A Study of the Leadership Styles of Female and Male Managers in 10 Different Nationality Banks in Luxembourg, using the Personal Attributes Questionnaire and Personal Interviews.
A Study of the Leadership Styles of Female and Male Managers in 10 Different Nationality Banks in Luxembourg, using the Personal Attributes Questionnaire and Personal Interviews.

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This thesis is submitted in partial fulfilment of the requirements for the Degree of Doctor of Philosophy.
ABSTRACT

This thesis is concerned with the similarities and differences between the leadership styles of female and male managers in general, and their respective levels of Instrumentality and Expressiveness in particular. In view of the lack of research involving managers of both sexes in real work settings and in non Anglo-Saxon environments, the present research has been conducted in the multi-cultural environment of the Luxembourg banking sector, with female and male managers from 13 different countries.

A total of 33 female and 33 male managers, working in 10 banks of different nationalities, completed the Personal Attributes Questionnaire (PAQ) and were interviewed. The objectives of the research were to measure and compare the perceived levels of Instrumental and Expressive traits, as well as to analyse the perceived leadership styles of the participating managers themselves, their superiors and successful managers in their respective banks. Individual case studies were used to clarify and compare the feminine, masculine and androgynous leadership styles of participating managers from the 3 main PAQ categories, in order to establish whether the managers’ descriptions of themselves are in line with their PAQ results. Finally, 3 banks were chosen to represent the highest, the median and the lowest scores of the banks’ nationalities on Hofstede’s Masculinity Index, in order to establish whether differences on leadership styles exist between the banks in accordance with Hofstede’s research.

The present thesis has shown female managers, to possess exceptionally high levels of Instrumental traits compared to the male managers of this study, as well to women and men from other studies. In addition, the leadership styles measured by the PAQ categories to which the participating managers belong, were found to be consistent with the leadership styles they attribute to themselves. Significant differences were established between the 3 different nationality banks, but not in accordance with Hofstede’s findings.
ACKNOWLEDGEMENTS

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This thesis is also dedicated to the memory of my mother, the way she was before a cruel illness changed her forever.

In my thoughts and heart they will live on forever.

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Chapter 1: INTRODUCTION AND OVERVIEW OF THE STUDY

Introduction

This chapter introduces the research topic of female and male leadership styles. Section 1.1 highlights why the research topic is of personal importance to the researcher. Section 1.2 discusses the theoretical perspective of the research on female and male leadership styles. Section 1.3 provides the objectives of the present research and Section 1.4 outlines the content of the subsequent chapters in this thesis.

1.1 A Personal Perspective on Researching Female and Male Leadership Styles

The aim of this research is to explore female and male leadership styles in the banking industry in Luxembourg. As will be discussed at a later stage, there are sound theoretical arguments, that support this particular research. However, the research was not only motivated by academic considerations, but also by a very personal desire to better understand women managers' role in banking - an industry where I had worked for a number of years. Thus, the doctorate has represented both a period of personal development and academic discovery.

In the days of my childhood, Luxembourg was a conservative, traditionally catholic country, where the roles of men and women were clearly defined. In those days, girls were expected to aspire towards marriage and motherhood as the ultimate goal in their lives. Education and professional qualifications were considered above all important for the interim period between school and the first baby, as well as an insurance against life's unexpected trials. This began to change as the number of young women who decided to study for a degree and embark on a career increased, although the tendency for women to interrupt professional activity during the formative years of their offspring, constituted the norm rather than the exception.
In contrast, the home environment in which I was raised was quite different to that of
the majority of my friends and colleagues. Due to the long illness and early death of
my father, my mother was forced to manage the family hotel on her own and to carry
the entire responsibility for the business and the family on her shoulders. Coupled
with the role model provided by my grand-mother, a very resolute and independent
lady, I grew up believing women to be as strong and capable of facing up to life's
challenges, if not more so, than men. However, as the years passed by, these
convictions were in permanent conflict with the reality I was confronted with outside
my home, and the type of 'messages' society was trying to convey to me. Even when
educated at an all girls' secondary school, I was 'taught' that boys, when compared to
girls, were more capable in many respects and for this reason, justifiably were offered
more opportunities for development. We were frequently 'reminded', both at school
and outside, that a woman's rightful place was at home with her family.

Unfortunately, as society's pressures prevailed over my mother's better judgement, I
decided not to go to university, but to choose the very feminine career of secretary.
Nevertheless, I selected a very unconventional way of achieving my aim and decided
to qualify as Personal Assistant in the United Kingdom. For the first two or three
years I enjoyed the work and progressed quite rapidly up the secretarial ranks.
Eventually, when I became more ambitious, deciding to concentrate on my career
development, I became aware that I had trapped myself in a professional cul-de-sac.
Whereas the young men I was working with were given opportunities to develop their
professional skills and knowledge, in order to progress into management ranks, my
burning desire to learn was considered by the bank's top management more a
nuisance than a bonus. My frustration increased with time, as I saw male colleagues
being catapulted ahead, in spite of what at times I considered to be average
performance and/or even against their own wishes, whilst my wings were clipped in
every conceivable way. I grew less and less tolerant of the blocked career paths, the
frequent lack of appreciation of my professional capabilities, the sexual harassment
and deeply ingrained stereotypical, sexist attitudes and beliefs I had to deal with on a
day-to-day basis.
Eventually, at the age of 31, I decided to study for a business degree in order to acquire the knowledge and qualifications, that I quite naively believed would allow me to shatter the so-called glass ceiling. During my studies a closer scrutiny of the business, political and academic worlds made it clear that professional qualifications and compatible levels of knowledge alone were not sufficient to create a world of equality between the sexes. Furthermore, as a major part of my course work consisted of group projects, I became fascinated with the interactions between men and women, as well as people from different countries in mixed teams. Subtle differences seemed to exist between the way female and male students, as well as team members of different nationalities approach and solve problems. Inhibiting stereotypical belief systems and discrimination existed, even among this group of supposedly more 'enlightened' young people, who were most likely to be the business and political leaders of the future.

Therefore, when I decided to continue my academic development after my first degree, there was never any doubt in my mind that my PhD research would concentrate on women in the business environment. In many respects Women in Management chose me rather than the other way around. As I started reading the literature, my suspicions that women and men were not competing on a level playing field in the business environment were confirmed and I wanted to know whether any objective justification existed for such discrepancies. Given that I had always been more interested in people rather than numbers and machines, I decided to concentrate on the exploration of female and male leadership styles from a behavioural perspective. As my research progressed, I became aware that most of the studies had been conducted in the Anglo-Saxon environment and with students, hence findings that were then generalised to female and male managers were probably limited. Based on my experiences of working in a multi-cultural environment in the Luxembourg banking sector, plus the challenging team work I was involved with at university, I often questioned the validity of such generalisations. For instance, I had worked in a bank, where the 16 members of staff originated from a total of 10 different countries, an experience which had made me acutely aware that we were not only different as
individuals and in terms of gender, but also as members of the various nations we represented. I had problems imagining that such fundamental differences would have no effect on individual leadership styles. Furthermore, I remembered another fascinating aspect of the banking sector, that I had discovered during the many discussions I had with friends and colleagues from other financial institutions. Banks of different nationality, often subsidiaries of large foreign banks, seemed to have very different structures and management philosophies, even when operating in Luxembourg. Given that, in my experience, managers’ nationalities, as well as the environment they operate in, have an influence on their behaviour, I grew more and more convinced that conducting research in culturally diverse environments with managers of different nationality managers was of the utmost importance. Therefore, the choice of the Luxembourg banking sector for my field research was partly based on practical considerations, but even more so on the realisation that this unusual work environment was bound to provide interesting and challenging research results.

1.2 A Theoretical Perspective on Researching Female and Male Leadership Styles

Research has shown that women managers are under-represented in the management structures of companies all over the world, in spite of an ever-increasing female workforce in the labour market. (Davidson, 1987; Adler and Izraefi, 1988; Eurostat, 1989, 1995; Davidson and Cooper, 1992, 1993)

A literature search on Women in Management shows that women are as capable as men to assume management level responsibilities and that in many respects women managers are very similar to their male colleagues. (Kanter, 1977; Herbert and Yost, 1979; Morrisson et al., 1987; Davidson and Cooper, 1992; White et al., 1992; Powell, 1993). However, there is some evidence that women managers, when compared to male managers, tend to have a different leadership style (Loden, 1985; Grant, 1988; Eagly and Johnson, 1990; Helgesen, 1990; Rosener, 1990; Sharma, 1990), prefer a different working style (Vinnicombe, 1987) and communicate differently (Tannen, 1990). These differences have been explained to be partly due to differences in female
and male social value systems (Gilligan 1982; Marshall, 1984) and stereotyping pressures (Kanter, 1977; Powell, 1993). Some authors (Loden, 1985; Helgesen, 1990; Rosener, 1990; Aburdene and Naisbitt, 1993) believe that a feminine leadership style, emphasising co-operation and consensual relationships (Schaef, 1981), is more appropriate than the traditional approaches in today's "topsy-turvy business environment [which needs to become] less hierarchical, more flexible and team oriented, faster and more fluid" (Peters, 1990). Others maintain that the best managers are androgynous (Bem 1974; Marshall, 1984; Korabik and Ayman, 1989; Davidson and Cooper, 1992; Powell, 1993). The concept of androgyny is based on the assumption that all individuals possess both instrumental (masculine) and expressive (feminine) characteristics, but that the two sides are more or less developed in different individuals (Constantinople, 1973; Marshall, 1984; Spence, 1985). Instrumentality (masculinity) and expressiveness (femininity) are seen to have an important influence on the management styles chosen by male and female managers.

As a lack of suitability for management positions does not seem to be the reason for women's blocked career progress, a wider perspective needs to be adopted. A review of the research on the influences of the organisation on women managers' career development indicates that women have fewer opportunities to achieve senior management positions and face more barriers than men throughout their career (Schein, 1974; Kanter, 1977; Bartol, 1978; Morrison et al., 1987; Davidson and Cooper, 1992; Powell and Mainiero, 1992) and generally are less powerful (Kanter, 1977; Marshall, 1984; Mainiero, 1986; Gregory, 1990; White et al., 1992). Furthermore, women managers have to deal with higher stress levels, both inside the corporation and in their private lives. (Kanter, 1977; Hochschild, 1989; Davidson and Cooper, 1992; Powell, 1993; Powell and Mainiero, 1992). Above all women in token positions are often pressurised to adopt roles that are compatible with stereotypical perceptions of their social roles. The resulting behavioural patterns and high levels of stress will influence both women managers' performance and their environment's assessment of their capabilities and achievements. (Richbell, 1976; Kanter, 1977; Davidson and Cooper, 1992; Powell, 1993)
Moreover, organisations do not function in a vacuum, and the environment in which they operate will have some influence on an organisation's culture, ideology and policies, as well as on the behaviour of the individual members of staff (Fagenson and Horowitz, 1985; Fagenson, 1990b). Research has shown that a company’s management practices are often a reflection of the value system of the leaders who created them and that these value systems vary considerably according to the nationality of the manager. (Laurent, 1987; Hofstede, 1989). One of the major researchers on national culture, Geert Hofstede (1984, 1991) classified a large number of nationalities according to four distinct dimensions. One of these dimensions, the Masculinity Index (MAS), measures the degree to which masculine values prevail over feminine values in a country and significant differences were found between nations. The feminine cultures reflect a value system and behaviour similar to that ascribed to women managers by many researchers (Loden, 1985; Grant, 1988; Eagly and Johnson, 1990; Helgesen, 1990; Rosener, 1990; Sharma, 1990) in the Women in Management literature.

1.3 The Objectives of the Present Research

In summary, it can be said that (1) the debate about the differences / similarities between female and male leadership styles continues and that little consensus exists between the researchers; (2) most studies on leadership styles have been conducted in the Anglo-Saxon environment and often with student populations and/or with a unisex sample; and (3) different nationalities have been shown to have different value systems, which influence the organisational environment, which in turn has been shown to have an effect on managers' behaviour. Consequently, it was decided to conduct a study with female and male managers in the multi-cultural environment of the Luxembourg banking sector. The objective was to determine how they perceive their own leadership style, that of their superior (often seen as key to a manager's career development) and that of a successful manager in their bank.
Data were collected via two main methods. The first method consisted of administering a recognised psychological instrument, the PAQ (Personal Attributes Questionnaire), in order to measure the respective levels of masculinity and femininity of the managers themselves, as well as the levels of masculinity and femininity the managers attribute to both their superiors and a successful manager in the bank. The second method consisted of conducting semi-structured interviews to record the participants' subjective perceptions of the management styles of the same three individuals.

