Developing Women Leaders within Organisations: Why it Makes Business Sense

Patience Siwadi

National University of Lesotho, E-mail: peshy2007@gmail.com

ABSTRACT

In marrying two contemporary issues, leadership and women leaders, it is apparent that women are introducing new leadership styles to organizational settings evident in the way in which organizations have for 20 years or so, sought to encourage men to behave like women. Notions of contemporary leadership, extol the virtues of sensitivity, good communication, emotional management, a sense of community by en large feminine characteristics (Covey, 1992, 1998; Bennis and Nanus, 1997). In other words, male leaders are thought to lack characteristics which would improve their leadership performance. This concept paper argues that by not developing women leaders, organizations are selling themselves short instead of tapping into the feminist attributes that seem more suited to today's organizations. The paper indicates the qualities of women leaders which are currently forgone the world over, where women leaders are hardly 25% of the working women. The paper utilized desk research as well as personal experiences to develop and augment this argument

Keywords: *Women in Leadership, Transformational, Transactional Leadership.*

INTRODUCTION

The issue of leadership within and outside organizations, has taken centre stage in recent years. Hitherto organizations had not fully appreciated the relationship between performance and leadership. Leadership issues were mainly left for politicians where the characteristics of leaders such as charisma were critical. Research has however shown that leadership is as important in private business, and other organizations as in politics. As rightly put by Byd Bagget (2005), the quality of performance of an organization is a direct reflection of the quality of leadership.

In marrying the two issues, leadership and women leaders, it is evident that women are introducing new leadership styles to organizational settings and that this is creating positive changes in terms of how organizations function as a whole and creating a greater range of possible leadership strategies for managers (Moran, 1992). The real issue in leadership differences lies in the equity in selecting the right person with the appropriate skills and qualities to ensure the effectiveness and success of the organization (Barker, 2000, Bass and Avolio, 1994). The integration of women in leadership roles is not a matter of fitting in the traditional models but giving opportunities for them to practice their own leadership styles. This is not to say that women leadership styles are superior but that they are just different from that of man and it is therefore critical to develop the type of leaders who enhance the quality of the organization. This paper puts forward the benefits of developing women leaders as the type of leaders that are likely to improve organizational performance.

The emergence of women onto the corporate leadership scenario, albeit in lower percentages to the total women in the workforce, cannot be ignored. Women are entering the corporate world at a faster rate. An unprecedented number of women are heading corporations or institutions of higher learning and this is likely to continue into the next millennium. In some cases women are being sought out to become board members in promotion of gender equality. This leads to the question: are women a wasted resource in the corporate set up? This is a concept paper which utilizes journal articles from different parts of the globe and books to point out how the qualities women managers portray are suited to today's organizations. Another critical source of information was the author's personal experiences gained as a female leader in one of the institutions of higher learning in Zimbabwe.

The paper starts by discussing the nature of organizations today as background to the need for women managers as organizations metamorphosize. The nature of leadership is also discussed which also lays the groundwork for the two issues of leadership and women leaders to the fore. The next section discusses women as leaders in today's organizations which points out the significance of developing women leaders and this is the section which is critical to the discussion. An analysis of the concepts then follows and the paper concludes by comparing man and women leaders not on a competitive basis but as counterparts who can compliment each other to achieve organizational objectives. The conclusion reiterates the need for equity that ensures that the feminist qualities that enhance organizational performance are not forfeited or ignored.

METHODOLOGY

The study used desk research in its data collection. The main source of literature was journal articles focusing on management and leadership with particular attention on gender equity. Further research was also undertaken on women leadership at operational level. Contributions were also made based on observing leadership in institutions of higher learning in Zimbabwe in which the author was a part of. Secondary data was utilized to analyze and motivate debate and further studies on the issue of women leadership.

LITERATURE REVIEW

Nature of Organizations Today

Organizations are becoming more complex than ever before. Technological advancement which has increased information availability in terms of speed and volume, dynamic customer demands which have increased competitiveness, increasing globalization the blurring of organizational boundaries and increasing competition combine to produce organizational environments that are more turbulent than previously observed, (Parry and Thompson, 2003). The internet has advanced very rapidly in the last few years and has succeeded in shrinking the world and techniques in leadership. It has changed the way people communicate and the way people work. Often leaders are in one locale and the followers are half way round the world. One of the fastest-growing, high-tech office trends today is "virtual teams". These teams cross time, space, and cultural boundaries and do so effectively with the use of technology (Johnson, Heimann and O'Neill, 2001).

