Perceived feminine vs masculine leadership qualities in corporate boardrooms

The author of the article seeks to answer the question about the golden balance of perceived feminine and masculine qualities trying to find out if gender plays any role in today’s leadership. The author presents the review of relevant literature, analyses a survey of dedicated employees of a large local bank, proposes interviews with senior management representatives of three relatively large Latvian companies acting in different industries.

Keywords: leadership competencies, feminine qualities, masculine qualities, gender bias, corporate performance.

Introduction. Setting the stage

More and more often recent researches reveal that in today’s business environment people and organizations require perceived feminine qualities in leadership and management so that to reach right, mutually inclusive solutions and find easier ways to long-term prosperity. The leadership paradigm is shifting on finding a golden balance of male and female qualities in a leader. This shift is strongly influenced by the context of the today’s marketplace and new business realities that increasingly move towards collaborative economy, which is largely based on networks and communities.

The author of the article seeks to answer the question about the golden balance of perceived feminine and masculine qualities trying to find out if gender plays any role in today’s leadership.

Before even arguing whether there are differences in leadership capabilities between the genders and if one or another is more appropriate, it is important to set the context. The context or the “stage for action” is our time we all live in. Daniel H. Pink, the author of the book “A Whole New Mind” (2008), claims the twenty-first century being a Conceptual Age. According to him, it is a seismic shift of the developed world that is currently taking place. From economy and society that is based on linear, logical, foreseeable systems of information age we move towards economy that is based on innovative, empathetic, cooperation
and network systems of the big picture. This is what, according to D. H. Pink, characterizes the Conceptual Age.

Today people sell and buy emotions, feelings. Western world lives in abundance of wellness, functional use of products and services become of secondary importance. Humans don’t need to survive. Now they want to live, to feel, to enjoy. People are looking for meaning. Wellness has liberated them but hasn’t made happy. They are setting for a journey to find the meaning.

Under this influence in the labour market winners are those companies which offer their employees an inspiring vision, a goal or a purpose that people desire to associate themselves with, which manage to offer deeper meaning, beyond profit and shareholder value.

It is impossible to thrive in this new marketplace applying purely rational, logical, analytical skills and structures guided by the left brain. Because emotions are unpredictable and relationships are emotional.

D. Goleman, the author of the book “Emotional Intelligence”, together with Hay group has performed a survey, which proved that more efficient are those leaders who have good imagination, ability to rejoice, are socially gifted, are laughing a lot and have a good sense of humour. (Perhaps, Executive Search consultants, when searching for senior leaders, should employ tests to measure the sense of humour next to traditional analytical skills and personality trait testing).

Even such sophisticated field as data analysis nowadays more and more employs the right brain type of approach, as analytical reports and data presentations often become visually enjoyable like a piece of art.

That is the context or the “stage of action” on which the question about leadership competencies has to be resolved – are there differences between masculine and feminine leadership competencies and which ones are more needed in corporate boardrooms today.

According to opinions existing in the society, most certainly this difference exists. Such an opinion is also supported by researchers and management professionals.

Today marketplace and, consequently, corporate boardrooms require leadership competences that promote creativity, humanity, thinking outside of the box, and passion. The old good discipline, control, hard-working, analytical approach and a high sense of responsibility are incapable to help to cope with all leadership tasks emerging nowadays.

The aim of the article is to analyse what leadership qualities are required in today’s marketplace most, which ones are perceived as feminine or masculine and whether specific gender related qualities are more appropriate to succeed in corporate leadership roles.

The tasks of the research are:
1. To analyse throughout the literature review what factors are influence and define the need for specific leadership qualities. Are there research based findings that allow dividing leadership qualities into ones perceived as feminine and masculine?
2. To analyse the findings of the survey performed with employees of a large bank in Latvia focusing on gender bias influenced expectations towards specific leadership competencies of the bank’s managers.
3. To interview human resource management professionals of Latvian
companies so that to validate findings of the literature review and the survey results.