The goal of the research was to record and analyse the perceptions that the participating managers possess with respect to the leadership styles of themselves, of their superiors and of successful managers in their respective banks. Based on the findings, comparisons can be made between male and female leadership styles, as well as between the leadership styles of the managers themselves, their superiors and successful managers in their respective banks. The research attempts to answer the following main questions:

Q1 What leadership styles do participating female and male managers perceive in themselves, their superiors and successful managers in their respective banks?

Q2 In what ways, if any, do the leadership styles that female managers perceive themselves to possess differ from the leadership styles that male managers perceive themselves to possess?

Q3 In what ways, if any, do the leadership styles that participating female and male managers perceive themselves to possess differ from the leadership styles they perceive their superiors and successful managers to possess?

Q4 What impact, if any, does nationality have on leadership styles?
1.4 An Outline of the Thesis Chapters

Chapter 2 examines the theoretical background to the research questions. It explores the differences between men and women with respect to their capability to lead and their approach to leadership. It studies the environment in which managers operate and its influence on their behaviour and career progress. Furthermore, it reviews research findings on the topic of national culture and how it affects managers' values, belief systems and behaviour.

Chapter 3 discusses the research setting in a wider sense. It presents the Grand-Duchy of Luxembourg, gives a brief historic and economic overview and discusses the political, legal and economic influences that have an impact on women's lives.

Chapter 4 discusses the choice of research methods, both from a philosophical and a practical point of view. It describes the research setting, the research process, the selected sample and the analysis of the data.

Chapter 5 is the first chapter of analysis and concentrates on overall results for the female and male managers who took part in the research. It discusses the levels of Instrumental and Expressive traits, as measured by the PAQ, that the participating managers perceive in themselves, their superiors and successful managers in their bank to possess. Furthermore, during the interviews the participating managers describe the leadership styles they perceive themselves, their superiors and successful managers to employ. Emphasis is placed on the results from the Personal Attributes Questionnaire (PAQ), which are supported by interview findings.

Chapter 6 presents the individual case studies of 6 female and 6 male participants, chosen to represent the 3 main leadership styles identified by the PAQ. It discusses what differences, if any, exist between the leadership styles that Androgynous, Feminine and Masculine managers perceive themselves to possess.
Chapter 7 presents the case studies of 3 participating banks, chosen according to the position of their country of origin on Hofstede’s Masculinity Index Scale. Banks are compared, based on the PAQ and interview results of their respective managers. Differences and similarities between the banks are highlighted and discussed.

Chapter 8 summarises and discusses the main findings of this study and demonstrates their contribution to existing theory on female and male leadership styles. Furthermore, the findings are placed in a wider context, limitations are explored and suggestions for future research made. Conclusions about the research from the perspective of the individual manager, the organisation and the researcher are presented.
Chapter 2: LITERATURE REVIEW

Introduction

This chapter discusses the theoretical background to the present study. Relevant literature is presented and the research approach proposed. Section 2.1 briefly warns of the restrictions and limitations inherent to the literature under scrutiny. Section 2.2 is dedicated to the Women in Management literature and has been further subdivided into 2 sections: (a) a comparison of female and male managers and (b) the organisation and its influences. Section 2.3 summarises the most important research on national culture and its relevance to this study. Finally, Section 2.4 and 2.5 present the proposed research in the light of the theory discussed in this chapter and a model of the study.

2.1 Women in Management Literature: Restrictions and Limitations

The question whether men and women differ in respect of both their ability to manage and their approach to leadership has been discussed widely. However, before embarking on a review of the relevant literature, we should heed the words of advice given by a number of authors (Fuchs-Epstein, 1988; Fagenson, 1990a; Sekaran, 1990; Vinnicombe and Colwill, 1995) as regards some of the problems inherent to research on sex differences:

* researchers' own ontological beliefs are likely to influence their epistemological approaches, e.g. the choice of items to be measured, the interpretation of measurement, the conclusions (Fuchs-Epstein, 1988). Furthermore, the bias resulting from the interaction of the subject and researcher, is rarely taken into account. Researchers of both sexes have been shown to treat male and female subjects differently, even when applying the same formally programmed procedure. (Colwill, 1995). In addition, the same behaviour is often interpreted differently, depending on whether it is exhibited by men or women and/or whether it is sex-role appropriate or
inappropriate. For example, an emotional outburst by a male manager is seen with
different eyes than a similar reaction by a female manager. (Colwill, 1995).

* often correlation is confused with causality when the results of studies are
interpreted. Given that a researcher cannot manipulate a person's sex or randomly
assign them to male or female groups, studies on sex differences cannot represent
true experiments and are therefore, of necessity, correlational. (Fuchs-Epstein, 1988;
Colwill, 1995). Thus, sex-differences research *is particularly vulnerable to
misinterpretation, for sex differences often mask other variables in the research* (Colwill, 1995, p.21). For instance, Kanter (1977) had set out to determine why
women tend to be less successful in business than men, hoping to determine what
background variables made women less effective managers. However, as she could
not determine any consistent patterns, she re-conceptualised the problem and
discovered that both men and women in positions of powerlessness showed
behaviour often attributed to women. In other words, the quality of leadership was
not determined by sex, but by the environment the managers operated in (Colwill,
1995).

* research that seeks associations between variables is frequently based on self-report
measures at only one point in time and, therefore, very time-specific. With respect to
the United States of America, Sekaran (1990) partly blames the current
organisational reality and the university reward systems for the lack of longitudinal
studies and writes that *"especially in the area of WIM [Women in Management], it
would be useful to explore phenomena over an extended period of time"* (p.251).

* researchers often fail to control for outside variables, that may influence behaviour
(Fagenson, 1990a; Colwill, 1995). For instance, studies which investigate the
influence that the structure of the organisation has on women's career advancement,
may fail to consider factors outside of the organisation, such as status. Colwill
claims that *"it is virtually impossible in our society to separate the variables of sex
and status, and nowhere is this problem more salient than it is in organisations"*
(p.22). In most Western countries, more than 95% of secretaries are women and 95%
of senior executives are men, women earn less, have less powerful positions,
progress more slowly and consequently have less status. (Colwill, 1995)
* laboratory and field experiment findings are generalised time after time, even when they are based on small or non-representative samples of homogeneous groups of people, for instance undergraduate students (Fuchs Epstein, 1988). Furthermore, quite often gender differences established in laboratory settings have not been replicated in field studies, which should "warn us against attaching instant credibility to the results of studies conducted in contrived settings, especially as they relate to gender differences" (Sekaran, 1990, p.250). Fagenson (1990a) advises caution when interpreting both laboratory and field findings. The artificial laboratory environment makes differences easier to detect and more likely to occur, as responses based on role stereotyping may influence behaviour. Field settings, on the other hand, may fail to discover real differences, given that "people select themselves into and out of work situations based upon their fit with the environment" (p. 269), which may create a relatively homogeneous setting with quite similar people in them.

* very often only sex differences are regarded as findings, whereas similarities are not reported, partly because they are more difficult to publish. Colwill (1995, p.21) writes that "an unknown number of studies have been relegated to wastepaper bins, giving an erroneous impression of how different the sexes really are".

### 2.2 Literature Review: Women in Management

#### 2.2.1 Female and Male Managers: A Comparison

Women may be shorter, lighter and less muscular than men, but generally there is no need for a manager to be strong and tall. Whether real or perceived differences between the sexes influence women and men's ability to manage has been a hotly debated research question and will be the underlying topic of this review. A summary of the most important findings as regards sex and/or gender differences in cognitive

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1 The terms 'sex' and 'gender' are not well defined in the literature and often used interchangeably. In this report 'sex differences' will refer to differences between men and women which are thought to be biological and 'gender differences' to differences due to factors such as the socialisation process. Powell (1993) distinguishes between the study of sex differences, which "examines how males and females actually differ" and the study of gender differences, focusing on "how people think that males and females differ". However, individual authors might use the terms differently and in those cases their respective interpretations will be honoured.
abilities, social skills, motivation to manage and social values will be followed by an overview of the literature on leadership styles.

2.2.1.1 Cognitive Abilities, Social Skills, Motivation to Manage and Social Values

Cognitive Abilities and Social Skills

In 1974, Maccoby and Jacklin reported on the findings of their review of over 1400 published studies on the psychology of sex differences. Their research seemed to confirm women’s superiority in verbal skills and men’s superiority in both mathematical and visual-spatial skills. However, the study was widely criticised as regards methodology and more recent meta-analyses using sophisticated quantitative methods have not fully supported these earlier findings. The sex differences in several measures of verbal skills such as vocabulary, analogies and general verbal abilities were very small or non-existent (Hyde and Lynn, 1988). As regards mathematical performance, no sex differences were found in respect of computation and understanding of math concepts, but males had an advantage as regards problem solving skills (Hyde, Fennema and Lamon, 1990). Men were found to be superior in some, but not all aspects of visual-spatial skills, which might give them a slight advantage in some professions such as engineering and architecture (Linn and Petersen, 1985; Vinnicombe and Colwill, 1995). However, it must be remembered that performance on intellectual skills tests is strongly related to other factors such as anxiety and beliefs (Eccles and Jacobs, 1986).

Males have been found to be more aggressive than females, above all as regards aggression that produces pain or physical injury, but this difference seems to be contracting over time (Hyde, 1984). Research also shows that in social settings, men tend to be more influential and women more easily influenced above all in case of group pressure, which might be due to status differences rather than sex differences (Eagly and Wood, 1985; Eagly and Carli, 1987). This proviso could also apply to women’s superiority in non-verbal communication skills (Hall, 1987). Men and women both exhibit helping behaviour, but tend to choose different approaches, with
males having a penchant towards heroic or chivalrous help and women towards nurturing or caring help (Eagly and Crowley; 1986).

Motivation to Manage

Three components of personality have been said to influence managerial success through their impact on motivational processes, namely locus of control, self-efficacy and need for achievement (Porter and Lawler, 1968). Locus of control was defined as an individual's disposition to perceive the rewards received in life either as a consequence of his/her behaviour or as the result of extrinsic factors. People with an internal locus of control believe that they exercise some control over their destiny, whereas those with an external locus of control assume that their rewards are governed by luck, chance, fate or powerful others (Rotter, 1966). Researchers have suggested that an internal locus of control tends to be a sign of initiative and competence (Andrisani and Nestel, 1976), self-reliance and independence (Shapero, 1975), can be perceived as a necessary condition for intrinsic motivation (Haywood, 1968) and a precursor to success (White et al., 1992). According to Bandura (1977), self-efficacy is an individual's belief that s/he can successfully perform a task and operates as a causal factor in human functioning. White et al. (1992) found that the successful managers in their study had a relatively high level of managerial self-efficacy and that experience of success in management acts to raise self-efficacy beliefs. The third component of personality, achievement behaviour, does not only entail the motivation to achieve, but also the motivation to avoid failure and it tends to be a function of both, the perceived probability of success and the incentive value of success (Atkinson, 1964). White et al. (1992) found successful women to have high levels of achievement behaviour, which they believe to be another important career success factor.

Cox and Cooper (1988) claim that the motivation of successful women is similar to that of their successful male colleagues. However, the level of motivation might be influenced by the organisational context, as was shown by Harlan and Weiss (1982). The researchers measured motivation in two companies, one in which 19% of all
managers were women and a second where women comprised 6% of the managerial workforce. Results from a self-report measure in the latter company showed women to have lower motivation to manage than men and lower self-esteem. However, in the other organisation no sex difference in motivation levels could be established. Harlan and Weiss concluded that women in small minority groups are likely to lower their goals according to the organisational climate in order to be more realistic about their expectations. Davidson and Cooper (1992) compiled a comparative profile of male and female managers and found far more similarities than differences in terms of managerial efficiency and performance. Existing differences could often be shown to stem from factors outside women's control, such as the low proportion of female managers, attitudinal differences (especially prejudice and discrimination) and different life circumstances.

In conclusion, there is little researched evidence to support differences in personal attributes and skills between male and female managers. Women are very similar to men in potential managerial capacity (Bass et al., 1971), co-operation and competition (Lirtzman and Wahba, 1972) and problem-solving (Matthews, 1972). Research has revealed that there are more differences within each sex than between the sexes (Ferrario, 1994) and that women possess the necessary qualifications and skills for management and professional positions (Herbert and Yost, 1979).

