006). Simply cutting and pasting comments from the review is not particularly helpful as reviewers may have raised similar points but may have stated their point in a slightly different manner. By summarizing the concern raised in the review, a single issue can be addressed more efficiently.

Also, substantive changes that are raised by the reviewers, but not necessarily highlighted by the editor or associate editor, should be addressed in the cover letter as well and in

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a similar fashion as described above. Sometimes it is helpful to indicate the page number and paragraph where a change was made, but this is not needed for every point. Please note that highlighting the changed text in some way in the manuscript is not particularly helpful. When I am reviewing the next version of the manuscript, I am reading to evaluate the content of the entire manuscript and not line-by-line. Also, if the manuscript is ready to be accepted for publication, the highlighted text can delay the process, as I either need to send the manuscript back to the author to remove the highlighted text or send the manuscript onto the production team, who will need to change this text. In either case, the time to publication is lengthened.

When organizing the cover letter, my personal preference is for authors to present their revisions section by section, beginning with the most substantive changes to that section. That is, changes made to the literature review should be discussed first followed by changes to the method, results, and discussion sections. Authors can indicate that they responded to the point-by-point editorial suggestions (e.g., on page 12, paragraph 2, line 10, change "in" to "on") in a general statement at the end of the letter.

Once the editor receives the revised manuscript, the new version undergoes another round of review. Unfortunately, it is possible that the manuscript may be rejected at this point. This occurs when the editor believes that the authors will not be able to respond satisfactorily to the major comments raised in the review. For example, additional information about the method may have been requested in the initial review. Although the revision provided the requested information, this addition reveals a fatal flaw that cannot be corrected and prohibits publication. Other times, the manuscript is accepted. Most commonly, another revision (or two) is needed and the process repeats itself. But in the end, the benefits are reaped and the process results in a high-quality article that makes a meaningful contribution to the research literature.

Carol Scheffner Hammer
Editor

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PROVOCATIONS AND PROVOCATEURS

Sitting in Your Reader's Chair

Attending to Your Academic Sensemakers

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This article describes to authors what journal reviewers expect of the scholarly publications they review and how authors can anticipate reviewers' sensemaking processes to increase their chances of being understood and making their contribution clear. Authors are urged to (a) clarify their research question and intended contribution early in the paper; (b) guide readers' understanding of literature relevant to the paper; (c) understand readers' perspective and anticipate their questions; (d) be aware of and explain how terms and figures are used; (e) obtain collegial feedback on a paper before submitting it; (f) use editors' and reviewers' feedback to understand how they made sense of the paper; (g) use feedback to improve the paper in revising; and (h) manage the flow of papers from a project to incorporate sensemaking feedback.

Keywords: *scholarly writing; scholarly publication; journal review process*

I had been managing editor at the *Administrative Science Quarterly* (*ASQ*) for only a few years when a (then) assistant professor I know got a rejection letter on a paper and called me, first to complain but then to try to understand how the reviewers could have provided three drastically different sets of recommendations on what to do with the paper—variously suggesting different theories to draw on, different variables to measure, and even different research questions to ask. The author felt angry, insulted, and completely baffled. I did my best to calm him down and help him interpret the reviewers' comments, pointing out that the reviewers had provided a total of 10 single-spaced pages of comments, which indicated that they had read the paper, recognized that the study involved a lot of hard work, and were trying to be helpful. By the end of the phone call, the author was already thinking of where he would submit the paper next, but I've continued to think about that particular review process (and many others) over the years, hoping that I could better articulate what went wrong. Clearly, some studies are just poorly done but others that appear to be competently done are also rejected. Gradually, I began to see that part of the problem is

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that many writers don't think often enough about how their readers will make sense of what they've written. Reading is always an exercise in sensemaking. Guiding your readers' sensemaking is the secret to successfully navigating the publication process.

Learning to write up research for others' consumption may be the most frustrating part of an academic's job. It is often a haphazard, trial-and-error process with apparently random inputs through successive journal review processes, featuring reports written by faceless, nameless, seemingly brainless reviewers. Yet because publications are essential in contributing to knowledge generation (and getting tenure at most schools), scholars continue to subject their work to the judgments of others in spite of the frustrations. Many become better writers over time and, therefore, more successful in getting their work published. Successful authors develop an intuitive understanding of the publishing process—both by reviewing articles for journals and writing and rewriting their own work. Many others, however, continue to struggle, never quite understanding why one article receives a revise-and-submit decision and another gets rejected. Sometimes, from an author's perspective, it appears to be a capricious, hit-or-miss process. But it need not be so. Understanding how reviewers attempt to make sense of what they read and how authors contribute to or frustrate that sensemaking can help authors learn to write (and think) better and get more articles accepted. In the hope that this essay can begin to foster that understanding, I share with you some of what I have figured out about writing from the reviewers, editors, and authors in my 26 years as *ASQ*'s managing editor.

Since my first day on the job, I've been proofreading the decision letters for typos and reviewers' reports for inappropriate or self-identifying comments. By a rough estimate, I've read more than 19,000 reviews and more than 8,000 decision letters. Technical problems—inadequate theory development, questionable data, inappropriate methods—are the biggest reason for rejection. But over the years, I began to see that a pervasive problem for reviewers, even if they suspect that a study might be worthwhile, is that they are not able to make sense of everything authors are trying to tell them. Reviewers may not say that the writing itself is at fault, but their many questions in Comments to the Author indicate that it is. They ask how certain terms are defined, whether terms used interchangeably really have the same meaning, why seemingly related pieces in the literature have been ignored, why certain variables are included or others left out, why the context is appropriate, why only certain people were interviewed, what questions were asked, and who did the coding and how. The list goes on, but the culminating and most serious question is what the contribution to the literature is or, stated more bluntly, "Why am I reading this work and why should I care?" The author's task is to anticipate these questions and answer them early and convincingly. With thought and practice, you can learn to anticipate readers' questions. Reading your own manuscript as if you were reviewing for the journal to which you're submitting can help you articulate a clear research question early in the paper, focus on it throughout the paper, and establish your contribution.

The concept of a contribution is meaningful only in terms of a particular audience of readers and what they already know from previous work. Anne Sigismund Huff (1999), in her book, *Writing for Scholarly Publication*, talks about scholarly publishing as entering a conversation with others who are already talking about particular topics.[1] The target journal for an article determines the conversation that an author is attempting to enter and which literature (theories, findings, assumptions) the audience can be expected to know. Reviewers get manuscripts to review in their areas of interest and expertise, thus reviewers generally are relatively confident that they know a lot about the subject. Authors first need to convince them that they too know these things, sketching out the common understandings and accepted findings in the area, to establish the basis for the conversation that author and readers will have. Yet almost simultaneously, the author has to gently pull reviewers away from their certainties about the area and make them question their knowledge and assumptions. This is what draws them into your web. Now they are relying on you to help them make sense of something they thought they understood. So how do you do it? I have some hints from the thousands of failures and hundreds of successes I have seen over my years in the catbird's seat at *ASQ*. Here are a few:

Hint 1: Make Your Contribution Clear Right Away

Establish your paper's contribution in the first two to three pages of the paper and do not discuss the paper itself until it is clear what question you are going to answer and why it is important to answer that question. Imposing these criteria on yourself helps you to provide a strong motivation for your work to your reader. Any relevant previous study can be used as a building block for establishing a paper's motivation, but you have to present the study in a way that highlights those aspects that help set up your research for your sensemaking reader. For example, if you are presenting a study focusing on creativity and tenure in long-term project teams, you could point to previous findings on group creativity using MBA student subjects, pointing out that they did not involve tenure—and why tenure is likely to be important (drawing on findings on tenure and creativity). In describing specific findings from past research that are relevant for the current paper, explain what has been left undone (and, of course, why it needs to be done now). Are there inconsistent findings in this literature? Is there something that has not been done, for example, in terms of examining the processes or precursors involved, and why is it important to understand it? Answering these questions provides the motivation for the paper, giving reviewers a reason to read it and care about it. A previous author's call for more work on a topic is never sufficient motivation. Talk is cheap. Developing a strong motivation takes work. If you can't make a convincing argument that you are filling an important gap in the literature, you will have a hard time establishing that you have a contribution to make to that literature. You might be surprised at how many authors miss this fundamental point.

Hint 2: Draw Your Dear Reader in Early

Some scholars erroneously think that discussing the literature in which they are anchoring their work is a matter of ritual citation, which often means that they do not use it to their advantage. But the paper you want to write also has to be the paper others want to read, and your task is to convince them that they really do want to read it. The introductions to published papers can be useful examples of how others have used previous literature as building blocks for their own arguments. How did they guide readers into their way of thinking about the research questions they sought to answer? How did they help the readers make sense of literature they likely already knew and then draw different conclusions from it than they might have before reading the paper? Your writing will be clearer if you understand how readers attempt to make sense of what they read. Your job is to consciously guide them in understanding what it is you are trying to communicate.

