



Gender Differences in Leadership

Results of a new study in Europe

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Questions



- How do men and women differ in their leadership practices?
- Are there gender differences in the relative importance of leadership practices for current effectiveness?
- Are there gender differences in the relative importance of leadership practices suggesting future potential?



The Study



- 968 men and 968 women matched on
 - Country
 - Management level
 - Job Function
- Completing the LEA360™ as part of ongoing development activities



Assessment



- MRG's LEA360TM
 - Well validated 360-degree leadership assessment
 - Completed by self, boss, peers, and direct reports
 - Part A measure 22 leadership practices
 - Part B measures 22 dimensions of leadership effectiveness



Methodology



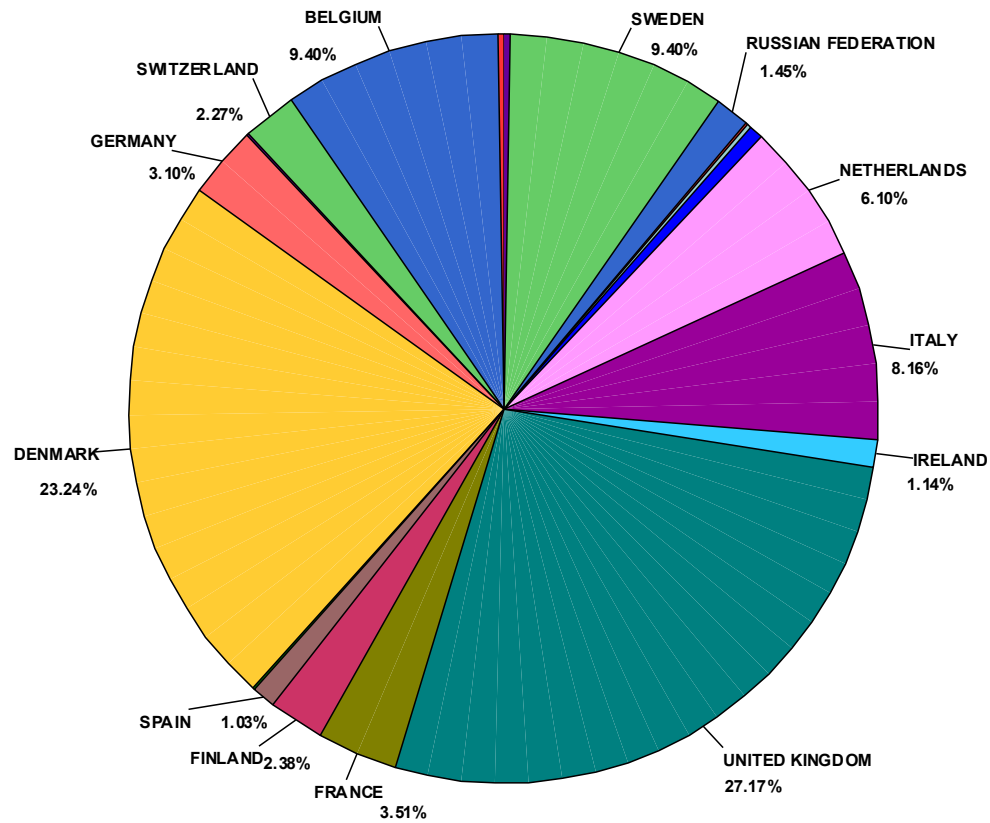
- The current study focuses on observer perceptions
- Leadership practices were measured by Part A
- Outcome measures were obtained from Part B
 - Overall effectiveness was defined as the mean rating on all 22 effectiveness items
 - Future potential was defined by item 15 (future potential to the organization)
- Boss, peer, and direct report ratings were averaged
 - A weighted mean procedure was used that gave equal weight to each of the 3 groups
- All assessments were normed against the General European 2005 norms for comparability across countries.



