



Leadership Through a Female Lens



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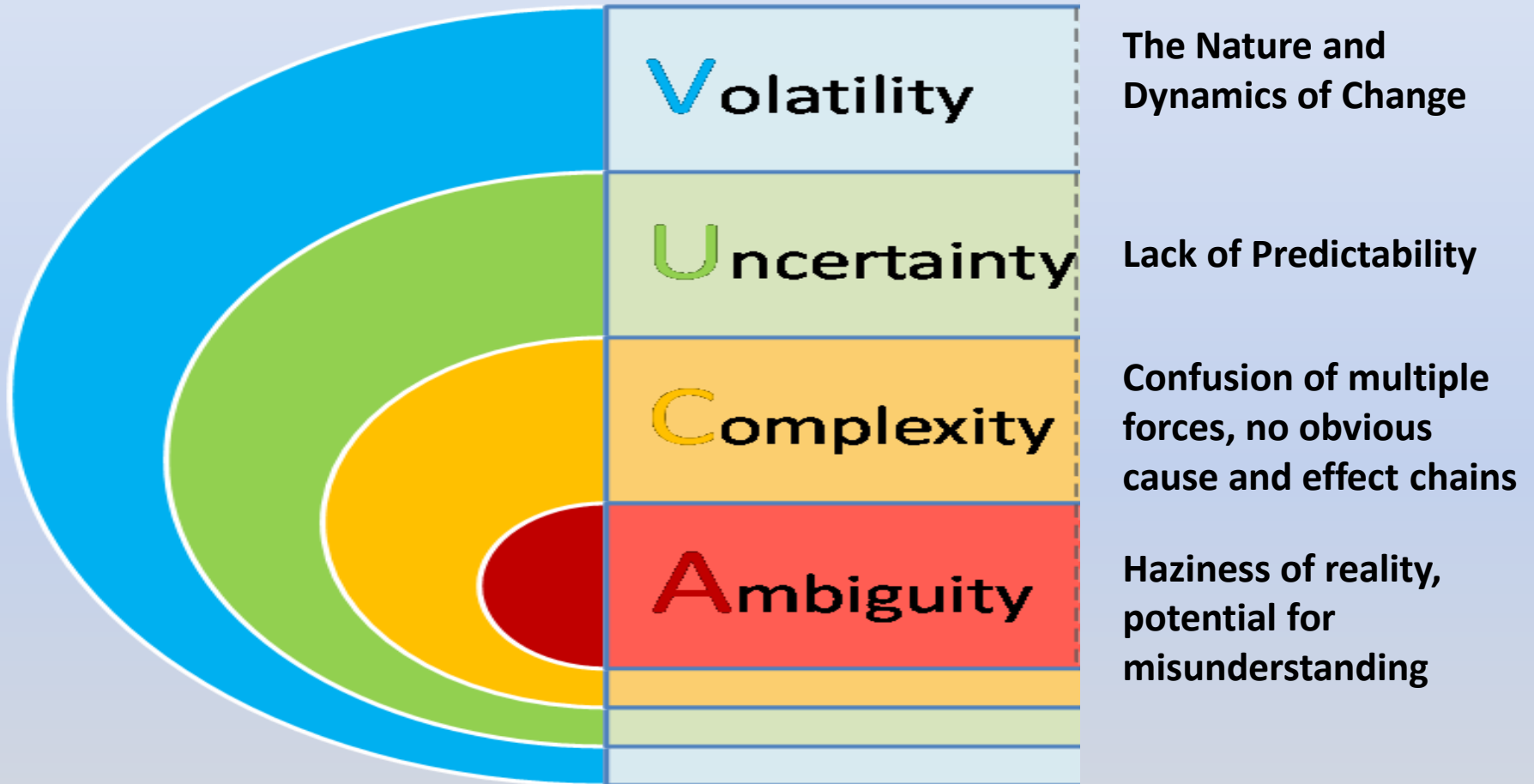
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Objectives

- Explain the link between capabilities viewed as traditionally female and contemporary leadership challenges
- Use some key pieces of research to consider how female and male leadership can differ and why/if this matters
- Review your own leadership and action plan for increased effectiveness

Contemporary Challenges



Contemporary Leadership

Contemporary views of good leadership encourage teamwork and collaboration and emphasise the ability to empower, support and engage workers ...