Hint 3: Disarm Readers' Objections Before They Come Up

Our tendency when reading something new is to make sense of it as we go along, often by mentally asking ourselves questions. The first question is "What's this about?" We look for that answer in the first paragraph. If the study is about, say, career moves in biotechnology firms and the first paragraph is about biotechnology firms as a context in which to study organizational behavior, we continue to ask what the study is about as we get to the second paragraph. Unfortunately for the authors, however, we academic readers are impatient for an answer once we have asked a question. If an answer is not offered quickly, readers are likely to supply a sort of provisional answer from their own stock of knowledge. This sensemaking process continues to play out, producing further questions and, if the author is not helping, more provisional answers. If the first page mentions the importance of identity, for instance, but the author does not supply a definition, we use our most readily available definition of identity. When the author's definition finally comes up on page 10, readers are ready to argue with it: "No, others have already shown that identity is not always stable and enduring!" As the reader proceeds, the questions and quibbles proliferate. Define terms as you use them—this is when the reader needs them. A paragraph made up of a list of definitions early in a paper is not as easy to digest as smaller bits of information as we go along—placed strategically to help the readers make sense of your study in the way you intend.

Hint 4: Sit Down in Your Readers' Chairs

The point here is that readers need your guidance, which means that you need to think about us as you develop your arguments and lay out your study. Try to avoid acronyms, especially in the beginning when we are not sure yet what the paper is about. Acronyms typically save you space on the page, but they do not do much for our understanding of the topic. One author I know had developed an unusual and potentially interesting perspective on leadership, which he described and named on the first page but thereafter referred to by an acronym, something like NRL, though I can't remember it now nor the concept it represented. (See what I mean?). If an idea is new, expose us to it in words as often as possible so that we can really grasp it.

Like acronyms, figures are shortcuts for authors but often create sensemaking problems for readers. Introduce a figure only after you have explained in the text every term and relationship. An author with a tough revise-and-submit decision at another journal once complained to me that one of the reviewers had been unusually cranky about a figure that summarized the theory, proposing additional variables and even different causal directions among the variables. One look at the manuscript revealed that the figure was inserted before any of the terms or relationships had been explained. Because the author had not helped the reader make sense of the figure, the reviewer provided a provisional explanation of the figure's content from his or her own stock of knowledge and found it wanting.

Hint 5: Anticipate Your Readers' Stumbles

Readers also need to know in what ways your theory, context, sample, method, and analyses are appropriate for answering the question you ask. They will make their assessments of the value of the research and the validity of your findings from the information you provide. One way to get practice in anticipating reviewers' questions is to ask for feedback, before submitting a paper, from trusted but tough-minded peers who understand the interests of the journal audience you are trying to engage. If they are willing to be honest, and if you are willing to be thick-skinned enough to hear what they say, you can often see what to clarify, cut, expand, and what other literature you can draw on or tie into. An honest peer reader can help you rule out alternative explanations you had not considered. Such alternative explanations are a critical part of the discussion section, where you first summarize your findings (your answer to the research question) and then tie them into the literature to which you are contributing to make sure your reader sees its value.

Once you have had a chance to revise the paper a final time with the benefit of collegial feedback, proofread it carefully before you submit it. Reviewers notice typos, missing references (especially for citations they do not recognize and want to look up), or misnumbered tables and take those little oversights as an indication that the research itself was haphazardly done. As a result, they become hypervigilant in uncovering the flaws in a paper, finding more than they would ever notice in a carefully written paper. No self-respecting author willingly invites that kind of scrutiny, so you should not do it inadvertently in your haste to get a paper out the door.

Hint 6: Attend to Editors' and Reviewers' Feedback

Finally, you can learn a tremendous amount about writing up research and how to help readers make sense of your work from successive journal review processes, especially if you have targeted the right journal for each paper. Once you have gotten over your initial emotional reaction (joy, frustration, confusion), read the editor's and reviewers' comments carefully. Try to appreciate their sensemaking attempts. Given their comments, was the journal the right audience for your paper? Why might editors and reviewers have said what they did? If they cited a particular passage in your text, look at it and try to see it from their perspective. If they didn't understand you, how might you have led them astray in the way you presented the material? What kinds of questions did they ask? That is, what information were they missing? Authors bear a fair amount of responsibility for the way reviewers receive their work—and for the amount of frustration some of them reveal in their comments to the authors, despite their intentions to be dispassionate. Reviewers put a lot of thought and time into making sense of your paper. They are not ogres, nor do they set out to torpedo your work without considering its possible value. But they do get irritated when they can't understand what you are trying to say or what you did. A good review takes many precious hours, hours that reviewers could spend on their own research. They review for journals as their service to the field, and they look for interesting papers to which they can contribute something because of their expertise. The more comments you get back from a reviewer, however dispiriting the feedback may seem, the more likely it is that the reviewer was interested in helping you improve the paper for future readers.

Hint 7: Use Journal Feedback to Revise, Revise, Revise

If you are offered an opportunity to revise a paper, first celebrate. Then get to work making sense of the editor's and reviewers' feedback. Do your best to respond to the reviewers' points in the revised paper. If there are contradictory recommendations or you do not understand a central point, you can often get clarification from the editor. Though editors are often portrayed as gatekeepers who try to keep authors from publishing in their journals, most are in fact doing their best in every letter they write to help authors improve their work for publication, if not in their journal then in another. After all, without papers to publish, journals would cease to exist. Editors will not be able to tell you exactly how to rewrite a paper, but they can often tell you which are the most important things to attend to in the revision.

If a paper is rejected, you can use the reviewers' comments to improve the paper for submission to another journal, again considering the audience that will read the newest version. All audiences are not the same, so think about what the new audience members read and know. Remember as well that audiences for different journals overlap, and the same scholars review in their areas of expertise for multiple journals. If you send your paper out to another journal without revising it (i.e., not taking into account the comments you got from the first journal), you may be unpleasantly and embarrassingly surprised to find that you get one of the same reviewers at the next journal. One reviewer to whom this happened had spent many hours on the first review and responded to the review request at the second journal dismissively, refusing to waste any more time on authors who paid no attention the first time and enclosing a copy of the first review.

Hint 8: Be Patient

Often, several papers come from one large research project, but you may want to be careful about managing the flow of papers from such a project if you do not have much experience with the review process yet. A new assistant professor I know simultaneously submitted several papers to journals from a big research project, unaware until the decisions came in that there was a serious flaw in the main analyses of all of them. None of the papers got a revise-and-resubmit decision. Moreover, most journals will not review a revised version of a rejected paper, which reduces the author's options on the next round. Had the author gotten a decision and set of reviews back on one paper, the error could have been corrected with a little more data collection and reanalysis before subsequent papers went out for review—to say nothing of correcting the sensemaking issues that the first review might have revealed. The good news is that the papers were eventually published, though it took more time on the tenure clock than the author had wanted. Sending out the strongest paper first and, once it is accepted for publication, building on that one and distinguishing later papers from it (and from each other) can build a strong publishing record. Learning to attend to the audience's sensemaking needs along the way will make successive review processes more useful to you as you become better at engaging in the scholarly conversations in which you want to take part.

CONCLUSION

The young assistant professor who started me thinking about all this years ago is now tenured, very productive, and active in the field. I'm sure he does not know what a long sensemaking trek he sent me on. I hope that what I've tried to articulate about thinking and writing in this essay might give heart to those who struggle to become better writers and that they can share their ideas through published journal articles with others of like mind. We can learn from the ways that already-published scholars have illuminated our paths with their work and helped us with our own sensemaking, as well as by asking useful questions of authors whose papers we are asked to read. So many exciting new theories, ideas, innovative methods, and new contexts and relationships to study are just waiting to be written up. We would like to have the best of these come to *ASQ* if there is a conversation going on that interests you. It is a feast of ideas with many scholars seated around the table, and you are welcome to bring your dish for the others to taste and enjoy.

NOTE

1. Huff's (1999) book also offers advice on finding useful exemplars on which to model your paper, writing abstracts as a way to define a research question, structuring a paper—especially what to include in the Discussion section—and rewriting, among other topics that I do not have space to discuss here. I recommend it highly.

REFERENCE

Huff, A. S. (1999). *Writing for scholarly publication*. Thousand Oaks, CA: Sage.

LINDA M. JOHANSON *has been managing editor of the* Administrative Science Quarterly, *the Johnson Graduate School of Management's organization studies journal at Cornell University, for the past 26 years. She has given seminars and taught writing workshops to faculty and graduate students at a number of universities, and in 2004, she received a special recognition award from the business and public policy and organization and management theory divisions of the Academy of Management for her contribution to the quality of academic writing in the management field.*

April 25, 2011

Professor Jean Wallace
University of Calgary - Sociology
2500 University Dr NW
Calgary Alberta T2N 1N4
Canada

Dear Professor Wallace,

We now have three reviews of your submission to *Social Problems* entitled "Tokenism, Organizational Segregation, and Coworker Relations in Law Firms" (ms. #11-005). The reviewers all consider the paper's contribution to the research literature on tokenism to be potentially meaningful. But concerns are raised that warrant an invitation to revise the paper for resubmission. I will not summarize those concerns here and I hope you will address as many of them as possible in your revised draft. I mention here several issues that appear to be especially salient.

Reviewer 1 suggests that given the discussion of Expectation States Theory, separate analyses seem called for to assess the effects of working in "female" and "male" typed law fields. This reviewer also recommends that you temper some of the introductory language that appears to anticipate analyses from the data that are not actually possible. S/he also poses a substantial number of clarifying questions that you will want to address and recommends several citations that you may find helpful.