4. To draw conclusions and suggest further research on the gender bias influence on leadership qualities, as well as to propose a direction in building more appropriate content for business administration study programs.

The research object: perceived feminine and masculine qualities in leadership.

The research objectives: the perception of management professionals in Latvian companies regarding specific leadership qualities and how these perceptions are influenced by gender bias.

The research methods: literature analysis, quantitative and qualitative research. Quantitative survey method is based on a questionnaire performed with employees in a large local bank. Qualitative survey method is based on semi-structured interviews with Latvian management professionals.

The practical value of the research is that it suggests a future direction for leadership development experts, human resource management professionals and academicians that build study programs of business administration to include research based management and leadership development training content.

Theoretical findings about feminine and masculine leadership qualities

Although the situation has improved over the years, women remain underrepresented at the top management level in most countries. According to the research performed by Catalyst (2013) – a leading non-profit organization with a mission to expand opportunities for women and business – the country with the highest ranking of women on board is Norway, women holding more than 40% of board seats. It is unsurprising that the country with the least women on board is Saudi Arabia. In corporate America, women hold only 17% of board seats. The situation is much more favourable in Latvia. EU National Factsheet: Gender balance in Boards (2013) reports that women hold 28% of board seats in Latvia. That is the second highest ranking after Finland (29%) among all EU countries. On 14 November 2012, the EU Commission has agreed the Proposal for a Directive that is expected to improve the gender balance of non-executive directors in listed companies all over Europe. The aim is to increase considerably the number of women on EU corporate boards. It would be possible to achieve by setting a minimum objective for 2020 that 40% of the listed company boards should consist of the underrepresented gender, i.e. women. The regulations will be applicable for the listed companies in Latvia as well. Accordingly, one might expect that the number of female leaders on different levels of organizations will increase. The information published by EU National Factsheet: Gender balance in Boards (2013) indicates that with the current growth rate (1.3% per year) in Latvia it will take ten years to achieve boards with at least 40% of each gender. In order to meet the requirements set by EU as well as to ensure that the overall performance of the organization is improved by having female leaders women should continuously work on the development of their leadership competencies. Findings of the research might be helpful to identify the focus for self-development and
contribute to women’s efforts in taking more seats in corporate boardrooms.

A number of earlier studies have been carried out to prove empirically gender inequality. However, the results show that the actual gender gap among leaders cannot be explained by the gender differences in a talent pool.

For example, the research performed by A. H. Eagly et al. (2003) shows that the leadership styles of males and females are not significantly different. There were analysed certain leadership styles, such as transformational, transactional, and laissez-faire leadership, and the results showed that there are more similarities than differences between the male and the female leaders. However, a number of studies (e.g., Eagly, Makhijani, Klonsky (1992)) have demonstrated the common global perception of the difference between male and female leaders. European Commission has initiated activities to improve the gender balance and to get more women into senior positions with believe that this is a key to the stability and growth of economy. Viviane Reding, vice-president of the European Commission Justice, Fundamental Rights and Citizenship mentions that “there is an increasing body of research showing that gender diversity pays off and that there is a positive correlation between women in leadership and business performance” (European Commission…, 2010). The research shows that there is a persistent gender gap at senior level of managerial positions across all areas of the economy. One of the reasons mentioned by Viviane Reding might be that there are still strong “perceptions of the different roles of men and women in life and at work. The shifts in attitude and culture necessary to support the change are progressively permeating the corporate world but it is difficult to shift the status quo” (European Commission…., 2010). The European Commission report (2010) emphasizes that “…in business, the current lack of women in senior positions derives, inter alia, from historical stereotypes of the different roles of men and women that are surely redundant today. Moreover, there is an increasing body of evidence that shows gender diversity paying off and companies with more women in their boardrooms have higher levels of profitability”. The European Commission report (2010) suggests that “stereotype underpins the view that women should take primary responsibility for raising the family and engenders doubts about their capacity to fulfil this role together with professional career, particularly at senior level”. R. P. McEldowney, P. Bobrowski and A. Gramberg (2009) introduce a conceptual model for understanding how young women perceive the current challenges of leadership. The study describes “…challenges that young women face today as they pursue their career with the hope to hold top-level leadership positions. It explores antecedents and consequences that lie beneath the issue in facing the next generation of women leaders. The findings of the study indicated that today’s young female leaders experience a number of factors that inhibit their ability to lead effectively. The factors which they identified are all subparts of discrimination and range from domination and disrespect to overall biasness and negative stereotyping. Biasness was defined and subsequently coded in this study as the prejudice in action or treatment against a person on the basis of a sex”. There are more findings in a working paper of European Commission’s Network to Promote Women in
Decision-making in Politics and the Economy (2012): in male-dominated organizations men are the ‘gatekeepers’ to the positions of power; men ‘control the locks’ to the boardrooms. Therefore the engagement of male senior leaders is one of the driving forces for change. The working paper referred to particular barriers for men existing in the USA companies. There are three barriers for men to engage in diversity initiatives in general:

- Apathy or lack of concern about the topic.
- Fear to lose own status and opportunities.
- Ignorance, either perceived or real.

A. H. Eagly and L. L. Carli (2007) as psychologists conclude that the clash is between two sets of associations: communal and agentic (demonstrates assertiveness, competitiveness, independence, courageousness, and is masterful in achieving their task at hand). Women are associated with communal qualities, which convey a concern for the compassionate treatment of others. They are especially affectionate, helpful, friendly, kind and sympathetic, as well as interpersonally sensitive, gentle, and soft-spoken. Whereas men, in contrast, are associated with agentic qualities, which convey assertion and control (Eagly, Carli, 2007). They are aggressive, ambitious, dominant, self-confident, and forceful, as well as self-reliant and individualistic. The authors consider that in most people’s minds the agentic traits are also associated with effective leadership, perhaps, due to a long history of male domination in leadership and it has made difficult to separate the leader associations from the male associations. J. L. Prime, N. M. Carter and T. M. Welbourne (2009) in their research examined the perceptions of females and males’ effectiveness according to ten key leadership behaviours. They tried to provide more detailed insight about the way how women leaders are perceived in specific work situations where they may be most susceptible to stereotypic bias. The sample of respondents included the most senior business leaders. J. L. Prime, N. M. Carter and T. M. Welbourne (2009) believed that the analysis of senior managers’ sample was the most appropriate in trying to draw conclusions about the stereotypes that can influence the succession of decisions in the real world and delay women’s advancement into the top leadership. The above mentioned authors studied managers’ perceptions of women’s and men’s effectiveness according to ten leadership behaviours included into the earlier study on gender-based leadership stereotypes performed by R. F. Martell and A. L. DeSmets (2001). They chose behaviours from R. F. Martell and A. L. DeSmets’s list that represented core activities of senior managers and had been used in previous research (Yukl, 2005) as essential components of leadership responsibility. They were primarily focused on the respondents’ perception of managerial performance as opposite to technical activities. J. L. Prime, N. M. Carter and T. M. Welbourne (2009) predicted that managers would judge women leaders to be more effective than men at leadership behaviours that they perceived to be reliant on the relationship oriented, caretaker traits that are attributed to women by feminine stereotypes. Similarly, they predicted that managers would judge men leaders to be more effective than women at leadership behaviours that they perceived to require the take-charge traits that are attributed to men by masculine stereotypes. Table 1 shows the classification

According to D. Myers (2002) female brain is characterized by relatively higher empathy. Women are better at “reading” feelings of other people, recognizing lies, empathizing. If one looks for compassion and understanding, it is more likely he/she will find it with a woman. Simon Baron-Cohen, a psychologist of Cambridge University, has developed a theory that explains the apparent gender gap. He states it plainly: “The female brain is predominantly hard-wired for empathy. The male brain is predominantly hard-wired for understanding and building systems” (Baron-Cohen, 2003). Of course, it is well proven that not all women have “female” brain and not all men have “male” brain. Nevertheless, according to S. Baron-Cohen more males than females have brains that systematize and more females than males have brains that empathize. The differences in the two thinking styles are that systematizing involves exactness, excellent attention to detail, in order to systematize one needs detachment. Empathizing is different. It requires some degree of attachment in order to recognize the person’s feelings. It involves inexactness, attention to a larger picture, context, etc.