Social Values and their Implications

Attachment and separation are seen to be basic tensions in the process of human development and individuals must balance their needs for independence and community over the course of their lifetime. Gilligan (1980) found that women's developmental process is a mirror image of men's, as they both face the same dilemma of reconciling the conflict between separation and attachment, whilst approaching the conflict from different directions based on different truths. For men, development has meant increased autonomy and separation from others in order to strengthen identity, empower the self and develop a satisfactory life course (Gallos, 1989). Men first acknowledge the importance of individuality, emphasising workplace
accomplishments and move towards the exploration of intimacy and connection with others at a later stage (Gilligan, 1982). The development for women is tied to understanding and strengthening the self in relation to others, which means that attachments and relationships play a central role in identity formation and conceptions of developmental maturity (Bettelheim, 1965; Douwan and Adelson, 1966; Chodorow, 1974; McClelland, 1975; Block, 1977), which has an influence on women’s self-perception, their career and feeling of responsibility towards others. They start from an assumption of connection to significant others and then learn to tolerate separation later (Gilligan, 1982).

Similarly, Bakan’s (1966) concepts of ‘agency’ and ‘communion’ attempt to explain the differences between men’s and women’s transactions with the external world. Bakan believes that ‘agency’ and ‘communion’ are two different fundamental orientations in life that may be used to deal with the anxieties and uncertainties of living. The agentic strategy attempts to reduce threat by changing the world around it. It draws on four processes aimed at achieving control by projecting difficulties one cannot cope with outside oneself: (a) separation/splitting: the individual distinguishes between likes and dislikes and represses the latter; (b) mastery: qualities that are disliked are often projected on a person, group, object or concept, which is then devalued. Knowledge is used instrumentally to act on the world around; (c) denial: perceptions of the environment and their own feelings which threaten the stability and mastery are screened out; (d) healing: the individual comes to terms with what has been repressed by ‘beholding’ or fully encountering it. On the other hand, the communion strategy uses union, co-operation, acceptance and personal adjustment as ways to cope with uncertainty and threat. Communion incorporates an expectation of change - to the self, situation or context - as inevitable with an emphasis on ‘being’, rather than ‘doing’ as is the case for agency. (Bakan, 1966). Bakan emphasises that excessive degrees of communion or agency, unbalanced by the other principle, are self-destructive. Women’s developmental task is to mitigate communion with agency and men’s the reverse (Runge et al., 1981). Generally, communion is the strategy associated with women (White et al., 1992), which is where Marshall (1984) sees women manager’s great strength: women experience the world more holistically,
recognise their own and others' emotions, engage in nurturing activities, seek continuity in the maintenance of relationships and are creative. As long as women enhance their basic communion strategy with those components of agency that will foster their own stability, independence and integrity, they will play an important role in the companies of the future.

Due to their concern for relationships, women perceive power issues differently from men (McClelland, 1975; Colwill, 1982), as power includes the concept of sharing for them. Grant (1988) believes that women's power fantasies are more likely to acknowledge women's interdependence. Women describe power as a capacity of and for the entire community, rather than a domination or ability to control (Hartsock, 1983). They have traditionally been more interested in being powerful than in acting aggressively, whereas men tend to view power as entailing action, competition, domination, pushing ahead and taking an aggressive stance (McClelland, 1975). Lunneborg (1990) conducted a study of 204 women in male-dominated jobs and found that they tended towards a more nurturant approach to co-workers and a desire to use power more collaboratively than men. This difference of approach has often lead to the stereotypical belief that women tend to avoid power, lack decisiveness and shy away from empowering themselves (Gallos, 1989). However, these allegations have not been supported by research, as women were found to have a need for power that is comparable in magnitude to men's and a socialised power need which is stronger. (Chusmir and Parker, 1984; Chusmir 1985,1986)

Women and men's differing orientation to life is also reflected in conversation patterns as concerns their expectations and approaches (Tannen, 1990; Schick Case, 1994). Men consider conversations to be mainly "negotiations in which people try to achieve and maintain the upper hand if they can." (p.24). This attitude is based on their view of the world, in which they consider themselves to be an individual in a hierarchical social order where they are either one-up or one-down; to them life is a struggle to preserve independence. Women approach the world from a different perspective; to them life is a community, a struggle to preserve intimacy and avoid isolation and failure, and consists of a network of connections. To them
conversations are negotiations for closeness in which people try to seek and give confirmation and support, and to reach consensus. When in groups, different aspects of their relationships to each other are important to men and women. Men’s primary concern is their place in a hierarchical order, whereas for women it is their place in a network of intimate concerns.

Even though women have been shown to apply different strategies when dealing with life than men, this difference makes them no less capable of being a manager. It may even turn out to be their great strength in the future, above all if Rose’s (1990) vision of the emerging changes in the business world hold true. Rose believes that flexible networks will replace hierarchical organisations, workers will be empowered to take their own decisions, group learning will replace orders from the top, global thinking will replace national perspectives, creativity and intuition will join quantitative analysis for informed decision-making, love and caring will be legitimate workplace motivators and mental spiritual enhancement of participants will replace or augment the profit motive.

2.2.1.2 Leadership Style

The debate about whether women and men differ in their leadership approach has been extensive but not very conclusive. Most theories can be placed on a continuum between two extreme views: ‘men make the best managers and the best managers are masculine’ at one end, to ‘women make the best managers and the best managers are feminine’ at the other.

Research on Male and Female Leadership Styles

Eagly and Johnson (1990) conducted an extensive review of research comparing the leadership styles of women and men. They found that gender differences in interpersonal and task styles were quite small, with an overall trend toward women being more concerned about both maintenance of interpersonal relationships and task accomplishment. Furthermore, they accumulated strong evidence that women tend to
adopt a more democratic or participative management style as compared to men, who tend to be more directive and autocratic. The researchers believe that these differences could well reflect underlying differences in female and male personality or skills, but equally well originate from subtle differences in the status of women and men who occupy the same organisational role.

Powell (1993) reports on a large study conducted at AT&T involving 344 lower-level managers, nearly half of whom were women and about one-third were members of minority groups. Extensive comparisons were made in terms of background, work interests, personality, motivation, abilities and overall management potential. Women were found to have advantages in ability as regards their creativity to find solutions to business problems, interpersonal skills and sensitivity, written communication skills, energy and inner work standards. Men, on the other hand showed stronger levels of company loyalty, particularly in respect of flexibility in their goals, motivation to advance within the company and attentiveness to power structures. No sex differences were found in intellectual ability, leadership ability, oral communication skills or stability of performance.

Vinnicombe (1987) conducted a study on preferred working styles involving a sample of female MBA students at the Cranfield School of Management, another of middle and senior female managers belonging to the National Organisation of Women in Management Education and a third of female middle managers from British Telecom attending a women in management programme. The findings were then compared to the results obtained by the Center for Creative Leadership and the Cranfield School of Management for samples including mainly male managers. The research was based on the Myers Briggs Type Indicator (MBTI) and the Center for Creative Leadership in Ohio’s four managerial types. The findings showed that significantly more male than female managers (56.9% vs. 25.9%) are 'traditionalists' and that significantly more female managers are 'visionaries' and 'catalysts' (40% and 32% vs. 22.4% and 10%).

Bates and Kiersey (1984) describe the different working styles as follows: 'Traditionalists' tend to be practical and good with systems and procedures, steady, hard working and dependable, good at following through on commitments and
excellent time managers. On the negative side, they may be unable to respond to the changing needs of the organisation and have difficulties at handling work relationships. They may be inclined to decide issues too quickly and be overly concerned with the possibility of things going wrong. ‘Visionaries’ tend to be creative and progressive with an intellectual orientation and enjoy solving problems. They are said to be outspoken, excellent decision makers and the “natural strategic managers” (p.20). They may be insensitive to others’ feelings and devalue less intellectual peers and thus encounter difficulties in handling relationships and feel restless and unfulfilled. (Bates and Kiersey, 1984). ‘Catalysts’ show personal charisma and commitment to staff, communicate care and enthusiasm and excel in working with people. They are most likely to feel comfortable in unstructured, complicated situations. However, they might be too concerned with pleasing others, spend too much time seeking approval or take over other people’s troubles. Also they have a tendency to attempt to avoid unpleasant situations and difficulties. Vinnicombe (1987) stresses that there are no good or poor management types, but that organisations need the presence of the different types to be effective. Knowledge about such differences should be useful to researchers and practitioners alike, when assessing the relative strengths and weaknesses of their management team. Above all, as women as a group show important differences in their working styles as compared to the majority of men, it is important for organisations to take care to recognise their potential and offer them the necessary opportunities to develop.

Female Leadership Models

Loden (1985) first introduced the idea of “Feminine Leadership”. Although she maintains that the characteristics that define this approach are not limited to women, she believes that women tend to be better equipped for the “feminine leadership” style for a number of reasons: (a) women prefer personal power to position power and (b) tend to build networks rather than hierarchies, in which they are at the centre and not at the top, as they see their role to be that of an empowerer, not a controller; (c) women also possess key interpersonal skills, such as listening and sensing (ability to pick up non-verbal cues) skills, the ability to integrate and manage feelings, to
create personal rapport, a sense of intimacy and authenticity, to give more effective feedback and assess personal impact; (d) women use collaborative and accommodating approaches to conflict management and show (e) a consistently stronger preference for the intuitive style of management (Loden, 1985). Rosener (1990) calls women’s non-traditional management style “interactive” or “transformational” leadership, in contrast to the traditional “transactional” approach preferred by men, which relies on the power position and formal authority (Alimo-Metcalfe, 1994). Transformational leaders attempt to make their interactions with subordinates positive for everyone involved, by encouraging participation, sharing power and information, enhancing other people’s self-worth and getting them excited about their work by energising them. Earlier publications on the subject did not trigger the same level of debate., e.g. Schaef’s (1981) claim that women managers aim to establish egalitarian, consensual relationships with their subordinates rather than rely on the classical power structure and Jago’s and Vroom’s (1982) report that women adopt a more participative style in decision making. As women tend to perceive power as limitless, they believe that it pertains to the leader to empower others. Intuitive thought processes and constructive modes of communication are appreciated and women’s value system involves seeking intimacy, connection, sharing and symmetry. Time horizons stretch in a non-linear, interlocking series of cycles (Schaef, 1981).

More recently, Helgesen (1990) maintained that women value co-operation and relationships and prefer organisational structures approximate a web, not the typical hierarchy, because in such a structure, the leader is at the centre of the network of connections with direct and free-flowing communication. Such an organisation is less direct, less focused on specific goals, but more intuitive and ready to seize opportunities with a more long-term focus. Her views were partly supported in Astin and Leland’s (1991) cross-generational study of social change involving 77 women leaders. The research showed women to demonstrate a leadership style based on empowerment and collective action to initiate and sustain change and most defined leadership as a process of “working with people and through people” (p.157). A
study conducted by Ferrario and Davidson in 1991, showed British female managers
to score significantly higher on both people- and task-oriented dimensions than their
male colleagues. The majority of the women in the sample showed a 'team'
management approach, whereas men tended more towards a 'laisser-faire'
philosophy, characterised by less leader involvement for both task- and people-
oriented activities. (Ferrario, 1994) As far as the future success of female managers is
concerned, Sharma (1990) believes that women managers possess certain distinct
feminine talents and characteristics which make them better prepared to cope with the
challenges of the future than many traditional men. Sharma lists some of the
psychological characteristics she believes to be unique to the feminine management
style: (a) strong desire to succeed in men’s domain; (b) endurance for stress, (c)
ability to manage diversity; (d) organisational abilities; (e) intuition and problem-
solving, (f) pitching in (willingness to help in times of crisis); (g) good health. Grant
(1988) even writes that “women may indeed be the most radical force available in
bringing about organisational change” (p.62) and that “the very characteristics that
are undervalued, repressed, or considered unimportant in positions of power are the
ones necessary to make organisations more responsive to human needs for a sense of
connectedness, community, purpose, affiliation, and nurturance” (p.57).

Male Leadership Models

Another school of researchers believes that female and male managers differ, but these
differences constitute a disadvantage or liability for women. In fact, they maintain
that early socialisation experiences ensure that men are better suited for management,
but that women can overcome their shortcomings and learn the skills they lack. For
instance, Hennig and Jardim (1978) found that women rarely plan their careers on a
long-term basis and find it difficult to seize opportunities and openings. They tend to
take career decisions at a later stage and rarely actively support their advancement,
but concentrate on short-term goals. Furthermore, they often underestimate the
importance of the informal organisational structure and its system of relationship and
information sharing. According to Harragan (1977) women need to learn to interpret
“the pertinent male cultural conditioning which exerts control over men’s actions
and involuntary reactions in the business environment'' (p.24) in order to "surpass men at their own games".

