REVIEW OF LITERATURE

In the preceding chapter, research methodology was explained by the researcher. Now it the current chapter review of literature related to the study is presented.

"Literature adds to reality, it does not simply describe it. It enriches the necessary competencies that daily life requires and provides; and in this respect, it irrigates the deserts that our lives have already become."

-C.S.Lewis

➢ Women as Leaders: Shared Emotional Intelligence and Leadership Styles

By KATHERINE TABERNER, 2003

Royal Roads University

Women are holding more leadership positions; however their presence in boardrooms is still somewhat of a novel concept for our society. Larry Tapp, Dean, The Richard Ivey School of Business recently wrote in Women *in the Lead* (edited by McKenzie-Sanders, 2002):

The next few years will see a 'changing of the guard' in the boardroom, as a new generation of executives succeeds today's business leaders. From this change comes an opportunity to appoint a greater number of candidates with diverse backgrounds and experiences.

The Research Question:

The main research question explores the meaning and value of emotional intelligence in the context of leadership with women in leadership positions in Vancouver.

Looking at women in senior leadership positions, what Emotional Intelligence capabilities do they share?

What are their preferred leadership styles and how are these reflected in their Emotional Intelligence competencies?

Women are holding more leadership positions; however their presence in boardrooms is still somewhat of a novel concept for our society. Larry Tapp, Dean, The Richard Ivey School of Business recently wrote in Women *in the Lead* (edited by McKenzie-Sanders, 2002)

The findings from the focused group discussion are elaborated as follows:

Jane:

Jane is a managing director of a recently merged multi-national consulting organization. She described herself as a communicator who is direct, honest and apolitical, always presenting the 'bottom line' to others. She said she needed to feel passionate about her work to stay committed Meyerson (2002) talks of tempered radicals as persons who do not really fit into the corporate culture they are part of while trying to make changes within the organization. They "want to rock the boat, yet still stay in. She enjoyed her work in her old organization prior to the merger. She described the work environment as supportive where everyone challenged each other, creating great learning that defined the fundamental issues of the complex work they performed. She expected a lot from others and encouraged them to learn to think independently.

However, in the new 'merged' organization, she found work very challenging.

The two organizations joined with very different cultures and an expectation to assimilate. Jane attempted, as a tempered radical, to change the standards of work generated by team members from the other organization. However she found this very challenging, felt disconnected and struggled to decide if she would stay.

Anne:

Anne is the vice president of an academic institution, which she has helped to create over the past 8 years. She described the development of the organization as one of evolution in which the original hierarchal structure has shifted to one of democracy where there is consensus used to build the team. Her values include courage, discipline, integrity, transparency and hard work. Considering herself ambitious, Anne said she moves to an internal place she does not like when she is in a situation where she is engaged in competition with another. She relies on her intuitive

sense, describing her need to feel right about decisions, noting she knows when "something feels right". She enjoys negotiations and described herself as "principle based" in her approach.

Julie:

Julie is a Managing Director in the political arena. She has recently assumed a role in which she described her current passion as a vision of creating transparent processes that ensure best practices and effective decision-making that is inclusive, by engaging people along the way. She influenced the attitudes of others through the creation of solid relationships.

As a communicator, she described herself as blunt at times but always polite with others. She considers herself non-confrontational but brave when necessary, prepared to stand up for what she believes in. Julie stated she focuses on adhering to her own principles and works to be prepared at all times as she pursues excellence in all her endeavours.

Her ability to get the job done has been demonstrated in the positive feedback she continues to receive from others. She described herself as efficient and professional, while remaining flexible in her approach. She is ethical and forthright with others. A strategic thinker, she understands the value of continuing to educate others in the process she has developed and implemented.

Jocelvn:

Jocelyn is Vice President of a large financial institution where she has worked for the past year. Having a great knowledge of leadership theory, she struck me as one who considers leadership her profession.

I found Jocelyn to be strategic and value-based in her approach at all times. This was evident in her orientation to leadership, her approach to people in her organization and the organization as a whole. Having a clear set of personal values, she understands her responsibility to completely embrace the values of the organization. Decision-making is deliberating, consultative and ethically based. Personal integrity is fundamental for her in all dealings. She stated she works hard to hold her integrity in all decisions and transactions.

As a leader, she described herself as using two styles (directive and collaborative), both based on strategy. She could be directive to show clarity of expectations, particularly in a development process. Her goal with her preferred collaborative style was to provide enough guidance so that employees can both "hone their skills" and be "seen in a positive light'.

Lauren:

Lauren is the CEO of what she describes as a small not-for-profit financial organization. In addition to a staff of 60 employees, she has a Board of Directors to whom she reports and numerous clients to whom the organization provides services.

Lauren described a leader as someone who creates an environment of trust in which others will challenge decisions. She described herself as directive when passionate in her belief around an issue but one who moves into a more collaborative, consensus building approach once she has engaged the stakeholders in a process, relinquishing ownership o f the issue to others for resolution and/or completion.

Lauren described herself as a forthright and honest communicator with an open door policy for all employees. She said some describe her as overly critical and aggressive at times. Although she agrees with these descriptors, she thought these were required on occasion to enable others to achieve their potential by encouraging them to challenge her when they disagree with her.

She described herself as empathetic, compassionate, respectful and honest with others. She stated she works to hold herself close to her values. She considered herself a workaholic who is constantly in the pursuit of excellence within herself and others.

Carla:

Carla is the Executive Director of a small not-for-profit organization. In this capacity, she works with several groups at all levels o f government and reports to a Board of Directors. She has been in this position for less than two years, having initially accepted this position because she believed in the organization and identified a need to create a stronger strategic framework.

Her background was varied, having held many positions of leadership both in the profit and not for profit worlds.

A strategic thinker, Carla works to establish a long-term vision and strategies for any organization with which she is involved. She values the people with whom she works, and is very supportive of them, including all of them in the processes of the organization and encouraging them to take on more responsibility to grow and develop in their jobs. Mutual trust is fundamental to her belief in creating success with people and strategic process.

All Participants:

During the focus group we learned we all shared some qualities. We are all firstborn females, three of whom have an older brother, the youngest of whom is 7 years older. We also learned that based on the Myers-Briggs Test, we are all thinkers as opposed to feelers. The more specific data findings are described below.

Where they work:

Of the six women, five had been hired specifically to develop or change at least some aspect of an organization.

Anne, Lauren and Jocelyn were leaders in organizations that could be described as hierarchal with a combination of men and women in senior positions. Anne noted a shift in the structure of her organization in which the hierarchy had evolved into a democratic team that was focused on consensus and team building. Jocelyn sits on a senior management team, which is comprised of an equal number of men and women. She noted a real desire to work together.

She has observed all decisions are made in the room. This was different from other organizations she has worked in where the senior positions were held primarily by men and decisions were made in the "side, back-door room" and then brought to the table where the illusion of agreement within the group was created.

Lauren talked of establishing an office environment with a structured framework and few policies/procedures. This allowed for flexibility in meeting the continued

Varied needs of individual employees while encouraging a culture of high productivity partnered with fun.

Carla is a leader of a small organization, comprised primarily of women. Julie is also, however her organization is a sub sect of a large provincial organization.

Julie held a fundamental belief that relationships are "an important aspect of getting things done". Taking the time to build effective relationships with others, internal and external to her organization, enhanced her ability to work with others, both those who support her and those who do not. She found that through the building of relationships, even those who disagreed with her eventually became colleagues.

Jocelyn and Carla intentionally created "open space" environments, which encourage team participation and dialogue. In all of these cases there was an expectation of innovation, productivity and excellence in quality of work. This was supported through the encouragement of teamwork, cooperation and support, in which all were included as contributors in decision-making. Information was shared amongst all participants Jocelyn, who had been in her current position for less than two years, had begun to go to her female colleagues to discuss problems they were experiencing, seeking another opinion. She indicated an increase in this opinion-seeking and problem-sharing amongst the women; however she found her male colleagues were initially "taken aback" when she was open with them. She said she continued to be cautious in sharing problems with and seeking advice from her male colleagues.

Jane worked in a hierarchal organization where men held the predominant positions of power and equity, a sector in which few women become partners and shared in the ownership and senior decision-making. She described two types of leadership functions, one in which the professional was responsible for managing her practice and the teams who support her practice, (I saw this as the specialized function silos of the organization) and the other in which the partners oversaw all the silos from an administrative perspective, linking with branches of the organization in different countries, defining the vision of the organization.

Since women were rarely welcomed as partners into this organization, most of the partners were men and they were the primary influencers of leadership. The organization recently participated

in a merger with another large organization resulting in one organization with two cultures and visions for the future. Jane noted this merger heightened the hierarchal structure, creating many layers that were not "necessarily efficient" with no clear vision for the joining of the two organizations. After four months, she described the new organization as comprised of "us and them" with no plan in place to engage the two companies in a process to facilitate one team with a common vision. Combining the best practices of two organizations, which operated with different fundamental values proved to be an enormous challenge that had not been tackled to date. This continued divisiveness led to much confusion, inefficiencies and frustration for many of the employees, an environment in which she found it difficult to "thrive".

In summary, Jane worked in an organization that was very hierarchal in its structure, the result of two hierarchal organizations merging.

She was the only participant who spoke to me of working in silos and experiencing a glass-ceiling. She was also the only one who at the time of the interview was struggling to determine if her current work situation was the best fit for her.

The others worked in organizations that had female or blended male/female senior leadership. None of them expressed dissatisfaction with their work environments at that time. All seemed energized by the work, their relationships at work and their opportunities to both lead and learn.

The influence of these women in their workplaces can be seen in an inclusive culture, which supported excellence, teamwork and communications that included all relevant employees.

Leadership

I think that leadership is made up of three things: you have to have a vision of what you want to accomplish; you have to have the integrity and character to convince other people to believe in that vision; you have to have the ability to get the job done. If you are successful in these things, you will build trust and once you have people's trust, you can lead more easily (Julie).

This was a definition offered by Julie when asked what leadership meant to her. As I reflected on this and the concepts shared by the other participants, I struggled with how I should separate leadership from emotional intelligence. It was important for me to explore the concepts

of leadership that these women believed in; however I also wanted to look into how they used emotional intelligence in this process. Teasing out the concepts of leadership that I wanted to explore became an intuitive process in which I moved their comments from one theme to another in an attempt to dearly describe their sense of leadership without delving into the components of emotional intelligence. I have included in leadership the thoughts around leadership concepts/strategies, styles and connection to family. The values and qualities associated with, and specific to, relationships I have included in my finding of emotional intelligence.

Dynamic, fluid and relational are words that come to mind when describing the concepts of leadership that were put forward. Each participant described leadership as relational and strategic in which a fluid process is implemented to achieve a goal or vision.

In the focus group, the role of relationships within the context of culture was included when describing the function of a board. One commented: There's a whole culture around how the board interacts and what makes it a really value-added process, or a hurdle. It's all back to culture and I think that ifs up to the leaders who are there, being the CEO and Chair, to create that culture.

Another participant added:

You're right— I mean that's part of understanding the politics if you will. Ifs understanding what you will need to do and how it should be approached so I think ifs actually coming to the floor much more and having to relate.

