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### **Gender differences in the global mindset**

The problem of gender differences in leadership styles and organizational effectiveness has become of great interest for many scientists in psychology, management and sociology since women began to hold more leadership positions. So, the issues of the organizational effect of various types of leadership and the influence of masculine and feminine leadership styles on business effectiveness are the focus of this report.

In the traditional society, leaders mainly used to be males. The assumption that leadership equates with maleness is deeply embedded in our thinking and language. Leaders are often described as “competitive”, “aggressive” or “dominant”, which is typically associated with masculinity [1]. Indeed, Gender Role Theory [2] proposes some social role expectations and people’s perceptions of how men and women ought to behave in the workplace. For example, “men are considered more leader-like, intellectual, analytical, able to think abstractly, and able to solve problems, whereas women are considered kinder, warmer, more expressive, more supportive, and gentler” [2]. So, it is obvious that men and women differ in a range of competencies, characteristics, and styles related to leadership.

AMJ researches show that women demonstrate specific features of the global mindset such as intercultural empathy, diplomacy and passion for diversity. First, women have been found to be more interested in friendship and community, they are generally more empathetic, better able to manage sensitive relationships and have higher emotional intelligence than men. Therefore, it is plausible to expect that women will show a higher level of intercultural empathy. Second, women are more collaborative, team-oriented, participative, socially facilitative, and show stronger self-efficacy in diplomacy [3]. Su, Rounds, and Armstrong [6] emphasize that women prefer working with other people, whereas men prefer working with things and gadgets or being outdoors. Third, women’s genuine interest in individualized consideration, friendship, and community, their excellent people skills may explain why women have been credited with boundary-spanning and bringing international diversity to their corporate boards [3]. *Organizational culture* is another important factor in leadership. Corporate climate is the atmosphere of an enterprise which reflects the way of interaction between people within the organization. Women tend to create company cultures oriented towards human relations and ensuring equality of employees. It is based on the idea that a company is a place for self-realization, development of talent and self-expression [4].

On the other hand, various researches on gender differences show that men are better at global business savvy, cosmopolitan outlook, and interpersonal impact. Moreover, men have been found to be more effective and willing negotiators, to have better access to social network, and to spend more time building broader professional

networks because they are more active and engaged and have greater exposure than women. Thus, it is plausible to expect that men can show higher levels of self-efficacy in terms of interpersonal impact i.e. the ability to negotiate effectively and to build global networks. It also comprises experience in negotiating contracts and agreements with people from other countries, strong networks with influential people from other cultures, and one's reputation as a leader [3].

To sum up, both leadership styles have benefits and limitations depending on the working environment. The feminine leadership style is more effective in people-centered environments which are becoming more popular today (e.g. "family culture" and "incubator" types of organizations). Their natural inclination to support subordinates' personal growth and emphasize open communication helps create comfortable work atmosphere and achieve exceptional results. The masculine leadership style offers more autonomy for subordinates, that is good for independent and creative people who do not prefer to be frequently interrupted or forced to work under supervision [5]. However, we need to get away from thinking about one perfect style of leadership. As Epstein writes: *"It is up to the leaders of business to affirm the humanitarian values that women are associated with but that men can (and do) express if they are not made to feel embarrassed about showing them. And those qualities of toughness and drive that men are made to feel comfortable with should be prized in women who wish to express them when they are appropriate"* [1]. So, both men and women should feel free to adopt leadership strategies that will help them succeed. The recognition of the diversity of leadership styles can encourage a leader to develop his individual strengths in order to improve the effectiveness of an organization.

### References

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