Contemporary approaches not only call for a reduction in hierarchy but place the leader more in the role of coach or teacher

Hammer & Champy (1994), Senge (1994)

A movement from autocratic to democratic approaches to engage and release the potential in others. Moving to mobilisation under a shared purpose and vision.

Leading with Emotional Intelligence


- Approximately 45% a person's performance in work is due to their levels of EI
(MHS inc USA 2011)
- Goleman's research indicated that EI contributes to 80% to 90% of the competencies that distinguished outstanding leaders from just average


Daniel Goleman (2001), The New Leaders

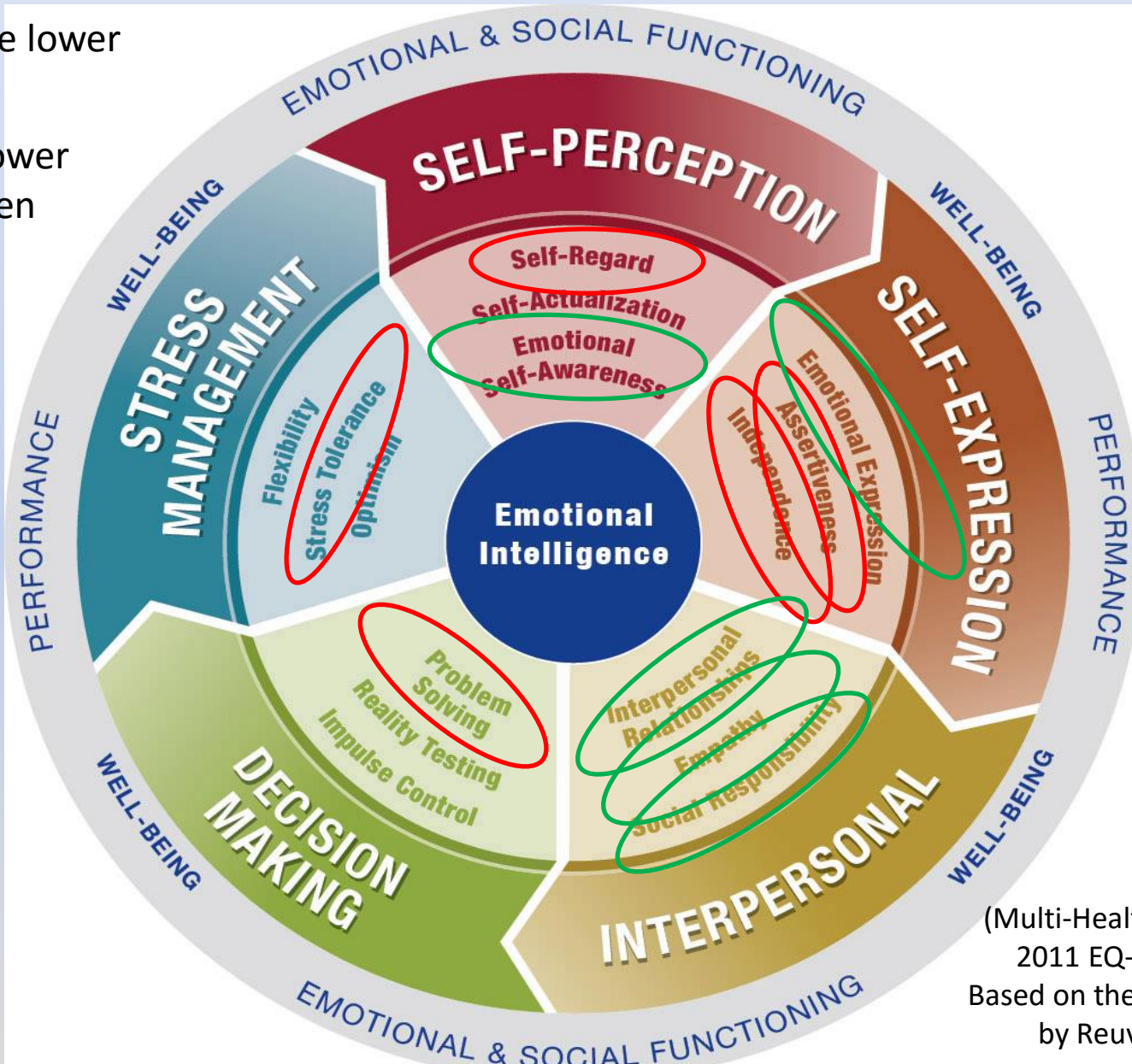
EQi 2.0 Model of Emotional Intelligence



Model of Emotional Intelligence (EI)