Similarity Models

In his review of the literature, Powell (1993) summarises the beliefs of those who emphasise similarities rather than differences as follows: women who choose the non-traditional career of a manager tend to "reject their gender stereotypes and have goals, motives, personalities, and behaviors that are similar to those of men who pursue managerial careers". Researchers argue that this may be due to a variety of factors: (a) self-selection: men and women who decide to embark on a managerial careers share similar traits and behavioural tendencies; (b) organisational selection: managers of both sexes are being selected according to similar criteria; (c) organisational socialisation: managers of both sexes are socialised into appropriate role behaviour early on in their career; (d) organisational structure: managers of similar status and power behave in similar ways. This led Donnell and Hall (1980) to claim that "male and female managers do not differ in the way they manage the organization's technical and human resources" (p.75). Their study on managerial competence showed only two differences between women and men. Female managers' work motivation was more 'achieving' than that of men and male managers scored higher on interpersonal competence with colleagues. They conclude that "women in general, do not differ from men, in general, in the ways in which they administer the management process" (p.76). Based on their systematic review of research that matched the managerial role of women and men, Morrisson et al. (1987, p.49) insisted that the "basis for claiming differences between executive women and executive men - whether used to exclude or encourage women into these ranks - is suspect at best" and concluded that "gender differences in management style may be mainly in the eye of the beholder". A number of other researchers report few if any differences in management approaches between men and women (Gregory, 1990; Dobbins and Platz, 1986; Davidson and Cooper, 1992; Korabik, 1990; Fuchs Epstein, 1988).
Some writers have turned towards the concept of androgyny for a way of reconciling the female and male principles (Marshall, 1984; Korabik and Ayman, 1989; Korabik, 1990; Davidson and Cooper, 1992; Powell, 1993; and others). The term 'androgyny comes from the Greek roots 'andr' (man) and 'gyne' (woman) to mean both masculine and feminine. Androgyny is based on the assumption that everyone has some feminine and some masculine characteristics, but that these two sides are more or less developed in different individuals (Marshall, 1984). Constantinople (1973, p.390) defines the terms 'masculinity' and 'femininity' as "relatively enduring traits which are more or less rooted in anatomy, physiology, and early experience, and which generally serve to distinguish males from females in appearance, attitudes, and behavior". Spence (1985, p.62) refers to sex roles, describing them as "the characteristics, attitudes, values and behaviors that society specifies as appropriate" and Lenney (1991) confirms that the study of sex roles remains one of the most important in the fields of both psychology and sociology.

Bem (1974) proposed a theory of sex-role orientation in which masculinity and femininity are viewed as two uncorrelated bipolar dimensions and she developed an instrument to measure the phenomenon, called the Bem Sex-Role Inventory (BSRI). Simultaneously, but independently, Spence, Helmreich and Stapp (1975) developed their Personal Attributes Questionnaire (PAQ), which is anchored in Bakan's (1966) model of agency and communion and designed to measure instrumental (masculine) and expressive (feminine) traits in an individual. Both the BSRI and the PAQ will be dealt with in more detail in Chapter 4. Spence (1993) proposes a gender identity theory, which defends that those characteristics that empirically distinguish between men and women in a given culture constitute independent factors rather than a single underlying property. Masculine traits are related to instrumentality and agency, whilst feminine characteristics are those of the interpersonal and expressive domain. Traditionally sex-typed individuals are socialised to have more features from one dimension than the other, whereas androgynous people show high levels of both masculine and feminine traits. Androgynous managers are said to be able to respond more effectively than either masculine or feminine individuals to a wide variety of situations (Bem, 1974). Korabik and Ayman (1989) administered the Sex-Role
Inventory to 30 women managers in Canada and found that androgynous women managers were rated more highly by their superiors in overall effectiveness than those characterised as either masculine or feminine. The concept was intended to offer the ‘best of both worlds’, but Bern was criticised on her methodology and the new way of thinking she introduced. Some prefer to see gender stereotypes conformed to, others wish to pursue the androgynous ideal, a different group believes that there should be no standard conception of ideal behaviour and those who reject stereotypes do not necessarily approve of androgyny. (Powell, 1993)

Powell (1993) sums up the evidence on leadership style by stating that women “differ in some ways and at some times, but, for the most part they do not differ” (p.175). He claims that the stereotype that men make better managers does not hold true. Research that advises women to learn to ‘fit’ the male leadership model in order to succeed may not have taken into account changes that are occurring in the business world. Tom Peters (1990) believes that in the future, business will need to become “less hierarchical, more flexible and team-oriented, faster and more fluid” and that women have “an enormous advantage in realizing this necessary vision” (p.217). Women might be well advised to concentrate on being ready for the future, not adapt to the past. Research claiming that, as a group, managers are very similar, mostly fails to point out that the management system could well be self-perpetuating, only allowing managers with similar characteristics to succeed to the detriment of other very capable people, who might approach management from a different angle.

2.2.2 The Organisation and its Influences

Recently, Blum, Fields and Goodman (1994) confirmed that the behaviour and attitudes of organisational members regarding women in management are shaped to some extent by group and organisation-level influences on the roles occupied by those members. The “contextual aspects of organizations such as their existing social structures, personnel and compensation practices, and industry type are substantially associated with gender stratification across firms” (p.262).
Some of the most important research as concerns the influence of organisation structure on women managers' behaviour and career development dates back to Kanter's seminal work in 1977. She believes that many of the negative stereotypes attached to women in organisations can be explained in terms of three structural 'facts' of organisation life: (a) opportunity, (b) power and (c) relative numbers, which will now be dealt with in more detail.

2.2.2.1 The Formal and Informal Organisation

Opportunity

Kanter (1977) states that the "characteristics attributed to women as a group can more profitably be viewed as more universal human responses to blocked opportunities" (p.159). She believes, that as women are traditionally placed in low level positions, feminine traits and behaviour tend to be a response to being in a low level position. This may be the reason why women at times seem less motivated or committed, as "men with low opportunity look more like the stereotype of women in their orientations towards work...: they limit their aspirations, seek satisfaction in activities outside work, dream of escape, interrupt their careers, emphasise leisure and consumption, and create sociable peer groups in which interpersonal relationships take precedence over other aspects of work" (p.164). Managers, when faced with uncertainty, will have the tendency to carefully guard their power and privileges for those who fit in, for those whom they believe to be of their kind. Wilbert Moore referred to this phenomenon by using the metaphor of a "bureaucratic kinship system", based on "homosexual reproduction", where men reproduce themselves in their own image (in Kanter, 1977; p.48). As a result, women seem to face many barriers at every stage of career development with their movements often blocked by the organisational filtering system (Schein, 1974). This filtering system allows or blocks the movement of individuals horizontally, across functional lines, vertically up the hierarchical level, or radially to inclusion or exclusion of inside groups. In her review of the literature, Bartol (1978) found that females often face selection discrimination at the entry point to the organisation, with women being
blocked completely or channelled into traditional jobs. This was confirmed by Nicholson and West (1988) who describe the difficulties to pass the initial interview barrier as well as Davidson and Cooper (1992) in their study of successful women. This type of discrimination tends to continue at all levels of the career path (Bartol, 1978; Davidson and Cooper, 1992). Powell and Mainiero (1992) confirm that women are often hired into staff rather than line positions and find it difficult to move into line positions at a later stage. Kanter (1977) calls this moving up through the wrong path, because line experience tends to be a pre-requisite for the movement to the upper management ranks (Morrison et al., 1987). In a study on older and younger women and men's career paths, Larwood and Gattiker (1987) found that men, as compared to women, had greater professional standing, held line positions more often and achieved higher positions in their departments.

In general, initial assignments received by women are not as challenging as those received by men (Rosen & Jerdee, 1974; Taylor & Ilgen, 1981), but challenging initial positions tend to lead to more challenging positions and better opportunities in the future (Rosenbaum, 1984). Currently, many promotional opportunities are linked to the requirement of mobility, which tends to be more difficult for women to fulfil than for men (Davidson and Cooper, 1992). Perceptions of gender-related biases in decision making may prevent women from applying for top management positions, as they believe in the existence of the “glass-ceiling” phenomenon (Powell and Butterfield, 1994). This term was first introduced by Morrison et al. (1987) and represents a transparent barrier which blocks women from rising above a certain level in the corporation, an “invisible, intangible, but ambition-proof barrier to their progress” (Alimo-Metcalfe B. and Wedderburn-Tate., 1993, p.30). Stamp (1990) used the metaphor of “rubber ceiling” which closes softly around the individual as soon as he/she believes to have pushed it away. Dalton and Kesner (1993) state that women have to face a series of unfavourable biases as concerns selection for a given job at the beginning and believe that the “glass ceiling” is accompanied by “glass walls” to create a fish-bowl effect.
Stereotypical belief systems constitute one of the major stumbling blocks for women who wish to succeed in management. In the early 1970s, Virginia Schein conducted a study designed to determine the relationship between sex, managerial stereotypes and gender stereotypes. She compiled a list of characteristics that people believe to differentiate women and men, thus forming the basis for their gender stereotypes. Two samples of male and female middle managers were then asked to describe how well each of the characteristics fit either women in general, men in general or successful middle managers. As regards the results for male managers, "a large and significant resemblance between the ratings of Men and Managers and a near zero non-significant resemblance between the ratings of Women and Managers" were found. For female managers, a "large and significant resemblance between Men and Manager" was computed and the resemblance that existed between Women and Managers was significantly less than that between Men and Managers. (Schein, 1994, p.42). In her discussion of the results, Schein writes that, ceteris paribus, the perceived similarity between the characteristics of managers and men is most likely to increase a male manager's chances to be chosen for a managerial position to the detriment of his female colleagues. "A woman, by virtue of the gender alone, was viewed as less qualified than her counterpart" (p.42).

Two 15-year follow-up studies carried out in the USA by Brenner et al. and Schein et al. in 1989, showed that males continued to believe that men, when compared to women, are more likely to possess characteristics that will lead to managerial success. American women, on the other hand no longer sex type the managerial position and consider men and women as equally likely to possess the characteristics that will ensure a successful career in management, but the Women-Manager resemblance coefficients remained smaller than the Men-Manager coefficients (Schein and Davidson, 1993; Schein, 1994). Recent replication studies with student populations in Europe, namely in the UK and in Germany, as well as China and Japan found men and women's perceptions to be very similar to those of their American counterparts. This research has shown that "think manager - think male is a strong and persuasive phenomenon", above all for men, but also to a lesser degree for women (Schein and Davidson, 1993, p.27). The main difference between the four countries consisted of
the degree of resemblance between Women and Managers, ranging from low to moderate, whilst always remaining significantly smaller than the respective Men-Manager coefficients. (Schein, 1994).

Powell and Butterfield (Powell, 1993) conducted 2 studies, one in 1979 and the second in 1989, testing whether good managers were perceived to be androgynous, by administering the original Bem Sex Role Inventory and the shorter version respectively to groups of undergraduate and more mature part-time graduate, students. In the first study, both male and female participants overwhelmingly preferred masculine managers and only 20% of all individuals described a good manager as androgynous. The second study showed that men, but no longer women, consider successful managers to be more like men than women. Nevertheless, participants at different career stages continue to describe good managers as higher in stereotypically masculine traits than stereotypically feminine characteristics.

Power

Gregory (1990) writes that people who are high in the power hierarchy are both highly valued and valued positively, which leads to the current situation where males are more highly valued than females. Marshall (1984) believes that the dominant majority attempts to maintain its position of power in the system and to keep subdominant groups subdued by labelling its members substandard and ascribing them appropriate sex roles. In this way subdominant groups will concentrate on their own survival and cope by accommodation or adjustment. Members of the subdominant group tend to define their own aspirations in terms of the dominant group goals, and need to respond to the dominant group’s needs and demands whilst playing down their own in order to gain approval (O’Leary and Ickovics, 1992; White, 1992). This is best achieved through basic skills such as listening and understanding the world around. Hood and Koberg (1994) claim that women, similar to immigrants to a different country, need to cope with an unknown culture when they move into traditional organisational or business cultures. Davidson (1997) has shown that black
and ethnic minority female managers face even greater role conflict, as they live in a bicultural world.