Leadership Concepts/Strategies:

Researcher found that these women to consider leadership to be process-based and included the following components: identifying key participants; defining a vision or goal; achieving commitment and implementing an ongoing process, or strategy, to achieve it. Mostly the respondents were using directive and collaborative leadership styles.

The Qualities that Distinguish Women Leaders *(Greenburg, Caliper 2005)*

Findings: Women's abilities to share freely, collaborate, and build teamwork, distinguish them as great leaders.

Summary:

Good news for women leaders! Your distinct personalities and motivational strengths are creating a leadership profile that translates better in today's diverse workplace. In this Caliper study researchers evaluated 59 women from 19 different business sectors in the U.S. and U.K. to determine what qualities distinguished women leaders with the majority of the focus on personality qualities and motivational factors. This study included The Caliper Profile personality assessment as well as demographic analysis and interviews. The women's results were compared to men in similar job titles from Calliper's database. There were four key findings from this research.

1. Women leaders are more ***persuasive, assertive, determined, and willing to take risks*** than their male counterparts were found to be. Male leaders were prone to push their point of view and convince, rather than to be flexible and persuade. Because women have strong people skills and are able to better asses a situation from all angles, they are more convincing in their solutions to problems.

2. While women scored slightly lower than men on ego-strengths, they had higher, ***interpersonal skills, empathy, flexibility and sociability, and thus showed a determined and resilient nature*** that is often fuelled by the roadblocks and setbacks along the way. When women are challenged by adversity, they are more apt to retry. They are more willing to review an obstacle, learn from their mistakes and start from the beginning. Statistically women are 80% more flexible in resilience.

3. The third finding was that women have a much more ***inclusive and teamwork-building way of thinking.*** They are more likely to solve problems with group efforts and encourage each member of the group to contribute ideas towards the solution. They will not decide until all ideas have been heard, reflected, and tested.

4. Women leaders are more likely to *break the rules and take risks*. Caliper found that women rated higher in urgency and risk taking. They are also found to resist whenever they are restricted in their decision- making abilities.

Women leaders are more persuasive, assertive and willing to take more risks than male leaders.

Methodology

While much research has been published comparing the leadership styles of women and men, this study specifically focused on the personality qualities and motivational factors which are at the core of the underlying gender differences.

This study included a valid and reliable personality assessment, the Caliper Profile, as well as a demographic analysis and in-depth interviews with 59 women leaders from some of the top companies in the United Kingdom and the United States, including: Accenture, Bank of America, Deloitte & Touche, Deutsche Bank, The Economist Group, Enterprise Rent-A-Car, Ernst & Young, IBM, International Paper, Johnson & Johnson, Kohler, Lloyds TSB, Molson Coors and Morgan Stanley.

These women came from 19 different business sectors; the highest representation was Finance (26%), followed by 7% each in Computer, Education & Consulting, Health Products & Services and Real Estate. Age breakouts of the women leaders included: 30-39 years (24%), 40-49 years (49%) and 50+ years (27%). The majority (69%) of the women were married, 5% lived with a domestic partner and 26% were single. Forty-one percent had dependent children living with them in the home.

For comparison purposes, the women leaders in this study were matched to a representative sample of male leaders drawn from Calliper's database, representing similar job titles.

Finding 1:
Women leaders are more persuasive than their male counterparts.

The women leaders scored significantly higher than male leaders in ego-drive (persuasive motivation), assertiveness, and willingness to risk, empathy, urgency, flexibility and sociability.

The strong people skills possessed by women leaders enable them to read situations accurately and take in information from all sides. This willingness to see all sides of a situation enhances their persuasive ability.

They can zero in on someone's objections or concerns, weigh them appropriately, address them effectively and incorporate them into the grander scheme of things when appropriate. These women leaders are able to bring others around to their point of view or alter their own point of view—depending upon the circumstances and information they uncover. They can do this because they genuinely understand and care about where others are coming from. This allows them to come at a subject from their audience's perspective, so that the people they are leading feel more understood, supported and valued.

"The male leaders we've studied, on the other hand, have a tendency to start from their own point of view," explains Dr. Greenberg. "And because they are not as flexible or willing to interact with others, the male leaders may tend to force their perspective and convince through the strength of their position...rather than actually persuading. The male leaders we studied run the risk of not necessarily convincing people to agree with them so much as pushing for their point of view."

Finding 2:

Feeling the sting of rejection, women leaders learn from adversity and carry on with an "I'll show you" attitude.

"With women, it's all about confidence and helping them believes that they can do whatever they want to do. And they don't have to change themselves in order to be successful. I find myself mentoring aspiring young women and giving them that push to get over being so hard on themselves," says Kate Rutherford, Partner at Accenture.

The women leaders were in the mid-range on ego-strength (resilience), which was lower, though not significantly, than male leaders. But they possess stronger interpersonal skills (empathy, flexibility and sociability) and are more assertive than their male counterparts.

This combination of traits enables the women in our study to express a unique approach toward dealing with disappointment, rejection or situations that don't work out their way. Dr. Greenberg

explains, "They will feel the sting of being set back. They may even dwell on it, and tend to be a little self-critical. But then they will muster their assertiveness, shake off any negative feelings, learn what they need to carry on and a voice in the back of their heads will say, 'I'll show you.'"

Libby Sartain, Senior Vice President of Human Resources at Yahoo! Inc., says, *"If I make a mistake, I may be hard on myself initially, but then I quickly shake it off and figure out how to get beyond the situation. I don't let it undermine my confidence. In fact, sometimes when my back is against the wall, the best in me comes out."*

Dr. Greenberg adds, "Essentially, when a woman has the talent and the ambition to move ahead, yet she receives signals—subtle or overt—that others think she will not make the grade, this can fuel her ambition further."

Finding 3:

Women leaders have an inclusive, team-building leadership style of problem solving and decision making.

"Women do have a more inclusive way of leading," affirms U.S. Senator Barbara Boxer, who took part in the study. "We try to bring more people along with us."

While the male leaders demonstrate fine levels of empathy, flexibility, sociability, and urgency (a need to get things done immediately), the women leaders scored significantly higher in these areas. Leaders of both genders shared well above average levels of abstract reasoning and idea orientation. Interestingly, the women leaders were lower than their male counterparts in thoroughness.

The women leaders we studied were more interested in hearing all points of view, then making the best possible decision. The final decision did not necessarily have to be their initial point of view. They were able to read situations accurately and take in information from all sides, then make the most informed decision possible.

The difference in leadership styles between men and women starts with listening. Not just listening to form your answer, but really listening, learning, reflecting, and then implementing a plan that incorporates the best of everyone's ideas.

This inclusive style of leadership is based on open lines of communication, according to Susan Rice, Chief Executive of Lloyds TSB Scotland. She says, *"To learn you have to keep asking. It's all about asking questions. The people I work with will say that the process of my asking them questions helps them clarify their own thinking and they actually come out a little sharper. That takes a lot of trust. My job, as I see it, is to set a clear strategy, ask the right questions, and encourage our managers to be the experts in their business."*

Because women leaders are more willing to share information, they will also take decisions through with many more people than their male counterparts.

Dr. Greenberg speculates, "This inclusive style of leadership, incorporating facts and perspectives from as many sources as possible, positions women leaders ideally for the future, as the information age continues to evolve."

Finding 4:

Women leaders are more likely to ignore rules and take risks.

According to Connie Jackson, Chief Executive of St. Bartholomew's & the Royal London Charitable Foundation, "As a leader, there are times you need to risk going in a direction that no one else has ever taken before. You just have to step out there and follow the path you think is right."

Women leaders scored significantly lower than male leaders in external structure (adhering to established procedures) and cautiousness. They were also significantly higher in their levels of urgency and risk taking. And they have very high scores in abstract reasoning.

The women leaders are more likely to push back when they are overly bound by regulations and rules, engage in more risk taking and come up with innovative solutions.

They tend to have a greater need to get things done than male leaders and are less likely to hesitate or focus on the small details.

Dr. Greenberg says, "Women leaders are venturesome, less interested in what has been than in what can be. They will run the risk of occasionally being wrong in order to get things done. And with their fine abstract reasoning skills, they will learn from any mistakes and carry on."

Gender, emotional intelligence and leadership styles of Japanese managers

By- By Yuko Nishiyama, August 2006

In Japan, women now constitute 40% of the total workforce, but the ratio of women in managerial positions is still very low, at 10%. Japanese women in managerial positions often struggle to fit in this "man's world." This study investigated 118 Japanese managers to see if there was any gender difference in their emotional intelligence and leadership styles. Results were unfavorable for Japanese female managers in both leadership styles and emotional intelligence; Japanese female managers scored relatively higher in transactional leadership, and lower in emotional recognition and expression than their male counterparts. The study calls for further examination of gender differences in leadership styles and emotional intelligence to determine how the Japanese working environment affects female managers.

Objectives:

The objective of this study was to examine the relationship between emotional intelligence and leadership styles of Japanese managers, and the gender difference in the two variables.

The samples were drawn by several methods. First, snowball sampling was conducted.

Results:

Among 118 respondents, 64 respondents (54.2%) were male and 49 (41.5%) were female. 7 respondents (5.9%) were in their 20's, 39 respondents (33.1%) were in their 30's, 25 respondents (21.2%) were in their 40's, 34 respondents (28.8%) were in their 50's and 13 respondents (11.0%) were in their 60's. The ratio of respondents in their 20's was lower and that of respondents in their 30's was higher, relative to the data from census in Japan (2006), where the population of 20's is

20.4%, 30's is 24.0%, 40's is 20.4%, 50's is 24.7%, 60's is 10.6%. This discrepancy is probably because people are usually promoted to the managerial positions in their late 20's to 30's.

The test found that Japanese managers were higher in intellectual stimulation (the component of transformational leadership), management by exception (active) (the component of transactional leadership) and laissez-faire leadership. Japanese managers were lower in idealized influence (attributes) and inspirational motivation (the components of transformational leadership) and management by exception (passive) (the component of transactional leadership. There were differences in the following: Japanese managers were lower in emotional recognition and expression, and emotional direct cognition.

A positive relationship was found between transformational leadership and total emotional intelligence scores (r = 0.474, p < 0.01).

There was no significant relationship between transactional leadership and total emotional intelligence scores, nor laissez-faire leadership and total emotional intelligence scores. Yet, contingent reward (the component of transactional leadership) was related to total emotional intelligence scores.

Women in positions of leadership and Gender-Specific emotional intelligence attributes

-by Phyllis Ann Duncan, BSBA, MBA (The University of Incarnate Word, (May-2007)

The purpose of this qualitative research study is devoted to researching women executives was to take Goleman's EQ Leadership theory and Bar-On's gender related Emotional intelligence research to another level by specifically focusing on the possible relationship between the women in leadership positions and gender specific emotional intelligence attributes. The research was question: Is there a relationship between what has been defined as gender specific emotional intelligent attributes and women who hold positions of leadership?

Bar-On's EQ-i- self report was used for EQ assessment of the 114 participants to explore the research question.

Findings confirm that EQ differences exist between age groups which are consistent between Bar-On's 1999 model. However Bar-On's 1999 model indicated that EQ improves with maturity to the age of 50 but may decline thereafter. This study found that EQ continued to improve in those participants over the age of 50, as in those in the oldest age group 61-74 obtained the highest EQ scores. Additionally participants in the youngest age group had scores that generally supported Bar-On's 1999 premise that such individual would infact have EQ strengths in those attributed identified as female gender specific i.e. empathy and social responsibility. Similarly these participants have scored low in male gender-specific attributes of stress tolerance, adaptability and self confidence... Significantly although with variances, however the female executives in the 29-40, 41-50, 51-60, and 61-74 age groups self reported strengths in all of the attributes identifies as crucial areas of EQ for leaders.

