

Think manager, think (fe)male: A South African Perspective

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Objectives: to explore

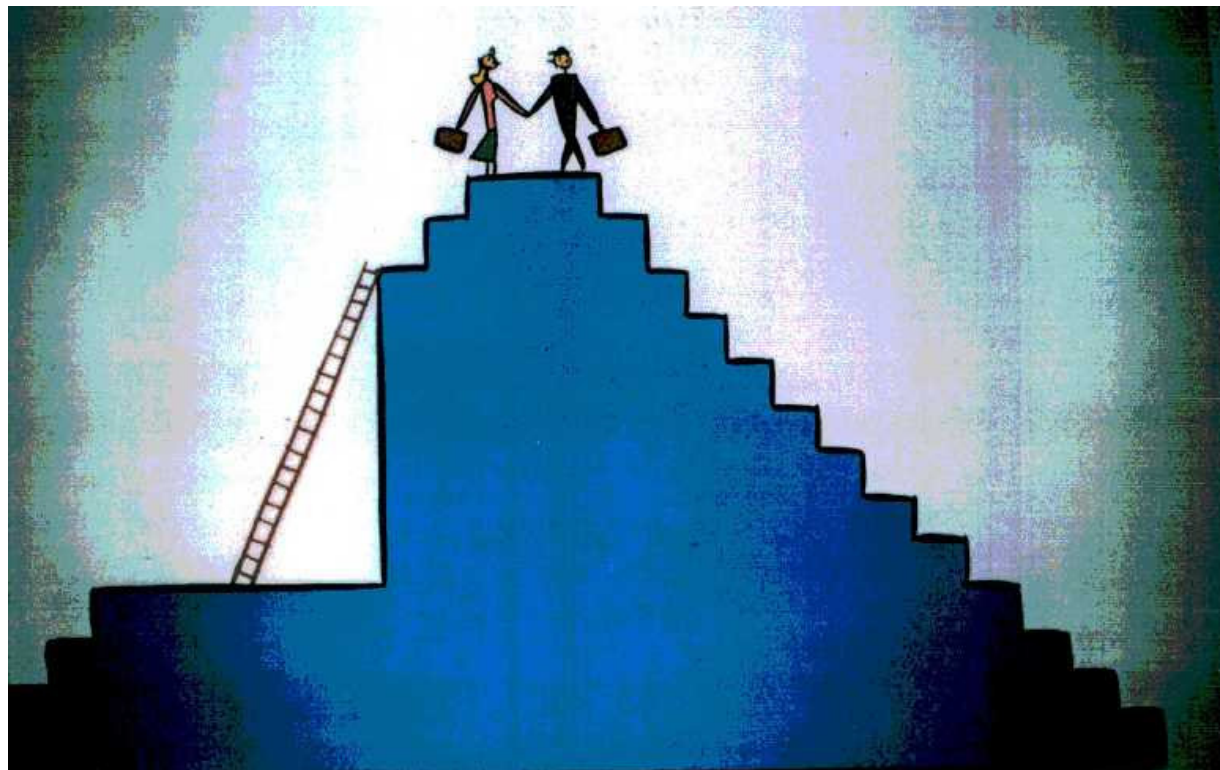
- Research in Gender stereotypes and differences in Leadership
- Women in leadership in SA
- SA male/female perceptions about managers