In organisations, the major form of power is access to important people and resources (Kanter, 1977; Mainiero, 1986), neither of which is accessible to the lower levels of employees, who are thus unable to satisfy their own needs and desires. This may lead to a self-perception which is more feminine or "other-focused": kind, warm, gentle, understanding, aware of others' feelings and helpful to others (Kanter, 1977; Spence & Helmreich, 1978). In order to fully understand an organisation, it is necessary to appreciate the importance of the informal organisation, "a powerful and largely voluntary network of relationship and expectations, which supplements, often undermines, and sometimes completely contradicts, official structure" (Marshall, 1984, p.93). Women are often excluded from this informal network, a phenomenon sometimes called the 'locker room syndrome'. Women get trapped below a "promotion bar", because they move in strictly male territory (Richbell, 1976; Asplund, 1988). Feuer (1988) states that even when women find the doors of the "executive locker rooms" wide open, they might find that family commitments and other obstacles keep them from spending the extra time that it takes to develop these valuable, social relationships. Hennig and Jardim (1978) believe that the fact that women have largely been denied access to the informal organisation has been one of the major reasons why Equal Opportunities legislation has not ensured equal opportunities. Exclusion might mean poorer performance and a failure to understand how organisation norms are translated into practice, knowledge which could be of great use to new organisation members or those entering a new job function. (Marshall, 1984)

Relative numbers
Kanter (1977) first introduced the term 'token women', which applies to situations where women comprise less than 15% of a total category in an organisation. In such a case, these women would be viewed as symbols of their group rather than as individuals (Davidson and Cooper, 1992), and suffer from particular strains and pressures not felt by members of the dominant group of the same organisational
status. (Powell, 1988; Freeman, 1990). The stressors associated with token positions include increased performance pressure, visibility, polarisation, being a test case for future women, isolation and lack of female role models, exclusion from male groups and assimilation. Because of their rarity, tokens stand out and their performance is closely monitored (Davidson and Cooper, 1992). Often their mistakes are highlighted and their successes denigrated, and they are remembered for secondary factors (including dress), rather than competence or achievements. Many women react by avoiding public events and this ‘fear of visibility’ is often misinterpreted to be ‘fear of success’ (Marshall, 1984). Polarisation relates to the tendency of the dominant group members to highlight and exaggerate the differences between the two social groups in order to isolate the token and strengthen their own bond (Marshall, 1984). Harnett and Novarra (1979) found that the tokens’ impression of having to represent the entire female sex, constitutes a continual burden to women managers, above all if they have been promoted to a position specifically to act as a test case (Davidson and Cooper, 1992). Being a female token often means not having any female peer support group and working in an environment which provides no role models of women in senior positions. This feeling of isolation is heightened by the fact that, more often than not, tokens are excluded from informal male groups. (Davidson and Cooper, 1992). When compared to their white female colleagues, black and ethnic minority British women suffer from the additional complication that they often have to face the “double negative effects of sexism and racism and are more likely to be in token and test-case positions.” (Davidson, 1997, p.46) Therefore, they tend to suffer even more from increased visibility and a heightened feeling of isolation, due to a chronic lack of role models.

Members of the dominant group tend to engage in assimilation (Marshall, 1984) or role encapsulation (Powell, 1993), which is the distortion of tokens’ characteristics, so that they fit the generalised stereotypes held as concerns that group. Status levelling involves the mis-perception of status up or down to match the sex of the person concerned. Token women are often encouraged to adopt roles that are compatible with stereotypical perceptions of their social role. A number of such roles have been defined: (a) mother (Kanter, 1977) or mother earth role (Davidson and
Cooper, 1992) describing an individual woman who acts as a personal counsellor for work and private problems, which requires the female to be passive, nurturant and non-critical and tends to preclude effective job performance (Bartol, 1980); (b) the pet role (Kanter, 1977, Davidson and Cooper, 1992) turning the woman into a 'mascot' expected to stay on the sideline, which undermines the woman’s confidence and undervalues her competence. Efforts and competence may receive excessive compliments (Bartol, 1980), because they were so unexpected (Kanter, 1977); (c) the seductress role (Kanter, 1977; Davidson and Cooper, 1992) viewing the woman as a sexual object which detracts from her credibility as a competent manager (Davidson and Cooper, 1992) and may debase her to the status of a whore (Kanter, 1977); (d) deviant label (Davidson and Cooper, 1992) or iron maiden role (Kanter, 1977): above all strong women who refuse to be pressed into one of the other three roles, will automatically be labelled an iron maiden, a militant feminist or a man-hater. Kanter (1977, p.239) writes that "organizational, social, and personal ambivalence surrounds people in token situations. It is likely that the burdens carried by tokens in the management of social relations take their toll in psychological stress, even if the tokens succeed in work performance". Some of the consequences could be unsatisfactory social relationships, unstable self-images, frustration from dealing with contradictory demands and insecurity and could have internal repercussions including inhibition of self-expression to feelings of inadequacy and perhaps self-hatred (Kanter, 1977).

2.2.2.2 Impact on Women Managers’ Lives

"Women lead very complicated lives" (Powell and Mainiero, 1992; p.215), as struggles in their private lives are often added to the pressures of job and career. Numerous cross-cultural studies have shown that women managers are only a third to half as likely as male managers to be married and are less likely to have children (Davidson and Cooper, 1992). The researchers believe that in respect of organisational attitude, the married male manager is often considered an asset, and his married female colleague a liability. Furthermore, those women managers who opt for a family have been described as individuals who have more financial resources to
fulfil non-work related demands, but who are expected to carry the full responsibility for their co-ordination and administration (Bem, 1987). In her research on working couples, Hochschild (1989) found that women tend to do the bulk of the "second shift" (i.e. home and family responsibilities) and that conflict concerning this inequality tended to be part of every marriage studied. In fact, Hochschild claims that women in dual-career couples work one extra month per year. This often leads to chronic role conflict due to mutually competing demands and expectancies as regards work, wife and mother roles (Hall, 1972). Davidson and Cooper (1992) confirm that stressors in one environment can affect the individual in their other environments. A vicious circle might develop as women also complain of performance pressure they feel to be under at work, as they need to be better at their job as their male colleagues. This is mainly due to the stereotypical beliefs men hold about women managers and which are therefore outside women's control (Davidson and Cooper, 1992). Richbell (1976) believes that such an atmosphere of unfavourable attitudes creates stress in women managers, which affects their personal behaviour, and chronic work overload which tends to be a significant source of pressure for dual-earner couples, irrespective of whether they have children or not. (Lewis and Cooper, 1989). Women may feel that they need to take on work that is more demanding in order to draw attention to themselves. Furthermore, they often find it hard to delegate work to their subordinates as this entails loss of control, which reflects their lower self-esteem. Many women feel undervalued and limited in their career prospects and pushed into the "organizational tea lady" (Davidson and Cooper, 1992) or "organisational wife" role (Huff, 1996).

2.2.3 Implications for research

As no significant sex differences have been established as regards cognitive abilities, social skills and motivation to manage, women can be said to be as capable as men to manage and to be very similar to their male colleagues in many respects. Generally, women have been shown to face more barriers, have fewer opportunities and suffer higher stress levels than their male colleagues, due to role conflict, work overload and stereotyping pressures. The topic of female and male leadership style differences
and/or similarities continues to be one of the most hotly debated subject as regards women in management. The present literature review tends to show that, on balance women base their management style on a different value system emphasising personal relationships, but the evidence is in no way clear and consistent. More research needs to be conducted, above all in real work environments, analysing actual managers rather than student populations. Furthermore, Ferrario (1994) writes that the majority of research on women in management has been conducted in the USA and the UK, whereas cross-cultural studies have been sparse. Therefore, a study in a multi-cultural environment with male and female managers of different nationalities would constitute an interesting and valuable contribution to the debate.

2.3 Literature Review: National Culture

2.3.1 Introduction

Companies do not function in a vacuum, but they are both being influenced by and are influencing the environment they operate in (Fagenson and Horowitz, 1985; Fagenson, 1990b). National culture has been established as an important influencing factor and was defined as “the software” or “the collective programming of the mind which distinguishes the members of one group or category of people from another” (Hofstede, 1991, p.4). Geert Hofstede, one of the major researchers on national culture, found organisational culture to be a relatively superficial phenomenon and states that “the practices to which organization members learn to conform themselves are often a reflection of the values of the leaders who created these practices” (1989, p.392). For this reason, different nationals within the same type of business are likely to differ only slightly in their practices, whereas their basic values can vary significantly. In this context, values have been defined as “what is explicitly or implicitly desirable to an individual or group” (Adler, 1986, p.10) and practices are the actions individuals consciously take. These findings tie up with André Laurent’s (1987, p.17) confirmation that “managers from different national cultures hold different assumptions on the nature of management, authority, structure and
organizational relationships. These different sets of assumptions shape different value systems and get translated into different management practices which in turn reinforce the original assumptions”. Laurent (1983) writes that individuals tend to have nationally bounded collective mental maps about organisations, which seem to resist convergence effects from both the increased professionalisation and the internationalisation of management and business. He believes that his findings “cast serious doubt on the universality of management and organizational knowledge and practice.” (p.95)

Due to its specific relevance to the present study, Geert Hofstede’s research on national culture will be dealt with in more detail.

2.3.2 Geert Hofstede’s Research on National Culture

Hofstede (1991) conducted a major study on national value differences in 50 countries and 3 multi-country regions among employees of the US multinational IBM. This research revealed common problems, but with solutions varying between countries in four areas: (a) social inequality, including the relationship with authority, (b) the relationship between the individual and the group, (c) concepts of masculinity and femininity and (d) ways of dealing with uncertainty, relating to the control of emotions and the expression of emotions. Hofstede was heavily criticised because he generalised findings from one large multinational corporation, to which he reacted with the argument that the employees of IBM represent an almost perfectly matched sample, who are similar in all respects except nationality. This, he argues, makes nationality differences stand out unusually clearly.

From his data, Hofstede (1991) developed four dimensions of culture. Each dimension “groups together a number of phenomena in a society which were empirically found to occur in combination, even if at first sight there does not seem to be a logical necessity for their going together” (p.14). He was criticised on this account as well, as it is likely that there are additional dimensions of cross-national
variations which did not emerge, due the fact that they were not represented in his questionnaire. This criticism was in some ways supported more recently, when Hofstede (1991) had to add a fifth dimension, which defines long-term to short-term orientation in life. The stimulation for this addition came from a researcher who studied people’s values around the world using a questionnaire composed by ‘Eastern’ (in this case Chinese), rather than ‘Western’ minds. Hofstede (1991) recognised his cultural bias as a researcher.

The key dimension relevant to this research, namely Masculinity/Femininity will be discussed in detail, whereas the other three will only be defined.

**Power Distance, Individualism and Uncertainty Avoidance**

Hofstede (1991) defines power distance as “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally” (p. 28). This dimension reflects the value system of the less powerful members of a society and is visible within a society in the existence of different social classes, and the access to advantages such as education and occupation.

Individualism pertains “to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onwards are integrated in strong, cohesive ingroups, which throughout people’s lifetime continue to protect them in exchange for unquestioning loyalty”. (p. 51)

Uncertainty avoidance was defined as “the extent to which the members of a culture feel threatened by uncertain or unknown situations.” (p. 113) This feeling expresses itself through nervous stress and the need for predictability in the form of written and unwritten rules.
Masculinity/Femininity

Hofstede (1989) defines the masculinity score as "the degree to which 'masculine' values like assertiveness, performance, success and competition prevail over 'feminine values like quality of life, maintaining warm personal relationships, service, care for the weak and solidarity". (p.392). The Masculinity Index (MAS) depends on the importance attached to earnings, recognition, advancement, challenge (for the masculine pole) and manager co-operation, living area and employment security (for the feminine pole). Hofstede (1991) found that this dimension was the only one where there was a consistent difference between the scores of men and women, except in countries at the extreme feminine pole. 'Masculinity' pertains to societies in which social gender roles are clearly distinct: men are expected to be assertive, tough and focused on material success and women are expected to be more modest, tender and concerned with the quality of life. 'Femininity' pertains to societies in which social gender roles overlap: both men and women are supposed to be modest tender and concerned with quality of life.