Women deans' perceptions of their leadership styles: A study based on Bolman and Deal's four frame theory

By- Tessie Chambliss Guidry April, 2007

The present study intended to provide research regarding leadership styles of women leaders in higher education. Leadership frameworks or orientations based on Bolman and Deal's (1984) four frame theory were analyzed to determine what frames or combinations of frames were utilized by women of varying demographic and personal characteristics who have successfully attained the leadership position of dean in higher education. The participants in this study were women deans in a group of select peer universities throughout the United States. Institutions were matched based on their status as peer institutions for purposes of normalizing institutional variables.

Selected institutions included in this study were: East Carolina University; Florida International University; Northern Illinois University Ohio University-Main Campus; Old Dominion University - Virginia; Texas Tech University; University Of Missouri-Kansas City; University Of Wisconsin-Milwaukee; Western Michigan

University; Wright State University-Main Campus; University of New Orleans - Louisiana; University of Nevada - Reno; University of North Dakota-Main Campus; Virginia Commonwealth University; SUNY at Buffalo; University Of Louisville; and University Of South Carolina-

Columbia. These peer institutions were chosen because of the relatively high percentage of women serving in deanships within this category of institutions, which provided an adequate sample size for the study. Use of universities like these was also advantageous because the peer institutions selected were meant to be a meaningful comparison group, with a mixture of comparable peers. Institutions identified as peer institutions typically have a role and mission similar to each other.

The primary instrument used was Bolman and Deal's *LOI*. The *LOI* (Bolman & Deal, 1990) has been widely used as an instrument to measure individuals' orientation toward leading through each of the four frames set forth by Bolman and Deal (1984) in their four frame model of leadership. The present study made use of descriptive statistics to determine the frequency and relative distribution of leadership frame preferences among study participants with respect to the study variables and one-way ANOVA to test for statistically significant differences between levels of the independent variables (age, race/ethnicity, time in position, discipline area background, educational background, marital status, and parental status) on the dependent variable *(LOI- Self)*.

Results: The majority of respondents were white, over 51 years of age, and had been in their position for five or less years. Female deans between the ages of 51-60 made up the largest cadre of respondents, (55.2%), with those 41-50 representing the second largest age category, (24.1%), closely followed by respondents over 61 years of age (20.7%). Whites made up the overwhelming majority of respondents, (89.7%), with a small number of African-Americans, (6.9%), and Hispanics, (3.4%) represented. All study participants reported their age and race.

They had been in their current position for 0-5 years, (72.4%). Those female deans who reported are in their current position for 6-10 years made up the second largest contingent, (20.7%), with the remaining percentage of study participants being in their current position for 11-15 years, (3.4%), or 16-20 years, (3.4%). An even more noticeable trend was evident with regard to educational background, with 93.1% of respondents reporting having attended a coeducational institution during undergraduate studies, while 6.9% indicated that they attended an undergraduate women's college.

Female deans indicated that they were married, (65.5%), as did those that indicated that they were parents, (65.5%). Unmarried female deans made up 20.7% of respondents, while 10.3% of study participants reported being divorced. Female deans that reported that they were not a parent made

up 31.0% of respondents. One female dean chose not to report either marital status or parental status.

The primary leadership frame among female deans in the present study was the human resource frame, making up 51.7% of the study population. While 13.8% of the study sample indicated primary use of the symbolic frame, 10.3% indicated primary use of the structural frame, and 6.9% indicated primary use of the political frame. No primary frame was indicated by 17.2% of the population, as highest mean scores were repeated across a pair or multiple frames.

The majority of female deans perceived their differential usage of leadership frames as either paired or multiple, with 41.4% of female deans indicating their perception of multiple frame usage, and 27.6% as utilizing paired. Only 20.7% of female deans indicated use of only one frame, and a mere 10.3% indicated using no frames.

The null hypothesis stated that there is no statistically significant difference in the perceived differential use of leadership frames as defined by the *L O I- Self* when the discipline area background of women deans varies. The difference between the levels of the independent variable, (discipline area background), on the dependent variable, (differential use of leadership orientation as identified by *LOI-Self),* was examined using one way analysis of variance (ANOVA).

Female deans in the Arts and Sciences generated the lowest mean differential use scores with mean differential use scores of 1.83, but that score does illustrate usage of frame orientations approaching a paired frame approach. Female deans with discipline area backgrounds outside of the four primary areas generated mean differential use scores of 2.17, again suggesting usage of paired frame orientations.

Additionally, the present study suggests that women who attain the level of academic dean are much more likely to be married and have a child or children. The results pose that there is an ability to organize and multi-task - abilities crucial to effective leadership at any level but particularly at a high level like that of academic dean. What is often problematic, however, is that sometimes family and work come into conflict.

The findings of the present study showed that the human resource frame was primarily used by the most female deans. The results revealed in the current study have several potential implications

for leadership practice for women specifically and for all leaders in higher education. This research study suggests that women deans in this sample operate primarily from a human resource framework.

Implications for this, however, may be that colleges and universities should provide a supportive environment for female deans that allow them to balance their professional lives with their personal lives. Because of the high level of stress related to the academic deanship, much of the existing literature encourages institutions to provide support for all academic deans in balancing their personal and professional lives.

Emotional Intelligence and Women in Leadership: Connections and Applications

Lesley Sykes BASc (MSc & RD candidate) Department of Food & Nutritional Sciences Brescia University College, University of Western Ontario March 2008.

The concept of non-IQ forms of intelligence, such as emotional intelligence, is only emerging but is quickly acquiring attention. The notion of women in leadership and management has been less widely studied and in some cases, such as female manager effectiveness, it is considered a controversial topic.

The objective of the following discussion of literature is to support a relationship between emotional intelligence and female manager effectiveness. The importance of this relationship will be examined as it relates to the acceleration of women in the managerial workforce and as it applies to a specific profession, dietetics.

Emotional Intelligence and Women in Leadership.

This finding doesn't directly correlate to women being more effective leaders, only that they sometimes tend to score higher on measures of emotional intelligence The key message to take from the literature is that women are finally getting the recognition they deserve for high performance leadership, and that new ways of management are emerging based on a combination of emotional competencies.

Several hypotheses state that higher emotional intelligence scores could be related to women's socially sensitive nature resulting from biological differences and other differences in early childhood socialization. In some other cases male and female leaders score equally in total measures of emotional intelligence, but consistently score higher in different competencies of emotional intelligence.

Ways Women Lead

In more recent times, women have been recognized as exceptional leaders even though this is not yet represented in the percentage of female leaders in large organizations. The cause of this shift was owed to changes in the opinion of what characterizes a great leader.

Their style involves collaborating with subordinates during decision making, being empathetic and self-aware and using other cooperative approaches, such as supportive team building, rather than simply self-interest.

Women's Ways

Women often tend to place greater value upon being humanistic, social, inclusive and acting in cooperative and collaborative ways. The difference in women's and men's personalities may or may not have been propelled by their childhoods, but they are certainly apparent to behavioural scientists who study them at great length. Gender differences in leadership styles have also been observed and are conjectured to be the result of personality variations between men and women.

What is known is that emotional intelligence is becoming more established, and also that more women are gaining representation in management. If in fact women do have superior emotional intelligence, it is possible that we may see some degree of feminization in management and leadership fields as women's ways of leading become more accepted.

An examination of Emotional Intelligence and Leadership competencies among Black and White Female middle Managers

- by Cheryl Davis Jordon, May 2009

Women often are perceived as having stronger soft skills than men, and may be penalized because of that perception. Transformational leadership provides the theoretical foundation for the study. The construct of emotional intelligence (EI) encompasses soft skills. There are disagreements about EI as a separate construct and if EI measures leadership. The purpose of the quantitative, correlational study was to examine the relationship between EI and leadership among black and white female middle managers. Seventy black women and 68 white women completed a 14-question demographic survey and the EQ-i and LPI assessments. The study data indicated statistically significant results that EI relates to and predicts leadership. The research also found that black and white women had average EI scores. Black women in the sample were younger and had comparable EI to the white women in the sample. Results suggest that EI training can enhance the soft leadership skills needed by black and with female middle managers in organizations today.

Results: Minimum and maximum ranges of responses to the 14 demographic questions by the two groups were comparable. Minimum age for Blacks was 30 and 25 for Whites. Maximum age for Blacks was 60 and 63 for Whites. Both black and white women had a range of 0-9 minimum and maximum direct reports.

The most frequent education level was Master's (Blacks 55.7% and Whites 54.4%). Blacks held more Doctorates (11.4% as opposed to 5.9% for Whites) and Whites held more Associates (2.9% as opposed to 0% for Blacks).

Significant correlations occurred between race and number of levels above, and race and age in the sample. Years in current position and age also had a significant relationship. Additionally, number of promotions sought and years in current position, and number of promotions and promotional opportunities had significance.

EQ-i scores and LPI Practice #1 correlated at the $r = .40$ ($p < .01$), leading to rejection of the null hypothesis, and indicating that higher EQ-i scores were positively related to higher LPI 1 scores.

EQ-i scores and LPI Practice #2 correlated at the $r = .34$ ($p < .01$), leading to rejection of the null hypothesis, and indicating that higher EQ-i scores were positively related to higher LPI 2 scores.

EQ-i scores and LPI Practice #3 correlated at the $r = .34$ ($p < .01$), leading to rejection of the null hypothesis, and indicating that higher EQ-i scores were positively related to higher LPI 3 scores.

EQ-i scores ad LPI Practice #4 correlated at the $r = .40$ ($p < .01$), leading to rejection of the null hypothesis, and indicating that higher EQ-i scores were positively related to higher LPI 4 scores.

EQ-i scores and LPI Practice #5 correlated at the $r = .40$ ($p < .01$), leading to rejection of the null hypothesis, and indicating that higher EQ-i scores were positively related to higher LPI 5 scores.

Indian women paving way for Superior Leadership Roles, finds KPMG WILL Forum Survey

New Delhi, November 16, 2009:

Organizations are increasingly recognizing that women do bring substantive diversity to company boards in terms of their composition, skill sets and experiences. Women are also more risk-averse and focus on the long-term interests than do their male counterparts. With leadership today being more results-oriented than process-driven, organizations will see better results if the intrinsically diverse leadership qualities of their women executives are further nurtured. These findings were part of a survey conducted by "Forum for Women in Leadership" (WILL Forum) in partnership with KPMG, on 'Creating Women Business Leaders: Differentiating Styles of Women Executives'.

While much research has been conducted on gender stereotypes, the survey specifically intends to bring to light the personality and motivational factors that serve as the core to underlying gender differences.

Over a span of the last decade, leadership styles in corporate India have been revolutionized in terms of an increased level of forthrightness and a sustained emphasis on inclusive growth.