Description of Participants



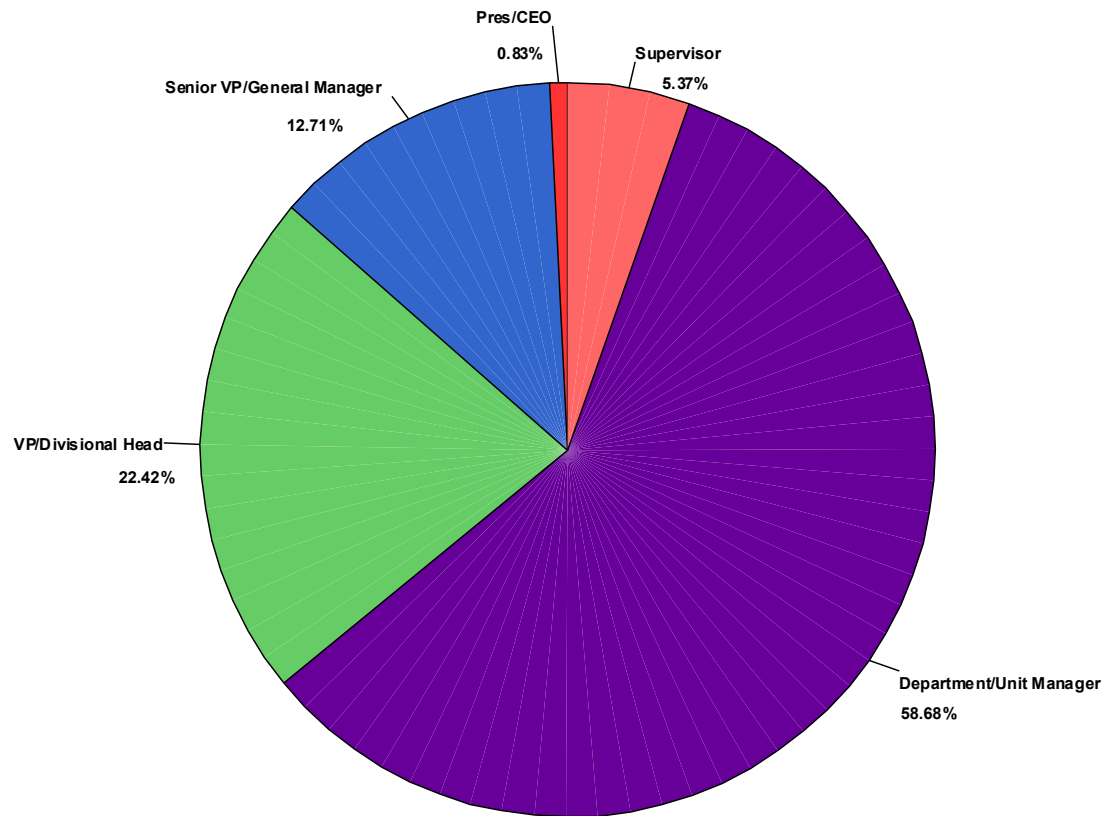
Countries



