

# Gender Differences in Leadership Practices

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Enlighten.  
Encourage.  
Enable.

**Kenneth M. Nowack, Ph.D.** who is a licensed psychologist who has over 20 years experience in the human resources field as both an internal and external consultant. Dr. Nowack received his doctorate degree in Counseling Psychology from the University of California, Los Angeles and has published extensively in the areas of 360-degree feedback, assessment, health psychology and behavioral medicine.

Ken is the author of the Emotional Intelligence View 360, Executive View 360, Manager View 360, Performance View 360, Career Profile Inventory, Managerial Inbasket simulation and the Stress Profile assessments.

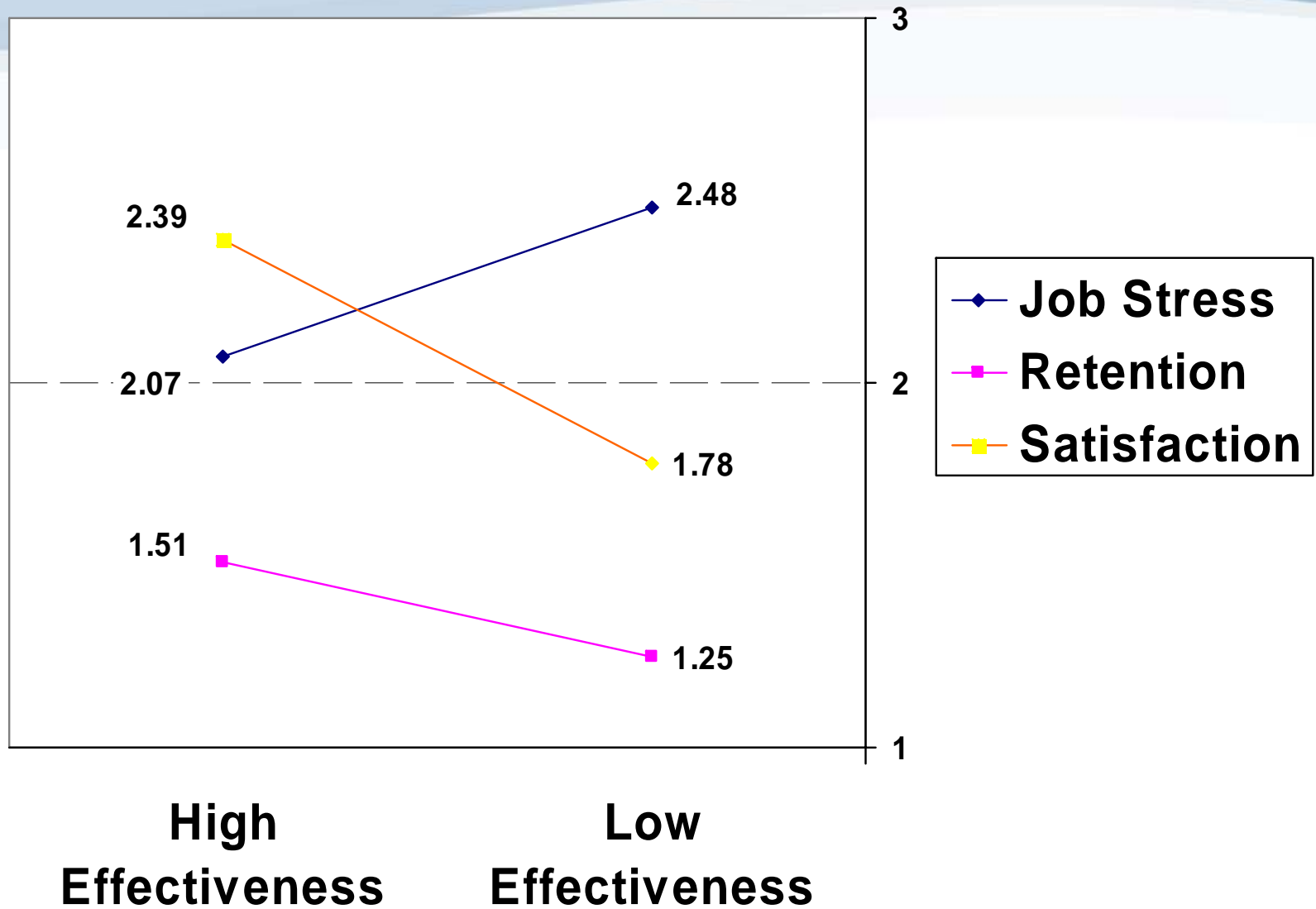
Ken serves on Daniel Goleman's Consortium for Research on Emotional Intelligence in Organizations and is a guest lecturer at the UCLA Anderson School of Management.