Key Findings- Macro Level

The survey findings state that decision making and access to important data in any organization is at the disposal of both men and women leaders in accordance with their roles in the organization. 43 percent of the respondents strongly agreed with the view that men and women actually have equal opportunities to grow in their careers and/or rise to positions of top leadership in the corporate sector. A meager 15 percent of respondents expressed concerns with regard to prevailing

biases on the basis of gender, age, marital status and other related gender stereotypes either at the managerial level or across the organization.

Poonam Barua, Founder Convener of the Forum for Women in Leadership said, "The survey and its findings suggest that corporate India seems to be working on the traditional definition of hierarchical, conservative form of leadership, while Indian women professionals are definitely on the rise and are paving the way for re-defining leadership for future generations." She further added," Many aspiring contenders are especially reaping the benefits of inclusion programs with specific women-centric initiatives that many forward-looking organizations have launched. However, the challenging lifecycle stages that women invariably go through do make their journey in the professional world both unique and challenging."

Management Capabilities

A majority of the executives surveyed agreed that women executives were rather adept at managing teams and client relationships. The findings also indicate a higher degree of persuasiveness among women executives in their willingness to take risks. These characteristics augur well in accelerating the pace of development of corporate strategies and provide organizations with a shield against unforeseen events.

In addition, women have time and again proved to be effective crisis management leaders. Women are more risk-averse and also focus on long-term interests than do their male counterparts. Furthermore, women are certainly more conservative over money matters.

Sangeeta Singh, Executive Director Human Resource, KPMG in India said," Our research evidence reveals that women leaders are self-critical of their own strengths and weaknesses and tend to rebound gracefully from setbacks. They tend to be intuitive crisis managers enabling fair and sound judgment.

Further, they drive a democratic and inclusive approach by building an ecosystem and nurturing talent."

Challenges

The survey shows that a whopping 87 percent of respondents agree that striking a judicious balance between corporate life and family life is a predominant challenge that women management contenders are confronted with. Also another 82 percent stated that the existence of gender stereotypes was another barrier that women executives were to break through to reveal their true leadership potential.

In addition, about 91 percent of respondents felt that mentoring and training would play a prolific role in developing and fine-tuning leadership skills, while 63 percent contended that effective leadership did not depend on the number of years of work experience that a leader had.

The survey roped in 104 men and women who were under the ambit of 'top management' in both public and private sector enterprises across different disciplines and sectors ranging from domains like IT/ITeS, hospitality, financial services and advertising to unconventional fields of pharmaceuticals, oil and gas and manufacturing among others. The proportion of women respondents was higher (at 66.3 percent) than that of the men.

Why EQ Matters for Leaders:

-   **BY ARVA SHIKARI**
(HUMAN CAPITAL, MAY 2010, PAGE, 18-23)

EQ IN MEN AND WOMEN LEADERS:

It is believed that men and women differ in the way they exhibit EI; some EI competencies are well displayed by women and some by men. Women have much stronger interpersonal skills. Women are more aware of their own feelings and those of others and are able to connect much better with people interpersonally than men.

Peters has found that in general, women have higher EQ as compared to men. Due to their nurturing roles and social conditioning, women are better at developing social strategies and have more holistic approach towards any situation.

1) Women are better at conflict resolution.

2) Women who are at senior positions at ONGC, has displayed this qualities.

3) Women bring in absolutely a fresh perspective and helps in resolving conflicts by talking to people more. However Dewan differs in his opinion and stressed to the importance of personal strengths and weaknesses. He also stated that there should be no comparison between men and women but yes high EQ for both the genders is a key to workplace success. Now gender differences are seem to be disappearing day by day.

Some advantages largely overlap each other – like a woman may be self confident than a man, and a man may be emotionally empathetic than a woman. Despite contrasting views, a high EQ for both the genders is the key to workplace success.

High EQ leaders:

Leaders who have demonstrated their skills based on the four pillars of EQ have high EQ and are not only able to manage themselves better but are also able to manage relationships better on account of being more aware of themselves and having greater social awareness.

Research has proven that 90% of successful leaders have high EQ; however there are some specific capabilities that they flourish in like, conflict resolution, decision making, influencing, communication, negotiations and developing talent. "If we analyze them closely we observe that all of them are elements that enable EI into practical skills, like self awareness, motivation, self regulation and empathy along with adeptness," says Dewan.

Dewan shares a previous experience where he and his colleagues exhibited all the four EI competencies commanding a high EQ level: during the time of recession, while Dewan was on a project that was close to completion, the IT company he worked in had ramped up the required number of people to go live, but, due to down turn had to take a painful call of redeploying 180 people across to group companies or help them with employment in other organizations.

The leadership brief was clear….. asking people to leave was not an opinion; and senior leadership needed to ensure the exercise does not damage employee brand and emotions are managed as well.

For IBM, views Kumar that coaching and mentoring client partnering and stakeholder management are important aspects where leaders with high EQ flourish. Describing each, he says, leaders with high EQ are able to connect with their employees and understands their strengths and potentials much better. This helps them to provide the right inputs so that they develop better and faster.

It provides the emotional connection that is so much required for business to thrive. It also helps in understanding the expectations of various stakeholders which is a key to internal organizational efficiency. EI helps leaders to listen what is said and not said, much more effectively.

➤ Organizational Management: A Study on Middle Managers, Gender, and Emotional Intelligence Levels

Belal A. Kaifi, Franklin University, Selaiman A. Noori, Carrington College California (Journal of Business studies Quarterly, 2010, Volume 1, No.3, pg no 13-23)

As organizations continuously evolve, it is important to know who can lead and manage an organization to be effective, efficient, and productive. Managers with human skills are needed to help an organization mature and develop; just like a toddler needs a parent to help him or her mature and develop into an independent, sustainable, and self-sufficient adult. This study on 200 middle managers shows that female middle managers have higher emotional intelligence skills when compared to male middle managers, and that those who have more managerial experience have had more time to enhance their emotional intelligence skills. Implications for researchers, managers, and human resource professionals are considered.

The information above illustrates several key points. A total of 100 males and 100 females participated in this survey. A total of 63 or 63% of the males who participated in this study have earned an MBA degree and a total of 41 or 41% of the females who participated in this study have earned an MBA degree. Furthermore, a total of 44 or 44% of the males who participated in this study have at least six years of management experience and a total of 84 or 84% of the females who participated in this study have at least six years of management experience. Additional background information on the organization includes: There are four ranges for age group: 323 employees (56.5%) are 25 and under; 146 employees (25.5%) are between 26 and 34; 74

employees (12.9%) are between 35 and 45; and 29 employees (5.1%) are over age 45. The ethnicity distribution is: 113 employees (19.7%) self-identified as African-American (non- Hispanic origin); 2 employees (0.3%) self-identified as American Indian or Alaskan native; 31 employees (5.4%) self-identified as Asian or Pacific Islander; 72 employees (12.5%) self-identified as Hispanic; 19 employees (3.3%) self-identified as Multi-ethnic background; 175 employees (30.5%) self-identified as Unspecified Race Code; and 159 employees (27.7%) self-identified as White, non-Hispanic.

Hypothesis 1: Females will have higher scores than males for self-awareness.
Hypothesis 2: Females will have higher scores than males for other-awareness.
Hypothesis 3: Those with more management experience (6 or more years) will have higher scores for other-awareness.

Results

Hypothesis one predicted that females will report higher scores than males when it came to Self-awareness, this study supports the hypothesis because male self –awareness scores were significantly lower than female self-awareness scores

The second hypothesis predicted that females will have higher scores than males for other awareness and, this study shows this hypothesis to be true since female respondents had a higher mean than male respondents at a significant level.

The last hypothesis predicted that those with more management experience (6 or more years) will have higher scores for other-awareness, this study showed that there was a statistically significant difference between the means of those with one to five years of management experience and those with six or more years of experience.

Lantz writes that "Survey results suggested that women executives are much more likely than males to be a department head or to fill some other staff position, whereas men are much more likely to be chief executive officer (CEO), chief operating officer (COO), president, or vice president" (Lantz, 2008, p. 292). Many believe that the glass ceiling phenomenon continues to play a role in today's workforce. For example, Babcock explains that "Rather than intentional acts of bias, second-generation gender biases reflect the continuing dominance of traditionally

masculine values in the workplace" (Babcock, 2008, p. 2). Women are perceived to be too emotional and less competitive than men. Overall, there is a disparity between the equal promotion of men and women to higher positions: "Despite high-profile success stories of female CEOs such as Meg Whitman of eBay, only a handful of Fortune 500 firms in 2008 have a woman in the top spot. Consequently, concern remains about the progress women are making" (Wyld, 2008, p. 83). Some of the biases are very subtle and not necessarily as blatant as they used to be, which may be a result of human resource professionals doing a more effective and meticulous job of making their managers aware of the existing equal opportunity employment laws in the United States. However, "Workplace inflexibilities and lack of organizational support are driving women away, creating a leaky pipeline of female talent" (Cabrera, 2009, 45). If there are biases in the promotion of female candidates, there will be fewer role models for others to follow who are interested in following in their footsteps. "In gender studies of public administration, there is significant evidence that women have less organizational power than men, measured in lower pay, fewer career opportunities, and underrepresentation at the highest leadership levels" (Portillo & Dehart-Davis, 2009, p. 339).

Women Leadership in Indian Corporate: Analyzing Social Perceptions

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Women first started driving into the labor force and trying to be more like men in every way, from wearing power suits to picking up golf clubs. When women, who have traditionally been denied a voice in decision-making, come to power, they transform the development agenda toward the human component - focusing on health, nutrition, education, water, sanitation and better family income. They tackle long-ignored problems such as domestic violence, alcoholism and corruption. According to a survey done by Economic times, there are only16 women on the board of directors of the 30 sensex companies, or only 4.8% of the 335 people who hold directorship positions. In

the Bombay Stock Exchange (BSE) 100 companies, which throws up 923 directors, only 50 (or 5.4%) are women, while companies in the BSE 500 index have only 192 women (or 5.3%) out of 3650 persons holding directorship positions. According to Poonam Barua, founder chairperson of the Forum for women in Leadership, India's 500 million strong female populations does not find representation in even 10% of the managerial posts across companies.

The Catalyst study shows Fortune 500 companies with three or more women on the board, had significant performance advantage over those with fewer women on the board, which includes up to 73% higher returns on sales, up to 83% higher return on equity, and up to 112% higher return on invested capital. Studies also show that gender diversity is varied across business sectors. So while women representation is better in sectors like IT. ITeS and financial services, others like manufacturing and consumer durables have still a long way to go.

Some facts and figures about the women employees at leadership role

Companies in the Asia Pacific Region are clueless about giving their women employees more leadership roles, a new Mercer survey on Women's Leadership Development shows, about 15% of the respondents were from Indian organizations. Clearly, it's not enough to have the wherewithal; companies must adopt a philosophy encouraging talented women to lead from front.

Near about 73% companies don't have a strategy for developing women in leadership roles. 42% companies do not offer activities targeted to the needs of women leaders. 23% companies offer some activities or programs for women. 9% companies are planning to add programmes and activities in the future. 20% companies are very concerned about retaining women in leadership role. 20% companies want to have work-life programmes to attract and retain female talent. 81% companies want to help women develop the full range of skills for senior leadership roles. Many of the respondents believe women have the right stuff to be leaders. When it comes to honesty, intelligence and a handful of other character traits they value highly in women leaders, the public rates women superior to men, according to the survey conducted.

