Different Leadership Styles for Women

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Management Summary

This literature review tries to investigate which specific leadership styles, based on the characteristics of men and women, are more suitable for women. In the first chapter the problem indication is explained and the problem statement is determined; *which effective leadership styles are more suitable for women, based on their most common characteristics?* In order to answer the problem statement, different sub questions are formulated which are answered by this thesis in the different chapters by using secondary resources. The second chapter determines different effective leadership styles by defining them, and describing what kind of leader is required, if possible. Furthermore, the effectiveness of the leadership style is described. First The Managerial Grid Model is described, a model containing leadership styles concerning the variables „employees' and „tasks'. Second two leadership styles are determined, concerning these variables to the maximum effort; namely Consideration and Initiating Structure. Hereafter, three leadership styles are discussed following from The Managerial Grid, which are concerning for both variables „employees' and „tasks' equally. Furthermore, several other leadership styles are discussed, such as Transformational vs. Transactional Leadership, Autocratic vs. Democratic Leadership, Shared Leadership and Laissez-Faire Leadership. In the third chapter, the relevant characteristics of women in general will be investigated. Such characteristics are found to be *imagination*, t*enderness, morality, cooperation, tender mindedness, nurturance, tranquillity, reflection, neuroticism, agreeableness, openness to aesthetics, openness to feelings, warmth, extraversion, anxiety, trust* and *sympathy.* Hereafter, the mentioned leadership styles will be combined with the common characteristics of women found in this thesis, these results are used to answer the problem statement. Based on the characteristics found in this thesis, the conclusion can be drawn that several characteristics of women found in this thesis, fit to the characteristics required for Transformational Leadership, Shared Leadership and people oriented leadership styles, such as Consideration, Team Management and Country Club Management.

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Chapter 1 Introduction

1.1 Problem Indication

The balance between the participation of men and women in the labour market is becoming more and more equal (Meyer, 2006). However, the number of women in leadership positions is much lower than the number of men in those positions. For example, in the United States Fortune 500 only five percent of the top corporate officers and only one percent of the chief executive officers are women (Eagly, Johannesen-Schmidt & van Engen, 2003). Zelechowski and Bilimoria (2004) also confirm that not many women hold positions in both the executive suite and the corporate boardroom. They found that of the 1000 firms in the Fortune list in 1998, 36 firms had 45 female inside directors and 109 men inside directors. Only five women of those 36 were CEOs, a position with a considerably greater status and power then other inside directors. According to Daily, Certon, and Dalton (1999) the number of women at the highest levels of the corporate hierarchy is a slow-moving progress. Although it is a slow-moving progress, still some women are making it to the top. Rosener (1990) states that women who do make their way into top management, do not achieve these positions by adopting the styles and habits that are proved to be successful for men. Chin (2004) confirms that women lead in a different way. Chin, Lott, Rice and Sanchez-Hucles (2007) also state that the leadership styles of women are distinct of those of men and that there is an unique women's leadership style. The research of Rosener (1990) states that women developed their own way to become successful by learning skills and attitudes from other experienced women. They found different ways to achieve results in the fast-changing and growing organizations, using their feminine characteristics. The characteristics of women are generally considered to be inappropriate for a leader, but leading women are having success because of these characteristics, not in spite of them (Rosener, 1990).

According to Robbins and Judge (2007) characteristic are important when it comes to leadership. They suggest that future research should integrate trait theories and behavioural theories; leaders should match their personality traits to their leadership style.

Taken this all into account, it is useful to investigate which leadership styles more suitable are for women, by looking at their characteristics.

Much research has been done in the field of leadership styles, and the differences between them (Rotemberg & Saloner, 1993). Furthermore, research has been done to the impact of gender on leadership (Connerley, Mecham & Strauss, 2008; Appelbaum, Audet & Miller, 2003). However, past research has not showed whether certain leadership styles are more suitable for women. Looking to the characteristics of women and matching them with different effective leadership styles, this thesis shows which leadership styles are most suitable for women in particular. When more suitable leadership styles for women are found, this thesis may improve the performance of leading women and might even make it more attractive for women to possess a management position.

1.2 Problem Statement

As mentioned before, the number of women in leadership positions is significantly low compared to the number of men. The few women that do participate in top management positions use their own styles, which they have learned from experienced women and these styles differ from the ones successful men use. Therefore, it is questionable whether the existing, effective styles of leadership used by men not suitable for women, and whether certain effective styles of leadership may be more suitable for women.

Consequently, this leads to the following thesis statement:

> *Which effective leadership styles are more suitable for women, based on their most common characteristics?*

1.3 Research Questions

The following questions are answered during the research:
- ❑ What are the different kinds of effective leadership styles?
- ❑ What kind of leader is/ what kinds of characteristics are required for each different effective leadership style?
- ❑ Which characteristics do women in general possess more in comparison to men?

Through combining the answers of the research questions and linking them together, the problem statement can be answered:
- ❑ Which effective leadership styles are more suitable for women, based on their most common characteristics?

1.4 Relevance

This research contributes to the knowledge of the use of different leadership styles. A new insight is shown, by comparing the characteristics of men and women, with required characteristics for different effective leadership styles. It shows which leadership styles are more suitable for women. This knowledge could be useful to companies, when hiring a manager. If they are looking for a particular management style, they could make a decision based on the fact whether the style they are searching for is more suitable for a woman or not. Furthermore as a result this knowledge might contribute to the improvement of the performance of women in leadership functions. More successful women at leadership positions might even make it more attractive for other women to pursuit a management position and contribute to an increasing number of women in management positions. Women could have, by using the right leadership style, just as much influence and stature as men and so this might create a successful path for women to move upward.

1.5 Research Design and Data Collection

This thesis is descriptive; it is a literature review. According to Sekeran (2003) this is: "the documentation of a comprehensive review of the published work from secondary sources of data in the areas of specific interest of the researcher" (p. 59). This information is provided in secondary resources; data that already exists, information gathered by someone other than the researcher him or herself (Sekeran, 2003). These secondary resources are found by searching through the database of the University of Tilburg for relevant literature. Another way to search for relevant literature is by making use of the Google Scholar search engine. The latter has some limitations, because sometimes literature is found which is not accessible for the public, or has to be bought. An advantage of using the database of the University of Tilburg is that the research papers are always accessible. In addition relevant papers can be found in the reference list of used articles. The papers should be checked for significance; by the use of the Impact Factor the quality of the papers can be assessed. Furthermore, the papers should be recent and if they are not, the papers should still contain high quality research.