According to D. H. Pink (2008), living in the Conceptual Age, we all need to get in touch with the feminine side of our brains. But it doesn’t mean rejecting the systematizing side of the brain.

### Table 1

<table>
<thead>
<tr>
<th>Feminine behaviours – taking care</th>
<th>Masculine behaviours – taking charge</th>
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<tbody>
<tr>
<td><strong>Supporting</strong></td>
<td><strong>Problem-Solving</strong></td>
</tr>
<tr>
<td>Encouraging, assisting and providing resources for others</td>
<td>Identifying, analysing, and acting decisively to remove impediments in work performance</td>
</tr>
<tr>
<td><strong>Rewarding</strong></td>
<td><strong>Influencing Upward</strong></td>
</tr>
<tr>
<td>Providing praise, recognition, and financial remuneration when appropriate</td>
<td>Affecting others in positions of higher rank</td>
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<tr>
<td><strong>Mentoring</strong></td>
<td><strong>Delegating</strong></td>
</tr>
<tr>
<td>Facilitating the skill development and career advancement of subordinates</td>
<td>Authorizing others to have substantial responsibility and discretion</td>
</tr>
<tr>
<td><strong>Networking</strong></td>
<td></td>
</tr>
<tr>
<td>Developing and maintaining relationships with others who may provide information or support resources</td>
<td></td>
</tr>
<tr>
<td><strong>Consulting</strong></td>
<td></td>
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<tr>
<td>Checking with others before making plans or decisions that affect them</td>
<td></td>
</tr>
<tr>
<td><strong>Team-Building</strong></td>
<td></td>
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<tr>
<td>Encouraging positive identification with the organization unit, cooperation and constructive conflict resolution</td>
<td></td>
</tr>
<tr>
<td><strong>Inspiring</strong></td>
<td></td>
</tr>
<tr>
<td>Motivating others toward greater enthusiasm for and commitment to work objects by appealing to emotion, value or personal example</td>
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*Source: J. L. Prime, N. M. Carter and T. M. Welbourne (2009).*
Sometimes we need detachment and sometimes attachment. People, who will thrive now and in the future, according to D. H. Pink, are those who can toggle between the two. He also claims that the Conceptual Age requires androgynous minds. The balance between the both sides of human brain is what actually is needed today.

**Analysis of the research**

In spring of 2014 there was carried out a survey in one of the largest Latvian banks with the aim to find out the opinion of employees: are different competencies expected from the female leaders than from the male leaders. The situation in the bank was analysed from the perspective to what extent managers of the bank possess different leadership competencies and do these competencies differ between male and female leaders. There was organized a focus group inside the bank, which consisted of HR specialists and the bank managers. This group defined critical competencies that are expected from an effective bank manager. Further, 295 respondents filled the web-based survey and their opinion was consequently analysed. The survey results were validated by the focus group. The research revealed that there are different expectations regarding the importance of leadership competencies of each gender. The results of the survey also indicated significant gaps between the expected competencies and the actual competencies possessed by the bank’s managers.

Since the objective of the research was to find out how the employees of the bank value the gender impact on the competencies of managers and the actual status quo in the bank, the author decided that the focus group should also consist of representatives of the middle management and HR specialists. It was based on the belief that the middle management is expected to be well informed about the bank’s future goals and strategy. Accordingly, it was reasonably expected that they would be able to define competencies required for a middle manager, who plays a significant role striving for the bank’s goals and realizing its strategy. Altogether there were eight people in the focus group.