Nevertheless, a mere 6% of respondents in this survey of 2,250 adults say that, overall, women make better leaders than men. About one-in-five (21%) say men make the better leaders, while the vast majority -- 69% -- says men and women make equally good leaders.

Following are the key strengths of Indian Women as leaders

• Ability to network with colleagues

• Ability to perceive and understand situations

• Strong sense of dedication, loyalty and commitment to their organizations

• Ability to multitask

• Collaborative work style—solicit input from others, with respect for ideas

• Crisis management skills

• Willingness to share information (interactive leadership style)

• Sensitivity in relationships (e.g., compassionate, empathetic, understanding)

• Behaving in a gender-neutral manner

(Source: Adapted from Budhwar, P. S., Saini, D. S., & Bhatnagar, J. (2005, June). Women in management in the new economic environment: The case of India. Asia Pacific Business Review, 11(2), 179-193)

3) International Journal of Multidisciplinary Research Vol.1 Issue 4, August 2011, ISSN 2231 5780

A 2005 study of senior women in public and private sector firms, titled Women in Management in the New Economic Environment: The Case of India, found that women look for work from economic necessity and for personal goals. Women in lower to middle socioeconomic status seek income opportunities, and those in the upper middle class pursue a career for professional ambitions. Women with higher education have more interest in independence, are career-oriented and interested in quickly moving up the organizational ladder. The key challenge for women managers is managing both their traditional role as housewives and their career. Women ‖ experience great pressure to work hard to prove themselves in the workplace and one of the greatest obstacles is how women leaders are treated by men. They often receive differential treatment, reinforcing the stereotypical view of being inferior and less important than men, resulting in not being offered challenging jobs and not being part of important organizational issues. Yet, despite social and attitudinal barriers, Indian women have gained some equality. Indian organizations are beginning to realize that women can do the same work as men, although in some cases, they have different needs. When it comes to hiring practices, most men and women leaders see employment

as based on merit, not gender (90% men and 79% women), but only about one-third think that organizations look for ways to increase the number of women in senior management roles. In terms of organizational perceptions of importance of gender issues, overall, Indian organizations lack sensitivity about these issues and under appreciate women's capabilities and talents.

It was also found during the survey that as far as the management skills and leadership styles are concerned generally men tend to want women to act like men, and most men are not comfortable working for a woman leader. Overall, women prefer an interactive style, and men prefer a command and control style. To be successful in business, women develop management styles that make it more comfortable for men to work with and/or report to a female manager. Men and women tie on two of the next three traits on the public's ranking of leadership qualities measured in this survey -- hard work and ambition. Men prevail over women on decisiveness (their solo "victory" in the series of eight traits), with 44% of respondents saying that men are more decisive and 33% saying women are.

Finally, women have big leads over men on the last three traits on the public's rankings of the eight items measured: being compassionate (80% say women; 5% say men); being outgoing (47% say women; 28% say men) and being creative (62% say women; 11% say men). The survey also asked respondents to assess whether men or women in public office are better at handling a range of policy matters and job performance challenges. On the policy front, women are widely judged to be better than men at dealing with social issues such as health care and education, while men have a big edge over women in the public's perception of the way they deal with crime, public safety, defence and national security. As for job performance skills, women get higher marks than men in all of the measures tested: standing up for one's principles in the face of political pressure; being able to work out compromises; keeping government honest; and representing the interests of "people like us."

Overall, however, women emerge from this survey a bit like a sports team that racks up better statistics but still loses the game - witness the tiny 6% of the public that says women generally make better leaders than men. To be sure, the fact that such a large majority of respondents (69%) said that women and men make equally good leaders is itself a measure of the profound changes in women's role in society that have taken place over the past several decades. Women make up

57% of all college students, about half of all law and medical school students, and more than four-in-ten students who earn masters degrees in business. They make up 46% of the total private sector workforce and 38% of all managers.

However, it's still lonely for women at the very highest step of the corporate ladder. Women are just 2% of the CEOs of the nation's Fortune 500 companies. In the political realm, they make up just 17% of all members 16% of all Indian senators; 16% of all governors; and 24% of all state legislators.

(Source: http://pewresearch.org/pubs/932/men-or-women-whos-the-better-leader, last accessed on 21/03/2011)

Asked what accounts for this slow movement toward gender equivalence in top political positions, about half (51%) of all survey respondents said a major reason is that Indians simply aren't ready to elect a woman to high office; more than four-in-ten (43%) said a major reason is that women who are active in corporate are held back by men, and 38% said a major reason is that women are discriminated against in all realms of society, and corporate is no exception. These are the three most prevalent choices among seven possible explanations presented in the survey.

Next in the pecking order of explanations is the time pressure that comes with trying to balance work and family; 27% of the public cites this as a major reason there aren't more women leaders in corporate world. Some 26% said that a big reason is that women don't have the experience required for higher positions. The least common explanations - chosen as a major reason by just 16% and 14% of respondents, respectively - are that women don't make as good leaders as men and those women aren't tough enough for corporate world.

According to Catalyst Quick Take: Women in the Labour Force in India. **New York: Catalyst, 2012**:

Currently there are over 1,219,300,00 people living in India, which makes it the second most populous country in the world, following China. Women are 48.5% of the general population of India. There is a gender gap at birth. For every 100 girls born, there are 112 boys born; this gap is even wider in some regions. Of all ages, the gender gap is 100 females for every 107 males.

Of those ages 15 and up, just 47.8% of females were literate compared to 73.4% of males, and out of the total population in India, 61% is literate. Men dominate the numbers of those enrolled in higher educational degrees. In 2009-2010, women were 26.1% of all rural workers, and 13.8% of all urban workers.

Women are an estimated 31.2% of all economically active individuals. Women earn 62% of men's salary for equal work. 26.2% of women compared to 9.0% of men cited a lack of role models as a barrier to advancement.

India ranked towards the bottom of the 134 countries, with a ranking of 113, on the 2011 Global Gender Gap Index. Women are just 3% of legislative, management, and senior official positions. According to Gender Diversity Benchmark, 2011, India has the lowest national female labour force and the worst leaking pipeline for junior to middle level position women. 28.71% of those at the junior level of the workplace,

14.9% of those at the middle level, 9.32% of those at the senior level. Of 1,112 directorships on the Bombay Stock Exchange 100, just 59 (5.3%) are held by women.

Out of 323 total executive directorship positions (generally considered to be prerequisites to holding the CEO position) on the Bombay Stock Exchange 100, just eight (2.5%) are held by women.

54% of companies on the Bombay Stock Exchange 100 have no women board directors. Despite occupying small percentages of leadership positions, 97.2% of women (compared to 95.6% of men) aspire to jobs with increased responsibility.

Women's Leadership: Using the competing values framework to evaluate the interactive effects of gender and personality traits on leadership roles

Alan Belasen *SUNY-Empire State College Nancy* Frank SUNY-*Empire State College*

This paper addresses the interactive effects of gender and personality traits on transformational and transactional leadership using the Competing Values Framework (CVF). Here the authors review theories and studies relating to transformational and transactional leadership roles, including gender studies that seek to relate the disproportionate representation of women in senior levels of management to the 'vision thing' (Ibarra & Obodaru, 2008). Second, they examine the tenets of the CVF as an organizing schema to help group and differentiate leadership roles (Quinn, 1988). We then provide a categorization of leadership roles and personality traits and discuss its relevance to studying women leadership (Belasen & Frank, 2008) followed by a review of the research objectives of the current study, methods of analysis and results. Finally they suggest a number of explanations for the findings that, in addition to transformational strengths, women perceive themselves as strong in CVF-related transactional roles. They conclude the study with a discussion of the Catch-22 women face as they try to get past the invisible glass barrier and provide implications for leadership development and suggestions for future research.

Findings

Based on a previous LISREL model with causal paths between personality traits and CVF leadership roles (Belasen & Frank, 2008), a path analysis of these items was conducted, using the CVF roles as latent variables, to indicate a relationship between women and these CVF roles. A significant path indicates that women scored higher than men for these constructs.

Being a woman also directly influenced (without the intervening personality trait, conscientiousness) a single indicator of *producer* role strengths. It is important to note that this path analysis brings in the *coordinator* role, the second *compliance* role, in addition to the *monitor* and *producer* roles found in the regression analysis. In spite of common perceptions, women do not always see themselves as having strengths in the nurturing, relationship aspects of transformation leadership. To the contrary, in this study, women saw their strengths as being not at all transformational, but more transactional, focused on practical, efficient, task achievement oriented managerial leadership.

Explanations for the failure of our findings to support the proposition that women would display stronger scores in transformational roles.

The Emotional Intellignce of successful African American Women Leaders. - Monique Grissettee-Banks, SPHR-MA, Fielding Graduaate University, 2013.

 The present study tried to explore the obscure aspects of African American Women Leaders lives. Especially the study focuses in finding out the emotional traits, behaviours and characteristics which have enabled them to achieve their leadership success.

Research Methodology:

The data was collected on Emotionl Intelligence from 42 African American Women Leaders. Again the data was collected from the participants to know about their percetion on the scores they got in relation to their leadership practice.(1997) model of emotional-social functioning. Researcher has used Bar-On's (1997) model of emotional-social functioning. Therefore the ley research question for the study is "What is the emotional intelligence of successful African American Women Leaders?"

Research Design:

As per the need of the sttudy Researcher has used a mixed methodological design that was descriptive. Researcher used a quantitative survey questionnaire and qualitative focul group interviews. Thos study is also called multiplistic as it has used multiple ways to find out the facts.

To generate data, leaders provided their responses to the following questions:

1.   What is your reaction to the overall total EQ- score?
2.   What is your reaction to the composite scale scores; the subscale results, and select assessment items?
3.   Do these emotional skills and traits relate to your leadership practices? Finally they were asked to share applications or next best actions they will take with this new knowledge about EQ- and African American women leaders

Pilot study:

Researcher has conducted a pilot of the aforementioned research study. This pilot study included five administrations of the EQ-i questionnaire, and one focus group discussion with the five participants. As result of the successful implementation of these methods, no changes were made to the research design of the main study.

Research Participants

Participant Recruitment

The selection process for participation in this study employed the use of convenience sampling and snowballing, which resulted in the identification of 42 participants who met the criteria. Participants and their contacts recommended other individuals.

This researcher used a selection checklist to ensure that both required homogeneity and diversity in the participant pool was achieved and to validate the following screening criteria:

They self-identify as "Black" or "African American" women. They work in a specific leadership role as previously described in a U.S.-based workplace. They have worked "in role" for a minimum of 3 years. They perceive self as "successful" in their leadership role. They are between the ages of 25 and 70. They agree to participate in the emotional intelligence assessment tool (EQ-i). They sign an informed consent agreement

Demographics of the Research Sample:

The research sample consisted of 42 AAWLs who have held leadership positions at the director level or above or who served in a leadership capacity three levels from the top of the organization for a minimum of 3 years.

Key Findings:

81% of the participants stated that they were 40 or older, just 19% were between 30 and 39, and there were no participants younger than 30 years old. Thirty-one percent of the participant group hailed from the Mid-Atlantic region of the United States. Twenty–nine percent represented the Southeast, and 12% were from the Southwest.

The largest occupation group among participants was business management represented by 26% of the group. Education was the second largest occupation with 17% of the participant group. Financial Services and Social and Government Services tied for the third highest occupation among the participants with 12% of the members in each category.