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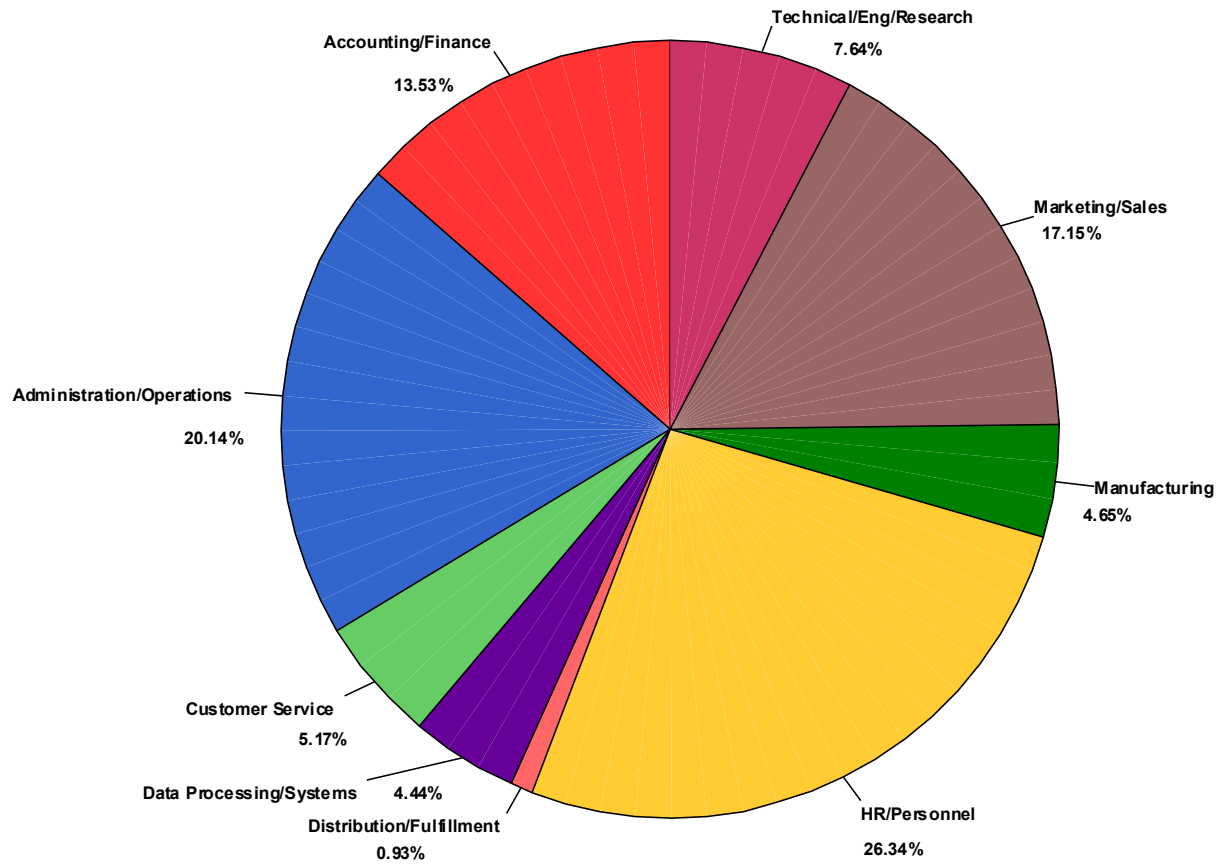
Management Levels