1.6 Demarcation

This thesis discusses differences between men and women, here is meant women and men in general. Besides, when describing the characteristics, the most common characteristics of men and women were mentioned. Clearly, those characteristics do not concern all women or all men, but men and women on average. Furthermore, not all leadership styles are discussed, only the ones proven to be successful and which are discussed most in secondary resources. Discussing leadership styles that are proven to be ineffective would be useless, since the use of these styles is not effective in practice, it would be pointless to find out whether the styles match to the characteristics of women.

1.7 Overview of the Rest of the Chapters

In Chapter 2 different kinds of effective leadership style are described and where possible it is also described what kind of leader is required for this style. Hereafter Chapter 3 determines the characteristics that are typical for women. Subsequently in Chapter 4 these results are compared; the results are linked to each other and there is discussed what styles are more suitable for women, based on the most common characteristics of women. In Chapter 5 a conclusion is drawn and the results are discussed, just as the limitations of this research. Finally in this chapter some recommendations for future research are described.

In advance a time schedule was made to make sure the thesis was finished on time and the work was spread equally over time. The time schedule can be found in the Appendix labeled as Figure 1.

Chapter 2 Effective Leadership Styles

2.1 Introduction

In this chapter several leadership styles are determined. However, not all existing leadership styles are discussed, only the leadership styles that are proven to be effective and the ones most discussed in secondary resources. In each paragraph a different leadership style is described and after describing each style, the effectiveness of the leadership style is determined.

There are many definitions of leadership, for example the definition of Terry (1960) "Leadership is the activity of influencing people to strive willingly for group objectives" (p. 493). Koontz and O' Donnell (1959) state that "leadership is influencing people to follow in the achievement of a common goal" (p.435). In addition, there are also several definitions of leadership styles. For example leadership styles can be defined as patterns of behaviour that enable leaders to effectively influence others (Kreitner & Kinicki, 2008). Fiedler (1967) defines leadership style as the underlying structure which is needed, to motivate the behaviour of a leader in various leadership situations and infers the consistency of goals or needs over different situations.

In this chapter, first the effective leadership styles are described which are based on two variables; „employees' and „tasks'. The Managerial Grid is explained and hereafter the paired leadership styles concerning the variables „employees' and „tasks' to the maximum effort are discussed, respectively Consideration vs. Initiating Structure. Subsequently three leadership styles are described following from the Managerial Grid, which are concerning for both variables „employees' and tasks' equally.

Hereafter two paired dimensions of leadership behaviour are described; respectively Transformational vs. Transactional and Autocratic vs. Democratic. Finally two single styles of leadership are discussed; Shared Leadership and Laissez-Faire Leadership.

2.2 Employees vs. Tasks

In this paragraph leadership styles are discussed which are based on two variables; „employees' (or people) and „tasks' (or production). First The Managerial Grid is explained and subsequently the two most extreme, opposite styles are discussed. One only focusing on people, namely Consideration and the other only focusing on production, namely Initiating Structure. Hereafter, a couple of styles are discussed which are not concentrating on one specific aspect, but which are concerning for both variables „employees' and „tasks' equally.

2.2.1 The Managerial Grid

Blake and Mouton (1982) developed a way of defining ones leadership style by the use of the Managerial Grid. On the basis of two variables, namely „concern for people' and „concern for production', this approach defines different leadership styles (Bernardin & Alvares, 1976). The variables are attitudinal and conceptual, which implies that they are based on the thinking that lies behind the action of a leader. As showed in Figure 2 of the Appendix the Managerial Grid has a scale from 1 to 9. On the horizontal axe stands the variable „concern for production' and on the vertical axe the variable „concern for people'. Production becomes more important if the rating on the horizontal axis increases and reaches it maximum at the rating of nine (Hersey, Blanchard, & Johnson 2008). People become more important to leaders when the rate of the vertical axis raises and also reaches it maximum at the rating of nine (Hersey, Blanchard, & Johnson 2008).

Five main leadership styles arise from this approach: Impoverished Management (1,1), Authority-Obedience (9,1), Organization Man Management (5,5), Country Club Management (1,9) and Team Management (9,9) (Blake & Mouton 1982).

2.2.2 Consideration vs. Initiating Structure

Consideration describes to what extent a leader builds up relationships with his employees based on mutual trust (Robbins & Judge, 2007; Kreitner & Kinicki, 2008). It shows to what amount the leader respects his adherents and cares for them (Judge, Piccolo, & Ilies, 2004; Robbins & Judge, 2007). The leader is sensitive to subordinates, respects their ideas and feelings and tries to create mutual trust (Hersey, Blanchard, & Johnson 2008). He or she looks out for the welfare of his followers, expresses his appreciation, and supports them (Lowin,

Hrapchak & Kavanagh, 1969). This leadership style comes with a leader that treats all employees equal, helps them with personal problems, is friendly and approachable (Lowin, Hrapchak & Kavanagh, 1969). Leaders emphasise interpersonal relations, they accept the differences of their work staff and approach them in a suitable way (Robbins & Judge, 2007). They care for the personal interest and needs of their employees (Trevino, Brown, & Hartman, 2003). Each individual employee counts and the leader accepts their individuality and personal needs (Hersey, Blanchard, & Johnson 2008). The leader treats people right and helps them to develop. The focus of the leader is more downsize and the leader shows great concern for his people (Robbins & Judge, 2007). He or she emphasises the relationships with his workers and considers them as an aspect of the job (Hersey, Blanchard, & Johnson 2008). When looking at the styles of The Managerial Grid, this style could be compared with the style of Country Club Management. Country Club Management (1,9) is a way of leading which implies that the essential task of management is to optimize conditions for the people who work for them (Blake & Mouton 1982). The concern for people is very high and concern for production low; leaders give their employees lots of attention, are thoughtful, friendly and agree with a comfortable work tempo (Blake & Mouton 1982). This approach comes with a lot of freedom and little rules. The thoughtful attention leads to a comfortable, friendly organization atmosphere (Hersey, Blanchard, & Johnson 2008).