Five of the participants had fewer than 3 years of tenure in their current role but were included in the study because they had recently moved from a role that met the 3-year time service criteria to another role that also met the leadership-level criteria for this study. The transitions were most often due to internal promotions within their organizations.

Forty-seven percent of the focus group participants resided in the Mid-Atlantic region. Occupationally, participants in the focus groups worked in Education, Public Office, Business Management, Marketing and Sales, Financial Services, Computer and Technology, Social and Government Services and Medical, and Health-related fields. Forty-one percent of the participants served in leadership roles in general Business Management followed by 17 % in Financial Services. Seventeen women, or 40 % of the total group, participated in one of three focus groups hosted by teleconference.

Study reveals the Intrapersonal composite scale as the highest functioning scale in the assessment with a score of 112 and the Interpersonal composite scale as the lowest functioning scale with a score of 104. Scores on the remaining composite scales, Stress Tolerance, Adaptability, and General Mood, are in the average to above average functioning range.

The Total EQ score of 110 for the group of African American women leaders in this study was high demonstrating atypically well-developed emotional capacity

India Inc gets more women in top Management:

Times business, The Times of India, Ahmedabad, Friday, March 8th 2013.

Women's role in senior positions goes up over 50% in 2012 as Cos Bridge Gender Gap

- **By Samidha Sharma & Shubham Mukherjee, Mumbai:**

That India Inc has had an abysmally low representation of women at the top has been well chronicled over the years. But there is a bright spot emerging that gives hope. Women's presence in senior management roles has now crossed the double-digit mark, signalling the progress that women have made in the corporate world.

Given the needs of gender diversity in modern businesses, Indian companies during 2012 went all out to woo women for top roles. As a result , there share in senior management roles increased to 14% last year from 9% in 2011, an over 50% growth, reveals the findings of the study commissioned by TOI to global recruitment firm, Randstad.

It's expected to gather strength over the next few years as there is also a growing trend of more women appearing for CAT exams and business schools admitting more female students.

Chanda Kochhar, MD & CEO of ICICI Bank finds the trend encouraging. "This increase has come out as a result of organizations becoming gender-neutral, realizing the benefits of diversity and because women themselves are taking charge and at the same time exuding more confidence." She feels even their presence on boards would increase over a period since it's a process of evolution.

"With a substantial number of women at the entry level now, their presence in the middle management would also improve over a period and ultimately it would lead to some of them making it to the top."

Not all numbers are heartening though. The study, which tracked the BSE 500 firms, reveals that only 3% of women hold top positions in executive positions in India Inc. Against this, the comparative figure is 10% in Europe and 14% in the US. This is despite the fact that organizations are implementing diversity programmes and focusing on getting more women into the workforce, so much so that head hunters are being paid more to get a suitable woman candidate.

"The increase in number of women leaders is a welcome trend. Typically, women tend to sacrifice their careers over family. This is the single biggest deterrent for Indian working women to scale the corporate ladder." Says E.Balaji, CEO, Randstad. The lack of women at the top rung is fallout of fewer options being available for organizations to choose from as far as female talent goes. "The reason for the number of women in senior position going up is reflective of the fact that Indian women have become more career oriented, have more social support along with the climate and

context being right for this growth in female participation in the workforce. We have to recognize that women themselves have done very well academically and professionally instead of crediting the affirmative actions being taken by organizations," says Santrupt Misra, Director, Group HR, Aditya Birla group.

Here's another woman CEO's perspective on why their representation is still low. Says Bala Deshpande, India MD OF New Enterprise Associates, a private equity fund: "We have the ethos, we have the talent too. It is now a matter of igniting minds with the right type of education, inspiring through mentorship and encouraging a more expansive mindset about the role of women in our society."

The future appears bright. In 2010, around 53,732 women took the CAT exam and this number grew by 13.2% between 2010 & 2012. Overall, IIM's have around 15% female students, and in 2012, the percentage of women shortlisted at the top three IIM's went up to 23.3% from 15.96%

Indian school of Business (ISB), on the other hand, has impressive 28% women in its present class of 767 management students against a global average of around35-45% of business schools like Harvard and Wharton.

"We have seen the number of women increases every year and what is even more encouraging is that the average age of these women is 27 years. This is indicative of a big change happening in the Indian society as many of them at the age face other pressures but still wade through everything and pursue an MBA, "says Deepak Chandra, deputy dean of the ISB.

1 Lakh, And Counting: TCS Top Employer of Women but Only 11% Of Them Are In The Senior Levels.

BY- Reeba.Zachariah

(Sunday Times, September 21, 2014, Mumbai)

In a landmark for India Inc, the number of female employees at TATA Consultancy Services (TCS) has crossed the one lakh mark, making the country's biggest employer of women in the private sector. Women now comprise one third of the IT major's 3.06 Lakh workforce.

This makes TCS, also the most valued company in India, one of the top employers of women in the technology sector globally. The top slot is held by IBM, which has an estimated 1.3 lakh women out a workforce of 4.31 lakh.

In terms of market cap, the next two players in the domestic IT market are Infosys (54,537 women employees) and Wipro (45,276) but the female workforce of TCS is more than the two combined. The IT and the BPO sector collectively employ about 3.1 million, of which nearly 1 million are women, according to industry body Nasscom.

The Mumbai head quarter IT giant's achievement has also given a boost to the $103 billion Tata Group's female employee strength, which now stands at more than 1.4 lakh.

We have a lot of female talent in India, especially in technology. From 10,000 to 1,00,000, that is a growth of about 10x in 10 years, N. Chandrashekharan, CEO and MD, TCS, told TOI.

In India across companies and sectors, the gender ratio is undeniably skewed towards male employees. However, India Inc has been stepping up efforts to bridge the gap of implementing progressive policies and creating innovative solutions to hire, retain and encourage the women talent. Diversity challenges, homogeneity in thinking, which is a good thing. There is no doubt that we want to be the rich and diverse organization, said TCS boss. There have been several research reports which indicate that women think differently than men and bring more empathy and intuition to leadership.

Within TCS, a major chunk over 40% of its women employees are either new recruits or at the junior levels, while about 11 % are in the senior management. Though the tech giant has improved its gender diversity, it sees significant attrition after women rise to the mid management level.

Other Research Studies

A positive progress for women in the Indian management space as well as barriers to their progress is being documented by many research organizations. Research shows that the economic development of India has been positively influenced by entrepreneurial enterprises. Further, entrepreneurship has provided women in India the opportunity to enter social and political circles previously closed to them. Family background and support play an important role to achieve

independence and move above the confines of a male-dominated traditional society. For most women entrepreneurs, financial stability in the household and family support is critical for their success.

"A supportive family, both before and after marriage, is a key factor for Indian professional women to succeed."

However, women in management face challenges due to stereotyping. Implications for Organizations note that stereotypes and perceptions of Indian women in the workplace appear to have had a significant negative impact on the position of women leaders. This study suggests Indian women are viewed as working in PR, HR and administrative positions at low to junior levels, and in fields such as fashion and beauty. Women in Indian organizations felt that such stereotypes result from not being given challenging assignments. Yet, male leaders saw women as being treated more leniently than men when making mistakes. A Glimpse explored existing gender stereotypes in corporate India. According to this research, Indian men leaders held similar managerial gender stereotypes as found in earlier Western studies. That is, they associate managerial success with men more than with women (―think manager—think male‖). In contrast, Indian women managers did not project gender stereotypes on managerial positions.

Do Leaders Need Emotional Intelligence? : A Study of the Relationship between Emotional Intelligence and Leadership of Change

AUTHOR: Malcolm Higgs

Emotional Intelligence (EI) & Leadership

There is little doubt that the concept of Emotional Intelligence has become a 'hot topic' in the area of organisational behaviour (Higgs & Dulewicz 1999). Whilst attracting a large amount of academic, practitioner and media attention it is evident that the topic is an emerging one with resulting confusion, misunderstanding and differences of opinion on the topic (Higgs & Dulewicz 1999; Dulewicz & Higgs 2000; Woodruffe 2001). Indeed there is, as yet, no agreed definition of the concept (Woodruffe 2001). As Dulewicz, Higgs & Slaski (2001) comment the definitions of

EI may be seen as falling into those based on interpretation of the construct as an ability (Salovey & Mayer 1990); a set of competencies (e.g. Goleman 1996) and a personal capabilities approach (e.g., Higgs & Dulewicz 1999; Bar-On 2000). The personal capabilities approach is more easily operationalized whilst retaining psychometric rigour. A definition, using this approach is offered by Higgs & Dulewicz (1999) in which they suggest that Emotional Intelligence is: 'Achieving one's goals through the ability to manage one's own feelings and emotions, to be sensitive to, and influence other key people, and to balance one's motives and drives with conscientious and ethical behaviour'

In an extensive review of the literature on Emotional Intelligence Dulewicz and Higgs (2000) identified the core common elements in the overall construct which were subsequently demonstrated in empirical studies (Dulewicz & Higgs 2000). These are:

1. **Self-Awareness**. The awareness of your own feelings and the ability to recognise and manage these.
2. **Emotional Resilience.** The ability to perform well and consistently in a range of situations and when under pressure.
3. **Motivation**. The drive and energy which you have to achieve results, balance short and long-term goals and pursue your goals in the face of challenge and rejection.
4. **Interpersonal Sensitivity.** The ability to be aware of the needs and feelings of others and to use this awareness effectively in interacting with them and arriving at decisions impacting on them.
5. **Influence**. The ability to persuade others to change their viewpoint on a problem, issue or decision**.**
6. **Intuitiveness.** The ability to use insight and interaction to arrive at and implement decisions when faced with ambiguous or incomplete information.
7. **Conscientiousness and Integrity.** The ability to display commitment to a course of action in the face of challenge, to act consistently and in line with understood ethical requirements.

In a range of research studies Dulewicz and Higgs (1999; 1999b; 2000) have demonstrated that Emotional Intelligence is strongly correlated with individual advancement and success in an organisational setting and with individual performance.

In reviewing the Emotional Intelligence research Higgs & Dulewicz (1999) indicated that there was a developing view that Emotional Intelligence may be strongly related to leadership. A number of assertions to this effect have been made by both researchers in the field of Emotional Intelligence and leading authors on the topic of leadership (e.g. Goleman 1998; 2000; Bennis 1985).

In looking more broadly at leadership and, in particular, the future nature of leadership, a number of authors and researchers have identified the growing significance of Emotional. Intelligence (e.g., Cacioppe 1997; Sosik & Magerian 1999; Chaudry 2000). In part, this shift in focus from the rational to emotional aspects of leadership represents the continuation of a trend encountered more broadly in thinking on organisational behaviour and leadership (e.g., Fineman 1997; Goffee & Jones 2000). Indeed, although not explicitly surfaced, much of the literature on transformational leadership implies that leaders require Emotional Intelligence.

In reviewing the more recent literature on leadership and that on Emotional Intelligence there is, on a content analysis basis, a case to be made for the linkage between the two. This is illustrated in Table 3 which provides a 'map' of some of the key leadership models and their potential relationship to the elements of Emotional Intelligence as defined by Higgs and Dulewicz (1999).