# Leadership Matters

- Results of two company-wide employee engagement surveys were analyzed for 2002 and 2004
- Employees rated leadership and management practices using a benchmarked 8-item Leadership Effectiveness Index (alpha .91)
- Employees were asked additional questions about retention (intention to leave in 12 months), job satisfaction and perceptions of stress

Nowack, K. (2006). Emotional Intelligence: Leadership Makes a Difference. HR Trends. 17, 40-42.

# Envisia Leadership Study (p's < .01)



# Gender and Leadership

- 37% of highly qualified women voluntarily leave work at some point in their careers compared to 24% of men
- Only 6% of women stopped working because the work was too demanding
- Only 74% of “off-ramped” women who want to rejoin the ranks of employed are able to do so
- 2001 survey by the Center for Work Life Policy reported that over 40% of women with spouses felt their husbands create more work around the house than they perform

Hewlett, S. & Luce, C. (2005). Off-ramps and On-ramps. Harvard Business Review, March, 2005

# Why Women Leave the Fast Lane

## Top Five Reasons Men Leave

- Change Careers (29%)
- Earn degree (25%)
- Work not satisfying (24%)
- Not interested in field (18%)
- Family time (12%)

## Top Five Reasons Women Leave

- Family Time (44%)
- Earn degree (23%)
- Work not satisfying (17%)
- Moved away (17%)
- Change careers (16%)

Hewlett, S. & Luce, C (2005). Off-ramps and On-ramps.  
Harvard Business Review, March, 2005



# **Are there Differences in Leadership Practices Between Male and Female Leaders?**

# Where Female Executives Do Better: A Scorecard

Competency	Men	Women
Motivating Others		XXXXXX
Communication		XXXXX
Planning	XX	XXX
Listening		XXXXXX
Problem Solving	XX	XXX

Interpretation: Each “X” denotes which group scored significantly higher on the respective studies

Data: Envisia Learning, Advanced Teamware, Inc., Hagberg Consulting Group, Management Research Group, Lawrence Pfaff, Personnel Decisions International

# 360-Degree Feedback Research

## Gender Differences in Competency Self Ratings

### Communications

#### **Active Listening**

Written Communications

Oral Communications

#### **Oral Presentation**

Vision/Goal Setting

### Leadership

Planning/Organizing

Administrative Control/Follow-Up

#### **Delegation**

Performance Management

Performance Appraisal

Recognizing Others

### Interpersonal

Sensitivity

Coaching/Development

#### **Conflict Management**

#### **Team Building**

Employee Development

Leadership

### Problem Solving

#### **Strategic Problem Analysis**

#### **Decisiveness/Judgment**

*Note: Self-Ratings of men (N=801) are significantly higher than women on the 7 bolded competencies (N=417), all p's < .01*