Research of Horga (2009) states that employee oriented leaders are associated with high group productivity and high degree of satisfaction about the job. Also Kritsonis (2004) confirms that great leaders lead with the best interests of their employees in mind. A successful leader brings success to the organization and its employees and is not just a successful leader by himself (Kritsonis, 2004). Employee oriented leaders have positive influence on two other important factors: employee turnover rates and employee satisfaction (Forrer & Guerrieri, 2002). Employee turnover rates were lowest and employee satisfaction highest under leaders who were employee oriented (Forrer & Guerrieri, 2002). Also Forrer and Guarri (2002) state that the Michigan studies found the most productive work groups tend to have employee oriented leaders.

Initiating Structure

Initiating Structure is a way of leading which implies a leader who defines and structure the roles of the employees and him- or herself specifically (Judge, Piccolo, & Ilies, 2004; Robbins & Judge, 2007). This style organizes and defines what group members should be doing to maximise output (Kreitner & Kinicki, 2008). The leader formulates one main goal and the structure provides a clear way of accomplishing the goal (Robbins & Judge, 2007; Hersey, Blanchard, & Johnson 2008). The channels of communication are well-defined, just as the pattern to the achievement of the goal (Lowin, Hrapchak & Kavanagh, 1969). Typical for this type of leadership style is assigning every member particular tasks, expect workers to maintain definite standards of performance and require the meeting of deadlines (Robbins & Judge, 2007). Leaders who are production oriented care for the final product; whether the people who work for them perform a good job (Robbins & Judge, 2007). Most important is that the employees accomplish their group tasks (Robbins & Judge, 2007). There is not paid much attention to the people themselves, only the performances of the people count (Trevino, Brown, & Hartman, 2003). Achieving deadlines and goals and to do this excellent is very important when this style is used (Trevino, Brown, & Hartman, 2003). Employees are seen as a tool to accomplish goals; leaders emphasize production and the technical aspects of the job (Hersey, Blanchard, & Johnson 2008).

When looking at The Managerial Grid, this style could be compared to Authority-Obedience. Authority-Obedience (9,1) focuses on production, production is much more important than the people are. The ambition of the leader is to have power and control, most of the times this leader is characterized by a dominating personality (Krech, 1979). Work must be done efficient and productive, therefore aggressive, forceful management is applied (Krech, 1979).

Kreitner & Kinicki (2008) refer to a meta-analysis in 2004 of 130 studies which revealed that followers performed more effectively for structuring leaders even though they preferred considerate leaders. All together the results do not support the idea that one style is better than the other. They do confirm the importance of considerate and structuring leader behaviours; follower satisfaction, motivation, and performance are significantly associated with these two leader behaviours.

2.2.3 Three styles of The Managerial Grid

Three styles of The Managerial Grid concentrate on both variables „people' and „production' equally. Those three styles are Impoverished Management, Organization Man Management and Team Management.

Impoverished Management (1,1) is the leadership style with the least effort. By minimum commitment to the job and minimum effort as a leader toward his employees the leader just tries to stay within the organization (Blake & Mouton 1982).

Organization Man Management (5,5) is also called the middle-of-the-road leadership (Blake & Mouton 1982). The leader tries to balance the concern for people and production. Good performance is achieved by balancing the need to work hard and get the job done, while maintaining moral of people at a satisfactory level (Hersey, Blanchard, & Johnson 2008).

Team Management (9,9) is based on relationships with respect and trust (Blake & Mouton 1982). People are committed and productivity is achieved by team performance (Blake & Mouton 1982). It is the interdependence in the organization that leads to the relationships of respect and trust (Hersey, Blanchard, & Johnson 2008).

The "high-high" theory states that effective leaders integrate the concern for task and people by looking at the specific situation, rather than concerning for both to the maximum extent (Lowe, Kroeck & Sivasubramaniam 1996). Hogma (2009) states that leaders have realized the best performance with the 9,9 style (high concern for people and high concern for production).

2.3 Transformational vs. Transactional Leadership

In this paragraph the differences are explained between the transformational and the transactional leadership style. The characteristics of the transformational style as well as the transactional style are shown in figure 3 of the appendix.

Transformational Leadership

Transformational leaders try to motivate their employees and stimulate them to achieve the goal of the organization (Druskat, 1992). They attempt to make sure that their employees do not look to their self-interests, but give priority to the concern of the whole (Bass, 1990).
They engender trust, serve as moral agents, and focus themselves and followers on objectives that transcend the more immediate needs of the group (Kreitner & Kinicki, 2008). Higher levels of intrinsic motivation, trust, commitment, and loyalty from followers are needed when using this style (Kreitner & Kinicki, 2008). The leader has charisma and is aware of the emotions and needs of his employees (Bass, 1990). Therefore the leader must have strong empathic skills (Druskat, 1992).

There are four sets of leading behaviour which transformational leaders use: Inspirational Motivation, Idealised Influence, Individualised Consideration and Intellectual Stimulation (Kreitner & Kinicki, 2008). Inspirational Motivation requires a leader who can establish an attractive vision of the future, uses emotional arguments, one that is optimistic and enthusiastic (Kreitner & Kinicki, 2008). Idealised Influence includes behaviours such as being a role model, exhibit high ethical standards and sacrificing for the good of the group (Kreitner & Kinicki, 2008). Individualized Consideration contains behaviour which encourages people; the leader should coach his people and provide support and empowerment. Intellectual Stimulation involves encourage employees and stimulate them to seek innovative and creative solutions to organizational problems. The leaders intellectually stimulate their subordinates by teaching them to cope with situations themselves.

The transformational leadership style has strong positive impact on individual, group, and organizational performance (Bass & Avolio, 1994). Research of Bass and Avolio (1994) indicates that followers are more motivated, productive and satisfied with transformational leaders. Research of Lowe, Kroeck and Sivasubramaniam (1996) asserts that transformational leadership is associated with work unit effectiveness. The research also indicates that a positive association between Individualized Consideration and effectiveness exists. This way of leading was much more strongly associated with subordinate perceptions of effectiveness as compared with organizational measures of effectiveness and overall proven to be effective. Intellectual Stimulation fosters by stimulating subordinates not only the perception of effectiveness among subordinates, but also improves performance itself proved by independent measures of productivity.