Results

The results of the study are reported below.
The study sample comprised some 70 participants from a range of private sector organisations who had completed the Change Leadership Competency questionnaire (CLCQ) and the self-assessment Managerial EIQ.

Table 5 — Sample Description for CLC: EIQ Analysis
Sample Size - 70
Mean Age   - 35.3 years
Standard Deviation   - 3.8 years
Male - 61.2%
Female - 38.8%

It is evident that clear relationships exist between EI and Change Leadership Competencies (as measured by the CLCQ). Of the seven EI elements there are positive and significant relationships with all except Intuitiveness. At the overall level there are clear relationships between EI and Change Leadership (as measured by the total CLCQ). Of the potential 48 relationships some 29 are statistically significant (60.4%). This is well in excess of the minimum of five percent which suggests change relationships (Hair et. al. 1995) and indicates a strong overall level of inter-relationship between the two constructs.

Conclusions

The core research question, which this study was designed to address, was the relationship between Leadership and Emotional Intelligence. The results suggest that such a relationship does indeed exist in the context of Change Leadership. However, the relatively small sample size and limitation to Change Leadership suggests that care is needed in generalising from this research study. Furthermore the use of a self-assessment measure of EI raises issues in relation to the robustness of such a measure (Dulewicz & Higgs 2000). Therefore, further research using a 360 degree assessment of EI (Dulewicz & Higgs 2000) would be important.

In addition, further research with larger samples, and in a broader range of sectors, gender mixes and age ranges, would prove to be valuable. In addition further research using alternative leadership models and frameworks would appear to be warranted.

Gender and leadership styles: A review of the past decade.

Marloes L. van Engen & Tineke M. Willemsenversity, The Netherlands

All-female Studies: Conclusions regarding women's special values, behavior and management style are often based on data from studies of only women. Mainstream leadership research has been concerned mainly with men leading other men (Nieva & Gutek, 1981). According to Denmark (1993), "by ignoring gender as a variable in studies on leadership, researchers created many blanks in theoretical and research designs" (p.345). In the last decades, however, women have entered the workforce in great numbers, slowly trickling into the management and executive

layers. Simultaneously, studies on gendered organizations, on female leaders, and on women in management appeared, now forming a massive body of literature itself.

One of the first studies, by Apfelbaum and Hadley (1986), was based on interviews of fifteen leading women in France and the USA. These women stated that they did not use a similar style as their male colleagues. They described themselves as down-to-earth, result-minded, participatory and aware of personal values of subordinates, and good listeners, resulting at times in a maternal, momma-leadership style (p.215). Stanford, Oates & Flores (1995) interviewed twelve women who were selected because they appeared in newspapers. The women facilitated communication, were team builders, used referent or reward power, inspired, motivated, and fostered mutual trust and respect.

Willemsen, Rojahn & Fischer (1993) concluded from a survey among 273 female readers of a Dutch glossy magazine "Woman and Business" that women prefer a consulting leadership style. Similarly, Helgesen (1990) concluded from diary studies of four female leaders that their leadership style was participative, consensus building and empowering, leading to "a web of inclusion" rather than men's hierarchical leadership. However, reactions from male managers stating that they - although being men - recognized their own experience in the leadership style described by Helgesen, necessitated an adjustment of the conclusions. In 1995, Helgesen stated that the "web of inclusion" is not strictly reserved to women. Usually, authors studying only women caution that they do not wish to make comparisons with men (as managers), but instead study women from a women's perspective, often focussing on the diversity among women (as leaders). Nevertheless, a conclusion of difference is hard to avoid and is often implicitly made.

Strong Conclusions Based on Mixed Results. What kind of results do we need to be able to conclude that a sex difference in leadership style does exist? In general, the concept of style includes a variety of behaviors. What should our conclusion be if differences are found on some measures but not on others? Let us consider, for example, three studies reported in a paper by Bass, Avolio and Atwater (1996). The first study was also published by Bass and Avolio in 1994, under the title "Shatter the glass ceiling:

Women may make better managers". Significant sex differences were found on all four transformational leadership scales and on two of the four transactional scales. In the second study,

significant differences occurred only for half of the transformational and for one of the transactional scales. In the third study, only two out of seven subscales showed significant sex differences. Thus, the results were at least mixed.

Under the title: Gender and Leadership Styles, the first study, an overwhelming difference. Sex is often confounded with other variables. Status (e.g. Doherty,1997), hierarchical level in the organization (e.g. Denmark, 1993; Rinfret & Lortie-Lussier, 1997), organizational type (e.g. Gardiner & Tiggeman, 1999), and number and characteristics of subordinates (e.g. Druskat, 1994; Lee, Smith & Cioci, 1993), are just some of the variables that are often correlated with manager's sex and might as well explain differences found between men and women. Detailed analyses should specify the impact of each of the confounding variables before it can be concluded that a difference is in essence sex based.

Various classifications of leadership styles, the patterns of leadership behaviors, have been used in research. The dimension of autocratic and democratic decision-making (also called directive versus participative or job-centered versus employee-centered leadership) was introduced by Lewin and Lippitt in 1938. The dimension autocratic to democratic leadership ranges from the leader not allowing interference of subordinates in decision making and leading more autocratically, to the leader behaving more democratically and inviting subordinates to participate in the decision making. The dimension autocratic versus democratic leadership is considered to be a single bipolar dimension, i.e. a continuum. Acting democratically excludes being autocratic at the same time, but leaders may use both styles depending on the particular situational contingency of both the task structure and subordinate characteristics (e.g. Vroom & Yetton, 1973; Hersey & Blanchard, 1974). Sometimes another style, laissez-faire, is added, representing an avoidance of leader behavior (e.g. White and Lippitt, 1960).

The dichotomy task oriented versus interpersonally oriented was introduced by Bales (1950) to describe the division of leadership tasks in small groups. Interpersonally oriented leadership includes behavior such as helping and doing favors for subordinates, looking out for their welfare, explaining procedures, and being friendly and available.

Task oriented leadership consists of behavior such as having subordinates follow rules and procedures, maintaining high standards of performance and making leader and subordinates roles

explicit. Some authors consider task oriented and interpersonal oriented leadership as separate, relatively orthogonal dimensions (e.g. in the Leader Behavior Description Questionnaire by Halpin & Winer, 1957), whereas others consider these orientations as two ends of a single continuum (e.g. in the Least Preferred Co- Worker instrument by Fiedler, 1967).

The last decades there has been a flurry of research on a leadership style referred by various scholars as visionary, charismatic, transformational, inspirational and postheroic leadership (e.g. Conger & Kanungo, 1994; Den Hartog, van Muijen & Koopman, 1994). Transformational leadership is part of a dichotomy; it is differentiated from transactional leadership. Transactional leadership comprises (a) contingent reward, negotiated agreements between leaders and followers about objectives and task requirements and suitable rewards; and (b) monitoring and correcting of, and intervening in, follower performance, called management-by-exception (Bass et. al., 1996). Both transformational and transactional leadership are thought to vary independently.

Transformational and transactional leadership are often contrasted with the absence of leadership, laissez-faire, also mentioned earlier in the context of autocratic and democratic decision making (e.g. Bass & Avolio, 1994).

Sometimes charismatic leadership and transformational leadership are used as synonyms, but often charisma is considered a sub dimension of transformational leadership, along with the sub dimensions inspiration, intellectual stimulation and individual consideration (Bass, Avolio & Atwater, 1996). Charismatic leaders are often described by the extraordinary impact they have on their followers; unquestioning obedience, loyalty and idolization. Some behavioral attributes of charismatic leadership seem accepted as central to transformational leadership. According to Carless (1998), transformational leaders "… articulate a vision, use lateral or non-traditional thinking, encourage individual development, give regular feedback, use participative decision-making, and promote a cooperative and trusting work environment" (p.888).

Gendered Leadership Styles The above mentioned modes of leadership styles either emphasize maintenance of tasks (e.g., autocratic, task oriented, or transactional styles) or on nurturing of interpersonal relationships (e.g., democratic, interpersonally oriented, or transformational styles). Therefore, they relate to gender because they reflect the femininity/masculinity dimensions of existing sex stereotypes. In general, the content of sex stereotypes is that men are considered

instrumental, competent, rational and assertive (masculinity) and women sensitive, warm, tactful and expressive (femininity) (e.g. Broverman, Vogel, Broverman, Clarkson & Rosenkrantz, 1972; Deaux & Lewis, 1984; Williams & Best, 1982). Similarly, the task oriented and interpersonally oriented styles closely match constructs like communion and agency (Bakan, 1966) or intimacy and independence (Tannen, 1990) that refer to respectively feminine and masculine modes of relating to others. The feminine modes are characterized by strivings for intimacy and union reflected in agreeable behaviors, whereas the masculine modes imply striving for mastery and dominance.

Cann and Siegfried (1990) assessed the correspondence between stereotypes of men and women and interpersonal- and task oriented leadership behaviors in two studies. In the first study respondents rated sex-typed traits on a scale ranging from 'consideration' to 'structuring'. Masculine traits were considered consistent with structuring, whereas

Feminine characteristics were considered consistent with consideration. In the second study, descriptions of leader behaviors were rated on a scale ranging from masculine to feminine. Consideration behaviors were considered feminine, while structuring behaviors were considered masculine. Therefore, task oriented leadership can be called a stereotypically masculine style and interpersonally oriented leadership a stereotypically feminine style.

Often, authors refer to transformational leadership as a feminine leadership style (e.g. Carless, 1998; Helgesen, 1990; Loden, 1985; Yammarino, Dubinsky, Comer & Jolson, 1997). Research by Hackman, Furniss, Hills and Paterson (1992), however, showed that transformational leadership is associated with both feminine and masculine characteristics, which suggests that transformational leadership is a stereotypically gender-balanced style.

Many authors refer to the more instrumental, task oriented, autocratic styles explicitly as masculine leadership styles and to the interpersonally oriented, charismatic and democratic styles as feminine leadership styles. We prefer the terms "stereotypically masculine styles" and "stereotypically feminine styles". In this way it is clear that the dichotomies of leadership styles do not necessarily coincide with biological sex.

Due to the correspondence of the stereotypic gender dimensions and the leadership dimensions, many researchers assume, with or without empirical evidence, that there will be sex differences in the leadership styles they study and present explanations for these differences. In the next paragraphs we will discuss empirical evidence for sex differences--or similarities--in leadership styles. From this evidence we will distil the research questions and predictions that will form the focus of our review of recent empirical studies.

In this present paper research on sex differences in leadership styles over the past decade (1987-1999) is reviewed and compared with the results of a meta-analysis of studies of the previous period by Eagly and Johnson (1990). Research on transformational or charismatic leadership is included in this review. As was the case in previous overviews, the evidence for sex differences in leadership behavior is still mixed, yet it is clear that these sex differences have not vanished. It is argued that sex differences in leadership styles are largely a consequence of the context in which male and female leaders work.

Organizational factors like sex-composition of the immediate working context and hierarchical level are important moderators of leadership styles. They conclude that future research should unravel the impact of structural and organizational features that are still so confounded with gender, on leadership behavior.