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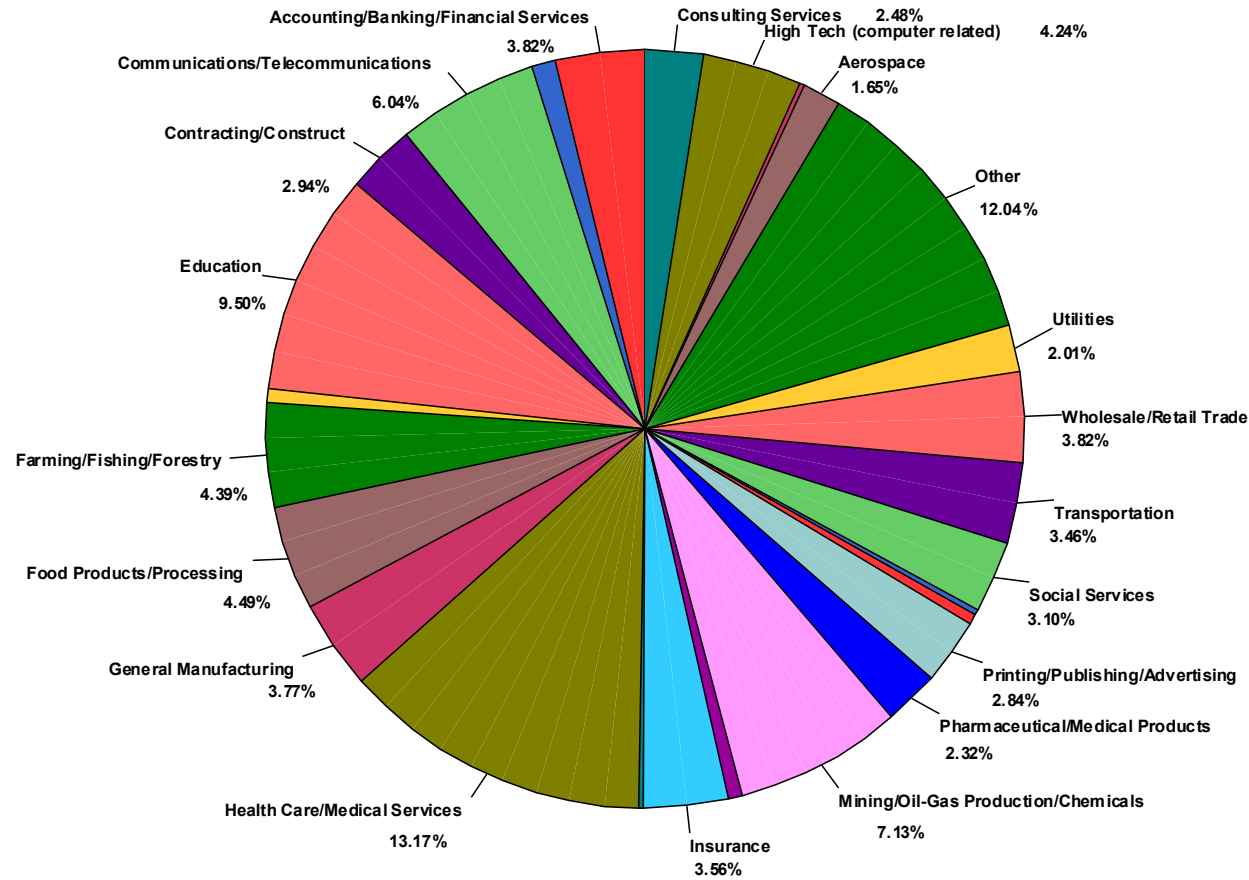
Job Functions