Transactional Leadership

Transactional leadership pays attention to managing the day-to-day operations of the organization and the exchange of rewards for performance (Durskat, 1992). Roles of employees and task requirements are clarified; followers are rewarded positive and negative depending on their performance (Kreitner & Kinicki, 2008). Good work will be rewarded and poor performance not, only if things go bad the leader will intervene (Bass, 1990). By using extrinsic motivation this leadership style attempts to increase the productivity of employees (Kreitner & Kinicki, 2008).

Lowe, et al. (1996) state that a skilful transactional leader is likely to be effective in stable, predictable environments. In exchange for performance meeting basic expectations, the leader fulfils the needs of followers (Lowe, et al., 1996).

2.4 Autocratic vs. Democratic Leadership

Autocratic Leadership

An autocratic leader does not take care of the social and emotional dimensions of groups; they limit the control and voice over decision-making processes of group members and are displayed as a dominant and pushy leader which shows little respect towards the opinions and values of followers (Bass, 1990). De Cremer (2006) defined autocratic leadership as "a leadership style focused on not providing any latitude for the group members to discuss and think about their own ideas, rather these leaders push their ideas and opinions during discussions leading to a decision, thus, not giving much voice, control and respect to others" (p. 81).

Autocratic Leadership seems to promote greater quantitative productivity (Fiedler, 1969). This style tends to be most effective in industrial work situations or the armed forces; in these situations the task requires strong, centralized control (Fiedler, 1969). Furthermore research of Van de Vliert (2006) has shown that Autocratic Leadership is more effective in poorer countries, with less income equality.

Democratic Leadership

Democratic Leadership is according to Gastil (1994) a style with a degree of comradeship, active member involvement, containing a leader that relies upon group decision making, who praises honestly. It is a way of leading that influences people in a way that is consistent and beneficial to basic democratic principles and processes such as equal participation and deliberation (Gastil, 1994). Democratic leaders show care and concern for the members of the group, but not similar to the way a parent or guardian does (Gastil, 1994).

Democratic Leadership on average results in higher morale and qualitative productivity (Fiedler, 1969).

2.5 Shared Leadership

Shared Leadership according to Kreitner and Kinicki (2008) "entails a simultaneous, ongoing, mutual influence process in which individuals share responsibility for leading regardless of formal roles and titles" (p. 485). A high-performing team is created by sharing responsibilities, works best when people are working on complex projects requiring skills of professionals. This leadership style is also beneficial when tasks or projects require interdependence and creativity.

Research shows that organizations or teams that have adapted Shared Leadership experience greater collaboration and coordination, as well as more novel and innovative solutions to problems (Pearse and Congor, 2003). It has also been proven that Shared Leadership is an important predictor of team effectiveness (Pearse and Congor, 2003). Kreitner and Kinicki (2008) state that this form of leadership is beneficial, because two people are more likely to posses the varied abilities that are needed to run an organization. Also is Shared Leadership in teams positively related with group cohesion, group citizenship, and group effectiveness (Kreitner and Kinicki 2008).

2.6 Laissez-Faire Leadership

Laissez-Faire Leadership comes with a leader who has a lack of response to subordinate performance (Hinkin & Schriesheim 2008). In reality it is non-leadership, the leader avoids decisions, hesitates to take action and generally ignores subordinates needs (Hinkin & Schriesheim 2008). Hinkin & Schriesheim (2008) state that this way of leading comes with a leader who does not use his or her authority. Laissez-Faire Leadership is often used in flat organizations (Manners, 2008).

Bass (1999) concluded that Laissez-Faire Leadership has positive effect on the empowerment of employees. The leader gives followers autonomy with reason and interest in what was delegated (Bass, 1990). Employees get to decide on matters that they know best, this way of leading has positive effect on their empowerment (Bass, 1990). Bass (1999) states that Laissez-Faire Leadership stimulates employees to monitor each others' mistakes. Hinkin & Schriesheim (2008) suggest that Laissez-Faire Leadership may have important independent effects on subordinate outcome variables. The research of Hinkin & Schriesheim (2008) indicates that Laissez-Faire Leadership was related to role-clarity and subordinate-perceived supervisor effectiveness. As mentioned before, Laissez-Faire Leadership is used in flat organizations. Lots of organizations are decreasing the number of management layers to empower those at lower lever in the organization and place desicion making where it can be most effective (Manner, 2008). By not having a clear hierarchy, this way of leading stimulates the self-confidence of the employees and the commitment to perform responsibilities of the organization (Manner, 2008).

2.7 Conclusion

This chapter gives descriptions and definitions of different leadership styles. First different styles regarding the variables „people' and „production' are discussed. The Managerial Grid is explained by discussing the variables (people, production) and explaining the graphic model. Hereafter the two leadership styles concerning one of these variables to the maximum are discussed; Consideration vs. Initiating Structure. When using Consideration the leader shows respect for his or her employees and tries to build relationships. Employee oriented leaders are required to maintain interpersonal relations, accept the differences of his or her work staff and approach them in a suitable way. Initiating Structure is a way of leading which implies a leader that plans everything; a goal, the way to achieve this goal and the roles of every employee. Production oriented leaders focus on the final product; whether the people perform a good job, employees are seen as a tool to accomplish goals. Subsequently three leadership styles following from The Managerial Grid are explained, which are concerning for both variables „employees' and tasks' equally; namely Impoverish Management, Organization Man Management and Team Management. Hereafter two other paired dimensions of leadership behaviour were described; Transformational vs. Transactional Leadership and Democratic vs. Autocratic Leadership. Transformational Leadership contains a leader that tries to motivate his or her employees and stimulate them to achieve the goal of the organization. They attempt to make sure that their employees don't look to their self-interests, but give priority to the concern of the whole. There are four specific styles of Transformational Leadership: Inspirational Motivation, Idealised Influence, Individualised Consideration and Intellectual Stimulation. Transactional Leadership pays attention to managing the day-to-day operations of the organization and the exchange of rewards for performance. Democratic and Autocratic leadership shows to what extent members have influence on the decisions of the group. Democratic Leadership is a way of leading which stimulates equal participation and deliberation. Autocratic Leadership limits the control and voice over decision-making processes of group members, leaders push their ideas and opinions during discussions leading to a decision. After this two other leadership styles are defined. First Shared Leadership which is a style that gives responsibility to more than one person. Second Laissez-Faire Leadership which comes with a leader who avoids his responsibilities.