Reviewer 2 asks for an expanded discussion of the "gender socialization explanation of the support gap" and whether women are more likely than men to take on supportive organizational roles. S/he also has a question about the descriptive data on law school graduates. This reviewer asks whether there are characteristics of firms themselves that might account for some of the observed patterns in your data which is not unrelated to Reviewer 1's suggestion that overall "firm culture" might be responsible for both women in partner positions and support measures, making their apparent relationship possibly spurious.

Reviewer 3 notes that your treatment of EST could be substantially strengthened in ways described, both in the initial theoretical framing of the paper and in the conclusion/discussion section. S/he also recommends several references that would be useful in relation to your discussion of family involvement issues. With regard to these issues, I thought it would be helpful if you would clarify by way of emphasis, both at the end of your discussion of prior related research and in the conclusion, how your analyses extend the research on tokenism and on the relevance of family involvement for employment outcomes.

If you choose to resubmit your paper as a revision, please include a detailed memorandum describing how you have responded to the issues raised by reviewers. As I am sure you recognize, there can be no guarantee that a revised submission will be accepted for publication but the chances are generally better than for original submissions.

You may also know that an editorial transition will soon take place at *Social Problems*. The SSSP website notes that new and revised submissions will be handled by the new editor, Becky Pettit (Washington) after June 1. However, because the outgoing editor is responsible for the August, November and February 2012 issues, the two editors have agreed that until the February, 2012 issue is filled, likely in September, revised submissions will be handled by the current editor.

Sincerely,

Ted Chiricos
Editor

SOCIAL PROBLEMS
Comments for the Author

Manuscript ID: 2011-005

Manuscript title: Tokenism, Organizational Segregation, and Coworker Relations in Law Firms

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August 11 2011
Dr. Ted Chiricos, Editor
Social Problems

Thank you for the opportunity to revise and resubmit our paper to *Social Problems.* We have made substantial revisions to our paper, entitled "Tokenism, Organizational Segregation, and Coworker Relations in Law Firms" (ms. #11-005). The reviewers all considered the paper's contribution to the research literature on tokenism to be potentially meaningful and each reviewer provided us with thoughtful feedback. Our manuscript has benefited from the comments we received.

Your cover letter summarized several issues that were especially salient. Below we repeat these three concerns and summarize how we addressed these main points. We then turn to discuss each of the reviewer's comments, summarizing the changes we have made to the paper.

Thank you for the opportunity to resubmit our manuscript with *Social Problems*.

Sincerely,
Jean E. Wallace and Fiona M. Kay

AUTHORS' RESPONSES TO EDITOR'S NOTES

Editor's Notes: Reviewer 1 suggests that given the discussion of Expectation States Theory, separate analyses seem called for to assess the effects of working in "female" and "male" typed law fields. This reviewer also recommends that you temper some of the introductory language that appears to anticipate analyses from the data that are not actually possible. S/he also poses a substantial number of clarifying questions that you will want to address and recommends several citations that you may find helpful.
Authors' Response: *We have further developed the discussion of Expectation States Theory and introduced several new variables into the analyses that tap organizational context. Our data do not permit measures of areas of specialization in law, however, we raise the issue of workplace segregation and areas of practice that may be predominantly occupied by men or women in the discussion. We have reworded the introductory section to reflect more accurately the analyses we conduct. We detail in the following pages our specific revisions in response to the useful clarifying questions Reviewer 1 raised. The suggested citations proved very helpful and have been integrated where appropriate.*

Editor's Notes: Reviewer 2 asks for an expanded discussion of the "gender socialization explanation of the support gap" and whether women are more likely than men to take on supportive organizational roles. S/he also has a question about the descriptive data on law school graduates. This reviewer asks whether there are characteristics of firms themselves that might account for some of the observed patterns in your data which is not unrelated to Reviewer 1's suggestion that overall "firm culture" might be responsible for both women in partner positions and support measures, making their apparent relationship possibly spurious.
Authors' Response: *We have expanded the discussion of the "gender socialization explanation of the support gap" and the extent to which women may take on more supportive organizational roles than their male colleagues. We have researched and integrated current data on law school graduates and gender ratios in the profession. We have conducted new analyses of the data, introducing several measures of organizational context. In our discussion section, we explore firm culture and the possibility that organizational culture may play a role in promoting women to partnership positions within law firms as well as generating increased support through enhanced collegiality. See pages 29-31.*

Editor's Notes: Reviewer 3 notes that your treatment of EST could be substantially strengthened in ways described, both in the initial theoretical framing of the paper and in the conclusion/discussion section. S/he also recommends several references that would be useful in relation to your discussion of family involvement issues. With regard to these issues, I thought it would be helpful if you would clarify by way of emphasis, both at the end of your discussion of prior related research and in the conclusion, how your analyses extend the research on tokenism and on the relevance of family involvement for employment outcomes.
Authors' Response: *We have substantially strengthened our treatment of EST in the initial framing of our paper, the theoretical elaboration and generation of hypotheses, and in the discussion section. The papers suggested proved very useful to our discussion of family involvement and we have revised this section as well. Toward the end of our review of prior related research, we explain how our analyses extend research on tokenism and the relevance of family involvement for employment outcomes. We also clarify this emphasis in the discussion of our paper.*

We turn next to discuss our revisions in response to specific points raised by the three reviewers.

AUTHORS' RESPONSES TO REVIEWER 1'S COMMENTS

The authors draw on unique data from roughly 700 practicing lawyers in Alberta Canada to test Kanter's theory of tokenism in the law profession. The authors find that women received more emotional and information support from colleagues than their male counterparts, women's increasing representation in law firms enhances information and emotional support reported by male and female lawyers, and women do not gain as much as men do from taking leave or spending workdays with children. The authors conclude that women's increased presence in law firms and as partners is beneficial to women and men alike but has yet to change the stereotypical notion that mothers are less productive/work-centered than fathers.

My comments below are arranged in the order in which they appear in text, not necessarily in order of their importance.

Reviewer's Comment: Abstract: a brief mention of the dataset here would be useful.
Authors' Response: *We have added a sentence to the abstract as suggested.*

Reviewer's Comment: Page 2: the authors claim to analyze "…the content of communications...that act to integrate, or conversely, through their absence, exclude women and heighten boundaries to women's career advancement in the profession of law." This is overstating exactly what they can do with the data, however. As they correctly mention in the paper's discussion/conclusion, they do not know who asks for such support, who gives it, whether women only give other women support, whether partners only give other partners support, etc. The authors should consider restating what they can actually do with the data at hand in this introduction.
Authors' Response: *We have revised this sentence so that it is more accurate in terms of what we argue is the importance of supportive coworker relations and what we actually test with our data in the paper.*

Reviewer's Comment: Page 4: For a general journal like Social Problems, I think it is important for the authors to elaborate on what they mean by the statement that gender offers a cultural script for how to communicate/collaborate. The work of Ridgeway and Correll comes to mind as evidence to support this idea. More than just homophily preferences lead people to prefer to work with similar others; their organizational constraints also do this.
Authors' Response: *We have integrated several publications by Ridgeway and Correll, as well as other scholars' writing on expectation states theory, to better develop our discussion of gender beliefs. This research has enriched our discussion of gender stereotypes, cultural scripts, and expectations regarding competence and giving/receiving social support. See pages 7-13.*

Reviewer's Comment: Page 5: The authors write "When women were tokens they were evaluated as inferior performers." Compared to who? Non-token women? Men? Elaborate.
Authors' Response: *We have clarified this point as you suggest – "When women were token members in their unit, they were evaluated as inferior performers compared with the men in their unit."*

Reviewer's Comment: Page 9: It seems that given what the authors said about EST, the authors should have conducted separate analyses (or statistical interactions) estimating the effect of working in "female" typed law fields (e.g., family law) versus "male" typed law (e.g., patent law). Or corporate ("male") versus individual ("female") clients. EST would predict that women would fare better in the 'female" law fields than women in "male" law fields.
Authors' Response: *Unfortunately, we do not have measures of the respondents' specific area of*

specialization and we cannot conduct the analyses suggested. However, we have a measure tapping the proportion of time that the respondent spends working with corporate clients. We incorporated this measure of whether the lawyer spends the majority of their time working with corporate clients in order to tap the ideas suggested above. This is also gender correlated, with men spending a greater share of their time with corporate clientele. And of course, corporate clientele are correlated with particular fields of law, also documented to be gender-segregated. This indirect measure does tap at least indirectly a degree of gender segregation in the organizational context. As shown in our results, lawyers who spend the majority of their time working with corporate clients receive more emotional support (regardless of their gender) and men who spend the majority of their time with corporate clients receive more informational support from their colleagues but women do not. We introduced 3 variables intended to tap organizational context: firm size, offices in more than one location (e.g., branch and headquarter) and majority time with corporate clientele. In our discussion section, we discuss EST's predictions for working in "female" typed law fields (e.g., family law) versus "male" typed law (e.g., corporate commercial, tax, patents/ intellectual property law) and we note that EST predicts women would fare better in "female" law fields than women in conventionally "male" law fields. See pages 31-32.