According to Hofstede (1989), in masculine countries there is a feeling that conflict should be solved with a good fight and 'union-employer' relations tend to function in a similar manner. In masculine society employees are expected to live in order to work. Children tend to be socialised towards assertiveness, ambition and competition, stressing results and rewards on the basis of equity (according to performance). Men are socialised towards aspiring to career advancement, whereas women are not expected to achieve career success. The masculine "manager-hero" is assertive, decisive and aggressive (in the positive sense that only masculine societies attach to it), a lonely decision-maker, looking for facts not group discussions. In feminine cultures there is a preference for solving conflicts by compromise and negotiation and 'union-employer' relations are conducted on the same premises. In feminine societies, the ideal is more to work in order to live. Children tend to be socialised towards modesty and solidarity, stressing rewards on the basis of equality (according to need). Both men and women have the choice of being ambitious and striving for career success. The feminine manager-hero is less visible than the masculine one, intuitive rather than decisive and accustomed to seeking consensus.
No strong correlation with outside factors has been found to explain the reasons for either masculine or feminine dominance in a culture. Feminine cultures tend to be associated with colder climates, such as the Scandinavian countries which have also been bound by common historical factors. The statistical associations of country masculinity scores with population growth, shows that the MAS and number of children are negatively related in the wealthier countries, positively in the poorer countries. However, this may be a consequence rather than a cause of feminine values. Hofstede (1991) hypothesises a universal shift towards more feminine values. He believes that men gradually shift towards a more feminine outlook as they grow older and that at age 55, there often is no difference in male and female value systems. However, the researcher fails to explain, why so few women reach board level positions and why the top management environment continues to be quite hostile to female managers in most countries. According to Hofstede, in the industrialised world, the ageing population will effect a shift towards femininity. Hofstede maintains that the same applies to the demographic developments which will increase the reliance on women in the labour force, with technological and social developments enabling working mothers’ participation. As more women move up to higher levels in the corporations, the researcher claims that they will be able to maintain their own feminine values more easily. As the type of jobs that can be automated are disappearing and being ‘dehumanised’, the remaining jobs will require masculine values as much as feminine ones and in some instances where human contact is the core task, feminine values are superior. "On balance, therefore, technological developments are more likely to support a need for feminine rather than masculine values in society" (p.106). If Hofstede’s predictions hold true, these changes are bound to influence male and female managers’ behaviour in organisations, as well as their opportunities within the management structure.

Hofstede (1984) combined the findings of his survey and of related research into a list of “Connotations of Masculinity Index Differences” (p.200) from which the following have been selected as relevant to this study among the characteristics typical of low MAS countries as compared to high MAS countries:
* relationships with manager, co-operation, friendly atmosphere, living in a desirable area and employment security were relatively more important
* managers relatively less interested in leadership, independence and self-realisation
* belief in group decisions
* weaker achievement motivation
* achievement defined in terms of human contacts and living environment
* work less central in people's lives
* managers have more of a service ideal

Hofstede's work was widely reviewed and criticised and the relevance and rigour of the research was generally stressed. In addition to the constraints derived from the choice of research population, i.e. one large company, researchers wondered whether the use of attitude-survey questionnaires was a valid base from which to infer values. Furthermore, they not only pointed out the possibility that dimensions existed that did not emerge from the research, but also that these dimensions were artefacts of the period of analysis and not necessarily valid over time. (Sondergaard, 1994). Sondergaard's (1994) analysis of replication studies confirmed that, "by and large, Hofstede's findings were confirmed ... once some modifications with respect to perception of environment at the time of research and known sample characteristics had been made." (p.452). Smith (1992) pointed out that although Hofstede's research has its shortcomings, "his concepts continue to provide the best available basis for thinking about cross-national differences in many aspects of organizational performance". (p.41)

Hofstede's study was developed by a researcher from the Western world and coloured by Western style thinking, which the researcher admitted himself as regards the need for the fifth dimension. This same bias is likely to have influenced other findings concerning non-western countries, which may not have surfaced or even occurred to Western critics. The applicability of the theory to non-western countries might therefore, be quite restricted. For the purpose of this study, this proviso should not pose too much of a problem, as most of the nationalities represented in the Luxembourg banking sector, are of Western origin. Furthermore, Hofstede's
masculinity/femininity score is used as a reference framework for the analysis of female and male managers' leadership styles and not as an instrument of measurement per se.

2.3.3 Implications for research

Hofstede's research on masculinity/femininity showed significant variations among the value systems of different countries depending on where they were placed on the MAS. High femininity countries seem to value characteristics in their leaders similar to those attributed to women managers by many writers in the Women in Management literature. This might suggest that feminine leadership approaches are more readily accepted and encouraged in countries with low MAS scores. Furthermore, it might be both easier for women to succeed and more pleasant for them to work in an environment where a feminine value system is upheld.

2.4 Proposed Research

The present study looks at leadership style similarities and/or differences between female and male middle managers in Luxembourg banking sector, across different nationality banks. The literature review has reflected above all the ongoing debate and the lack of consensus between researchers as to whether male and female leadership approaches are more different than similar or vice versa, and what traits if any, are common to both and/or distinguish the sexes. Given that research in this area has often been based on laboratory studies and/or conducted with student populations rather than actual managers, field research in a work environment and with participants who are in charge of a team of subordinates on a day-to-day basis, is deemed by the researcher to constitute an important contribution to the debate about female and male leadership styles. Furthermore, the concepts of both androgyny in general, and of instrumental (masculine) and expressive (feminine) traits in particular, are believed to contribute
important new knowledge. These concepts, as well as their relevance to the Personal Attributes Questionnaire (PAQ) will be discussed in more detail in Chapter 4.

For the purpose of this study, middle managers rather than top managers were chosen, because international statistics prove that women are chronically underrepresented in management at senior levels. Research has also shown that female senior managers tend to be exposed to pressures well in excess of those that their female counterparts at lower levels and their male colleagues have to face, which would render comparisons more difficult to interpret. Furthermore, on a more practical note, a survey that was conducted in the Luxembourg banking sector (cf. Chapter 3) in the early stages of this research, has shown that a representative sample of female senior managers would just not have been available. Junior managers, on the other hand, rarely have sufficient management experience to participate in a study which is specifically focused on leadership styles.

So far, research has been biased towards Anglo-Saxon, above all USAmerican and British research environments. However, Hofstede’s work in particular has shown that substantial differences exist between the value systems of different countries. Therefore, only research that has been conducted in many countries in different cultural environments with participants from different ethnic backgrounds, would allow findings to become globally generalisable. Unfortunately, practical as well as scientific problems would make such an endeavour virtually impossible to carry out. Alternatively, the Luxembourg banking sector offers the opportunity to study employees of many different nationalities, who work in a very multi-cultural environment composed of banks originating from a great number of foreign countries. Furthermore, comparisons can be made between the types of leadership styles that banks from different national backgrounds, chosen according to their position on the Masculinity Scale, expect their managers to practice.

As will be discussed in Chapter 4, the study has relied on a triangulation approach of both quantitative and qualitative methods. In parallel to the Personal Attributes Questionnaire (PAQ), a recognised psychological instrument which was administered,
interviews were conducted with all participating managers. The research concentrates on the respective levels of Instrumental and Expressive traits, as measured by the PAQ, that the participating female and male middle managers perceive themselves, their superiors and a successful manager in their employing bank to possess. Furthermore, during the interviews, the participating female and male managers’ perceptions as regards different aspects of the leadership styles of themselves, their superiors and successful managers in their employing bank are explored.

The results from the PAQ data enable the researcher to analyse and to classify according to the respective levels of Instrumental and Expressive traits, (a) the female and male participating managers themselves, (b) their female and male superiors, as perceived by the participating managers (c) successful managers, as perceived by the participating managers

Furthermore, based on both the PAQ and interview results, the researcher attempts to answer the following questions:

Q1 What leadership styles do participating female and male managers perceive in themselves, their superiors and successful managers in their respective banks?

Q2 In what ways, if any, do the leadership styles that female managers perceive themselves to possess differ from the leadership styles that male managers perceive themselves to possess?

Q3 In what ways, if any, do the leadership styles that participating female and male managers perceive themselves to possess differ from the leadership styles they perceive their superiors and successful managers to possess?

Q4 In what ways, if any, do the 3 leadership styles (masculine, feminine, androgynous) differ across female and male managers?

Q5 In what ways, if any, do the leadership styles of female and male managers
from 3 contrasting banks, chosen according to the position of the banks' country of origin on Hofstede's Masculinity Index Scale, differ?

2.5 Model of the Study

The model on the following page is intended to allow the reader to visualise the key concepts in the research study more easily.
Model of the Study

Research on female and male leadership styles
- Problems:
  * little consensus
  * laboratory studies
  * student populations
  * Anglo-Saxon environment
  * uni-cultural settings
  * single-sex studies

Need for

FIELD RESEARCH
- Female and male managers
- Non Anglo-Saxon environment
- Multi-cultural environment

Current Study:
Luxembourg Bank Sector
- 10 different nationalities
- 50% Female
- 50% Male

Further Research

LEADERSHIP STYLES
- Female Managers
- Male Managers
- Managers
- Superiors
- Successful Managers

PAQ Research
- Problems:
  * student populations
  * mostly psychology studies
  * few international studies

INTERVIEWS
- Perceived Leadership Styles

PAQ
- Perceived Levels of
  * Instrumental Traits
  * Expressive Traits

RESULTS
- Differences and Similarities

Participating Managers Perceptions of:
- * Themselves
- * Female and Male Superiors
- * Successful Managers
2.6 **Conclusions**

Chapter 2 was dedicated to the discussion of the theoretical background to the present study. Different aspects of the relevant literature were analysed and the research conducted in the Luxembourg banking sector proposed. The Conceptual Model of the study was presented.

In Chapter 3, the research setting consisting of the Grand-Duchy of Luxembourg in general and the Luxembourg banking sector in particular will be presented in detail. Furthermore, a survey conducted in the banking sector will be discussed.
Chapter 3: THE GRAND-DUCHY OF LUXEMBOURG

Introduction

This chapter is dedicated to the wider research setting. Section 3.1 presents the Grand-Duchy of Luxembourg as a country from both a historical and an economic perspective. Furthermore, the situation of women in Luxembourg is analysed in more detail. Section 3.2 deals with the Luxembourg banking sector in general and the results of a survey conducted in Luxembourg banks in particular.

3.1 The Grand-Duchy of Luxembourg: Overview

The Grand-Duchy of Luxembourg is a tiny country (2586 sq.kms or 998 sq.miles) in the heart of Europe, situated between Belgium, France, and Germany. At the beginning of 1996 the total population consists of 412,800 inhabitants, 33% of whom were foreigners. Strong immigration is responsible for a continuous increase in the foreign population and has counterbalanced the low national birth rate and the resulting ageing population structure. In fact, Luxembourg has a long tradition as a country of emigration. During the second half of the nineteenth century, a large number of foreigners, firstly Germans and then Italians, moved to the country. In 1907, more Italians than Luxembourgers were employed in the steel industry and the total proportion of foreign workers reached the 60% mark. During the great depression of the 1930s, the departure of many immigrant workers limited unemployment and the resultant social problems for the country and its people. Then, after the Second World War, when the birth rate started to decline, immigration helped to meet the demand for labour yet again. Since the end of the 1970’s, another type of worker has been called upon to fulfil the requirements of the Luxembourg economy, namely the borderers, who today represent a quarter of the workforce. Without them, the economic boom of the 1980s would not have been possible.
3.1.1 Historical Overview

Archaeological discoveries show that the area which now constitutes the Grand-Duchy of Luxembourg was already populated 40,000 years ago. Later, the Celts and the Trevires settled in the area, followed by the Romans, who arrived in the middle of the first century before Christ. The name of Luxembourg dates back to 963, when Count Siegfried acquired a rock on which he constructed the 'Lützelburg' (the castle of Lützel), which eventually was to be called 'Luxemburg'. Later and due to the country's location in the centre of Europe, in the midst of powerful empires, innumerable wars were fought on its land and it changed hands regularly. For instance, between 1555 and 1838, Luxembourg belonged to the Spanish Netherlands, then to France, to Austria, again to France and finally it became a German federal state. Finally, it gained independence in 1839, as a consequence of the agreement stipulated in the treaty of Rome, and assumed its present territorial form. As Belgian Luxembourg was detached from the Grand-Duchy, the latter was deprived of two-thirds of its territory and half of its population. The country developed into a constitutional monarchy with well established democratic institutions, which were only threatened during both world wars, when Luxembourg was occupied by German troops. (ABBL, 1993; Moll, 1983; Statec, 1996a; Trausch, 1992).