Chapter 3 Characteristics Men and Women

3.1 Introduction

In this chapter the different types of characteristics of women are explained. First some definitions are given of personality and characteristics which are used during the whole chapter. Then The Big Five Model is explained, a frequently used model which is the basis of the research used to determine the characteristics of women; the Abridged Big Five Circumplex. Hereafter a closer look is taken to the stereotype characteristics and most common personality traits of women. By doing so, the last research question is answered; which characteristics do women in general possess more in comparison to men?

3.2 Definitions

Personality can be defined in different ways. One of these definition is the one of Gordon Allport; "the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to his environment" (Allport, 1937, p.48.) Also personality can be seen as looking to the whole instead of looking to some specific parts. It can be defined as the total ways of reacting and interacting from a person with others. A way to describe ones character is by using characteristics. Enduring characteristics that define an individual's behaviour are called personality traits (Buss, 1989).

3.3 The Big Five

There are models developed, which can be used to define someone's personality. One of these models is The Big Five Model, also called "Big Five" or "Five Factor Model". Five basic dimensions encompass most of the significant variation in human personality (Digman, 1990). These five dimensions are: extraversion, agreeableness, conscientiousness, emotional stability and openness to experience (Judge, Heller & Mount, 2002). By combining two of these dimensions at the time, specific traits can be structured which are linked to specific dimensions of the "Big Five". This so called Abridged Big Five Circumplex (AB5C) is shown in Figure 4 of the Appendix (Hofstee, 1994; Hofstee, De Raad & Goldberg, 1992).

3.4 Characteristics Women vs. Men

Research of Mitchelson, Wicher, LeBreton, and Batholomew Craig (2009) compare the different traits of the AB5C between men and women. The results show that women score higher on the trait *imagination*. Also large differences large differences are found concerning *tenderness*, favouring women and *imperturbability*, favouring men. Medium differences are noticeable for *morality, cooperation, sympathy, nurturance, tranquillity* and *reflection* all favouring women.

Chapman, Duberstein, Sorensen, and Lynes (2007) show that on the Five Factor Model women tend to score higher on *neuroticism* and *agreeableness*. Costa, Terraciano, and McCrae (2001) investigated gender differences across cultures; they state that men and women both scored high on different facets of *openness*. Men score higher at *openness to ideas*, while women score higher to *openness to aesthetics and feelings*. They also state that men and women score different on facets of *extraversion*; men scored higher on *excitement seeking*, while women score higher on the facet *warmth*.

The research of Heesacker, Wester, Vogel, Wentzel, Mejia-Milan, and Goodhholm (1999) shows that the stereotype that exists about women being more emotional than men is true. Chin (2004) states that female leaders tend not to base judgments on rational calculations; instead they use intuition and emotions.

Feingold (1994) shows that females score higher than males in *extraversion, anxiety, trust* and *tender-mindedness* (*nurturance*). The research also shows that males tend to be more assertive and had a bit more self-esteem than females.

3.5 Conclusion

In this chapter certain characteristics are found which more common for women than for men. Mitchelson et al. (2009) found that women score higher on *imagination, tenderness, morality, cooperation, sympathy, nurturance, tranquillity* and *reflection.* Chapman, Duberstein, Sorensen, and Lynes (2007) show that women score higher on *neuroticism* and *agreeableness.* Costa, Terraciano, and McCrae (2001) found women to be more *open to aesthetics and feelings* and women scored higher on the facet *warmth.* Feingold (1994) shows women to be more *tender-minded* and score higher on *extraversion, anxiety and trust.* All characteristics of women found, are summarised in Table 1.

Table 1. Characteristics of Women

Characteristics of Women
Imagination
Tenderness
Morality
Cooperation
Sympathy
Nurturance
Tranquillity
Reflection
Neuroticism
Agreeableness
Openness to aesthetics
Openness to feelings
Warmth
Extraversion
Anxiety
Trust
Tender mindedness (nurturance)

Chapter 4 Leadership Styles and Gender Characteristics

4.1 Introduction

In the first two chapters, is described what kind of effective leadership styles exist and what the common characteristics are of men and women. In this chapter this data is linked to each other; effective leadership styles are matched with the most common characteristics of women. By doing so an answer is given to the research question: *Which effective leadership styles are more suitable for women, based on their most common characteristics?*

Not for all leadership styles, mentioned in Chapter 2, were found matches with the characteristics of women found in Chapter 3. There is not found a clear link for the characteristics required for Democratic and Autocratic leadership with the characteristics of women found in this thesis. Furthermore there is not found a link between the characteristics required for Laissez-Faire Leadership and the characteristics of women.

4.2 Effective Leadership Styles for Women

In this paragraph the different links described that are found between the characteristics required for certain leadership styles and the average characteristics of women. The links are discussed per different leadership style.

4.2.1 Employees vs. Tasks

Several characteristics of women found in Chapter 3 can be coupled with the leadership style Consideration. Consideration is clearly a leadership style which shows great concern for employees. The leader of this style cares for personal interest and needs of his or her employees and builds up relationships with them (Trevino, Brown, & Hartman, 2003; Hersey, Blanchard, & Johnson 2008). A caring leader is required for this way of leading. *Tenderness, trust* (Feingold 1994), *openness to feelings, warmth* (Costa, Terraciano, & McCrae 2001)*, sympathy (*Mitchelson et al., 2009) and especially *nurturance (*Mitchelson et al., 2009) characterise a caring person who feels concern for people, which would fit best to this way of leading. Leaders have relationships with employees based on mutual trust, the leader shows

respect, cares for them, is sensitive and approachable (Judge, Piccolo, & Ilies, 2004; Robbins & Judge, 2007). *Trust* is very important to build up relationships and *tenderness* and *warmth* make people more approachable. Eagly and Johannesen-Schmidt (2001) confirm this by stating that women are more personally oriented than men. Chin (2004) found several studies that prove women to be more attentive than men to "the human side of enterprise". As the description of Country Club Management states the leader should be thoughtful, friendly and should give his or her employees lots of attention (Hersey, Blanchard, & Johnson 2008). Women show more *tenderness, trust* (Feingold 1994), *openness to feelings, warmth* (Costa et al., 2001) *nurturance* and *sympathy (*Mitchelson et al., 2009) which entail a caring attitude and a personality which shows concern for people.