Reviewer's Comment: Page 12: the mention that firms with more women being more supportive of women's concerns with regard to work-family balance seemed to come out of the blue. What does it have to do with the argument being made to this point?
Is the support you study related to work alone or overall support? Or is it support for family-work balance?
Authors' Response: *We have added more to the discussion section about how women may bring a more empathetic and nurturing interpersonal style to the workplace as well as more attention being paid to work-family policies as women have greater representation in the firm. We have also clarified throughout the paper that the support being received from colleagues is in response to the stresses of one's job.*

Reviewer's Comment: Others have found that women's presence in management has a positive effect on subordinate women. See, for example, the recent work by Cohen and Huffman (in *Administrative Science Quarterly* 2010, *ASR* 2007, to name a few key pieces).
Authors' Response: *We found Huffman and Cohen's work relevant in terms of discussing women's representation in the upper echelons and added reference to their work to the manuscript. In addition, their work was helpful in explaining the "tipping point" effect of women's representation in firms raised by Reviewer 3. See for example pages 2 and 29-31.*

Reviewer's Comment: Page 14: Wallace (2008) found that female lawyers reported being more committed to their jobs, despite having lower job quality than male lawyers. I was surprised this was not cited in this section on work involvement.
Authors' Response: *We have added this reference and mention this contrary finding.*

Reviewer's Comment: Hypothesis 5 has an extra "more" in it, making it awkward. That is, "…more lawyers who have greater involvement with…" Remove the "more."
Authors' Response: *We have revised this sentence as suggested.*

Reviewer's Comment: Page 15: These emotional support measures are ONLY about job-related issues. I'd emphasize this to readers, especially since the conclusions you draw are implicitly about work-family related problems.
Authors' Response: *This is a very good point and we have made this more explicit in the introduction of our paper as well as in our conclusions.*

Reviewer's Comment: Page 20: Can you address the extent to which women and men seek support? If women seek support more, they may get it more than men. Similarly, if women don't get as much support as they seek (even if they get more support than men), this is a problem.
Authors' Response: *We have mentioned in the discussion section that in the broader social support literature, women tend to seek and receive more support than men. We did not find any studies, however, that examine the gap between seeking and receiving support and how this may differ for women and men.*

Reviewer's Comment: Page 22 (and page 28): It may be that firms with a supportive culture attract women and that women become partners at greater rates in firms with such cultures and such culture also lead to greater support. In other words, you are tapping what could be a spurious relationship; women in partner positions and support may BOTH be caused by overall firm "culture" (i.e., policies about equity at a firm, etc.).
Authors' Response: *This is a very useful point and we consider this possibility into our discussion of organizational culture and women's mobility prospect (See pages 29-35).*

Reviewer's Comment: Page 23: Your measure is simply about "leave" NOT "parental leave" as you allude to in the conclusions. Can you estimate how many leaves were really about parenting? E.g., do you know the year (and hence age of respondent) when leave was taken? This could give you a rough estimate of whether a leave was parental in nature (again, it's rough).
Authors' Response: *We used a dummy code of the variable "leave taken" in the analyses in our paper but we actually have information on the reasons lawyers had taken a leave from law. Because the number of cases are so small (e.g., only 99 men had taken a leave), we did not code this more detailed information for the multivariate analysis. We did however note the different reasons men and women took their leaves from law in the section where we report the gender differences in the effects of taking a leave on support women and men receive (see pages 26 and 32-34). We then note this again in the discussion section in terms of interpreting how men and women's leaves, which are taken for different reasons, differentially affect the support they receive from colleagues.*

Reviewer's Comment: Page 24: There is evidence that men are punished for taking leave (see Wayne Sex Roles 2003). What could be different about male lawyers in your sample?
Authors' Response: *We reviewed Wayne's (2003) paper and it is limited to examining family leaves. In our revisions, we highlight that the women and men in our sample take leaves for different reasons (i.e., most women took leaves for family reasons whereas extremely few men did) and this is likely why they are treated differently by their colleagues.*

Reviewer's Comment: Page 28: See Kmec (social Science Research -2011) for an additional summary of argument about link between gender-family-effort.
Authors' Response: *We found this paper relevant and refer to it in several places throughout our manuscript.*

General comments:
Reviewer's Comment: To highlight a social problem identified in the analysis, the authors could play up the finding about mothers and fathers. In fact, I was quite surprised NOT to see a review of the literature on biases against mothers in the front-end, since the finding about family time was quite revealing/prominent.
Authors' Response: *We have written a review of the literature on biases against mothers and situated this review in the front end of our paper. This review provides a stronger context for the analyses to follow (See pages 10-12). We thank the reviewer for the comment and suggested*

publications.

Reviewer's Comment: The authors should consider reading the article on tokenism by Zimmer (Social Problems 1988, v. 35) for additional insights into the token process at work. Good luck !
Authors' Response: *We found Zimmer's paper helpful and have incorporated her ideas where relevant.*

AUTHORS' RESPONSES TO REVIEWER 2'S COMMENTS

This is a rigorous, well-written paper with a number of interesting findings. Although I was bothered initially by the categorization of women's representation—in particular, the 16-45% category masks a good deal of variation among firms, where women's average representation among US partners is about 19%, and among US associates is about 45% (see http://www.nalp.org/2010lawfirmdiversity#table2) – I ended up persuaded that it is theoretically sound for the paper's purposes. I would suggest, however, that rather than following Kanter's groupings (developed in the context of corporations), future research should measure law firms against their own industry mean--especially since, as in the current analysis, few firms fall into the three upper categories.
Authors' Response*: We agree and have suggested this direction for future research in our discussion section. See page 32.*

My main suggestion for improving the paper is to expand the discussion of possible implications on pp. 25-29. In particular:
Reviewer's Comment: More discussion of the "gender socialization explanation of the support gap" on p. 27. For instance, are women more likely than men to take on organizational citizenship functions, the emotional labor of tending to others, and/or the maintenance of "precarious values" in the firm (see Lazega, the Collegial Phenomenon, 2001 at 15)?
Authors' Response: *We thank the reviewer for this insight. We have integrated literature on emotional labor as well as Lazega's work on collegiality in law firms. See page 28, as well as pages 11 to 13 in the discussion of expectation states, gender and support.*

Reviewer's Comment: Alternatively, is there something about the firms themselves (areas of practice, client base, age at founding, profitability, compensation system--especially its emphasis on short-term profitability or intake, and the ratio of partners to associates) that might account for both a greater representation of women and increased emphasis/investment in providing emotional and informational support? Currently all the firms in the study are treated as homogenous, except for size and demographics. (Moreover, the sample is based on relatively small firms (2-170 lawyers), at least by US standards.) Yet the literature suggests that law firms vary substantially in other ways that might account for both demographic differences and the amount and type of collegial/informal communication, interaction, and support. Even if the study does not or cannot measure such variables directly, the analysis ought to consider and discuss possible explanations based on law firm characteristics.
Authors' Response: *We agree with the reviewer and explored our data further for measures of organizational context. Our revised models now include the following firm characteristics: firm size, more than one location (e.g., headquarters plus branch offices), and majority of time with corporate clients. In the discussion section we offer suggestions for future research and discuss how other firm characteristics may be salient to both a greater representation of women and increased emphasis/investment in providing emotional and informational support. (for example: areas of practice, client base, profitability, compensation system – leverage and short term profitability). See pages 31-32.*

Reviewer's Comment: Re parenting, the paper might mention the possible effects of sexual orientation on women's penalties for family involvement. Some research suggests that lesbians suffer fewer penalties than heterosexual women for their parenting commitments (Leticia Anne Peplau and Adam Fingerhut, The Paradox of the Lesbian Worker, JOURNAL OF SOCIAL ISSUES, Dec. 2004 at 719).
Authors' Response: *The potential moderating effect of sexual orientation in regards to the parenting penalty for women has been noted in the discussion.*

Reviewer's Comment: One other minor point: the paper's assertion that more women and men are graduating from law school (p. 1, citing Bolton and Muzio and p. 7, citing Kay and Gorman) does not match ABA data for ABA-accredited law schools, which show that women currently constitute 47.1 percent of US law graduates, down from a high of 49.5 percent in 2004. (See ABA Section of Legal Education, http://www.abanet.org/legaled/statistics/stats.html.) Are these data based on women's representation in Canada and/or the UK? If so, the analysis should make that clear.
Authors' Response: *We conducted additional research and revised the section on page 7 pertaining to women's representation in law schools and the contemporary legal profession in North America. We provide data from Canada and the U.S. and make clear which numbers are from each country.*

AUTHORS' RESPONSES TO REVIEWER 3'S COMMENTS

This paper offers a contribution to the literature on tokenism and numerical representation on supports for women's achievements in the legal profession. Using data on married Alberta lawyers and their firms, the analysis analyzes the effects of gender and gender composition at the organizational and partner levels on emotional support and informational support in the workplace. The results find that both men and women receive more informational and emotional support when women represent a larger proportion of lawyers in the firm. However, women receive less support when they have family responsibilities. The authors attribute this disadvantage to expectation states. However, I believe that the paper's treatment of Expectation States Theory (EST) could be substantially strengthened, thereby improving the paper significantly. I will focus my comments on how to strengthen this critical piece of the theory.