Research participants were asked to point out the competencies that they believed were the most important for an effective leader. After the discussion, the following competencies were selected:

1. Leading and supervising
2. Working with people
3. Deciding and initiating action
4. Relating and networking
5. Learning and researching
6. Delivering results and meeting customer expectations
7. Adapting and coping
8. Entrepreneurial and commercial thinking

The competencies selected during the focus group were further used as a basis for a questionnaire. The introduction to the questionnaire explained the objectives of the research and invited participants to share their view on the gender specific leadership competencies. Further, the questionnaire was divided into three steps. At first, respondents were asked to rank competencies, according to the importance, that are necessary for the efficient male leader and the efficient female leader in general. Then respondents were asked to reflect the actual situation in the bank by filling in the questionnaire, which was based on the same information about
the competencies. The initial questionnaire was validated by several managers and HR experts. Their opinion was taken into account and the questionnaire was modified. The modifications were mainly related to simplification of statements and adopting them to the buzz words used internally within the bank.

The survey was focused on gathering the opinions for a random sample of the bank’s employees: managers and non-managers, i.e. people covering a wide range of age (from 20 to 64 years of age). The average age of an employee was 33 years. In February 2014 there worked 1,628 employees in the bank – 1,237 (76%) women and 391 (24%) men. In defining the target population all segments were taken into account. The participants were selected so that to represent different units of the organization – front line and support units, the city of Riga and regions of Latvia – and providing different types of service. The proportion of men and women in the list of participants was particularly considered trying to ensure the opinions of both genders.

The survey was web-based and invitations to participate in the survey were sent to 833 employees (383 men and 450 women). Invitations to participate in the survey were sent to all men working at the bank and to all the employees (both men and women) in managerial positions (i.e., to positions having at least one subordinate), moreover, a random selection was used among the women who do not have subordinate employees. In total, 295 respondents (122 men and 173 women) completed the survey questionnaire within 11 days.

To find out whether the employees expect different leadership competencies from female leaders compared to male leaders, the respondents were asked to rank eight competencies in order of their significance (where 1 – the most important and 8 – the least) indicating to what extent each competency a man must have to be considered an ideal manager. In the same way, the respondents had to give an evaluation of an ideal female manager – what competencies she must possess.

Then the respondents had to evaluate their experience working with a man and a woman they know and those who were heads of departments at the bank – to what extent they possess each of the eight given competencies. The assessment was to be made on a 10-point scale (where 1 means that the competency is fully possessed and 10 means that the competency is not possessed at all).

To provide the respondents with a clear insight on what each competency includes and means, the questionnaire included a brief description of each competency. To ensure that the order in which the respondents evaluated the competencies would not influence the assessment results, the respondents had to evaluate the competencies in a mixed order (i.e., they were presented to each respondent in a random order). The results made it possible to assess whether the employees expect different leadership competencies from the female leaders compared to the male leaders and how employees of the bank rate their experience with those leaders – to what extent the leaders of both genders possess different competencies.

The survey data indicated that employees have different expectations for ideal male and female managers and that reality differs from their expectations.
Fig. 1. Comparison of the competencies expected from ideal managers (ranks: the lower the value, the more frequently competency is expected)

Fig. 2. Comparison of competencies possessed by the Bank’s male managers and female managers (ranks: the lower the value the more frequently competency is possessed)
The presumption of the author was that all respondents – both men and women – would make similar judgment about the expected leadership competencies. However, in a number of cases it was clearly shown that the expectations of male and female respondents were not at all similar. The less anticipated result was that the female expectations towards the ideal leader were significantly more biased than those of the male. Female respondents considered that it is more important for a female than for a male leader to possess the relationship oriented competencies or as defined by J. L. Prime, N. M. Carter and T. M. Welbourne (2009) – ‘stereotypically expected feminine competencies’ (e.g., “working with people”). Moreover, vice versa – it was indicated as more important for male leader to possess the take-charge traits or ‘stereotypically expected masculine competencies’ (e.g., “entrepreneurial and commercial thinking”). It is worth to indicate that similar findings have been shown also in other researches. In the research performed by J. L. Prime, N. M. Carter and T. M. Welbourne (2009) it was identified that women exhibit more stereotypical thinking than men.