3.1.2 Economic Portrait

In 1839, the country was poor with a pre-industrial type economic structure, mainly relying on agriculture. Industry existed merely in the form of small family and craft businesses in the different sectors of steel, textiles, tanning of leather, glove-making and ceramics. The iron industry, although existent, played a very secondary role. With no significant navigable waterways and an underdeveloped and poorly maintained road network, the country was largely geographically isolated, a great impediment to the economic development of such a small state. Therefore, when joining the German customs union ('Zollverein') in 1842, Luxembourg laid the foundation stone for the future prosperity of the country. The road system and the
railway lines were developed and a new method of production allowed the exploitation of the vast oolitic ore (minette) deposits found on Luxembourg territory. The steel industry became competitive and started its real expansion from 1886. By 1907, about a third of the labour force of the industrial sector was working in the steel and mining industries. Other industries, such as cement factories, ironworks and machine shops profited from the boom of the steel industry, as did agriculture. A chemical by-product of steel production, called Thomas dross, an excellent chemical fertiliser, was offered to local farmers at a preferential price. This period of economic boom was followed by the First World War and the quasi-stagnation of the inter-war period. During the war, Germany had violated Luxembourg’s neutrality, and the Grand-Duchy decided to denounce its membership of the ‘Zollverein’ in 1918. This step left the country without its former large protected internal market and a new partnership became vitally important for such a small country. In 1922, the Belgo-Luxembourg Economic Union Treaty entered into force, including a monetary association with a common currency, the Belgian franc. In addition, as a symbol of its sovereignty, Luxembourg continues to this day to issue and use its own currency, the Luxembourg franc. Hereafter followed a time of prosperity, which was only to last until 1930, the beginning of a world economic crisis, followed by the Second World War. The interval of reconstruction immediately after the war, was followed by a long period of growth, mainly owing to a very successful steel industry, with the danger of complacency and the risk of a monolithic industrial set-up looming in the background. Soon enough, international competition grew, the demand from steel consuming industries slumped and energy prices soared as a result of two consecutive oil crises. Helped by the Luxembourg Government, the steel industry launched into a radical restructuring process, including a sizeable reduction in production and employment capacities and leading to an increase in productivity and restored profitability. This was achieved through abandoning the production of standard products to a large extent, in favour of high-quality specialised products. Unfortunately, since the beginning of the 1990’s the steel sector is facing another crisis, spurned by the substantial surplus capacity in the world steel industry. As a result, the sector has decided to launch a major investment plan in order to ensure future survival, competitiveness and profitability. (Statec, 1996a).
Luxembourg has always regarded the building of Europe as an important asset to its national political, economical and cultural environment and became a founder member of the European Coal and Steel Community (ECSC - 1951), the European Community and the European Atomic Energy Community (Treaties of Rome - 1957). In 1952, the city of Luxembourg became the provisional seat of the ECSC and, thus, the first capital of Europe. Other European institutions followed.

Furthermore, since the end of the Second World War, the Government has continuously attempted to diversify the local industry, by promoting investments in small and medium-sized firms and attracting foreign companies. Even though the industrial sector, with the exception of the steel industry, has been very successful, it was never able to offset the substantial job losses occurred by the latter. By 1993, the industrial sector only accounted for 18% of national employment (compared to 35% in 1970). In fact, Luxembourg was changing from a highly industrialised country to a service economy at a rate unprecedented in the OECD (Organisation for Economic Cooperation and Development) area. At the start of the 1970’s, industry accounted for about 40% of GDP (national figures), approximately on a par with the services industry. Two decades later, the share of services had risen to over 60%, while that of industry fell below 20% (Statec, 1996a). In 1995, the service industry was by far the largest employer providing 55 % of jobs, whereas the manufacturing industry only accounted for 16 % of the total. Within the service industry, 16 % of employees work in the finance sector (banks, holdings, investment funds and insurance companies), which represents 9% of total employment (Statec, 1996b). The decade from 1983 to 1993 has been called “a decade of plenty” (Statec, 1996a), with real economic growth about 1.5% higher than the average growth of the European Union (of 12 countries) and even higher than that of Luxembourg’s three main trading partners, namely France, Germany and Belgium. This growth is the result of a successful economic policy and is reflected in the restructuring of the steel industry, the boom in the financial sector, industrial diversification and the emergence of some new services activities. The banking industry, probably the main contributor to the country’s prosperity will be dealt with in more detail at a later stage.
The standard of living in Luxembourg is very high, as is the quality of social security support. When compared to the other 14 members of the European Community in 1994, Luxembourg was the country with the highest per capita Gross Domestic Product (converted into Standard Purchasing Power so as to allow comparison between countries), as well as the third highest level of per capita social security awards (after Sweden and Denmark). The law provides for a minimum guaranteed gross salary for all employees (at May 1995: Lux. Frs. 43,744/- roughly £875/- per month), a minimum guaranteed number of holidays (25 working days), consumer price index-linked salaries (may be suspended in times of crisis), as well as a minimum guaranteed income for all residents. Luxembourg is in second position among EU countries regarding inflation (2.2 % in 1994, 1.9 % in 1995 and 1.3 % for the first 6 months of 1996) and therefore easily meets the convergence criteria provided for in the Maastricht Treaty in this respect. In comparison to most countries, unemployment figures are quite low, but by Luxembourg standards, they are alarming when compared to the past: 0.7 % in 1980; 1.3 % in 1990; 1.6 % in 1992, 2.7 % in 1994 and 3% in 1995. Mostly due to a combination of the high standard of living, the minimum guaranteed as well as index-linked salaries, social stability has been very high with few strikes and none of them disruptive since the Second World War.

3.1.3 Women in Luxembourg

Women in Luxembourg won the right to vote and to actively participate in national politics in 1919. Immediately, one female deputy was elected into parliament; a success for women that was only repeated for the second time in 1965. Since then female candidates, as well as elected members of parliament have continued to increase, achieving 28% and 20% respectively in recent elections. Between 1989 and 1994, the president of parliament was a woman and the present government includes 3 females out of a total of 12 ministers. At district council level, 10% of mayors are female and since 1970, the capital and city of Luxembourg has been governed by female mayors, virtually without interruption. However, given that women constitute 52% of the electorate, they remain largely under-represented in Luxembourg politics.
This imbalance constitutes one of the many reasons why a ministry for the promotion of women ('Ministère de la Promotion Féminine') was created in 1995. The civil service employs 38% women, which represents a higher proportion than the country's average female employment, but their hierarchical distribution remains largely discriminatory.

It was only in 1974 that a law guaranteeing equal rights and obligations to men and women in marriage was enforced, before which wives were considered legally incapable and their husband as the head of household, in absolute control of the joint estate. In 1978, total equality was extended to divorce laws.

Although the number of women who are working outside home is increasing, it continues to be comparatively low (36% in 1994), partly due to the fact that a high number of females continue to leave professional life between the ages of 25 and 34, normally to raise their children. The vast majority of inhabitants of the Grand-Duchy are Catholics, although the number of those who actively practice their religion is diminishing. Nevertheless, the traditional belief system as regards women's subordinate position and predominant role as wife and mother, are deep-rooted and continue to influence public opinion. However, more and more women return to the labour market after a number of years at home. In contrast to Luxembourg women, 65% of their Portuguese counterparts, who constitute 40% of the total number, are actively engaged in the labour market. Nearly a third of women work for salaries close to the minimum guaranteed levels whereas only 10% of men do. Furthermore, unemployment tends to hit women harder than men. For instance, in 1992, women represented 55% of the people out of work, even though they only constituted 37% of the active population, and for the period between December 1993 and December 1994, male rates increased from 2.4% to 2.7%, whereas female unemployment moved from 4% to 5%. Factors that might influence both salary and employment levels, are educational background and/or professional qualifications. Mainly women above the age of 45 are significantly less qualified than men, but fortunately younger women are catching up with their male colleagues rapidly. Today more girls sit the 'A'-level equivalent exams than boys and they tend to be slightly more successful. As regards
university education, the proportions of male and female students are virtually identical, but big differences exist as regards the subjects of studies, with women continuing to choose mainly sex-congruent, traditionally feminine professions. (Ministère de la Promotion Féminine, 1995). In 1996, for instance, 80% of the workforce in the ‘fashion-health-hygiene’ sector was female (Statec, 1997). And in 1997, 82% and 66% respectively of employees in the health/social sector and education sector were women (IGSS, 1997). Unfortunately, the trend continues, as the numbers of young people in apprenticeship for the academic year 1996/97 indicate: fashion-hygiene - 88% women; clerk-secretary - 75% women; mechanical - 96% men; construction - 99.7% men. (Statec, 1997)

In conclusion, women in Luxembourg are a long way away from a situation of equality and equal opportunities, but the younger generation tends to refuse to be pressed into the traditional female role model and its inherent expectation that women should be preoccupied above all with raising a family, running a home and being involved with the church.

3.2 The Luxembourg Banking Sector

The Luxembourg banking industry has been characterised by continuous growth, great competitiveness and international recognition. The number of banks has risen from 43 in 1971 to 224 in November 1996, whilst the workforce more than doubled between 1980 and September 1996 (7600 and 18472 employees respectively) (IML, 1996; Statec, 1996b). Most banks are wholly-owned affiliates of top ranking international banks. Between 1986 to 1994, the combined balance sheet total of the banks in Luxembourg increased by 125 % from approximately 8 to nearly 18 billion Luxembourg Francs. (ABBL, 1993, 1996; Luxemburger Wort, 1994; Statec, 1996a).

Both the composition of the workforce in respect of the nationality of employees, as well as the great diversity as regards the countries of origin among the various banks in the sector, are particularly relevant to the present research. In December 1995 for
instance, 55% of employees within the banking industry were of foreign origin, either residing in the country or commuting from Belgium, France and Germany (IML, 1996). Ease of access and high wage levels, coupled with the banking sector's desperate need for qualified personnel have been important factors in this development. Furthermore, fiscal advantages and an attractive legal framework have motivated many banks, whose main shareholders are of foreign origin, to settle in the Grand-Duchy. IML (1996) statistics concerning the nationality of the main shareholders of all 220 banks operating in Luxembourg in 1995, the year when the field work at the base of the present study was carried out, revealed the following breakdown:

![Figure 3.1 - Luxembourg Banking Sector: Origin of banks (1995)](image)

Most of these banks will have been set up and are run by a top management team from the country of origin of the main shareholders, who will, according to research (Laurent, 1987; Hofstede, 1989) import their management structure and practices. Therefore, the Luxembourg banking sector reflects the value systems of a great number of countries with very diverse attitudes and beliefs concerning ‘Women in Management’.
3.2.1 Banking Sector’s Development over Time

The foundation of the financial market in Luxembourg dates back to 1856, when the first two credit institutions were established. These banks and others which followed, initially catered for the needs of the local economy, as it transformed itself from a wholly agrarian system to one with a major and continuously growing industrial component. The real development of the Luxembourg financial market is fairly recent, considering that in 1960 only 17 banks existed, even though the legal and institutional framework necessary for international development was largely installed during the inter-war period. However, due to the economic context of the 1930’s, the Second World War and the reconstruction, these initiatives could not bear fruit immediately. The first boost to the banking sector was given by the creation of the Eurobond market in the mid-1960’s and the acceleration in the development of holding companies. Extension of the legal framework governing both holding companies and the Luxembourg Stock Exchange supported the growth of the sector, as did the introduction of laws in the early 1970’s in West Germany and Switzerland, forcing banks in both countries to set aside monetary reserves or to make deposits with their respective central banks. These measures to discourage deposits by non-residents in their currencies led to the relocation of international banking business to another off-shore centre. Luxembourg, as an alternative was highly attractive, due to both its geographical and linguistic proximity, as well as its advantageous legal framework. Towards the mid-1980’s, the banks operating in the market diversified their activities, to include liquidity management or wealth management advisory services, as well as wholesale banking on the inter-bank market. Furthermore, the implementation in 1983 of a law regulating ‘Undertakings for Collective Investments’ (UCITS), and allowing the incorporation of open-ended investment companies, created another niche that increased Luxembourg’s attractiveness as a financial centre. UCITS’ net assets rose from 29 billion Francs in 1967 to nearly 10,000 billion Francs in 1994, representing a fourth place for Luxembourg in the world and a second place in the European market for asset management through UCITS.
As regards the future of the banking sector, the ABBL (1993, p.6), who admittedly has a vested interest in the good image of the industry, predicts:

"The future of Luxembourg as a major financial centre is assured, not merely by the positive stance of the current or any future government towards this important sector of the economy, and the nation's political and economical stability at the heart of the European Community, but even more, by the maturity, innovativeness and adaptability which the financial community itself has amply demonstrated."

3.2.2 Results of a Survey Conducted in the Banking Sector

In 1994, the researcher conducted a questionnaire survey in Luxembourg, in order to assess the relative positions of women managers in the banking sector. Two mailings were sent out in April and May of 1994 respectively, to all 218 banking institutions operating in Luxembourg at the time of the study.

A total of 47 questionnaires were coded and evaluated. This represents a response rate of 22%, which is satisfactory for a survey concerning a non-banking subject and carried out by a researcher who is "external to the sector", as was confirmed by a senior manager of the ABBL (Luxembourg Bankers’ Association). Furthermore, with staff levels of 6336 employees, the participating banks represents 38% of the total staff employed in the banking sector at the time of investigation. (ABBL, 1995).