Reviewer's Comment: The abstract suggests that tokenism effects beyond the enhanced communication and support that both men and women receive when there are more women in a law firm is a consequence of EST. This seems like an exciting conclusion, because it suggests (once again) that tokenism doesn't operate as Kanter theorized but in fact interacts with status effects. I believe this was the point in Roth (2004) and perhaps others. What is novel is that the authors are looking at a different outcome, support, than previous work on tokenism, which usually focuses on hiring, pay, and promotion outcomes.
The paper needs a deeper discussion of EST to deliver on this promise. The authors discuss EST on pp. 7-9 and provide an adequate summary of the theory. But the discussion could benefit from more connection to how EST might influence emotional and informational support. More specifically, I believe that EST would suggest the expectation that women would offer more support, especially emotional support, to coworkers and subordinates than otherwise similar men. It would then follow that workers in organizations with more women would expect to receive more support (and the research finds that this expectation is valid). However, women workers would also spend more of their work time providing support to others – which may enhance or detract from their performance and other outcomes, depending on how that support might be integrated into their jobs. Again, a really interesting point! Also, it is true that EST hypothesizes that employers and colleagues expect superior performance from men than women, but then what does

one expect in terms of emotional/informational support? I would expect that most people, especially those in positions of power, would prefer to offer their support to people whom they expect to be successful (especially informational support) – thus leading to the hypothesis that men will receive more support than women. The fact that this hypothesis does not receive empirical support may then be a novel finding. (However, the support that workers receive may come from coworkers, and expectation states may have different effects on support for coworkers.) In fact, women may receive more emotional support because they have more reciprocally supportive relationships with women coworkers in their firms.
Authors' Response: *We have revised substantially the entire discussion on expectation states theory. We begin with the central concepts and claims of the theory. Next, we develop expectations regarding the support offered by women as well as support received by women (See pages 7-13). We differentiate between emotional and informational support in the hypotheses we develop. We thank the reviewer for helping us to think about what expectation states theory might predict by way of informational and emotional support received and given by women and men in professional work settings. We have also integrated these insights, specifically regarding the nature of women's relationships within organizational settings, into the discussion section of the paper.*

Reviewer's Comment: The findings with respect to family involvement should reference literature that analyzes motherhood as a status characteristic. For example:
Budig and England. 2001. "The wage penalty for motherhood."
Correll, Benard and Paik. 2007. "Getting a Job: Is there a motherhood penalty."
Ridgeway. 2004. "Motherhood as a status characteristic."
Roth. 2006. Selling Women Short (chapter on bias against mothers)
Incorporating the findings from this literature explains the gender interactions with family status/family involvement, and extends this literature through the finding that biases against mothers influence emotional/informational support as well as hiring, promotions, and pay – in ways that gender does not. In other words, reference to this literature will highlight another contribution of the paper.
Authors' Response: *This comment was very helpful and we have incorporated findings from the literature on motherhood as a status characteristic. This literature became instrumental in developing our discussion of EST as well as explaining biases against mothers. Our discussion of this literature now more clearly highlights the unique contributions of our paper (See pages 3, 10-13, and 32-35). Further integration of this literature also helped us to refine our discussion of work and family involvement and the specification of our hypotheses (see pages 14-15).*

Reviewer's Comment: The Discussion and Conclusions section should also be reworked to incorporate a deeper engagement with EST, as above. The argument that a majority of women work as junior lawyers or associates (p. 24) does not only suggest that they may seek more support from mentors, it also could mean that they spend more time with coworkers – since the support that lawyers report may very well be lateral (as the discussion mentions later). The discussion on p. 25 needs a stronger link to EST. EST may suggest that women are expected to need more supervision and direction but (combined with Kanter's findings about how powerless workers are more highly supervised and this is, in fact, a signature feature of powerlessness) would probably not hypothesize that they would perceive this kind of attention as "support." A more plausible explanation is that women receive more support mainly from other women, and partly because they give more support. I suspect that a lot of this perceived support is lateral. After all, the measures do not specifically operationalize mentoring support, which women may still find less available than men.
Authors' Response: *We have rewritten the Discussion section with an eye to incorporating a much deeper engagement with EST. We explore EST's predictions regarding gender beliefs, status*

expectations, and factors motivating the offer of support, the content of those interactions and the evaluative interpretations of support given from the view of managers/partners of the firm. We also discuss women's segregation within firms and the possibility that much of their support giving/receiving is related to their structural positions – often at the lower ranks of firms and within niches (particular areas of law). We develop ideas about lateral support sharing, as opposed to mentoring. We also discuss ideas of gender segregation within jobs and that women may be expected to engage in more "emotional labor." We were able to tie in nicely here ideas for Emmanuel Lazega's work on collegiality in law firms, organizational culture and "precarious values" of law firms (see page 28). EST also sheds new light on the "motherhood penalty" and we explore EST with reference to our study's main findings and the literature on motherhood and workplace outcomes more generally see pages 10-13 and 32-35.

Reviewer's Comment: Similarly, on pp. 26-27, the result that lawyers generally receive more emotional/informational support, regardless of gender, when firms have balanced gender ratios may primarily highlight the fact that women do (and are expected to do) more "emotion work" to support others. So it is not necessarily only about diminishment of tokenism effects in firms where women reach a tipping point, but may also be related to changes in the work environment due to status expectations of workers who have reached a tipping point. Discussing this aspect of it brings out the ways that status expectations interact with numerical representation to change organizational cultures.
Authors' Response: *We explore this idea of disproportional share of "emotional work" taken on by women on pages 7-13, inclusive. We discuss the expectations associated with gender beliefs and connections to tipping points based not on gender ratios (see page 29), but also changes to the work environment where status expectations of workers may have reached a tipping point.*

Reviewer's Comment: Again, the discussion on pp. 28-29 about family involvement would benefit greatly from a stronger engagement with the literature on motherhood as a status characteristic. Such an engagement will also allow the authors to draw a stronger conclusion than "This pattern of findings deserves further attention…"
Authors' Response: *We have discussed in more detail in the conclusions the gendered effects of parenthood in terms of taking leaves, spending time with children and having preschool-aged children at home.*

In general, I think this paper makes a solid contribution to the literature on tokenism, and primarily needs some theoretical strengthening before publication.
Authors' Response: *We have worked to strengthen the theoretical dimensions of our paper including initial summary of theory, formulation of hypotheses, and interpretation of results in light of theoretical extensions.*

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SSSP
Social Problems
The official journal of the Society for the Study of Social Problems

Becky Pettit, Editor
University of Washington

February 20, 2012

Dear Dr. Wallace:

The review of your revised submission to *Social Problems* “Tokenism, Organizational Segregation, and Coworker Relations in Law Firms” *(#2011-005.R1)* is now complete and it is time to render a decision. Based on reviewer comments and my own reading of your paper, I would like to conditionally accept your paper for publication in *Social Problems.*

The previous editor sent your revised paper back to two of the original reviewers and two new reviewers. The reviewers are all in agreement that your paper is on a timely and important topic and three of the four suggest that you have done a fine job attending to the concerns raised in the previous round of reviews. While their overall assessments of the paper are mixed, they offer you very specific and constructive suggestions for revisions.

My own assessment of the paper is generally consistent with that of the reviewers. You have written a very timely and compelling paper that will surely be of interest to many readers. Your revisions are very thorough and you have been very attentive to previous reviewer concerns. Congratulations on a fine piece of scholarship.

There are a few remaining concerns that preclude final acceptance in *Social Problems*. I want to give you this opportunity to make one more round of revisions to address concerns raised by reviewers and myself that I outline in detail below. I fully expect to be able to evaluate your revision “in house.” Should I have remaining concerns, however, I will seek additional guidance from one or more members of the *Social Problems* editorial board.

In my view, there are three central issues for you to attend to in this revision. First, reviewers 1 and 2 both encourage you to hone in on the central focus and contribution of your study earlier. Second, reviewer 2 raises important questions about what features of your study may be generalizable to other settings (R2, point 7; also raised by R4, point 1). Finally, reviewers 2 and 4 invite you to provide greater description and justification for your measures.

In addition to the issues raised in the previous paragraph, please address each of the specific comments made by Reviewers 2 and 4. You need not include all of your responses in the revised manuscript, but please respond to them in your memo to me so that I can be confident that you have addressed those that are most relevant.

In addition to the points identified by reviewers, I’d like to have you clarify your unit of analysis. I was puzzled about when you were discussing individuals and when you were discussing firms. Please clarify wherever possible and consider the implications of your unit of analysis for your conclusions.

Department of Sociology
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Along with your revised manuscript, I would like you to include a separate document in which you describe, point-by-point, the changes that you have made in response to the issues described in the preceding paragraphs.

I look forward to receiving your revision within 2 months of receipt of this letter. Remember that manuscripts should not exceed 35 pages (approximately 10,000 words), excluding references, tables, etc. To help you prepare your manuscript for publication, I have attached our final submission guidelines. To resubmit your manuscript, log onto ManuscriptCentral, access your Author Center and find your manuscript in "Manuscripts with Decision." Then, click on the "Create a Revision" link and follow the steps as directed. There is no additional submission fee.