The virtual team, in addition to having members from different geographic locations, may also include contingent workers from outside the organization. Added to that, working from home has become the order of the day. So the leader of today is hardly in close proximity with followers.

The new global economy of the 21st Century has transformed the economic, social, educational, and political landscape in a profound and indelible manner. Never before in human history has the pace of structural change been more pervasive, rapid, and global in its context. The new economy is composed of a trilogy of interactive forces that include globalization, trade liberalization, and the information technology and communications revolution. Globalization has melted national borders, free trade has enhanced economic integration, and the information and communications revolution has made geography and time irrelevant. Furthermore, the new economy is built on a culture of innovation. Indeed, the signature mark of the new global economy is new ideas, new technologies, and new initiatives (Passaris, 2006). All this dynamism has led to organizations where flexibility, teamwork and information sharing are replacing rigid structures of competitive individualism, control and secrecy, (Robbins, 2003). This has been reiterated by studies of the Japanese model of management pioneered by Edward Demming which stated that the 1980s produced new corporate cultures that valued flexibility, quality, customer service and motivated employees (Dess and Miller, 1993). A leader in the new era of work will therefore need to be a coach, facilitator and mentor. The role of the leader as an autocratic expert is fading rapidly and will continue to do so (Vaughan, 1995).

The changes in organizations therefore require a change in leadership style. As suggested by (Wajcman, 1996) today's organizations are flatter and less hierarchical in structure and such organizations require more team work and a consensus style of management. Given this scenario two issues are of note, firstly that followers take cues from their leaders which either build or harm their confidence and secondly that the quality of performance of organizations is a direct reflection of the quality of leadership (Bagget, 2005). There is therefore a need for a certain type of leadership style that auger well with today's organization.

Nature of Leadership Today

Leadership is about setting direction, the articulation of mission, vision values and purpose that address questions such as where are we going, what are we going to do and why are we doing it. It involves the building of commitments, of mutual trust and accountability. It is about creating alignment finding of common ground and areas of interrelated responsibility that address questions such as how do we develop a shared understanding of our situation and how our actions can be better coordinated.

Leaders carry this out by applying their leadership attributes namely beliefs, values, ethics, character, knowledge and skills (Donclark, 2007). The theme that seems to run through this and other definitions is that of influencing followers to achieve objectives. Leadership goes beyond management which is more inclined towards ensuring that the organization functions well, tasks are managed and doing the right thing.

This theme is further expanded by (Martin and Ernst, 2005) in their exploration of the future of leadership success which is more inclined towards coaching development and interacting with staff and a more willingness to delegate important tasks not just things leaders are not interested in. They further postulate that future leaders lean towards encouraging creativity and creating relationships and solving problems amicably. Such leaders accept change as positive and lead change by example. They adjust management style to changing situations and adapt to the changing external pressures facing the organization. Added to this, they future leaders use participative management which encourages information sharing, listening to subordinates as well as dove-tailing to top management thinking.

Among the 3 types of leadership, namely autocratic, democratic and laissez faire the democratic style was believed to be the most effective (Bass and Stogdill, 1990). Democratic leadership style can be explained as a style whereby leaders pursued an open, trusting and follower oriented relationship. With democratic leaders decision making is not central to the leader there is a degree of autonomous behaviour from subordinates. The leader encourages initiative and is more confident to delegate. Leaders who adopt this style encourage followers to establish their own policies and basically establish their own working style. According to (Bass, 1990) leaders adopting this style were described as caring, considerate and easy to compromise and also had a sense of responsibility and attachment to followers.

The realm of leadership today is incomplete without a full discussion of the dominating leadership approaches namely transformational leadership and transactional leadership whose different premises go a long way to show how women leaders fit into today's organizations that are more attuned to transformational leadership.

Transformational Leadership

Of late the issue of transformational leadership has come to the fore. As expounded by Avolio and Bass (1994) in their four I's of transformation leadership. The first one being idealized influence, which relates to the formulation, articulation of vision and challenging goals. The leader instils pride in others and thus induces followers to go beyond self interest for the good of the group and providing reassurances that obstacles will be overcome. Such leaders are trusted respected and are exemplary role models for associates as they are able to promote confidence in the achievement of goals and tasks, talk optimistically about the future and articulate visions for the future and providing an exciting image of organizational change. The second 'I' relates to intellectual stimulation which promotes intelligence, rationality and careful problem solving. Such leaders encourage innovation and creativity and promote critical thinking and problem for organizational improvement.

