

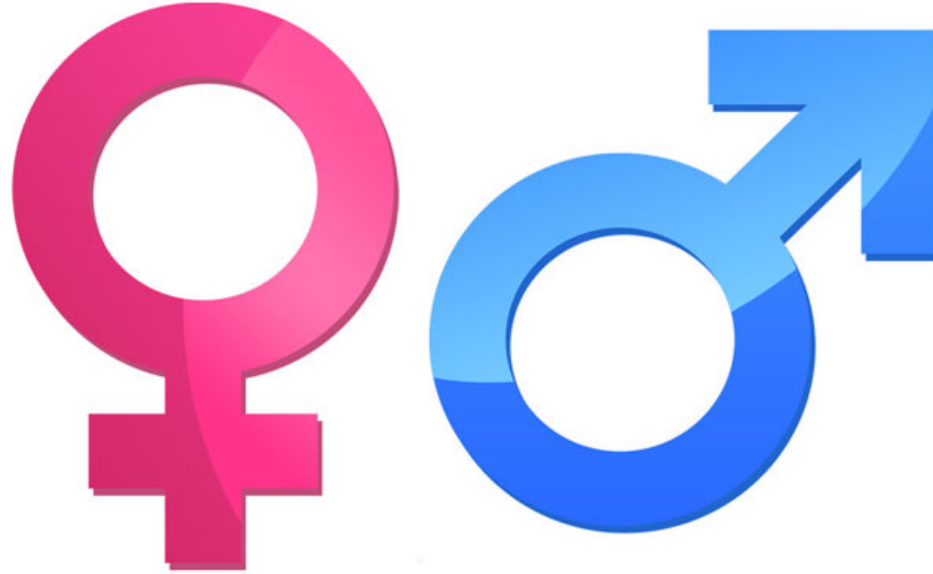
# Gender and Leadership



# Objectives

- ◆ Cultural awareness
- ◆ Recognizing the differences and similarities
- ◆ Value of gender differences
- ◆ Respect and appreciation

# Gender differences



It's okay to be different

# Gender and Leadership

Facts and information

- Gender gap in Leadership roles
  - Women encounter challenges toward leadership positions
  - Change must occur in the culture, organization, the family and personal
- Challenges that women face in achieving leadership positions
  - Cultural stereotypes
    - ◆ Associate women with nice and compassionate
    - ◆ Stereotypes are often barriers for women
    - ◆ Leaders should be assertive and competitive
    - ◆ Recognized more to men than women

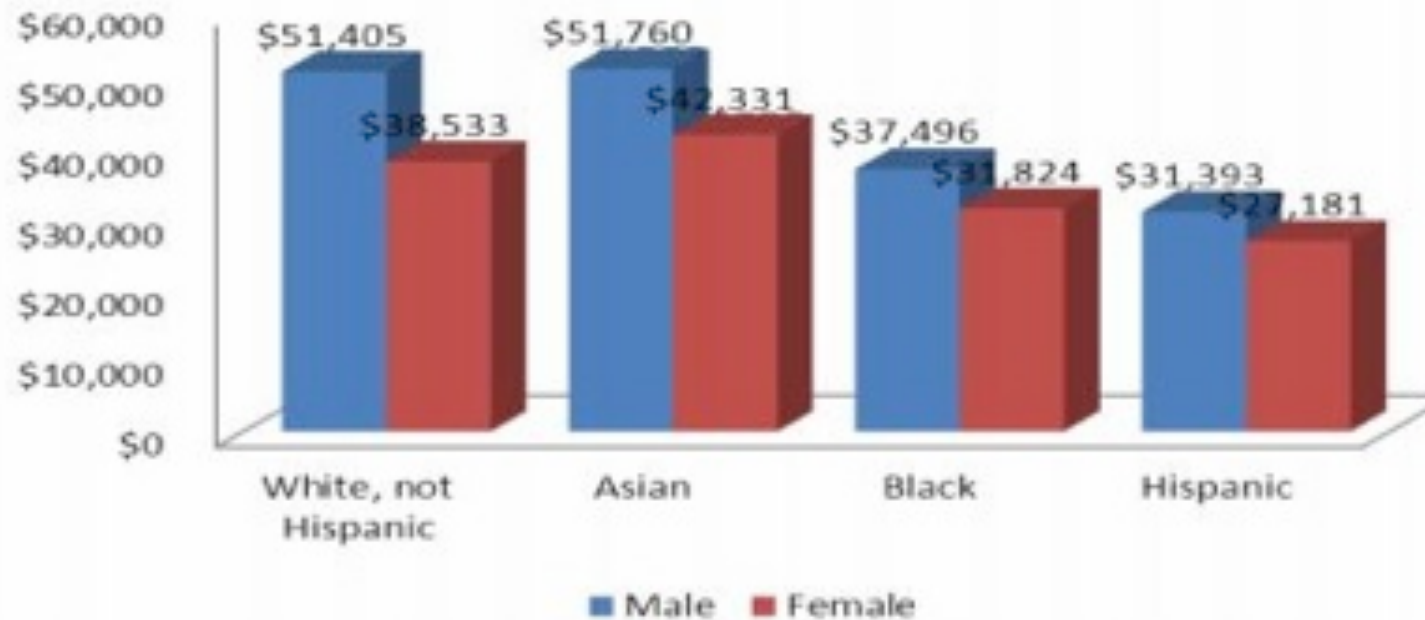
# Gender and Leadership

Facts and information

- Leadership Emergence
  - If women in organizations are to emerge as leaders, it is important that they be perceived as individuals who can influence or motivate others
  - An androgynous leadership style (high level of both masculine and feminine characteristics) may help women overcome stereotypes that have prevented them from being viewed as leaders in the past
  - The desire to be a leader is one of the key leader traits that distinguishes leaders from non-leaders.