Sincerely,

Becky Pettit
Editor

Department of Sociology
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Dear Professor Pettit,

Attached please find our revised submission to *Social Problems* titled, "Tokenism, Organizational Segregation, and Coworker Relations in Law Firms," *(#2011-005.R1)* that was conditionally accepted on February 20th 2012.

We have revised our paper in response to the reviewers' specific comments as well as the key issues you asked us to address. First, we have introduced the central focus and contribution of our study earlier in the paper. Second, we have addressed issues of the generalizability of the results of our study. Third, we have provided more detailed information regarding our measures. Fourth, we have clarified reference to our units of analyses in terms of whether we are referring to individuals versus firms.

We have responded to each of the specific comments raised by the reviewers. A summary of these changes is attached in the document labeled, "Authors' Response to Reviewers."

We hope that you find we have satisfactorily addressed the concerns raised by yourself and the reviewers in this latest set of revisions. If you have any additional questions or concerns, please do not hesitate to contact us.

Sincerely,
Jean E. Wallace
Fiona M. Kay

SOCIAL PROBLEMS
Authors' Responses to Comments Received from the Four Anonymous Reviewers
28 March, 2012

Manuscript ID: 2011-005.R1
Manuscript Title: Tokenism, Organizational Segregation, and Coworker Relations in Law Firms

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Reviewer 1:

The authors of this manuscript look at the several questions having to do with sex segregation in law firms and two types of support. They find that both women and men lawyers report higher levels of workplace support in a more sex balanced organization. However, they also find that women fare worse based on differential family responsibilities. The data set they draw on is unique and interesting and has to potential to yield information on a very important topic. I think it is really interesting how they bring in status and EST as important concepts to consider when exploring the experiences of tokens. However there are a couple of major problems that I see with this paper as it stands. I summarize them below.

The main weakness of this paper is that it is not sufficiently focused and there is too much content in several sections. This is not to say that the paper is too long, per se. Rather that it is too unfocused which obscures the main contributions of the paper. (The authors do mention early on what they believe their main contribution is, but this does not fit neatly with the main hypotheses they are testing).

I suggest that the authors go through all sections of the paper and strategically trim content based on the main points of the paper. The literature review needs to focus on reviewing evidence that is directly relevant to the hypotheses they are testing. The analyses should be trimmed to give us primarily data that are directly relevant to the hypotheses tested. Finally, the discussion is too long. Please focus the discussion more so that that it is focused on points most relevant to the hypotheses.

Authors' Response: *We have worked to trim the literature reviewed and refocus attention directly on the hypotheses stated. At the front end, we have worked to clearly identify the contributions of our study, our goals, and prepare readers with a review of literature that leads to each of the hypotheses. We have edited the analysis section substantially. We have also tailored the discussion section to focus more clearly on the key points relevant to our hypotheses. We attempted to strike a balance here between Reviewer 1 and two earlier reviewers for the journal who requested (a) that we further develop theorizing around expectation states theory (EST) and (b) that the discussion return to EST and develop directions for future research.*

I list some specific areas that could be improved below:
1) In particular, some of the literature review seems irrelevant. I think the reader should have a sense of the specific hypotheses being tested much earlier in the document. Perhaps the hypotheses should be introduced earlier in the paper? The authors might consider integrating the hypotheses into the point in the literature review at which they are being discussed.
Authors' Response: *We have edited the literature so it is more focused and leads the reader to the hypotheses summarized on pages 13-14. Part of the challenge has been that the different theoretical arguments suggest the same hypothesis. For example, Hypothesis 1 is informed by Kanter's theory of tokenism, the literature on homophily as well as expectations state theory. If we present the hypotheses in the sections of the literature review, they may be repeated several times. As a result, we summarize the hypotheses at the end of the literature review and identify which literatures informed them.*

2) One of the main points of the paper has to do with family and work involvement. Bring it up earlier. More generally, really work on tightening up the three paragraphs right before the section labeled "Proportional Rarity and Expectation States theory".
Authors' Response: *We have revised the three paragraphs proceeding "Proportional Rarity and Expectation States Theory." The result is a more concise and clear articulation of the goals and novel contributions of our paper. We have introduced family and work involvement issues earlier in our revised manuscript (see pages 2, 4 and 10).*

3) Do we need such a long review of Kanter (starting on pg 4)? I suggest just summarizing the main points that are relevant to the hypotheses tested by the author.
Authors' Response: *We have edited down our summary of Kanter's work that takes place early in the manuscript (pages 3-4). We have removed much of the rich description to provide a shorter summary of the main points as they relate directly the hypotheses we test in our study.*

4) Pages 7-12 could be streamlined. Again, focus on the parts of this literature that relate to the authors' specific hypotheses.
Authors' Response: *We have revised this section to be far more efficient. We have tailored the writing to focus on the formulation of hypotheses, while editing out extraneous material. The result is a more compact review of literature that is aimed toward generating hypotheses.*

5) The literature review doesn't prepare the reader for hypothesis 3.
Authors' Response: *The revised literature now better prepares the reader for hypothesis 3. (Hypothesis 3: Gender, Power, and Coworker Support)*. *The specific paragraph on page 14 has been rewritten to better establish the groundwork for the hypothesis:*

> *"We also examine the influence of gender composition of partners in the firm on the support extended to lawyers of the firm. While Kanter did not address whether tokens benefit by their increased representation in leadership positions, others have found that increased presence of token or minority individuals at upper-level positions may be change agents who are key to*

bringing about more opportunities for hiring and promotion among token or minority applicants (Chambliss and Uggen 2000; Ely 2005; Gorman 2006; Huffman et al. 2010; Kay and Wallace 2009; Maume 2011). In law firms, the hierarchy of positions is reflected by the basic distinction between associates and partners. Partners are more senior lawyers who are co-owners of the firm and share in the firms' profits and losses. Associates are junior lawyers who are hired as employees on a probationary basis on a partnership track that typically lasts 6 to 10 years. We hypothesize that: ***If few women are represented at the key decision-making level as partners in the firm, women will report less supportive relationships compared with men (H***$_3$***)."***

6) The authors don't get to testing the hypotheses until 2.5 pages into the results. Focus the results section more on the testing of the hypotheses.
Authors' Response: *We have reduced the discussion of Tables 1 and 2, so that we move more quickly to the multivariate analysis and the task of hypothesis testing. We have however kept a brief discussion of Tables 1and 2. We feel that readers will be interested to know the distributions of men and women across organizational settings, as well as the correlations with coworker support offered, women's representation in leadership positions of organizations, and the general nature of the sample in terms of work (positions of authority, clientele responsibilities and hours invested) and family responsibilities. The revised version now moves much more quickly to the main hypothesis testing through multivariate models.*

7) The last paragraph on the bottom of page 24 (and first half of page 25) does not seem to address any of the specific hypotheses introduced earlier.
Authors' Response: *This is correct. We did not specify hypotheses with reference to firm size. However, we state at the outset that we are interested in organizational context. We also state that our analysis includes computation of a series of interaction terms to explore whether the effects of firm characteristics, and work involvement or family involvement differed for women and men in terms of the amount of emotional and informational support lawyers receive from their colleagues. We have moved the discussion of firm characteristics (organizational context) to later in the Results section.*

Another area of concern is the writing style. I recommend that the authors tighten up their language. They need to be more precise and clear in general. Also they sometime make statements about weaknesses in previous literature that are, I believe, overly broad and incorrect.
Authors' Response: *We provide clear explanations for conceptual terms. We also provide citations for specific phrases drawn from the scholarly literature on women and work. We have revised the writing style to be more precise and concise generally.*

Below, I list some specific places where I thought this was a problem:
1) When the authors says "assumed by" or "argued by" it is often not clear who is doing the arguing or assuming. Among other places: see middle and end of first paragraph; see top of page 15; middle of page 15

Authors' Response: *These references to arguments and assumptions have been clarified throughout.*

2) In the last sentence of the first paragraph – why can't women act "masculine"? What would happen if they did?

Authors' Response*: We explore this question further at the bottom of page 1 and start of page 2. We note that:*

> *"the masculine gendering of many professions makes it difficult for women who attempt to fit into work roles on the same terms as their male counterparts (McKenzie Leiper 2006; Stone and Lovejoy 2004). Moreover, a woman's success in masculine-typed professions may simultaneously signal that she is competent but also violating prescriptive gender norms, and as a result she may be penalized by negative stereotypes and excluded from the workplace (Bernard and Correll 2010; Roth 2006). This normative discrimination is exacerbated further for successful career women who are also mothers. These women may be seen to be violating the norm of "intensive mothering" (Hays 1996) that demands mothers invest extremely high amounts of time and energy into raising their children. Women occupational minorities are held accountable for violating gendered ideals of behavior – they are treated differently (Pierce 1995; Taylor 2010), they encounter personal hostility (Heilman et al. 2004) and are disliked (Roth 2006), and they feel less supported by their colleagues (Kanter 1976)." (pages 1-2 revised manuscript)*

3) Define terms in quotes. For example: "masculinist vision", "chilly climate", "9 to 5 jobs", 'lend a helping hand'

Authors' Response: *We have made several changes in response to this request. We now clearly describe what is meant by a "masculinist vision" (page 1), and we provide a definition of "chilly climate", as well as citing original sources. We have left reference to "9 to 5" work in contrast to "around the clock availability" in the same sentence (pages 10-11) and identify scholars using these terms. We feel the meaning of these terms is well known. We have deleted reference to "lend a helping hand".*

4) Not sure what the authors mean in the last sentence in the first paragraph on pg. 2

Authors' Response: *We have revised this sentence to clarify the point being made by Bolton and Muzi (2007, 2008).*

5) I think that the last sentence of the second paragraph on page 2 is incorrect. I think there is quite a bit of work on behaviors and dynamics within the context of organizational culture.