As showed in Chapter 3, women score higher on *tenderness, trust* (Feingold 1994), *openness to feelings, warmth* (Costa et al., 2001) *nurturance* and *sympathy (*Mitchelson et al., 2009). These characteristics indicate a person who cares for people and feels concern for them. When these characteristics are coupled with the three styles of the Managerial Grid, it can be concluded that women should adapt a leadership styles which focuses on people; so a style with the maximum of 9 on the vertical axis. Rosener (1990) confirms that women show more concern for their subordinates and women try to make sure everyone is participating and involved. Pounder and Coleman (2002) state that research indicates that female leaders tend to be more relationship oriented. Team Management is the leadership style with great concern for people. Team Management also shows great concern for people and is based on relationships with respect and trust (Blake & Mouton 1982; Hersey, Blanchard, & Johnson 2008). Women score higher on *trust* (Feingold 1994) than men, which also indicates that this style should be more suitable for women. Rosener (1990) states that women actively work to make their interactions with employees as good as possible. By involving them, encouraging participation, sharing information and power with them they allow employees to contribute and feel powerful and important, which is a win-win situation; good for the employees and the company (Rosener, 1990).

4.2.2 Transformational vs. Transactional Leadership

As Chapter 2 shows Transformational Leadership requires a leader with charisma and someone who is aware of the emotions and needs of his or her employees (Bass, 1990). Costa, Terraciano, and McCrae (2001) show that women score higher on *openness to feelings,* which contributes to being aware of the emotions and needs of people. According to Kreitner and Kinicki (2008) trust is needed when using this style and Feingold (1994) shows that women score higher on *trust* than men. Also leaders serve as moral agents (Kreitner & Kinicki, 2008) and women also score higher on *morality (*Mitchelson et al., 2009). Rosener (1990) states that women describe themselves in a way that characterises transformational leadership: "Women tend to get their subordinates to transform their own self-interest into the interest of the group through concern for a broader goal" (p. 120). Pounder and Coleman (2002) state that lots of literature confirm that female leaders tend to be more transformational than male leaders. Transformational Leadership emphasizes the nurturance of subordinates and the nurturing qualities of women are particularly well developed in comparison to men (Pounder and Coleman 2002). Mitchelson et al. (2009) also found that women score higher on *nurturance* in comparison to men.

As introduced in Chapter 2 there are more specific Transformational Leadership styles, one of them is Inspirational Motivation. This requires a leader who can establish an attractive vision of the future, uses emotional arguments one that is optimistic and enthusiastic (Kreitner & Kinicki, 2008). Rosener (1990) states that women encourage participation enhance other people's self worth and get others excited about their work. The article states that women use their enthusiasm to get others excited, which indicates that Inspirational Motivation could be more suitable for women.

4.2.3 Shared Leadership

Shared Leadership according to Kreitner and Kinicki (2008) "entails a simultaneous, ongoing, mutual influence process in which individuals share responsibility for leading regardless of formal roles and titles" (p. 485). Cooperation is needed because the responsibilities of the leader are shared with another leader; women score higher on *cooperation* than men. Chin (2004) showed that female leaders tend to be more collaborative in their leadership styles. Rosener (1990) states that women share more information and power, which fits this style of leading. Women also score higher on *agreeableness (*Chapman, Duberstein, Sorensen, & Lynes 2007). According to Zhao and Seibert (2006) a high score on *agreeableness* shows that a person has cooperative values.

4.3 Conclusion

In this chapter the common characteristics of women explained in Chapter 3 are matched with the different leadership styles of Chapter 2. Not for all leadership styles were matches found with the characteristics, there seems to be no link between Democratic, Autocratic and Laissez-Faire Leadership and the characteristics found in this thesis.

The characteristics *tenderness, trust* (Feingold 1994), *openness to feelings, warmth* (Costa, Terraciano, & McCrae 2001)*, sympathy (*Mitchelson et al., 2009) and especially *nurturance (*Mitchelson et al., 2009) can be coupled to the leadership style Consideration. These traits characterise a caring person, who feels concern for people. Leaders have relationships with employees based on mutual trust, the leader shows respect, cares for them, is sensitive and approachable (Judge, Piccolo, & Ilies, 2004; Robbins & Judge, 2007). The leader of this style cares for personal interest and needs of his or her employees and builds up relationships with them (Trevino, Brown, & Hartman, 2003; Hersey, Blanchard, & Johnson 2008). Eagly and Johannesen-Schmidt (2001) confirm this by stating that women are more personally oriented than men.

When looking at the Managerial Grid; based on the characteristics found in Chapter 3 it can be concluded that characteristics of women match to leadership style which focuses on people; so a style with the maximum of 9 on the vertical axis. Team Management is the leadership style with great concern for people. Rosener (1990) confirms that women show more concern for their subordinates and women try to make sure everyone is participating and involved.

Transformational leadership seems to be suitable for women based on the characteristics *openness to feelings, trust* and *morality.* These characteristics fit to this style because relationships built on trust are needed and a leader is required who is aware of the emotions and needs of his or her employees and serves as a moral agent. A specific style of transformational leading is Inspirational Motivation which requires an optimistic and enthusiastic leader, Rosener (1990) states that women use their enthusiasm to get others excited, which indicates that Inspirational Motivation fits women perfectly.

Shared Leadership requires cooperation because the responsibilities of the leader are shared with another leader; women score higher on *cooperation* than men. Chin (2004) showed that female leaders tend to be more collaborative in their leadership styles. Rosener (1990) states that women share more information and power, which fits this style of leading. Also according to Zhao and Seibert (2006) *agreeableness* shows that a person has cooperative values and women scored higher on *agreeableness* in comparison to men *(*Chapman, Duberstein, Sorensen, & Lynes 2007).