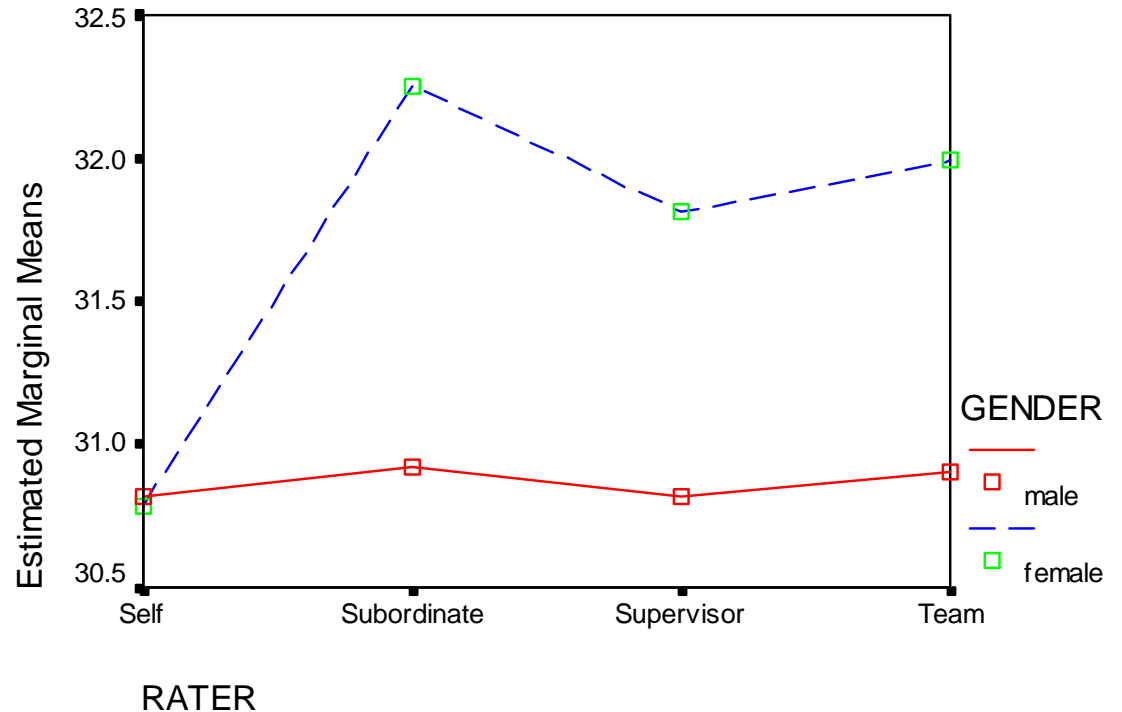
# Gender Differences in Leadership

## LEADERSHIP COMPETENCY

- Significant interaction effect is found between rater X gender
- Women (N=417) are rated significantly higher than men (N=801) by all rating groups
- There are no significant differences in self-ratings between men and women on overall ratings of the leadership skill competency

## Self/Other Ratings

### Leadership Factor



# Summary

- Men reported significantly inflated self-ratings relative to women on selected communication, problem solving and interpersonal competencies
- Women in our study were rated significantly higher than men by managers, direct reports and peers suggesting more effective
- These gender differences in 360-feedback tend to support earlier research findings

# Research on EI and Career Success

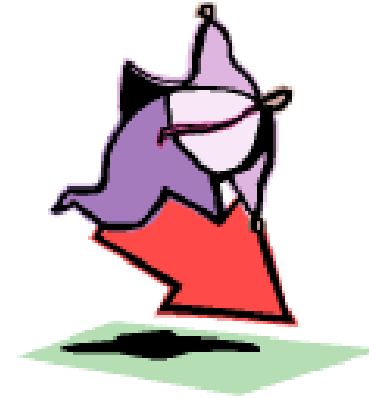
**“IQ”**

**“EI”**




**CAREER  
ADVANCEMENT**

**LOW “EI”**



**CAREER  
DERAILMENT**



**“We are measured not by what we are, but by the perception of what we seem to be; not by what we say, but how we are heard; not by what we do, but how we appear to do it.”**

***Anonymous***

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