Authors' Response*: We have revised this sentence so that it more accurately represents McTague et al.'s (2009) point regarding studies of inequality.*

6) Bottom of page 3 – There has been other work looking at coworker support – some of which is cited in this paper. See for example Taylor 2010, Pierce's "Gender Trials", Williams "Still a Man's World", Roth, and also see Harvey Wingfield, Adia. (2009.) "Racializing the Glass Escalator: Reconsidering Men's Experiences with

Women's Work." Gender & Society (23) 1: 5-26. Also Kanter's work really does look at coworker support as well.
Authors' Response: *We wish to thank Reviewer 1 for suggesting these sources. We have read all of these and have integrated them into our paper, particularly with reference to the measurement of coworker support (page 15) and the connection to token representation (pages 4-5). We found Taylor (2010 in Gender & Society) most directly examines perceived availability of workplace support in relation to tokenism. We are grateful to the reviewer for directing us to this source. We have addressed Taylor's (2010) findings in our revised literature review, as well as bolstered the discussion of coworker support (including Wingfield 2009, Pierce 1995, and Kanter 1976, 1977a,b, Kanter et al. 1993) following the reviewer's suggestion.*

7) I don't like the use of the word "achievement" in this context. Do women really achieve less? Or are they just promoted less? These data can't adjudicate between these two hypotheses. Perhaps use a more precise phrase like "upward mobility" or "retention" or "turnover"
Authors' Response: *We have reworded the phrase on page one to read "upward mobility" rather than "achievement."*

8) In the review of Blalock's work, do the author's mean minority in the way Kanter defines it (i.e. not tokens) – or do they mean minority in the usual sense?
Authors' Response: *We have revised this sentence. Blalock (1967) was writing before Kanter's (1977) categorization of women's representation within corporations (as tokens, minorities, balanced, and so on). His claim contrasts to Kanter's in a significant way. Kanter argued growing representation will improve women's work situation, while Blalock argues that rising representation may lead to a backlash by the majority group. We raise this alternative view in contrast to Kanter's optimistic perspective.*

9) Typo: middle of page 10 "even with they" should be "even when they"
Authors' Response: *This has been corrected.*

10) The last paragraph on page 23 (and the top of page 24) is confusing.
Authors' Response: *This paragraph has been revised and clarification is provided.*

11) These are perceptions of support not objective measures. As such, I don't think words like "received" (as for example used on page 25, middle paragraph) are appropriate. Perhaps "perceived" is a better term.
Authors' Response: *The social support literature generally makes a critical distinction between <u>seeking</u> versus <u>receiving</u> support. In both cases, these may be based on the individual's perceptions of how actively they feel they are seeking support from others versus how much support they feel they are receiving from others. On the other hand, we found two recent studies that refer to "perceived levels of workplace support" (Taylor 2010; Wu and Hu 2009).*

We have added clarification in the measures section on pages 15 and 16. We prefer to emphasize the <u>received</u> aspect of the support rather than <u>seeking</u> support activities. However, we acknowledge the reviewer's point that the support is not objectively measured (or *observed); rather it is self-reported and as such perceived to be received. Therefore, we have tempered the writing to express that this variable is self-reported and perceived. We also include a discussion of the measurement of this variable in our Discussion section (pages 27-28 and 34) in terms of "perceived support" and the impact of women's possibly lower expectations in the workplace (Roxburgh 1996; Taylor 2010).*

Other general questions or comments:

1) It is not clear whether hypothesis 1 or 2 is about the sex composition of the workplace. It seems like it should be hypothesis 2. But hypothesis 1 contains terms like "token status of women in the law" and "homophily preference" which are phenomena related to sex composition. So, maybe it is the first hypothesis that is testing the effects of sex composition? Could this be clarified?

Authors' Response: *Hypothesis 1 is simply comparing the degree of supportiveness for male and female lawyers. Hypothesis 2 is predicting women will report less support if women are under-represented in the firm, so it's a conditional relationship. We have set the hypotheses out in bold and this should help to clarify the specific predictions we are making in each section.*

2) Would the results change in a meaningful way if the authors constructed their sex composition variables as continuous instead of categorical?

Authors' Response: *The core theoretical framework in our paper is that of Kanter's and her categorization of five different types of numerical representation, which we represent in our coding of women's representation in the firm and as partners. As well, other empirical studies of tokenism are often based on these discrete categories rather than continuous measures (Pazy and Oron, 2001).*

3) The response rate (31%) is really low. Please be clearer about why this should not concern the reader.

Authors' Response: *We have made an effort to evaluate the representativeness of our survey respondents when compared with the larger population of Alberta lawyers. Data were provided by the Law Society of Alberta documenting the gender and employment situation of all active members. This allowed for comparisons between the provincial data and that of the sample. Our comparative analyses of official Law Society data and the survey, examining demographic and work settings, provide confidence that the survey data are representative of the larger population of Albertan lawyers. A comparison of the sample data to the provincial figures from the Law Society of Alberta using chi-square tests indicates that similar proportions of male and female lawyers are represented in the survey data across work settings. We have added an endnote with this information regarding the chi-square test results for gender and work setting.*

We also have found that our survey response rate is consistent with another recent survey of Alberta lawyers conducted by Cooper, Brockman and Hoffart (2004).[1] The response rate for this survey was below 30%. However, we do not feel citing another study's response

[1] Merril Cooper, Joan Brockman and Irene Hoffart. 2004. *Final Report on Equity and Diversity in Alberta's Legal Profession* (Calgary, Alberta: The Law Society of Alberta).

rate is a strong rationale for supporting our own low response rate. Rather, we found greater reassurance in a recent meta analytic review of organizational surveys. This meta-review demonstrates that our response rate of professionals is consistent with surveys across the span of 1995 to 2008 (Anseel et al. 2010).

In a recent meta-analytic review of organizational science surveys of workers, managers and executives (as well as consumers), Anseel and colleagues (2010) found managerial respondents typically had response rates below 50%, and executives averaged 37% (page 341). This rate is consistent with average response rates for mailed surveys (paper and pencil and web-based) of managerial and executive respondents and is within the upper fiftieth percentile for surveys of managerial respondents, according to a recent meta-analytic review of response rates in organizational science (Anseel, Lievens, Schollaert & Choragwicka 2010: 341-2).[2]

We contend that our survey, although admittedly suffering from a low response rate, is nonetheless representative of the larger population of Alberta lawyers (based on our comparative analysis of official population data and our own survey), and the response rate itself is consistent with surveys of professionals and managers (as documented in Anseel et al.'s 2010 meta-analytic review), including a recent survey of Alberta lawyers (by Ooper, Brockman and Hoffart 2004).

4) Exactly what are the interactions tested (referred to on ages 20 and 23)? Being a token * sex? Token environment* sex? Being a token * sex * Token environment? Perhaps a table would be helpful.
Authors' Response: *We have added more detailed information regarding the gender-interaction tests in the Analysis sub-section of the Data and Methods section. Given that relatively few of the gender-interactions are statistically significant, we refer to them in the text rather than including them in a table.*

5) Where does the data regarding gender composition of the workplace come from? Is this the subject's own perception?
Authors' Response: *Yes – we have indicated that these measures are based on respondents' self-reports in the measures section (starting on page 15 of the revised manuscript)*

6) It would be interesting to have some discussion of how the profession of law is a case which gives us particular insight into some of these issues more broadly.
Authors' Response: *We have revised the Discussion section to consider how the profession of law is a case that offers insight into themes related to gender representation, family involvement, work involvement, and organizational characteristics (see pages 30-36).*

7) On Tables 2 and 3 please tell the reader again what the percentages they are looking at under "Women's firm representation". For example "Tokens: XX%-XX%"
Authors' Response: *This information has been added.*

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[2] Anseel, Frederick, Filip Lievens, Eveline Schollaert and Beata Choragwicka. 2010. "Response Rates in Organizational Science, 1995-2008: A Meta-Analytic Review and Guidelines for Survey Researchers." *Journal of Business Psychology* 25:335-349.

Good luck!!