In order to validate the research findings the author interviewed three experts, human resource management directors, who represented three large Latvian enterprises from different business sectors (telecommunications, public utilities and transportation). All of them have more than 1000 employees and turnover of several hundred million euros.

Experts were asked: 1) Have they defined and measured leadership competences at their organizations and what they are? 2) What is the ratio between female and male managers in their organisations? 3) Is there any difference in what is expected from female and male managers in terms of competency levels? 4) Is there any difference in the actual competence levels of female and male managers? 5) How would they comment the findings of the bank survey results?

All three experts confirmed their organizations have established frameworks of leadership competencies that are used in recruiting, assessing and developing of their leaders. In all cases, the competencies were described in terms of behavioural indicators and levelled. The number of defined leadership competencies varied between 5 and 8. Some of them overlapped or were very close regarding the content. Some were only mentioned by one specific organization. Those were around (1) strategic thinking, (2) team leadership, (3) developing people, (4) impact and influence, (5) initiative, (6) result orientation, (7) emotional intelligence, (8) customer focus. There was certain difference between female and male manager ratios in all those organizations, which varied between 55/45 to 65/35 with female representatives slightly dominating. However, these ratios were only valid until we spoke about all levels of management, including the first and the middle level. The top management level within all the organizations’ numbers of male leaders were dominating over female with the average ratio of 70/30.

According to the experts, organizations have the same leadership competency standards for all managers on the same management level and that is not gender-related. At the same time, all the
experts admitted that their perceptions to some extent were influenced by gender bias. For example, they expected female leaders to be more cooperative, less aggressive, better at conflict resolution. For male leaders the general perception was that they were more result driven, ambitious, less people focused, lacking empathy. The actual leadership competency measurement data somewhat supported their perceptions or, perhaps, had influence on them to some extent. As a rule, with some exceptions, male leaders usually got higher scores for strategic thinking, initiative, impact and influence, result orientation. Female leaders, again, with some exceptions, usually scored higher for emotional intelligence, team leadership, developing people, customer focus. Having in mind that managerial assessments always involve an element of subjectivity (depending on the methodology used, it is either 180 or 360 degree assessment, where subjective opinions of different stakeholders are collected) it might be as well that these assessments were also influenced by the assessor’s bias.

Commenting the survey results, the experts assumed that there would be quite similar conclusions if such surveys were carried out within their organizations. The most surprising to them (as well as to the author of the article) was a conclusion that gender biased stereotypes are mostly maintained and strengthened by women themselves. This is a notion that most certainly would require further research in order to be confirmed or disapproved, as it may strongly influence the way we build corporate leadership development programmes, and also the way we raise children in families and educate them at schools.

Conclusions and recommendations

In the author’s view, the most important findings of the performed research were the following:

1. Both, men and women, exhibit gender biased and stereotypical attitude towards leadership, but it is relatively more characteristic to females than males. It can be concluded that to certain extent women themselves are maintaining the gender biased stereotypes. This assumption should be further researched and more thoroughly analysed, as it may offer valuable suggestions for parenting and early stage education of both, boys and girls.

2. There are significant gaps between the expected leadership competencies and those exhibited in the real life. Findings would be worth exploring through further studies involving more companies of different industries and of a different size in Latvia in order to assess the level of stereotypes and gender biases in the local society. This conclusion, if confirmed by sufficiently large pool of research participants, may suggest companies to more thoroughly invest in defining tailored leadership competence frameworks for their organizations, as well as into frequently measuring and developing level of actual leadership competences of their management teams.

3. Both, perceived feminine and perceived masculine leadership competencies, are required to be represented in corporate boardrooms to take companies forward and prosper in the future. However, in order to have the right balance, today’s marketplace reality needs relatively more of the perceived feminine leadership competencies or the right brain
thinking. Leaders must be developed taking this into account. This is the most significant conclusion that should be noted by all those involved in the process of growing and developing of future leaders: the family, kindergarten teachers, teachers at primary schools (as this is the environment where more emphasis should be placed on the right brain development activities), universities, management consulting companies, and corporate human resource development organizations.