Research Findings on Gender Effects in Leadership

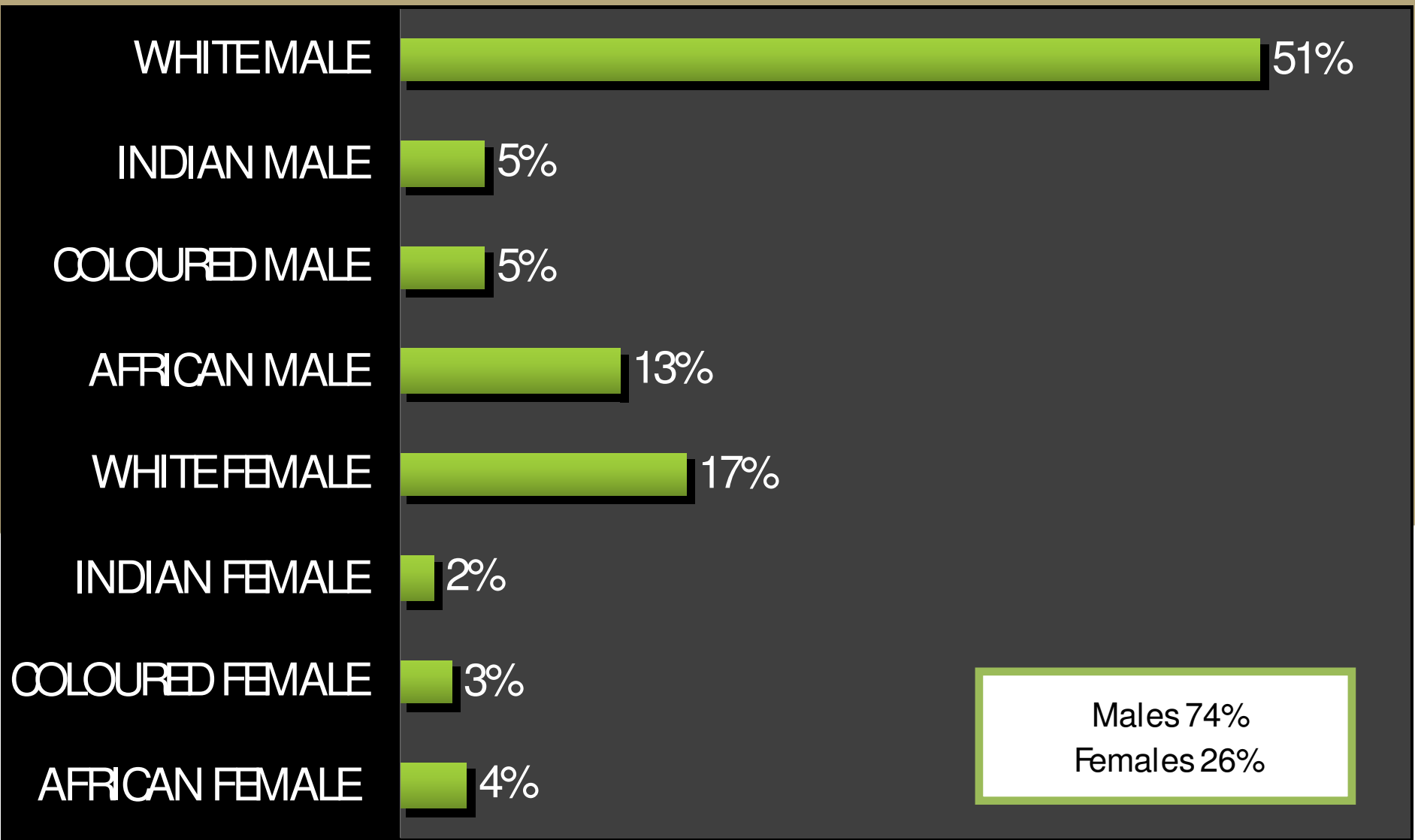
- Mixed research results
- More similarities than differences between women and men managers, due to self- and organizational selection.
- Differences that are found link with sex role spill over.
 - Bass & Avolio (1994; Eagly, 2002): Women were rated higher than men on three of the 4 I's comprising transformational leadership (idealized influence, being inspirational, individually considerate. Men rated higher in management-by-exception and laissez-faire leadership
- Aggregated over all studies, male and female leaders were equally effective
- Men were more effective than women in roles that were defined in more masculine terms and vice versa – gender stereotypical
- Recent studies – female advantage due to feminisation of the workplace
- Management still dominated by males and male leadership behaviour



A Different Climb to the top for women



Senior Management in SA: CEE, (2005)



Women still lose out in the equity stakes

- racial gap is slowly closing, on middle and junior management level
- not much progress has been made
 - in closing the gender gap, and
 - in closing race and gender gap on senior management level.