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Industries



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Results



Leadership Practices

**Gender differences are found on
15 of the 22 leadership practices**

**Median
Percentile Rank
Profiles**

Leadership Practice	Men	Women	Difference
Conservative	53	49	4
Innovative	54	50	4
Technical	55	53	2
Self	54	53	2
Strategic	58	51	7
Persuasive	58	54	4
Outgoing	55	55	0
Excitement	51	61	-10
Restraint	57	46	10
Structuring	53	59	-6
Tactical	57	58	-2
Communication	53	59	-6
Delegation	58	52	6
Control	55	62	-7
Feedback	52	60	-8
Management Focus	54	54	0
Dominant	51	55	-4
Production	52	58	-6
Cooperation	61	57	3
Consensual	55	54	1
Authority	56	56	0
Empathy	54	59	-5

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Leadership Practices



- Women were higher on
 - Excitement
 - Structuring
 - Communication
 - Control
 - Feedback
 - Dominant
 - Production
 - Empathy
- Men were higher on
 - Traditional
 - Innovative
 - Strategic
 - Persuasive
 - Restraint
 - Delegation
 - Cooperation

These differences closely parallel those found in North America

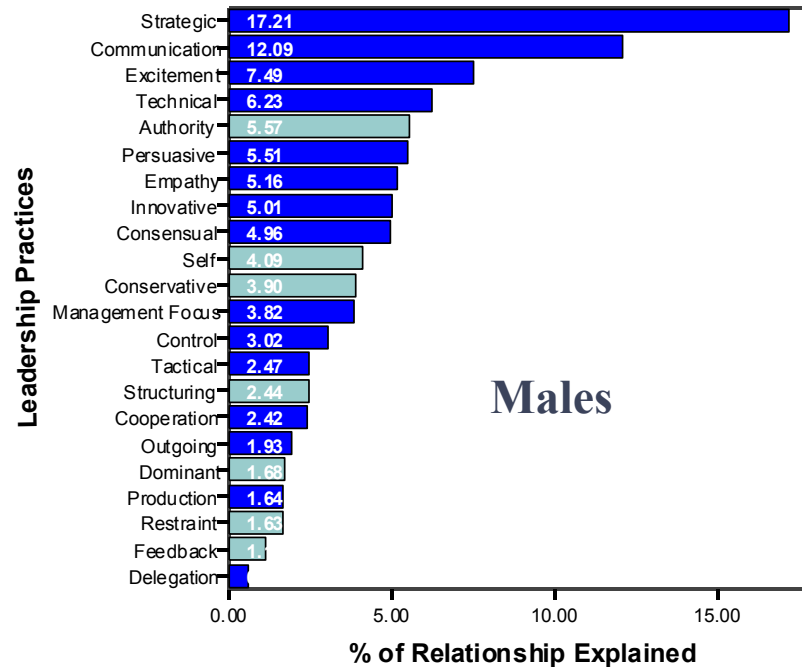


Overall Effectiveness



Leadership Best Practices

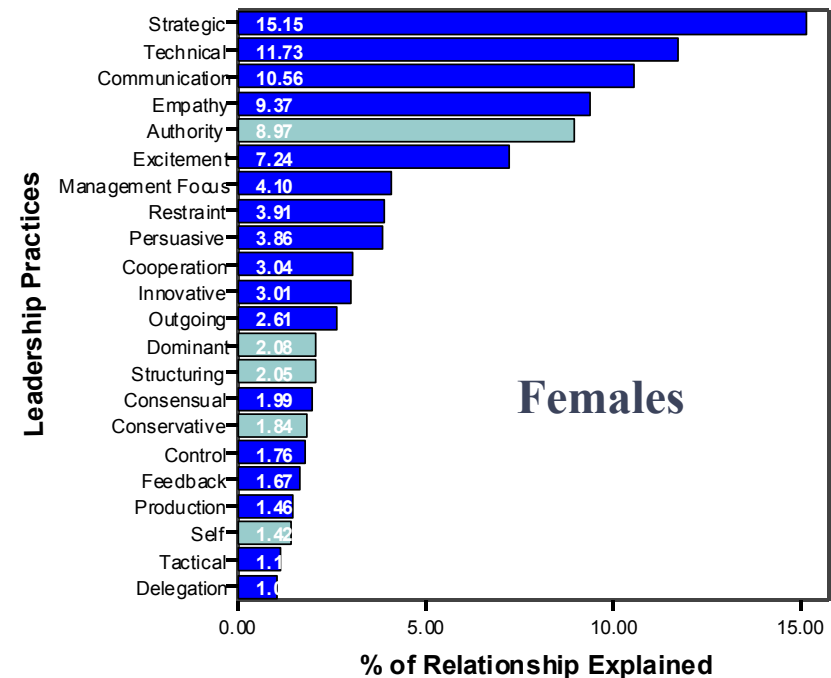
Relative Importance of Behaviors for Effectiveness



Total Percent of Effectiveness Explained = 62%

Leadership Best Practices

Relative Importance of Behaviors for Effectiveness



Total Percent of Effectiveness Explained = 60%

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Overall Effectiveness



- The most important leadership practices for overall effectiveness are:
 - Strategic
 - Communication
 - Technical
 - Empathy
 - Excitement
 - Deference to Authority (lower)