References

Perceived feminine vs masculine leadership qualities in corporate boardrooms


The paper submitted: July 9, 2015
Prepared for publication: November 30, 2015

Daiga ERGLE

MOTERŲ IR VYRŲ VADOVAVIMO SAVYBIŲ SUVOKIMAS ORGANIZACIJŲ VALDYBOSE

Santrauka

Kokios būdo savybės yra reikalingos versle: labiau moteriškos ar labiau vyriškos? O gal tiesiog reikėtų rasti gero lyderio savybių rinkinį?

Straipsnis neanalizuoja, kas geresnis lyderis – vyras ar moteris, nes geri lyderystės įgūdžiai nepriklauso nuo žmogaus lyties. Tačiau daugėja tyrimų, kurie atskleidžia, kad šiandienine organizacijos ir verslo žmonėms, norint priimti teisingus sprendimus bei lengviau pasiekti ilgalaikę gerovę, labiau nei bet kada yra reikalingos tradiciškai moterims priskiriama savybės. Lyderystės paradigma keičiasi, todėl reikia atpažinti ir iskaitoti įvairaus charakterio lyriškų ir vyriškų savybių, kurias turėtų organizacijos lyderis. Šie pokyčiai atsiranda dėl besikeičiančios šiandieninės verslo aplinkos, besikeičiančios šiandieninių verslo reikalavimų, besikeičiančios kelianti į tam tikrą verslo pramonės sferos sritys

Straipsnyje siekiama išsiaiškinti, kokį vaidmenį šių laikų vadovavime turi moterys ir vyrai vadovų savo savybės ir ar gali būti rastas bendras lyderystės savybių rinkinys. Atlikta literatūros apžvalga ir tyrimas, kurio metu atliekami didžiųjų Latvijos bankų darbuotojų tyrimai, padaugėjo dėl besikeičiančios šiandieninės verslo aplinkos, besikeičiančios verslo reikalavimų ir besikeičiančios verslo pramonės sritys. Tyrimas taip pat atliekamos internetinės tyrimų, kurio metu atliekami didžiųjų Latvijos bankų darbuotojų tyrimai, padaugėjo dėl besikeičiančios šiandieninės verslo aplinkos, besikeičiančios verslo reikalavimų ir besikeičiančios verslo pramonės sritys.
parodė reikšmingus skirtumus tarp norimų ir turimų banko vadovų kompetencijų.

Šis tyrimas leidžia daryti išvadą, kad tiek vyrai, tiek moterys pasižymi stereotipiniu lytimi paremtu požiūriu į lyderystę, tačiau stipriau jis išreikštas pas moteris. Rezultatai rodo, kad moterys pačios daug dažniau palaiko šališkus stereotipus. Netgi aplinkoje, kur daug dėmesio yra skiriami lyčių lygybei, kaip ir pateiktiame banke, su lytimi susiję lyderio stereotipai yra stiprūs.

Tyrimas taip pat rodo, kad moterys yra ypač šališkos ir negatyvios analizuojant „verslumo ir komercinio mąstymo” kompetenciją. Jų nuomone, vyrų lyderių, turinčių reikiamų kompetencijų, yra gerokai daugiau nei moterų lyderių. Kita vertus, „darbo su žmonėmis” kompetencijos dažniau yra reikalaujama iš moterų nei iš vyrų.

Tyrimas leidžia daryti išvadą, kad yra reikšmingas skirtumas tarp norimų lyderystės kompetencijų ir tų, kurios yra realiame gyvenime. Ši išvada pasitvirtino ne tik tirtoje organizacijoje, bet ir kitose, ką patvirtina ir ekspertų interviu. Tyrimo rezultatai gali pasitarnauti tiek rengiant mokymų programas vadovams moterims, tiek skatinant tolimesnius tyrimus apie lyčių stereotipus ir lyčių šališkumą Latvijos visuomenėje.