The third 'I' relates to individual considerations which are directed at treating the followers as individuals and not just members of a group. Thus the leader understands the developmental needs of followers and thus spends time teaching and coaching, helping others develop their strengths and listening attentively to their concerns. Such leaders motivate associates to commit to the vision of the organization.

The fourth. 'I' inspirational motivation describes leaders who motivate associates to commit to the vision of the organization. Such leaders encourage team spirit to reach goals by setting high standards , communicating their ideas and vision to the followers in unambiguous ways and encourage followers to develop beyond the norm so that they and their organizations develop , (Bass and Avolio, 1994).

Transformational leadership has been known to improve performance (Northouse, 2001). It has also been known to positively influence team cohesion and conflict management (Atwater and Bass, 1994). Other qualities of transformational leadership include the fact that it empowers followers to do what is best for

the organization; creating strong role model with high values, listening to all viewpoints to develop a spirit of cooperation, creating a vision, using people in the organization, and acting as a change agent within the organization by setting an example of how to initiate and implement change, (Northouse, 2001).

Bass and Avolio (1994) propose that transformational leadership promotes a working environment characterized by the achievement of high goals, self actualization and personal development. Transformational leaders move the organization in the direction of more transformational qualities in their cultures namely, accomplishment of goals, intellectual stimulation and individual consideration. The subordinates of transformational leaders feel trust, admiration, loyalty and respect towards leaders and are motivated to perform extra roles.

On the gendered premise, transformational leadership to a large extent therefore characterize a feminine model of leadership built around cooperation, lower level of control, collaboration and collective problem solving and decision making (Jogulu and Wood, 2006). (Mandel and Pharwani, 2003) confirm in their study that females score higher on the transformational leadership scale compared to males.

Transactional Leadership

Transformational leadership has always been compared to transactional leadership. The core of transactional leadership lies in the notion that the leader, who holds power and control over his or her employees or followers, provides incentives for followers to do what the leader wants. That is if an employee does what is desired, a reward will follow and if an employee does not, a punishment or a withholding of the reward will occur.

This is a cost benefit economic exchange with followers. The followers' material and psychic needs are satisfied in return for expected work performance under the premise of two factors: contingent reward and management by exception. Contingent reward suggests that people appreciate tangible, material rewards for their efforts and management by exception is when the leader has implicit trust in their workers to finish the job to a satisfactory standard, and avoid rocking the boat. These leaders do not inspire workers to achieve beyond expected outcomes. As long as the target is achieved, the system has worked, everyone is happy, and the business exists to face a new day. There is little sense of adventure, new horizons, or white water strategies with management by exception leaders (Sorros and Santora, 2001). (Bacal, 2007) when referring to management by exception refers to the idea that leaders are less interested in changing, or transforming the work environment, or employees, but seek to keep everything constant except where problems occur (for example lack of goal attainment).

Transactional leadership assumes that: people are motivated by reward and punishment, social systems work best with a clear chain of command, when people have agreed to do a job, a part of the deal is that they cede all authority to their manager and the prime purpose of a subordinate is to do what their manager tells them to do.

The transactional leadership style appears to characterize leadership in strong masculine qualities as it is distinguished by competitive hierarchical authority and high control for the leader and analytical problem solving which is more typical of male behaviors (Klenke, 1993) Transactional leaders guide or motivate their followers in the direction of established goals clarifying role and task requirements while transformational leaders inspire followers to transcend their own self interests for the good of the organization. Transformational leaders are capable of having a profound and extra ordinary effect on followers while according to (Bacal, 2007) transactional leadership has leanings towards management rather than leadership and as such as a form of leadership style it is outdated.

Analysis of Women Leadership

From the 1990s literature began to tie together leadership styles with specific behavior attributed to women. Transformational leadership to a large extent therefore characterize a feminine model of leadership built around cooperation, lower level of control, collaboration and collective problem solving and decision making (Mandel and Pharwani, 2003) . Women possess the qualities of transformational leaders and it is these qualities that are required in today's organizations which require more team work and consensus style of management (Wajcman, 1996) This may be because of the personal style of social interaction attributed to women (Eagly and Johnson 1990) Styles that are closely aligned with transformational leadership (Burke

and Cooper, 2004).