Chapter 5 Conclusion, Limitations and Recommendations

5.1 Introduction

In this chapter a conclusion is drawn from the results of chapter 4, by doing so an answer is given to the research question: *Which effective leadership styles are more suitable for women, based on their most common characteristics?* Hereafter the limitations of this thesis are discussed and some recommendations are given for female managers in practice. Furthermore some recommendations are given for future research.

5.2 Conclusion

The results in chapter 4 indicate that there are leadership styles which match to the characteristics of women found in this thesis. Consideration matches with the characteristics of women founs in this thesis, for example a caring leader is required and especially *nurturance* is a characteristic of women which indicates a caring personality. Eagly and Johannesen-Schmidt (2001) confirm this by stating that women are more personally oriented than men. Leaders have relationships with employees based on mutual trust, the leader shows respect, cares for them, is sensitive and approachable (Judge, Piccolo, & Ilies, 2004; Robbins & Judge, 2007). To be sensitive*, openness to feelings* and *sympathy* are two very important characteristics. *Trust* is very important to build up relationships and *tenderness* and *warmth* make people more approachable.

The leadership styles which are focussed on the variable „people' can also be assigned to women based on the traits, *tenderness, trust* (Feingold 1994)*, openness to feelings, warmth* (Costa et al., 2001) *nurturance* and *sympathy* (Mitchelson et al., 2009. When coupled with the Managerial Grid, it can be concluded that women should adapt a style with a maximum of 9 on the vertical axis. Team Management would therefore match to several characteristics women. There can be concluded that the characteristics of women match best wit employee oriented leadership styles like Team Management and Consideration.

A clear match is found between the required characteristics of Transformational Leadership and the most common characteristics of women. For example women score higher on the trait *openness to feelings* (Costa, Terraciano, & McCrae 2001) and a Transformational Leadership style requires a leader that is aware of the feelings of his adherents (Bass, 1990). In the same way, a couple of links are found to the characteristics of women with the characteristics required for Transformational Leadership. The conclusion can be drawn that several characteristics of women found in this thesis match Transformational Leadership.

Also a number of matches are found between the characteristics required for Shared Leadership and the common traits of women. For example women score higher on the trait *corporation (*Mitchelson et al. 2009)*,* a desirable characteristic when executing Shared Leadership. Furthermore other links are made and research is found which confirms women tend to be more collaborative in their way of leading. Taken this all together, the conclusion can be made that Shared Leadership matches with several characteristics of women.

5.3 Limitations

There are some limitations to the research of this thesis. First of all, not all leadership styles and not all traits of women are taken in consideration. Lots of research has been done to different styles of leadership and to the characteristics of women, it would take too much time to consider all styles and traits. Subsequently only the positive traits of women are taken in consideration, negative characteristics are not discussed. For some leadership style there is not found a link based on the characteristics found in this thesis. When all characteristics are taken in consideration, it could be possible that there also will be found a link for these leadership styles. Second the characteristics of women in average may not represent the average characteristics of women participating in the labour market. Even more important female managers could have on average different characteristics than women in general. It could be that female managers have more masculine characteristics than women in general. Third, in practice the use of a leadership style is not as black and white as described here. For example research of Lowe, Kroeck and Sivasubramaniam (1996) has showed that it is possible and can be effective to combine different leadership styles, such as transformational and transactional leadership. The combination of these styles may improve the chance of achieving the desired goals and objectives. Finally, situation is also one variable that should be taken into account. An effective leader should vary the use of decision methods and select a method that is suitable for the immediate situation (Lowe, Kroeck & Sivasubramaniam 1996).

5.4 Recommendations

In practice women should consider adapting a Transformational Leadership style; women score higher on the characteristics that suit this style in comparison to men. Also women should consider adapting Shared Leadership, which also has been proven by this thesis to have several matches with the characteristics of women. Pearse and Congor (2003) indicate that today's workforce is expecting more opportunities for voice and meaningful influences. Shared Leadership improves the opportunity for meaningful impact (Pearse and Congor, 2003). Pounder and Coleman (2002) state that the leadership of modern organizations needs to be non coercive and based on teamwork and that this is the very style of leadership naturally employed by women. Pounder and Coleman (2002) also assert that modern organizations should adapt leadership styles that are focussed on building relationship so they become experts on the area of building relationships with employees and that this also is an aspect of a leadership style that women employ naturally.

Future research should, if possible, consider all leadership styles and examine all traits of women, to improve the quality of this research. Also research could be done to the characteristics of working women and especially female leaders. Future research could also take in consideration the combination of different leadership styles and consider situational requirements. Finally, future research could investigate the effectiveness of matching a style to the characteristics of a leader, especially for women.

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<u>Appendix</u>

Figure 1 Time Schedule

Week	Scheduled Tasks	Deadline/Appointments
9	Make subject more specific, make specific research question, find more papers of topic and make thesis proposal	Thursday 4 March 16.00 Deadline Thesis Proposal
10	Find more articles of subject and read more carefully, start selecting useful information	Thursday 11 March 13.00 Individual Meeting
11-14	Work out thesis proposal and use this for making chapter 1, start writing chapter 2 and 3 by answering research questions. (Research different management styles and characteristics men vs. women)	Thursday 8 April 16.00 Deadline Thesis Chapters 1-3
15	Read the work of fellow students and prepare feedback	Thursday 15 April 15.00 – 17.00 Group Meeting
16-17	Write last chapters and finish first version thesis. (Start comparing results and linking them, find overlap between leader style and gender characteristics.)	Thursday 29 April 16.00 Deadline Thesis
18	Read the work of other students and provide critical feedback	Thursday 6 May 10.00-12.00 Group Meeting
19-20	Rework on first version and make use of comment fellow students, make second version	Thursday 20 May 16.00 Deadline Thesis
20-21	Read the work of other students and provide critical feedback	Thursday 27 May 10.00-12.00 Group Meeting
22-23	Rework on second version and make use of comment fellow students, make last version	Friday 11 June 13.00 Final Deadline Thesis