<u>Reviewer 2:</u>
I have a few major comments about this revised version. I think that the authors did a good job addressing the editor and reviewer comments. A few points remain:

1. To broaden the appeal of the ms., I was hoping to see a few sentences describing what makes emotional support at work an important topic to study. In other words, does lack of it lead to turn over? does having it affect promotion odds?
Authors' Response: *We have addressed these questions on page 4 of the revised manuscript. We now make a case for why it is important to study both informational and emotional support in the workplace.*

2**. The recent article by Benard and Correll in Gender & Society (2010) may help shed light on the hypothesis about support in orgs with more women (esp. female partners). Benard and Correll found that women/mothers who are successful at work violate norms about womanhood and are penalized. It seems that successful lawyers would suffer from violating these norms (they suffer from what Benard and Correll call normative discrimination). Could this penalty affect their likelihood of providing support?**
Authors' Response: *Thank you for pointing out this article. We found it relevant and have incorporated the ideas of normative discrimination in several places throughout our paper.*

3. Hypotheses are "hidden" in the hypothesis section. Perhaps making them into a table or writing them in boldface would help draw attention to them.
Authors' Response: *We have made the hypotheses more formally explicit in the text and also presented them in boldface.*

4. Shouldn't hypothesis 4 be about the PERCEPTION that lawyers are involved in their careers?
Authors' Response: *Given that our data were collected via a questionnaire, all of our measures are self-reported behaviors and attitudes reported by the respondents themselves (rather than reported assessments by colleagues, supervisors, or records of billable hours held at the firm, for example). However, we wish to note that our measure of work involvement is not limited to a single question asking: "How involved do you feel in your work as a lawyer?" or "How important is your career in law to you?" or "*

Rather, we measure ***work Involvement*** *through four variables. While all are self-reports, three ask respondents to report on rather self-evident work activities and job status (e.g., weekly work hours, participation in professional activities outside of regular work hours, position in firm) and one asks about a more subjective attitude towards work in terms of work salience. As such, work involvement is truly a multidimensional indicator that reflects behaviors, attitudes and status markers, thereby enhancing the content validity of our approach to measuring this construct . It seems inappropriate to recast this measure as purely a 'perception' that the respondent is involved in their career.*

5. Do you know REAL (e.g., # of hours spent with family) or PERCEIVED (e.g., simply having a family) family involvement? If the latter, what implications does this have?
Authors' Response: *As indicated above, all of our data are based on self-reports, however, we use a series of indicators that tap a set of behavioral, attitudinal and status markers. By using these multidimensional indicators, we have greater confidence in the content validity of our measures in tapping a wide range of facets of our constructs. In regards to family involvement,*

We did not, however, as the reviewer asks, simply ask if the respondent had a family (and therefore has family involvement). Rather, we posed several questions about self-reported behaviors related to daily activities (e.g., daily time dedication to housework, daily hours invested with childcare), workplace practices of scaling back on work to accommodate family demands (e.g., refusing to take on additional work, refusing work late or extra hours, or cutting back on their working hours). In addition, we ask about the presence of young (preschool aged) children in the home (when family demands may be especially taxing) and whether the respondent has at some point taken a leave from practice.

Thus, our measure is more than simply the perception on the respondent's part that they have a family and therefore are involved, or even their own answer to a simple singular question of their perceived involvement in family life.

6. David Maume's 2010/11 Social Science Rsch article on the effect of women managers on female subordinates may be of use when discussing the effect of female partners (see page 24 and 30)
Authors' Response: *Thank you for mentioning this paper. We found it very interesting in terms of whether female supervisors act as "change agents" who benefit female subordinates careers or "cogs in the machine" who promote male subordinates' careers at the expense of their female subordinate. Our pattern of findings aren't really consistent with this argument as we find that female partners' representation is unrelated to the amount of emotional support male or female lawyers receive and unrelated to the amount of informational support that female lawyers receive and* ***negatively*** *related to men's. Also, we are assessing support from coworkers in general, rather than focusing on support subordinates receive from their supervisor, which may explain our inconsistent findings with Maume's. We do however introduce the different ways minorities in authoritative positions may or may not benefit of the careers of similar subordinates in the introduction and discussion sections of our paper.*

7. Could you conclude with how these findings might apply in other settings (e.g., ones where the structure of ascent to the top is less clearly delineated than a law firm)?
Authors' Response: *We have revised the Discussion section (pages 30-36) to explore implications of our findings, drawn from law firms, to other settings. On page 34 we explore the issue of settings where the structure of ascent to organizational leadership is less clearly marked that it is in law firms.*

<u>Reviewer 3:</u>

The original paper offered a valuable contribution to the literature on tokenism and numerical representation, and the revised paper is much improved, especially in its theoretical specificity. A few of its specific strengths include:

- The paper is well-written and polished.
- The paper effectively explains the predictions of EST for emotional and informational support.
- The authors address some of the potential shortcomings of the research effectively in the text, including the fact that the data do not distinguish positive coworker interactions from mentoring support from individuals with organizational power.

In short, the authors have effectively dealt with my earlier comments about the need to consider motherhood as a status characteristic and the need to engage more deeply with EST. The paper makes a solid contribution to the literature on tokenism, and to gender and employment more generally.
Authors' Response: *We thank the Reviewer 3 for pushing us to engage more deeply with EST and for suggesting specific questions and directions for theoretical elaboration.*

Reviewer 4:

This is a well-executed and well-written study of importance to several literatures. The authors have done a thorough job revising the manuscript in response to the original reviews. As a new reader, I have two comments.
1. I would like to know more about the low response rate (31%). Is there any evidence to bolster confidence that respondents are representative of lawyers in Alberta beyond mirroring aggregate provincial data on gender, work setting, and city?
Authors' Response: *We would have course been grateful for a higher rate of response. However, the rate of response in this study is consisted with numerous studies of professionals, including lawyers. In a recent meta-analytic review of organizational science surveys of workers, managers and executives (as well as consumers), Anseel and colleagues (2010) found managerial respondents typically had response rates below 50%, and executives averaged 37% (page 341). This rate is consistent with average response rates for mailed surveys (paper and pencil and web-based) of managerial and executive respondents and is within the upper fiftieth percentile for surveys of managerial respondents, according to a recent meta-analytic review of response rates in organizational science (Anseel, Lievens, Schollaert & Choragwicka 2010: 341-2).[3] In addition, our survey response rate is also entirely consistent with another recent survey of Alberta lawyers conducted by Cooper, Brockman and Hoffart (2004).[4] The response rate for this survey was below 30%. Finally, our comparative analyses of official Law Society data and the survey, examining demographic and work settings, provide*

[3] Anseel, Frederick, Filip Lievens, Eveline Schollaert and Beata Choragwicka. 2010. "Response Rates in Organizational Science, 1995-2008: A Meta-analytic Review and Guidelines for Survey Researchers." *Journal of Business Psychology* 25:335-349.
[4] Merril Cooper, Joan Brockman and Irene Hoffart. 2004. *Final Report on Equity and Diversity in Alberta's Legal Profession* (Calgary, Alberta: The Law Society of Alberta).

confidence that the survey data are representative of the larger population of Albertan lawyers. A comparison of the sample data to the provincial figures from the Law Society of Alberta using chi-square tests indicates that similar proportions of male and female lawyers are represented in the survey data across work settings.

> *We also added an endnote (#2) that reads as follows:*
> *"For example, in the population, 67% of the men worked in law firms, 16% as solo practitioners, 9% in corporations and 7% in government and in the sample, 59% of the male respondents worked in law firms, 24% as solo practitioners, 9% in corporations, and 7% in government (χ^2 = 4.955, 3df; p = 0.175). Similarly, for women, the Provincial data show that 55% work in law firms, 15% as solo practitioners, 14% in corporations, and 16% in government and the sample data are, respectively, 48%, 17%, 13%, and 16% (χ^2 = 1.229, 3df; p = 0.746)."*

2. There needs to be greater clarity about the interpretation of the dependent variables. They measure "how often the lawyers they usually talk to about the stresses of their job" exhibit certain behaviors, such as offering suggestions. These measures do not tap the first part of the question - "how often the lawyers they usually talk to about the stresses of their job". Conceivably, a respondent could talk to other lawyers about their stresses daily, whereas another could talk to other lawyers about their stresses monthly, and they could score the same on these measures. Or, the lawyer who discusses daily gets informational support only 50% of the time (every other day), whereas the lawyer who discusses monthly gets this support 100% of time (once a month). If my interpretation is correct, it seems misleading to conclude that a higher score indicates MORE (that is, more frequent) support; it would seem to indicate that a greater SHARE of their interactions over stresses involve receiving positive support. It would be helpful if the authors could clarify the measure and provide guidance on the appropriate interpretation.
Authors' Response: *Reviewer 4 raises an interesting issue. The survey leaves the frequency of interaction to the discretion of the respondent. Some lawyers may talk to their colleagues with great frequency and receive support most of the time; while others may converse less often and receive support most of the time. "Most of the time" in these two cases may be quantitatively different in terms of the number of communications. Yet, the subjective interpretation for both respondents may be similar: in terms of feeling supported and receiving the direction needed, both respondents may feel similarly that "most of the time" they are listened to, encouraged, and so on. Subjectively, in terms of what support means to these respondents, both feel that a sense of confidence that 'most of the time' they are recipients of support. Certainly, it is as the reviewer points out, that a greater* ***share*** *of interactions discussing stresses involves positive support. Our measure remains one of perceived support received (based on the share of interactions). We have revised the description of support measures in order to clarify what the items are measuring (see pages 16-17) and to acknowledge this reviewer's insight (see endnote 3).*