Up until the 1990s it was believed that women's success is described in terms of their ability to demonstrate male behaviour. Male gender qualities being characterized as aggressive, independent, objective, logical, rational, analytical, decisive, confident, assertive, ambitious, opportunistic and impersonal as distinguished from female gender qualities described as emotional, sensitive, expressive, cooperative, intuitive, warm, tactful, receptive to ideas, talkative, gentle, tactful, empathetic, and submissive (Park, 1996 ; Osland , 1998). It was believed that to succeed required that a woman perform as a man (Hopfl and Sumohon, 2007). Contrary to this view, organizations have for 20 years or so now sought to encourage men to behave like women. Notions of contemporary leadership extol the virtues of sensitivity, good communication, emotional management and a sense of community. In other words male leaders are thought to lack characteristics which would improve their leadership performance (Covey, 1992).

ANALYSIS

This study confirms that females score higher on the transformational leadership scale compared to males. The attributes of transformational leadership are closely aligned to feminine characteristics in general as compared to masculine characteristics (Amos Wilson P 2000.) Today's organizations require more talented employees and in addition the styles of leadership that are required are more relational. Such leadership tends to create an environment supportive and conducive to work. Hence higher job satisfaction of employees is likely to result in better attendance to work low likelihood of leaving the organization and fewer grievances (Howel and Costly, 2006).

Exactly what do female leaders have to offer? Studies show that female leaders, when rated with underlings and bosses, score higher than their male counterparts on almost every important dimension of transformational leadership including goal setting, motivating others, fostering communication, producing high quality work, listening to others and monitoring (Robbins, 2003). Added to this they have distinct positive aspects that go a long way in distinguishing their type of leadership and that this is creating positive changes in terms of how organizations function as a whole and creating a greater range of possible leadership strategies for managers (Moran, 1992)

Women Leaders are More People Oriented

It might be an issue of socialization, cultural background or maternal feeling but women leaders are not driven by ego and image concerns (Moran. 1992) .Ego is an exaggerated sense of self importance or more basically plain conceit or an inflated feeling of pride in your superiority to others. Male leaders generally have large egos that make it difficult for underlings to reach out to them thus making participatory management hard to attain. Furthermore ego drives people to sideline colleagues or to place individuals in predetermined categories and as a result it encumbers the development of relationships. The strong people skills possessed by women leaders enable them to read situations accurately and take in information from all sides (Marshall J.1989). 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 (The Qualities That Distinguish ..., 2007). These inherent 'soft skills' which make women leaders part manager, part human resource director enable them fit into touchy situations and are able to smooth feuds to the betterment of the organization.

Related to ego are image concerns that men leaders seem to need to protect. It is not that female leaders have no image to protect, but they do not let that protection hinder relational issues, as opposed to their male counterparts. Hopft H. and Martal S. (2007). Modern management banks on leaders recognizing subordinates, making them feel they belong as motivational tools and it is through being people oriented that this can be achieved. These ogres well with the nature of women leaders who are described as flexible, supportive, and nurturing collaborative, collegial and socially just. They have values such as openness, trust, empowerment and compassion (Marsh, 2000).

Women Leaders Can Act as Agents of Change

A popular adage in today's organizations is that 'Change is the only constant'. Understanding and

managing change are dominant themes of management today. Adapting to the ever-changing present is essential for success in the unpredictable future (Heller ,1998). The above quotes suggest that organizations have to live with and adapt to change and as flexible leaders, female leaders make excellent change agents as they can quickly shift when changes occur. On the social front females go through drastic changes in their lives, on marriage they take up new identities, and new family, bare children, which prompts immense physiological and emotional changes. It is evident that women are presenting different leadership styles to men but nevertheless with qualities that were believed to be of benefit to employees and that would increase an organizational chance of surviving in an uncertain world (Hopfl and Sumohon, 2007).