Status of women managers in South Africa

- Social patterns caused by patriarchy have resulted in the under-representation of women in management and management training.
 - Scarcity of women mentors and teachers
 - Skewness in the potential management talent pool from which organisations can draw
 - Feminine values that are under-valued
 - Male values that are over-valued

Black and White Women

- Black women are further from the centre of power, white women have had indirect access to economic, social and political power through their alliance with white men
- White women were not subjected to racial discrimination
- Patriarchy seems to be stronger in the black culture than in the white culture in South Africa

“Black women are not white women with colour”(Omolade, 1980)

The effect of simultaneity of Race and Gender

Black women:

- Double disadvantage due to race and gender
- Double disadvantage is turning into double advantage

White women:

- Previous white advantage is turning into disadvantage, while gender disadvantage still exists

In the previous dispensation white women were seen as women and in the current dispensation they are seen as white



SA research on gender and leadership

- Small body of research on gender differences in leader behaviour and the barriers women face in leadership and management positions.
Booyesen, (1999, 2001), Littrell & Nkomo (2005)
- No studies could be located that specifically examined sex role stereotypes and requisite management characteristics among South Africans



Differences between gender groups

Significant differences between genders on 5 of the GLOBE dimensions: Booysen (1999)

- **Assertiveness (F < M)**
- **Gender Egalitarianism/Differentiation (F > M)**
- **Future Orientation (F < M)**
- **Individualism (F > M)**
- **Performance Orientation (F < M, both above average)**



Quotes from Qualitative Data: Masculinity vs Femininity (1)

- 'Women bring sensitivity to a relationship - brings awareness of right and wrong values and intuition'
- 'Males are too autocratic and aggressive, females are too unassertive'
- 'We need to build women up to be more assertive'
- 'Males manage from the side line, they are cold and uninvolved, women are more sensitive and involved on an emotional level'
- 'Men are more harsh while women are softer in their approach'
- 'Women are more adaptable and flexible than men'

Quotes from Qualitative Data: Masculinity vs Femininity (2)

- 'Men tend to be dictators, while women are more inclusive of other people'
- 'Females under estimate themselves and put themselves down, men overestimate and escalate (inflate) their capabilities'
- 'Females are receptive, comfortable, sensitive, accommodating, have an open door policy, welcoming aura, keep an even keel, more adaptable to change'
- 'Men are logical but insensitive, their background dictates that it is a weakness to be sensitive'

SA Males: Forceful and Directive

Focus on:

- Performance, competition and winning
- Domination, control and directive leadership

Emphasise leadership as a:

- number of social transactions
- conducted in an unemotional, rational and objective manner

SA Females: Thoughtful & responsive

Focus on:

- Collaboration, participation, intuition, empathy
- Empowerment, self-disclosure, subtle forms of control

Emphasise

- follower-leader relationships
- interactional leadership
- transformational leadership

Gender stereotypes in SA leadership

Booyesen & Nkomo (2006)

- The purpose of this study was to explore whether or not gender role stereotyping exists.
- Replication of Schein's studies (1973, 1979, 1989, 2001)
- The 92-item Schein Descriptive Index
- Sample 560 management students, (practising managers) 380 males, 172 females. Average age 32 yrs
- Hypothesis: Successful middle managers are perceived to possess those characteristics more commonly ascribed to men, by both males and females.



Analyses

- One-way between-groups analysis of variance (ANOVA) was conducted to explore the resemblance of the behaviour of men and middle managers and the behaviour of women and middle managers.
- Correspondence analysis to test for degree of correspondence between groups
- Interclass significance tests – Z transformation test for significance differences between males and females

Results

- It was found that, for males, there is a significant difference between the men-manager r and the women-manager r ($z = 4.18, p < 0.01$). Therefore, the hypothesis among males is confirmed.
- For females, there is no difference between the men-manager and women-manager intra class correlations ($z = 1.16$) The hypothesis among females is not confirmed.



Results: SA Males

- The results reflect a global phenomenon. Similar to all males globally - *“think manager - think male.”*
- However, tendency like New Zealand males and females towards *“think manager think male and (in the exception) female”*.
- In most other countries, except New Zealand, there is no resemblance in male respondent’s perception between women and managers.



Results: SA Women

- South African Females: *“think managers think female”*.
- Different than all other female groups
- New Zealand males and females and USA and Canada females: *“think manager think male and (in the exception) female”*.



Reasons

- Feminisation of leadership globally
- Societal Changes in SA
- Women in prominent positions in parliament and business – role models
- Democratisation of the workplace
- Female researchers and leadership professors and female CEO at SBL



In conclusion: The portrayal of women over the centuries

- Slideshow and music

THANK YOU!!

