

**3<sup>RD</sup> LEADERSHIP CONFERENCE HELD AT KSG, MOMBASA CAMPUS**

**Theme: Leadership Capacities and Competencies for an  
Effective Public Administration**

# **Gendered Leadership Approaches: Convergence and Divergences**

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# Session Outline



1. Characteristics of effective leaders
2. Perspectives on men and women leadership approaches
3. Country-specific experiences
4. Gender responsive measures
5. Strategies to improve men and women leadership
6. Conclusion

# Perspectives about Leadership



“Without a willingness to lead, without a commitment towards the organization’s mission and vision, and without integrity, the notion of authentic leadership simply does not exist in business environment” (Catalina Radu, Alexandrina Deacony & Carina Frasineanu, 2017)

# Characteristics of Effective Leaders



Perspectives on leadership approaches confirm that great leaders possess a number of qualities:

1. Lead by example with a guiding vision and purpose (strategic)
2. Authentic – know how to be themselves and are confident with who they are (self-mastery); believe in their inner voice - rarely second guess themselves.
3. Model integrity (honesty, ability to follow set ethics, self-sacrificing, take risks for the common/greater good, keep their word)

# Characteristics of Effective Leaders



4. Inspire confidence in others – communicate clearly in a compelling way to motivate others to greater heights of achievement.
5. Self-sacrificing – not self-serving
6. Know when to take advice/ wise counsel from others – whom to you enlist in your inner circle?

# Characteristics of Effective Leaders



7. Take risks – possess the foresight to move ahead even in most questionable times; venture and chart new horizons
8. Exude positive energy and commitment
9. Critical thinkers, knowledgeable and problem-solvers

# Characteristics of Effective Leaders



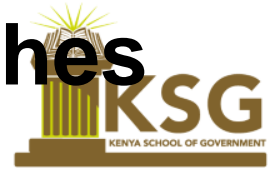
10. Emotionally intelligent – always in control of their emotions
11. Continually learning – good followers and influencers of their seniors; trust and loyalty; Invest in their own growth to remain a useful resource (apply new techniques, part of a community of practice, continual learning)
12. Never quit – embrace and overcome obstacles

# Perspectives on Gendered Leadership Approaches



**Do women lead  
differently compared  
to men?**





# Women and Men Leadership Approaches

- According to a leading research (Catalina Radu, Alecxandrina Deacony & Carina Frasineanu, 2017) men and women have different strengths in leadership.
- We need both men and women because they are gifted differently and bring different perspectives

# Gendered Leadership Styles Categories



1. Achievement
2. Self-actualization
3. Humanistic-Encouraging
4. Affiliative
5. Approval
6. Conventional
7. Dependent
8. Avoidance
9. Oppositional
10. Power
11. Competitive
12. Perfectionistic

# Leadership Styles Categories

Leadership	Gender
Achievement	Male
Self-actualization	Male
Humanistic-encouraging	Female
Affiliative	Female
Approval	Female
Conventional	Female
Dependent	Female
Avoidance	Female
Oppositional	Male
Power	Male
Competitive	Male
Perfectionistic	Male (Women are close)

# Convergence and Divergences



1. Convergence in men and women's leadership styles exist due to similar organizational roles where clear guidelines about expected conduct and behaviour exist (Kanter 1977).
2. Gender differences are due to:
  - a. The varied structural positions leaders occupy e.g. since women occupy positions of little power or opportunity, they behave in ways that reflect their lack of power.
  - b. Gender rules about how one should behave as a female or male provide guidance, leading to gender stereotypic behaviour
  - c. Cultural constructs of leadership
  - d. Ingrained personality traits
  - e. Gender role spill-over – “a carry over into the workplace of gender-based expectations for behaviour (Guttek and Morasch, 1982. pg. 58).

# Men and Women's Leadership Styles



S/No.	Men	Women
1.	Tend to be more task oriented	More structure and process oriented
2.	Use the command driven leadership style	Tend to use participatory democratic approaches
3.	Are risk takers and strategic	Tend to be risk averse and relational
4.	Tend to be hard negotiators	Tend to use the soft approach to negotiation

# Men and Women's Leadership Styles



S/No.	Men	Women
5.	Tend to be independent decision makers	Tend to be dependent decision makers – consult more, involved
6.	Have difficulty coordinating multiple tasks	Good multi-taskers
7.	See the forest or big picture	See the trees in the forests –attention to details
8.	Tend to be better with images, size and numbers	Tend to be better with words
9.	Objective thinkers –fact driven	Subjective thinkers using intuition

# Country Experiences



**What are your experiences of men and women's leadership styles in the Public Sector in your Countries?**

- 1. Uganda**
- 2. Namibia**
- 3. Ghana**

# Women Representation in Leadership Positions



1. The number of women in leadership positions has increased from 13.8% in 1950 to 26.1% in 1980 and more than 50% nowadays.
2. Companies with highest representation of women in leadership roles show better financial performance (Anna Marie Valerio)
3. A strong imbalance between leadership careers of women compared to men still exists
4. Women are mostly in the middle of pyramid and very few (19%) at the C-suite (top)
5. Women are underrepresented in the well-paid job sector



What factors could be contributing to the under-representation of the female gender in the C-suite leadership positions?

# Factors Influencing Women Representation in Leadership Positions



1. Women roles in families and society
2. Cultural constructs of leadership
3. Few women role models versus a dominant masculine corporate cultures
4. Improper implementation of gender responsive policies
5. Stereotypes against women
6. Psychological differences between the two genders  
– women are less aggressive than men;



# Gender Responsive Measures

1. Legal frameworks that promote gender equity and women inclusion in leadership positions
2. Affirmative action policies aimed at increasing women leaders such as “not more than 2/3 gender’ principle in elective and appointive positions; some countries have attained 50:50 percent ratio e.g. Rwanda
3. Organizations have set aspirational goals for proportions of women in leadership roles/ positions, including development of mentorship, coaching and training programs dedicated for women such as the course you are attending



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# Strategies to Improve Leadership



1. Commitment from the top to implement gender responsive measures
2. Implementation of the 70-20-10 rule where 70% of learning and development is gained from on –the-job experiences; 20% from coaching and mentoring and 10% from classroom learning
3. Observing gender equity in filling top positions
4. Deliberate inclusion of women in succession planning and development of their leadership abilities

# Conclusion



“We cannot conclude that men’s leadership skills are more powerful and more important than women’s skills or vice versa but it is clear that gender differences do exist...” and public organizations “should capitalize” on men and women leadership styles as complementary to enhance effective public administration (Catalina Radu, Alecxandrina Deacony & Carina Frasineanu, 2017, pg. 63).



**Thank you**