Women Leaders Tend to Use More Democratic Leadership Styles

As organizations get more sophisticated and the work force gets more educated, more and more leaders are working towards democratic style of leadership. Women leaders prefer to lead through inclusion and rely on their charisma, expertise, contacts and interpersonal skills to influence others, while the male leaders are more autocratic, and are likely to use a directive command and control style (Robbins, 2003). (Rosener, 1990) describes the style as interactive leadership which involves;

- Encouraging participation
- Sharing power and participation
- Enhancing self worth
- Changing self interest for an overall good
- Relating power to interpersonal skills
- Believing in better performance when feeling good

Cooper (1992) even suggests that men tend to lead by punishment while women lead by reward. As confirmed by Eagly and Johnson (1990), women leaders therefore exhibit a more participative or democratic style and man a more directive autocratic style. Griggs (1989) further expounds this noting that female leadership uses consensus decision making, views power in relational terms as something to be shared, encourage productive approaches to conflict, build supportive working environment and promotes diversity in the working environment. Given the trend towards flatter organization, team based management and globalization the democratic leadership style reconciles with the newly designed organizations and with the demands that originate within them. Flattened organizations with authority dispersed throughout levels require different types of leadership that are seen as having feminine characteristics, (Bass and Avolio, 1994). Women leaders are therefore in sync with the demands of organizations today. These characteristics suggest that women are more comfortable in work environments that are not 'boss centered' and therefore develop distinctly adaptive leadership styles.

Women Leaders are Caring, Accommodating, Forgiving and Sensitive

Studies of manager behavior have frequently shown that subordinate workers often prefer female managers. This appears to be related to the interpersonal skills and caring which women managers seem to bring to the role (Hopfl and Sumohon, 2007). Helgesen (1990) suggests that certain feminine characteristics give the women leaders advantages over and above their male counterparts. These are essentially heightened communication skills especially the ability to be a good listener and to be empathetic, advanced intermediary skills especially for negotiations and conflict resolution and well developed interpersonal skills and a soft approach to handling people. The characteristics of women leaders put them on the right path in enabling workers to express themselves and to be understood. (Bass, 1996) argues that relationship-orientation is one part of successful leadership and at the same time emphasize that women are more nurturing, considerate and caring which may give women a possible advantage when it comes to establishing relationships with their followers (Bass, 1996) .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" (The Qualities That Distinguish ..., 2007). It is believed that women always want to help and often help the underdog. They have more skills to cope with failure more pragmatically than man (Ryan, Alexander and Postnest, 2005). Fulfillment of needs has to go beyond the present and look more at the potential.

From the author's own perspective: Women leaders inspire and influence with a human face. People

perform better if it is evident that someone cares and is sensitive to their needs. The compassionate nature of women opens doors of communication. As stated by Body Shop's CEO Anita Roddick, *"all business practices would improve immeasurably if they were guided by feminine principles' -- qualities like love and care and intuition."* As socialized by their roles as mothers, wives, teachers and volunteers, women are cooperative, supportive, understanding, gentle and provide service to others (Rosener, 1990).

As leaders women are more accommodating than their male counterparts. Describing their business as family, women leaders place greater emphasis on caring and nurturing relationships with employees and are also likely than man to praise group members and use praise to buffer criticism (Philips, 1995). Women leaders have an ability to see the big picture and do not let little sins affect the ultimate goal thus transcending the mundane and concentrate on the critical issues. Such a forgiving nature makes subordinates   feel comfortable around their superiors as opposed to feeling forever guilty and thereby thwarting initiative and drive. Because of intuition, a natural sixth sense, women leaders are sensitive to the concerns of the worker and to listen even beyond the spoken word and therefore counsel workers to perform better. This keeps the lines of communication open which is critical for organizational performance.

Women leaders are not interested in creating power bases and therefore find it easier to share information and thus talk decisions through with many more people than their male counterparts. This leads to success as organizations are continually integrating to avoid duplication of effort. Women have the ability to create successful relationships. Creating relationships which require, a kind of courage and emotional stamina which has long been a strength of women. While men leaders are inclined towards a command and control, militaristic leadership style, women leaders frequently exhibit a cooperative empowering style that includes nurturing team members. According to this perspective, women find participative management more natural than men because they feel more comfortable interacting with people (Oshagbeni and Gill, 2003). (Eagly and Johnson, 1990) describe feminine leadership style as interpersonal oriented, charismatic and democratic. (Olsson and Walker, 2003) compound this by stating that women leaders are sensitive, warm, tactful and expressive.