**Figure 2. Annual Median Income Levels by Race and Gender, 2009<sup>3</sup>**



Men as a whole still have the benefit of higher wages and faster promotions.

# Sheryl Sandberg

COO of Facebook



# Case Study

## Discussion Question #1

What kind of leadership did each of these characters demonstrate?

## *The Devil Wears Prada*



## *The Proposal*



## Discussion Question #2

What affects do you think they had on others?

## Discussion Question #3

If these main characters had been male leaders, do you think they might have been perceived differently? Why?



People development: teaching, mentoring, listening to needs and concerns	Women apply more	
<b>Expectations and rewards : clear expectations and responsibilities and rewards for achievements</b>	<b>Women apply more</b>	<b>Rated highly effective in addressing global challenges</b>
Role model: relationships based on respect and regard for the ethical side of decisions	Women apply more	
<b>Inspiration: vision for the future and inspiring optimism</b>	<b>Women apply slightly more</b>	<b>Rated highly effective in addressing global challenges</b>
<b>Participative decision making: creating an atmosphere where everyone joins in the decision-making</b>	<b>Women apply slightly more</b>	<b>Rated highly effective in addressing global challenges</b>
<b>Intellectual stimulation: challenging assumptions, risk taking, creativity</b>	<b>Equal</b>	<b>Rated highly effective in addressing global challenges</b>
Efficient communication: convincing and with charisma	Equal	
Individualistic decision making: making decisions alone, involving others with the executions	Men apply more	
Control and corrective action: taking corrective actions when performance lacks	Men apply more	

- Women's style can be defined as people-based, role modeling and clear expectations and rewards (McKinsey, 2009).
- Women adopt more democratic/participative styles (Eagly & Johnson, 1990).
- Women are more collaborative and more enhancing to increase others' self-worth (Eagly, Johannesen Schmidt, & van Engen, 2003).
- There is no difference in leadership ability amongst genders (Yukl, 2002).
- Women are rated more competent in taking initiative, practicing self-development, integrity and honesty and driving for results (Zenger Folkman, 2012).
- These results confirm the similarities with women's styles and that of requirements for global leadership.

# Additional Resources and Ideas

- ◆ Heidi and Howard Exercise
- ◆ Gender Stereotype Role Play Exercise

# Biblical examples of women in leadership

## **Mary Magdalen**

- She could speak and did not find it difficult to exert her authority.
- She was known as a leader and encourager to the disciples. She modeled true discipleship by preaching/teaching of the Saviors teachings.
- Plays key roles crucifixion burial and ascension of Jesus
- Intelligence, courage, leadership, faith stand as inspiration

## **Deborah**

- Judges 4:4 “Now Deborah, a prophet, the wife of Lappidoth, was leading Israel at that time.”
- As both prophet and judge, Deborah exercised complete religious, political, judicial, and militaristic authority over the people of Israel.
- Lead a successful military campaign against Sisera.
- Under Deborah’s continued leadership, the people of Israel enjoyed forty years of peace before the cycle of violence began again.

# Positive aspects of gender differences

- ◆ “We have to ask ourselves if we have become so focused on supporting personal choices that we are failing to encourage women to aspire to leadership. It is time to cheer on girls and women who want to sit at the table, seek challenges and lean in to their careers.

◆ Sheryl Sandberg

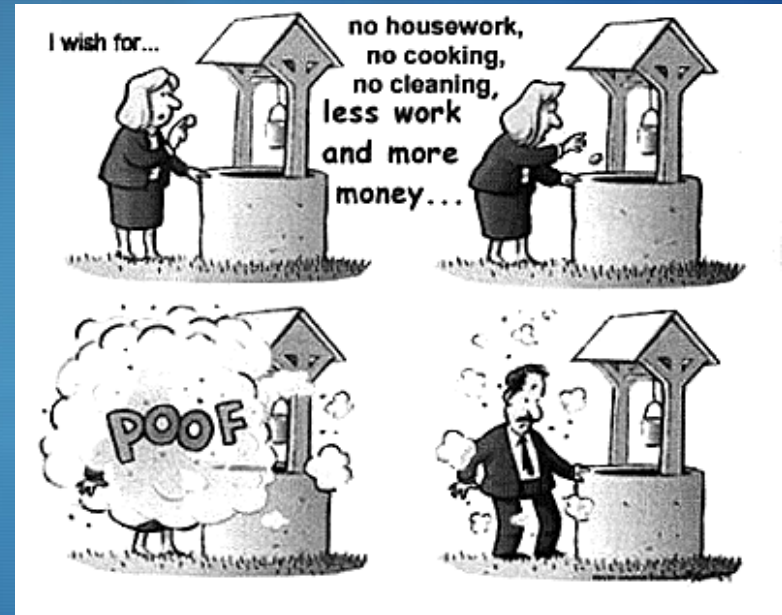
- ◆ I'd like to see where boys and girls end up if they get equal encouragement - I think we might have some differences in how leadership is done.

◆ Sheryl Sandberg



# Gender and Leadership

Maybe we can change this.....



# Gender and Leadership

To look more like this.....



# References

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