 Women are lower than men

 Men are lower than women



(Multi-Health Systems Inc
2011 EQ-i2.0 Model)
Based on the original model
by Reuven BarOn

To boost the odds of getting a great executive hire a female!

Sharpe, in Business Week (2000)



Women in Leadership

20.7% of board members in FTSE 100 companies,
according to a recent report by Lord Davies

How Unconscious Bias Holds Us Back,
Guardian (2014)

“Today, women make up 60% of junior managers,
40% of middle managers, 20% of senior managers
and just single digits at the C-suite”

CMI's Chief Executive Ann Francke, Dec 2015

The Female Leadership Advantage

“Recent press articles and trade books increasingly assert a female advantage in leadership, where women are more likely than men to lead in a style that is effective under contemporary conditions... We show that women have some advantages in typical leadership style but some suffer disadvantages from prejudicial evaluations of their competence as leaders, especially in masculine organisational contexts.”

The female leadership advantage: An evaluation of the evidence (2003), Eagly & Carli, The Leadership Quarterly

To be perceived as Effective Leaders

Role congruity theory of prejudice toward female leaders.

- Sensitivity was more strongly associated with female leadership, whereas masculinity, strength and tyranny were more strongly associated with male leadership.
- However, for female leaders to be perceived as effective they needed to demonstrate both sensitivity and strength, although male leaders only needed to demonstrate strength.

Effects of gender stereotypes and leadership prototypes on the evaluation of male and female leaders, Johnson et al, Science Direct (2008)

Leadership Under the Lens

- Females are preferred less by decision makers for male sex-typed positions eg. leadership roles (Davison & Burke, 2000)
- Traditional leadership models were mostly designed by men and based on male leaders but there are some key differences in male/female approaches
- Preferences for making judgements:
 - 65% of men have a preferences to adopting a thinking approach – what is impacted
 - 65% of woman have a preference to adopting a feeling approach – who is impacted (Kirby & Berger, 1996)
- Can using a female leadership model to consider your own leadership development better support women?

McKinsey's Centred Leadership Model



Centred Leadership

- **Meaning** - finding your strengths and putting them to work in the service of an inspiring purpose
- **Managing energy** - knowing where your energy comes from, where it goes, and what you can do to manage it
- **Positive framing** - adopting a more constructive way to view your world, expand your horizons, and gain the resilience to move ahead even when bad things happen
- **Connecting** - identifying who can help you grow, building stronger relationships, and increasing your sense of belonging
- **Engaging** - finding your voice, becoming self-reliant and confident by accepting opportunities and the inherent risks they bring, and collaborating with others.

Developing the 5 Areas – Some Ideas

- Find the meaning in what you do – return to this and share it with others
- Identify the conditions and situations that replenish your energy and those that sap it. Do more of the former, and proactively manage the latter.
- Positive thinking (reframing) for challenging situations – develop resilient thinking
- Figure out where to go to connect and enlist the people and groups necessary to get there
- Speak up, know what you are proud of, develop your self and take some risks



Role Models and Sponsors

“The more role models there are to inspire girls and women – especially at critical points when they’re making decisions about their education or their careers – the more likely we are to see girls and women making decisions that offer them real opportunities, and going for the top jobs in the middle of their career rather than staying put.”

CMI’s Chief Executive Ann Francke, May 2014

What female leaders could act as roles models and/or mentors for you?

“Men, don’t live with excuse that younger women haven’t got a role model because we’ve run out of senior women. Be that role model.”

James Bardrick, Chief Executive, CitiUK



Thank you

We would welcome your feedback and thoughts!

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