Women tend to manage more ethically than men. This was supported by (Ford and Richardson, 1994) who found in their review of 14 studies examining gender that seven studies revealed that women tend to act more ethically than men. Women are more aware of values, norms and concept of right and wrong. To women leaders, management is not about cut throat competition, dog eat dog or survival of the fittest, whose performance brinks on the unethical. Women leaders have a strong need to get things done and are more unlikely to let unethical behavior get in the way. Women are more conscious of their standing as role models in society at large and will generally shun 'unacceptable dealings'. Further to that gender socialization, women are thought to place greater emphasis on harmonious interpersonal relations, caring, and doing work well, while men place greater emphasis on competitive success and extrinsic rewards involving financial and status rewards. Further, men's greater concern about competitive success suggests their willingness to engage in unethical behaviors to achieve those goals. Some researchers (Harris, 1989; Schminke and Ambrose, 1997) reporting gender differences explain that such differences are due to men and women using different ethical frameworks in their judgments. For example, (Schminke and Ambrose, 1997) suggested that women in their study used the care-based golden rule of "do unto others as you would have them do unto you", whereas men used the justice-based Kantian approach to ethics in business situations which states that a rational being with a good will automatically does its duty and part of having a goodwill is making your moral decisions without considering whether they would create happiness or pleasure, or avoid pain.

Finally, some researchers have focused on the role of ethical situations in explaining gender differences. (Glover, 2002) concluded that the gender differences found in their study were situation specific; Men made the more ethical decision when the moral intensity of the behaviors portrayed in their scenarios was extreme, presenting either a clearly ethical or unethical behavior, and men made unethical choices when the portrayed behaviors were in the "grey" area. Clearly, the growing representation of women in workforces, including management positions, suggests that gender differences in ethics warrant further study (Glover, 2002).

CONCLUSION

The new transformational leadership perspective clearly aligns itself with the behaviour traits of women leaders and such alignment can go a long way in changing the performance of organizations. It is not necessarily true that women manage better than man but rather women manage differently. It is this difference that brings a new and dynamic perspective to their management style and its close alignment to organizations

today justifies the inclusion of women in the higher echelons of organizational hierarchies. The continued absence of women on the leadership front is selling organization short and might be a very good reason why organizations are not reaching their greatest potential. Organizations need not remain mundane but can develop women leaders to compliment their male counterparts and bring to the fore modern day abilities and skills to change the face of organizations today.

RECOMMENDATIONS

There is therefore a need for a policy of inclusion if organizations are to benefit from the qualities women managers portray which are not only user friendly but can change organizational performance. The benefits that women bring to the organizations like more participative management styles are being missed as only 25% of the working women occupy leadership positions. A case in point is that out of the 7 State Universities in Zimbabwe, only one is headed by a woman and in those universities out of a total 49 faculties there are only 3 female Deans or directors. The University of Lesotho does not fare any better. Out of 13 key posts only 3 are held by women; a percentage generally not exceeding 25%. A deliberate allocation of a percentage of leadership position in every sphere needs to be muted to ensure future success of organizations.

REFERENCES

Amos-Wilson, P. (2000). Women Civil Servants and Transformational Leadership in Bangladesh. Equal Opportunities International Volume 19 Number 5.

Atwater, D. and Bass, B.M. (1994). Transformational leadership in teams. In Bass B. and Avilio, B (Eds). (1994) *Improving organizational effectiveness through Transformational Leadership*. Sage thousand Oaks CA pp 48-83.

Barling, J., Weber, T., Kelloway, E.K. (1996). "Effects of transformational leadership training on attitudinal and financial outcomes: a field experiment", *Journal of Applied Psychology*, Vol. 81 No.6, pp.827-32.

Bass, B.M. (1985). *Leadership and Performance Beyond Expectations*, The Free Press, New York, NY.

Bass, B.M. and Stodg (1990). *Handbook of leadership theory research and managerial applications 3rd edition.* Free Press New York NY.

Burns, J.M. (1978). *Leadership*, Harper and Row, New York, NY.

Byd Bagget (2005) Byd Bagget.com.

Cooper, C. (1992). Management: why women are leading the way, in Syrett, M., Hogg, C. (Eds),*Frontiers of Leadership*, Blackwell, Oxford, quoted in Morris, R., pp.271.

Corey, S. (1992). *Principle Centred leadership* .Simon and Shusterb, New york.