Figure 2

Figure 1
THE MANAGERIAL GRID®
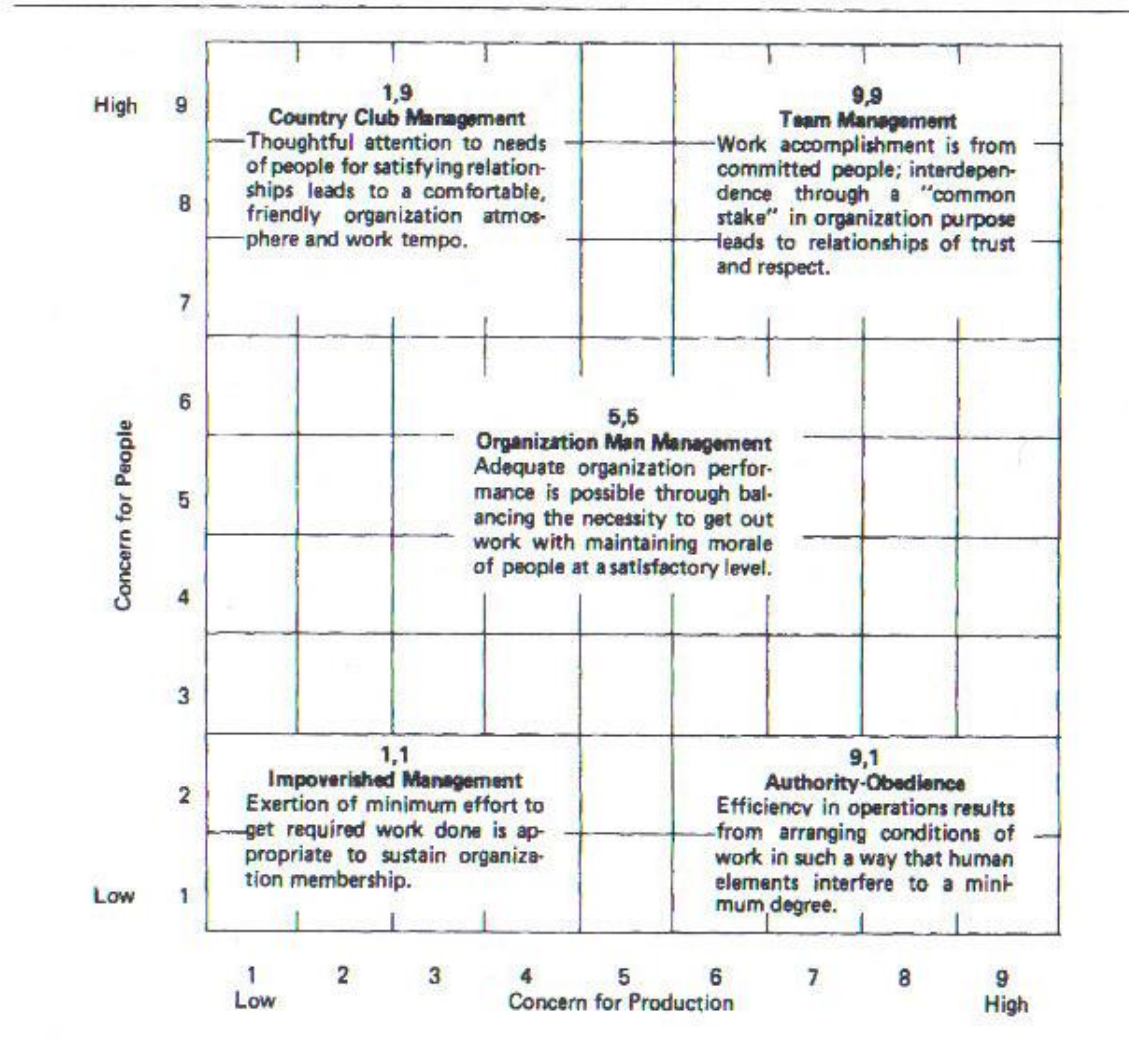
Source: Robert R. Blake and Jane S. Mouton, *The New Managerial Grid*, Gulf Publishing Company, 1978. Reproduced by permission.

Figure 3

Exhibit 1
CHARACTERISTICS OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERS

TRANSFORMATIONAL LEADER

Charisma: Provides vision and sense of mission, instills pride, gains respect and trust.

Inspiration: Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways.

Intellectual Stimulation: Promotes intelligence, rationality, and careful problem solving.

Individualized Consideration: Gives personal attention, treats each employee individually, coaches, advises.

TRANSACTIONAL LEADER

Contingent Reward: Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments.

Management by Exception (active): Watches and searches for deviations from rules and standards, takes corrective action.

Management by Exception (passive): Intervenes only if standards are not met.

Laissez-Faire: Abdicates responsibilities, avoids making decisions.

Figure 4

Traits of the AB5C Taxonomy of Personality: Primary and Secondary Loadings on the Five Factor Model

Secondary Loading	Primary Loading				
	I+	II+	III+	IV+	V+
I+	Gregariousness[a]	Warmth	Efficiency	Happiness	Ingenuity
II+	Friendliness	Understanding[a]	Dutifulness	Calmness	Reflection
III+	Assertiveness	Morality	Conscientiousness[a]	Moderation	Competence
IV+	Poise	Pleasantness	Purposefulness	Stability[a]	Quickness
V+	Leadership	Empathy	Organization	Toughness	Intellect[a]
I–	—	Cooperation	Cautiousness	Impulse Control	Introspection
II–	Provocativeness	—	Rationality	Imperturbability	Creativity
III–	Self-Disclosure	Sympathy	—	Cool-Headedness	Imagination
IV–	Talkativeness	Tenderness	Perfectionism	—	Depth
V–	Sociability	Nurturance	Orderliness	Tranquility	—

Note: I+ = Extraversion; II+ = Agreeableness; III+ = Conscientiousness; IV+ = Neuroticism; V+ = Openness to Experience. Negative versions of these labels represent the negative or opposite attributes of these traits. All 45 listed traits are as opposed to, or versus, the opposite end of the continuum of a positive vs. negative connotation. Information for the above figure was taken from International Personality Item Pool (2001).

a. Pure factor marker of the original Big Five factors.