Empirical evidence for both positions accumulated through the years, contributing to the confusion in the field. In 1990, Eagly and Johnson published a meta-analysis on gender differences in leadership styles, based on studies done between 1961 and 1987. Its major conclusion was that, in organizational studies, female and male leaders did not differ in interpersonally oriented style and task oriented style. In two other types of studies, laboratory and assessment studies, men were found to be more task oriented and women more interpersonally oriented. Also, women tended to adopt a more democratic or participative style and a less autocratic style than men in all three types of studies (Eagly and Johnson, 1990).

Expectations from Empirical Evidence:

Eagly and Johnson (1990) present in their meta-analysis results based on various empirical studies, which allows us to formulate expectations of sex similarities or differences in leadership behavior.

We will restrict these to two types of expectations, concerning the influence of study characteristics, i.e. the specific research context and methodological set-up of studies, and the influence of the organizational context in which manager's lead, on the occurrence of sex differences in leadership behavior.

Characteristics of the Study. Overall, Eagly and Johnson (1990) found that women were more interpersonally oriented, more task oriented and more interpersonally oriented on the bipolar interpersonal versus task orient leadership style than men. However, the type of study qualified the effect. In organizational studies, differences were almost negligible. Sex differences were more pronounced, albeit still small, in assessment studies, and most pronounced in laboratory studies. In all types of studies sex differences in the democratic versus autocratic leadership dimension were found: women showed more democratic leadership than men. However, in most studies the democratic versus autocratic style measures were self-reports (18 out of 28 comparisons), which more often lead to stereotypic results than behavioral studies (3 out of 28) or reports from subordinates (4 out of 28 comparisons).

Eagly and Johnson (1990) explained the finding that sex differences in leadership styles in organizations are smaller than in laboratory studies by arguing that in organizational studies male and female managers are selected (and select themselves) on the same managerial criteria. In laboratory studies, findings are generally based on students, who can take their refuge in gender role behavior more easily than in leader role behavior, of which they have little or no experience. We expect that the same influence of study context will be present in the empirical studies we review, i.e., that studies in organizational settings will show fewer sex differences than studies in laboratory settings or assessment studies .

Another important factor in the occurrence of sex differences in leadership styles is the identity of the rater. The rater can be a researcher, using for example behavioural observation. Ratings can also be given by the leaders themselves, their supervisors, subordinates or colleagues, in interviews or questionnaires. Eagly and Johnson (1990) found a discrepancy between results from self-report studies and studies using subordinates as raters. Self-ratings were more stereotypic than subordinate ratings for the interpersonally oriented and the task oriented styles, i.e., female leaders rated themselves more interpersonally and less task oriented than subordinates did. For the

autocratic-democratic dimension of leadership this influence of the rater could not be studied because most studies were based on self-ratings. Therefore, it is quite possible that the substantial sex difference on this dimension is confounded with the effect of the rater.

Organizational Context. It seems logical to expect that the social setting of a leader, such as the hierarchical level, particular team, and type of organization, can influence the application of a particular leadership style. In the present study we are interested in the question whether these structural features interact with a leader's sex. We will study two types of structural features, the organizational level and organizational demography.

In their meta-analysis, Eagly and Johnson found that organizational level had little impact on the effect sizes of autocratic versus democratic, interpersonal versus task, and interpersonal styles. However, they did find a tendency for first-level male managers to be more task oriented than women, and for mid-level female managers to be more task oriented in comparison with men. Accordingly, we expect that men and women hold positions of different power that are related to the leadership styles they apply, but that organizational level in itself does not have a different impact on the leadership styles of male and female managers (prediction 3).

Kanter (1977) argued that women who have a token status in a predominantly male organization might be treated and perceived differently because of their visibility, and change their style accordingly. Eagly and Johnson (1990) indeed found that, to the extent that men predominated among the leaders whose style was assessed, the tendencies for women to be more interpersonal and more democratic weakened. The percentage of men among leaders' subordinates also related significantly to the effect sizes for some of the styles in the organizational sample. In an environment with larger proportions of male subordinates, male leaders were more tasks oriented and less democratic than female leaders, but more interpersonally oriented on interpersonal versus task measures. We also expect that the sex ratio of both the management layer and the subordinate team moderates sex differences in leadership styles.

Changes in Sex Differences over Time. In the meta-analysis of Johnson and Eagly (1990), the more recent studies (within the period from 1961 to 1987) of interpersonal and task styles were more stereotypic. By contrast, studies of the democratic-autocratic dimensions and studies placing

task oriented and interpersonal oriented styles on a single dimension became less stereotypic in time.

Another time-related factor is age of the manager. Eagly and Johnson (1990) found that older leaders were more stereotypical in their interpersonal style but less stereotypic in their task style. No differences were found on the other styles. The authors cautioned that these results are limited because of large amounts of missing data and that results may have been confounded with other variables.

In general, overviews of studies of sex differences in cognition demonstrate that these differences have become considerably smaller or have even vanished within the last 30 or 40 years (Feingold, 1988). On the other hand, sex stereotypes, which form an important factor in leadership behavior, are very persistent (Fiske and Stevens, 1993).

Together with the mixed results of Eagly and Johnson (1990) this evidence makes us refrain from formulating an expectation on time dimensions.

The Relationship between Emotional Intelligence and Leadership Styles of Women Executives

-By Cernata Catherine Stanton Morse Walden University, November 2014.

The purpose of this co-relational study was to determine the relationship between emotional intelligence (EQ) and leadership styles of women executives. The central research question focused on determining the relationship between EQ and transactional, transformational, and laissez-faire leadership styles among professional women executives. The theoretical framework included leadership theories and trait EQ theory. Data were collected from 139 women executives using 2 electronic surveys: the Trait Emotional Intelligence Questionnaire (TEIQue) Short Form (SF) and the Multifactor Leadership Questionnaire (MLQ). Hypotheses were tested with Spearman's rho and multiple linear regression analyses.

 Research findings can contribute to the already existing body of knowledge and research in leadership, emotional intelligence, and women's progression in the workforce.

The targeted population included 250 women executives who were members of LinkedIn professional social networking groups. The population represented women from a global community who were senior executives within their organizations in the private and public sectors. The goal was to quantify well-defined variables through a sample that was large enough to reflect important variables in the population yet small enough to address intensive study methods. A representative random sample of women executives that had significant characteristics of both the independent (leadership styles) and dependent (EQ) variables was used. The sample size of 130 women executives was based on a confidence interval of 5% margin of error and a confidence level of 90% of the population who would select an answer within the confidence interval.

A quantitative inquiry was part of the research design. The collection of data from the sample included a self-administered survey tool that consisted of the following components: demographic items, the Trait Emotional Intelligence Questionnaire—Short Form (TEIQue-SF), and the Multifactor Leadership Questionnaire (MLQ 5X Short).

Research Questions

What is the relationship between leadership styles and EQ among women executives?

Hypotheses

The following hypotheses were tested: $H1_0$: There is no correlation between transactional leadership style and EQ among professional women executives.

$H1a$: There is a correlation between transactional leadership style and EQ among professional women executives.

$H2_0$: There is no correlation between transformational leadership style and EQ among professional women executives.

$H2a$: There is a correlation between transformational leadership style and EQ among professional women executives.

$H3_0$: There is no correlation between laissez-faire leadership style and EQ among professional women executives

*H*3a: There is a correlation between laissez-faire leadership style and EQ among professional women executives.

*H4*0: All of the regression equation coefficients are equal to zero.

*H*4a: At least one regression equation coefficient is not equal to zero. It is concluded that women executives who identify with a higher level of idealized influence attributed, idealized influence behaviorial, inspirational motivation, intellectual stimulation, and individualized consideration leadership styles generally have a higher EQ, the null hypothesis could be rejected and the alternative accepted.

I t was again concluded that women executives who identify with a higher level of idealized influence attributed leadership style generally have a higher EQ.

There is a strong positive relationship between the two variables i.e. transactional leadership and Emotional Intelligence.

There is a statistically significant, positive correlation between the MBEA, sub score and the EQ score.

From the results of this model, researcher rejected the null hypothesis and concludes that multiple leadership styles can be used to predict EQ among women executives. Higher levels of inspirational motivation and idealized behaviors reflect an increase in EQ. More extreme levels of management-by-exception active, whether very high or very low, also reflect an increase in EQ. High levels of laissez-faire leadership style reflect a decrease in EQ. The study interprets that there is a direct correlation between EQ and transformational and transactional leadership styles of women executives. The findings of this research study identified women executives who identified with a higher level of transformational leadership traits also had a higher level of EQ. In contrast, women who identified with higher levels of transactional and laissez-faire leadership styles had a lower level of EQ.

Further evaluation of this study found that women executives with higher number of years' experience also had higher level of EQ.

Women in Management: Perceptions and Attitudes of Managers

RAMA J. JOSHI,

The paper explores the perceptions and attitudes of managers (women and men) with regard to women and their suitability for managerial positions. In spite of the prevalence of stereotyped perceptions about women, there was a widespread agreement that women have the leadership potential on account of greater empathy, sensitivity, etc. With suitable adjustments made by women themselves, their male counterparts, the organisations where they work and the society at large (including their families), their upward movement career ladder would get facilitated.

The present study was exploratory in nature, attempting to explore into the above factors having a bearing on women moving into supervisory/managerial positions. More specifically, we were interested to explore into (1) the characteristics that men and women managers ascribe to women in general, and (2) the perceptions of women and men managers with regard to suitability of women for supervisory positions. The sample of supervisors/managers was drawn from an electronics industry employing both men and women on similar jobs. In all, 24 managers and supervisors were interviewed, 42% of whom were women. They represented a cross-section of managers from all departments and all levels, from the supervisory level up to the manufacturing manager. This group of managers were quite young, the mean age being 27 years. All of them had undergone some professional training and were working in the company for die last 7 years (mean).

Data were collected with die help of a short structured questionnaire listing 19 characteristics in the form of adjectives with instructions to tick mark those associated more with women. This was supplemented with open-ended interviews.

Majority of women supervisors/managers perceived women to be more emotional, sensitive, logical, sympathetic, cooperative, dependent and considerate. Men too associated the same characteristics with women, except logical and ambitious, which were reported by comparatively lower percentage of men. However, the largest majority of men associated cooperativeness with women followed by such characteristics as emotional, talkative, sympathetic, dependent, sensitive

and gossipy. The characteristics least associated with women were aggressive, perceptive, articulate, domineering and passive as reported by women, and domineering, aggressive, perceptive and passive as reported by men. Traditionally, aggressiveness, ambitious, practical and domineering have been the traits ascribed to men, as arc other traits/characteristics, such as logical, competitive, etc. However, the response pattern obtained indicated that as much as 70% of women ascribed the characteristic 'logical' to women, as also 60% of women who reported women to be ambitious. As many as one half of women ascribed creativity and practicality to women and 40% reported women to be competitive. The percentage of men ascribing such characteristics to women was much lower (except for competitiveness).

The greatest hindering factor, according to women themselves, was that they gave lower priority to jobs as compared to the family. The other factors in this list are also related directly or indirectly to the woman's role revolving around her family, which makes it difficult for her to devote enough time and energy to anything else.

Both groups also agreed that women do have significant advantages and contribute uniquely to the organisation in many different areas and ways. But they also lacked in certain other areas of skill, initiative, etc. The pressures within the family too pose problems for women at work and thereby limit their freedom at work. There was, therefore, a consensus among both the groups that more education, better training and self-development and improved self-image as well as cooperation from the family and society at large are necessary for the progress of women.