Dess, G.G. and Muller A. (1993) . *Strategic management.* Mc Graw , Hill New York NY

Drucker P. (1993). *The post capitalist society.*Harper-Business New York NY

Duke, D.L. (1998). The normative context of organizational leadership, Educational Administrative Quarterly Vol. 34, No. 2, p. 165.

Eagly and Johnson B.T. (1990). Gender and leadership style: a meta analysis. Psychological Bulletin Vol 108 No. 2 pp 233-256.

Griggs, C.S. (1989). Exploration of a feminist leadership model at university women's centres and in women studies programmes: a descriptive study. Unpublished doctoral dissertation, University of Iowa, Iowa City, IA.

Hopft, H. and Martal, S. (2007). The lady vanishes": Some thoughts on women and leadership. „Journal of organizational change management ,Vol 20 No 2, pg 199, Emerald group publishing limited.

Jogulu, H.D. and Wood, G.J. (2005). The role of leadership theory in raising the profile of women in management .Equal opportunities international Vol 25 pp 236-250,Emerald Group Publishing limited.

Johnson, P. Heimann V., O'Neill K. (2001). The wonderland of virtual teams. *Journal of Workplace Learning* .13:24 – 30.

Katz, D., Kahn, R.L. (1978), *The Social Psychology of Organizations*, 2nd ed., John Wiley and Sons, New York, NY.

Kleuke. (1993). Meta analytical studies of leadership added insights added paradoxes. Current psychology, 12 No 4:330.

Marsh D. (2000). *Educational leadership for the 21st century :intergrating three perspective in Fulan M(Ed) educational leadership* ,Jossey   –Bass San Francisco ,CA.

Marshall, J. (1989). *"Re-visioning career concepts: a feminist perspective"*, in Arthur, M.B.,Hall, D.T. and Lawrence, B.S.

(Eds), Handbook of Career Theory, Cambridge UniversityPress, Cambridge.

Martin A. and Ernst C. (2005*).* Leadership, learning and human resource Management Exploring leadership in times of paradox and complexity. *Corporate Governance* vol. 5 no. 3, pp. 82-94.

Mc Cauley and Van Velsio. (2005).*The centre for cretive leadership hand book of leadership development* 2nd edition. Jossey Bass / Wiley publishers San Francisco CA.

Moran (1992). Gender differences in librarianship, pp 475.

Omar A and Davidson M J (2001) . Women in management: a comparative cross cultural overview. International journal of cross cultural management Vol 8 Number 3/4 pp 35-67.

Oshagbeni T. and Gill R. (2003). Gender differences and similarities in the leadership style and behaviour of UK managers. Women in Management review Vol 18 Number 6 2003 pp 288-296.

Park, D. (1996). Gender role ,decision role and leadership style. Women in Management Review, Vol 11 No. 8, pp. 13-17.

Parry and Proctor (2003). Leadership, culture and performance. .Journal of change management Vol 3 No 4 pp376-399.

Passaris, Constantine E. (2006). *The* Business of Globalization and the Globalization of Business. Journal of Comparative International Management.

Pherwani M.B. (2003). Relationship between emotional intelligence and transformation leadership styles :a gender comparison. Journal of Business and Psychology Vol 17 No.3 pp 387-404.

Phillips, D. (1995). "The gender gap", *Entrepreneur,* No.May, pp.110-12.

Robbins, S. (2003). Organizational behaviour, Prentice Hall pp 34.

Rosenbach and Taylor. (1993). *Contemporary issues in leadership*3rd edition. Westview Press Oxford .

Rosener, J. (1990). "Ways women lead", *Harvard Business Review,* Vol. 68 No.6, pp.119-25.

Rosener, J.B. (1990). Ways women lead. Harvard Business Review Vol 68 pp 119 –125.

Sarros J.C. and Santora J.C. (2001). *The transformational - transactional leadership model in practice.* Leadership and Org development journal pp 383-393.

Scarnatic, J.T. (2002). *Leaders as role models 12 rules* . Career development international, pp. 181-189.

Senge, P. (1990). *The fifth discipline,* Doubleday New York N.Y.

The Qualities That Distinguish Women Leaders (2005). Retrieved from www.caliperonline.com.

Wajcman, (1996). Desperately seeking differentiation :is management style gendered. British journal of industrial relations Vol 34 No;3 pp 333-349.