**However: Technical and Empathy
were more important for women**

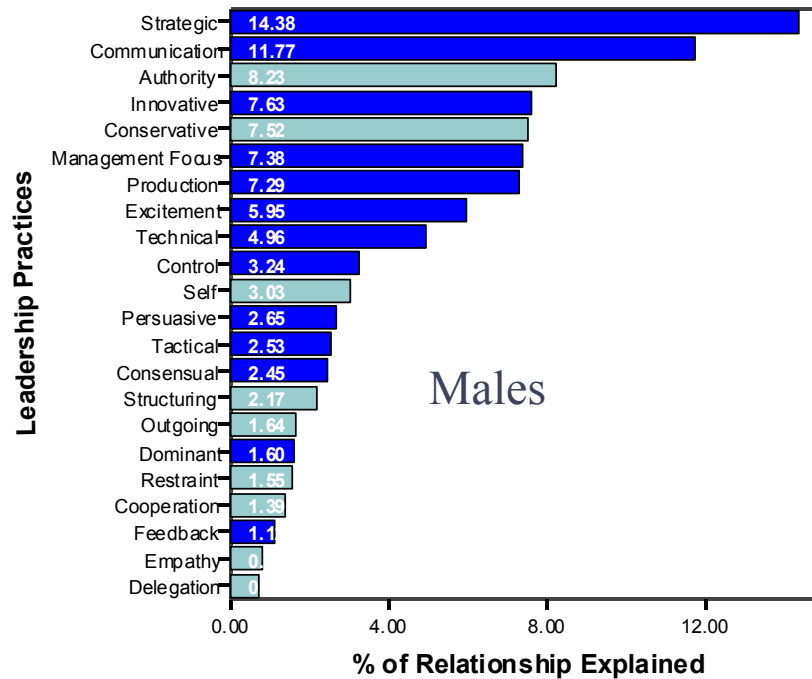


Future Potential



Leadership Best Practices

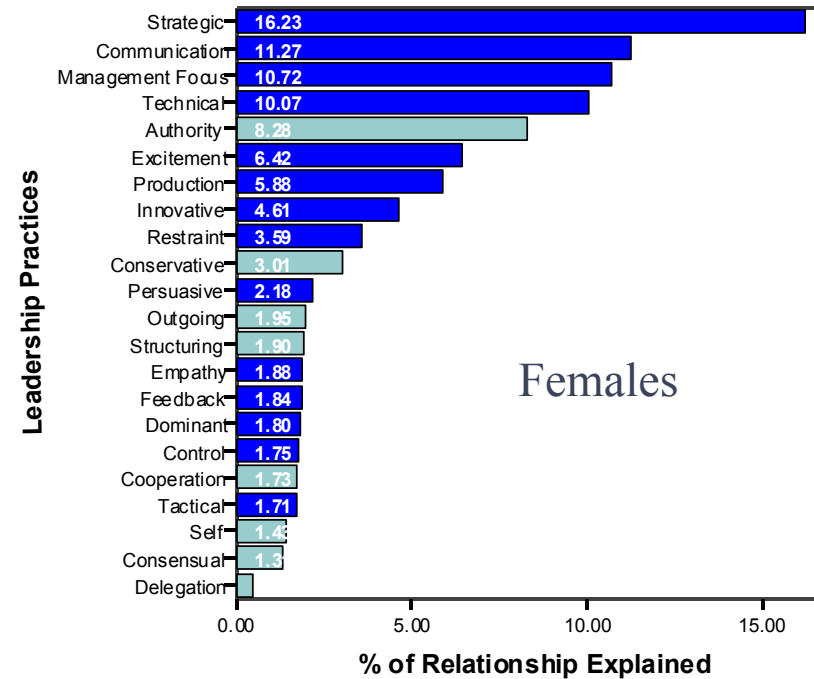
Relative Importance of Behaviors for Future Potential



Total Percent of Effectiveness Explained = 53%

Leadership Best Practices

Relative Importance of Behaviors for Future Potential



Total Percent of Effectiveness Explained = 44%

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Future Potential



- The most important leadership practices for future potential are:
 - Strategic
 - Communication
 - Management Focus
 - Deference to Authority (lower)
 - Technical
 - Production
 - Innovative
 - Excitement
 - Traditional (lower)

However: Technical was more important for women, and lower Traditional was more important for men.



Discussion



- There are a number of moderate, reliable differences in the leadership practices of men and women.
- These differences appear in both North America and Western Europe.



Discussion



- There are roughly 6 leadership practices that are particularly important for a leader being seen as currently effective. Of these:
 - Women should be aware of the extra importance that Technical and Empathy play in others' evaluation of them.



Discussion



- There were a number of leadership practices that were associated with being seen as having future potential for the organization.
- The main difference between these behaviors and those found for current effectiveness are the inclusion of:
 - Management Focus
 - Production
 - Innovative (and lower Traditional)



Discussion



- There were gender differences in the leadership practices most associated with future potential.
 - Again, Women should be aware of the extra importance that Technical plays in others' evaluation of them.
 - Men should be aware of the extra importance that lower Traditional plays in others' evaluation of them.



Discussion



- Men tend to be lower than women on Excitement.
- Women tend to be lower than men on Strategic.
- Both practices are important for others' perceptions of a leader's current effectiveness and future potential.
- This points to two notable developmental opportunities:
 - Strategic for women
 - Excitement for men



Questions

- Why do we find differences in the leadership practices of men and women, even when we control for country, level, and function?
- Why do we find that some leadership practices are more important for others' perceptions of a leader's current effectiveness and future potential depending on whether the leader is male or female?
- How can these results be used for
 - Executive coaching?
 - Organizational development?



For More Details



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