

## WOMEN: NATURAL BORN LEADERS?

Traditionally women in leadership positions have suffered from the 'deficit' model - in the words of Eliza Doolittle's mentor "Oh why can't a woman be more like a man!" We recently analyzed the data from our Fortune 100 and 500 leadership data base to see what, if any differences based on gender might emerge. The results may surprise you. Men score higher than women on behaviors that stress confidence and industry know-how; women are seen as having greater resilience, purpose and more effective communication skills. The exact differences and a discussion of our findings can be found in our report, 'Women and Leadership'. Here is a summary of some of our findings.

### **Key Takaways**

Men are perceived as:

- ▶ More confident
- ▶ Less emotional
- ▶ More industry savvy

Women are perceived as:

- ▶ More focused on sharing knowledge and information
- ▶ Managing expectations
- ▶ Resilient

Comparing these data it does seem as though women are still handicapped by being perceived as emotional. The data that men are (seen) as less defensive and able to give feedback more objectively does play into the stereotype of the woman who feels rather than thinks.

### **Matters of the mind**

Previous research into the behavioral characteristics of women leaders support our findings - men and women do have different leadership styles. For example men are more likely to define career success as moving up the corporate ladder and achieving status, where-as women tend to view success as opportunities for self development and personal fulfillment. Women use a more participative or democratic leadership style than men; male managers and executives display more self assertive, dominant styles of leadership. These data are consistent with our research - men being more outwardly confident, women communicating the importance of having meaning, or a strong sense of purpose in business. The key question is what accounts for these essential differences and what are the implications for women in business?

Find out the answers and learn what women can do to be more successful by downloading the complete report.