The main results of the study can be summarised as follows:

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>%</th>
<th>Female managers as % of total</th>
<th>Male managers as % of total</th>
<th>Female managers as % of female managers</th>
<th>Male managers as % of male managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Managers</td>
<td>1139</td>
<td>100%</td>
<td>17%</td>
<td>83%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Senior Managers</td>
<td>265</td>
<td>23%</td>
<td>9%</td>
<td>91%</td>
<td>13%</td>
<td>25%</td>
</tr>
<tr>
<td>Middle Managers</td>
<td>581</td>
<td>51%</td>
<td>13%</td>
<td>87%</td>
<td>40%</td>
<td>53%</td>
</tr>
<tr>
<td>Junior managers</td>
<td>293</td>
<td>26%</td>
<td>31%</td>
<td>69%</td>
<td>47%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Table 3.1 - Survey Results: Proportion of Women Managers in Luxembourg Banks
Survey results show that 1139 employees hold a management level position, 193 of which are female. In order to establish whether there is a systematic bias in the number of female to male managers in Luxembourg banks, we need to consider the female/male split of the total staff population within the sector, i.e. 47% and 53% (IML, 1994). When applying this break-down to the respondent sample of 6336 employees, we find 2975 women and 3377 men. The survey findings revealed a total number of 193 female and 946 male managers, thus suggesting that only 6% of all women in this sector as compared to 28% of the men are in management positions. This result demonstrates a significant difference and indicates a bias against women managers in the Luxembourg banking sector.

The survey shows that only 17% of management positions are occupied by women. Within the management hierarchies, more female than male managers are concentrated at junior levels (47% vs. 21%). Indeed, the majority of male managers (53%) have achieved middle management levels, whereas only 40% of female managers have progressed this far. Not surprisingly fewer female managers (13%) when compared to their male counterparts (25%), have achieved senior positions.

![Figure 3.2 - Proportion of Women Managers in Luxembourg Banks](image)

The data show that 79% of male managers have progressed beyond junior management positions, whereas only 53% of their female colleagues have been equally successful. Apparently, women managers encounter the first blockage to
their career progress between junior and middle management levels, which could well disadvantage their future career success and development. Furthermore, most women managers occupy positions within administrative (59 \%) rather than commercial (36 \%) departments.

Figure 3.3 - Departmental Distribution of Women Managers
(A = Administrative Departments, C = Commercial Departments)

Given that (a) line positions are more likely to be found in commercial departments, whereas staff positions would be of an administrative nature and that (b) line experience tends to be a pre-requisite for progression to upper management ranks (Kanter, 1977), women’s departmental distribution could well constitute a further impediment to their future career progress, as they lack the relevant experience men gain in commercial departments in order to qualify for the top jobs.

In conclusion, although far from complete, the survey findings suggest that women managers in the Luxembourg banking sector are at a clear disadvantage as regards their career development and their progress through the management ranks to senior positions.
3.3 Conclusion

Chapter 3 described the environment where the research was conducted, from a wider perspective. The researcher intended to enhance the reader’s appreciation of the very multi-cultural setting at the base of this study.

Chapter 4 will be dedicated to the discussion of philosophical and methodological issues.
Chapter 4: RESEARCH METHODOLOGY

Introduction

This chapter discusses the choice of research philosophy and methodology. Section 4.1 describes the purposes of social enquiry, as well as its importance. Section 4.2 discusses the philosophical stance at the base of the present research first, from a theoretical, then from a more practical point-of-view. Section 4.3 is dedicated to the strategy and method of enquiry chosen for this study. Section 4.4 deals with the Personal Attributes Questionnaire in detail and Section 4.5 concerns the interviews that were conducted.

4.1 The Purposes of Social Enquiry

The purposes of social enquiry have been described by Blaikie (1993, p.204) to be exploration, description, understanding, explanation and evaluation. Its various approaches "differ in what they consider achievable" and the "choice of approach and its accompanying strategy or strategies, will determine where the research begins, how it will proceed, what kinds of research techniques will be appropriate, in what sequence they will be used and the nature of the outcome.". According to Hughes (1990, p.11) the "relevance of the philosophical issues ... arises from the fact that every research tool or procedure is inextricably embedded in commitments to particular versions of the world and to knowing that world ... No technique or method of investigation ... is self-validating: its effectiveness, i.e. its very status as a research instrument making the world tractable or investigation is, from a philosophical point of view, ultimately dependent on epistemological justifications.".

Consequently, an understanding of the most influential and fundamental of these "versions of the world", or paradigms is of the utmost importance. Guba and Lincoln (1994) define paradigms as "basic belief systems based on ontological,
epistemological and methodological assumptions” (p.107). These world views represent the holder’s belief systems as regards the nature of the world, the individual’s place in it and relationships that exist within that world. (Blaikie, 1993; Guba and Lincoln, 1994). The present piece of research has been based on a SYMBOLIC INTERACTIONIST ontology and a short summary of the philosophical thinking at the base of this theoretical position and a clarification of the underpinning belief systems will follow.

4.2 Philosophical Stance

4.2.1 Introduction

Symbolic interactionism, is difficult to summarise briefly, as many theoretical and methodological variants of the position exist. However, all of them are anchored in a pragmatic philosophical stance, a special adaptation of Hegel’s critical retorts to Kant and the rationalists. Pragmatism emphasises the fundamental unity of life, the role of consciousness in forming existence and the irrelevance of axiomatic logic to social enquiry (Rock, 1979). Pragmatists are interested mainly in concrete experiences, in particulars not abstractions and believe that people act according to their understanding of things or situations (di Gregorio, 1993). This understanding might not be objective and different individuals might react differently to the same thing or situation, as defined by W.I. Thomas in his famous dictum: “If men define situations as real, they are real in their consequences” (in Bryman, 1988). Knowledge, therefore, is “the outcome of a process of purposive questioning which can render features of the environment problematic, interrogate them, learn, and return to the environment with new questions. Inquiry creates, organizes and illuminates different pieces of information at each point, and each piece can alter the future of investigation.” (Rock, 1991,p.229).
4.2.2 Symbolic Interactionism: An Overview

The main originator of symbolic interactionism, George Herbert Mead, broke with the tradition of behaviourist psychologists. His main work, a collation of his lectures entitled ‘Mind, Self and Society’, published in 1934 after his death, is an “unabashed and unremitting affirmation of the importance of the individual subject” (Layder, 1994, p. 60). Mead defends that people respond to stimuli in the social environment by reflecting on the meaning of the stimuli and by adopting a line of behaviour they believe appropriate to the situation. What applies to people in general, applies to managers in particular. By definition, their task is to ‘manage’ situations and people, according to how they assess these situations and what they believe to be the best method to motivate their employees in order to achieve the goals they have set.

Mead believes that individuals are merged with the social customs and habits of their society and social group through mind and ‘self’, which “allow the person ‘to think through the possible consequences of a line of action before committing themselves to it’” (Layder, 1994, p. 59). The particular environment that managers operate in is bound to influence their behaviour and their interpretation of the possible consequences that their behaviour might carry. Research has shown that (1) the environment in which organisations operate will have some influence on their culture, ideology and policies, as well as on the behaviour of the individual members of staff (Fagenson and Horowitz, 1985; Fagenson, 1990), and that (2) a company’s management practices are often a reflection of the value system of the leaders who created them and that these value systems vary considerably according to the nationality of the manager (Laurent, 1987; Hofstede, 1989). According to symbolic interactionists, human action is based on the individual’s definition of a particular situation and his/her beliefs on how others will view these actions (di Gregorio, 1993), which implies that managers of different nationalities and/or in different environments are likely to base their actions and reactions on different perception of that environment. The following three premises can be said to define the core ideas of symbolic interactionism:
* People act towards things on the basis of the meanings that these things have for them, which implies that the external world has meaning or coherence only with specific regard to individuals who interpret externalities and impose meaning upon them. Therefore, research on managers’ subjective perception of their own individual leadership style, as well as their interactions with the environment will contribute to the understanding of the business environment in which they operate.

* Meaning constitutes an agreed-upon definition and is composed of sets of mutual agreements on designations of value and priority with regard to the external world of actors engaged in such interactions. Meaning arises out of social interaction itself. Managers do not act in a vacuum, but need to adjust their way of dealing with situations to the particular environment they operate in, and the type of people they deal with on a day-to-day basis.

* Meanings are handled in and modified through an interpretative process used by the person in dealing with the things s/he encounters. Meaning is not a permanently fixed and stable thing, but changes in the light of changing circumstances. (Blumer, 1969; Hartman and Hedblom, 1979). Many of the interviews, at the base of this study, reflect the managers’ development over time and the changes that their management styles have undergone with mounting experience and / or changing environments.

As Bogdan and Taylor (1975, p.15) wrote: “All social organizations consist of actors who develop definitions of a situation, or perspectives through the process of interpretation and who then act in terms of these definitions. While people may act within the framework of an organization, it is the interpretation and not the organization which determines action. Social roles, norms, values, and goals may set conditions and consequences for action, but do not determine what a person will do”. In order to develop an understanding of the management styles of female and male managers in the banking sector in Luxembourg, it is important to tap these definitions and perspectives. The fact that the present research involves participants in 10 different organisational environments, as well as of 13 different nationalities, should ensure that any strong commonalities and / or differences between men and women are likely to be anchored in reasons that go beyond these social roles, norms, values and goals.
4.2.3 Symbolic Interactionism at the Base of this Study

Within the symbolic interactionist tradition exist several diverse schools of thought, the number of which depends on the interpretation or conception of the central ideas. According to Meltzer et al. (1975), between two and 10 different schools have been distinguished by a number of authors. However, all these varieties "share the substantive view that human beings construct their realities in a process of interaction with other human beings. As a corollary, each orientation accepts, to some degree, the methodological necessity of 'getting inside' the reality of the actor in an effort to understand this reality as the actor does." (p.54).

The two main progenitors of the symbolic interactionist perspective have been the Chicago school and the Iowa school, with H.G. Blumer (1969) and M.H. Kuhn (1964) respectively, as their main protagonists. These approaches differ in important substantive and methodological matters, mainly opposing a 'humanistic' to a 'scientific' viewpoint. Blumer wishes to 'make modern society intelligible' by placing a heavy stress on 'feeling' one's way inside the experience of the actor, an "intuitive, verstehen approach [which] emphasizes intimate understanding.". Kuhn, a positivist, insists on the necessity for "the operational definition of concepts, for methods that would meet 'the usual scientific criteria', and for a 'standardized objective and dependable overt-behavioral indices of the covert aspects". (Meltzer et al., 1975,p.58) These opposing views have necessarily lead the two schools to employ quite different methodological techniques. Blumer (1969) recommends above all the use of participant observation, but accepts other methods of data collection to be consistent with symbolic interactionism, such as life histories, autobiographies, case studies, individual and group interviews, letters and diaries and listening to conversations. Kuhn and his colleagues (e.g. Arnold M. Rose, 1962), on the other hand, defend quantitative devices, in the form of surveys, questionnaires, attitude scales (including Kuhn's own 'twenty statement test') (Meltzer et al., 1975; Rock, 1991).
The positioning of the present research is somewhere in-between these two extremes, as it espouses a post-positivist ontology and a methodological approach based on the triangulation of both qualitative and quantitative devices, in the form of interviews and the use of a psychological measuring instrument (Personal Attributes Questionnaire), respectively. Morse (1994, p.224) writes that “because different “lenses” or perspectives result from the use of different methods, often more than one method may be used within a project, so the researcher can gain a more holistic view of the setting.” Triangulation may entail the combination of different theoretical perspectives, data sources or methodologies within the respective quantitative or qualitative research framework, but may equally well combine both approaches. According to Bryman (1988, p.131), “quantitative and qualitative research may be perceived as different ways of examining the same research problem. By combining the two, the researcher’s claims for the validity of his or her conclusions are enhanced if they can be shown to provide mutual confirmation.”

4.3 Strategy and Method of Enquiry

4.3.1 Introduction

The present research was conducted in 10 banks of different nationalities in the Luxembourg banking sector and consists of 66 interviews with female and male middle managers, as well as 10 interview sessions with either the Managing Director or the Personnel / Human Resource Director in each bank. First, a psychological instrument, the Personal Attributes Questionnaire (PAQ) was administered and then a semi-structured interview was held with every participant. The interviews explored the leadership styles of the participants themselves, their direct superior, a successful manager in their bank, as well as their vision of an ideal manager.
The following section will describe the selection process as regards both the banks and the individual managers. Thereafter, the different aspects of the PAQ and the interviews will be dealt with in greater detail.

4.3.2 Case Selection: Participating Banks

The participating banks were selected on the basis of 2 main criteria:

* Position on Hofstede’s Masculinity/Femininity scale
* Accessibility

As discussed in Chapter 2, Geert Hofstede (1984, 1991) classified a large number of nationalities according to four distinct dimensions. One of these dimensions measures the degree to which masculine values prevail over feminine values in a country, and significant differences were found between nations. Hofstede (1989) defines the masculinity score as “the degree to which ‘masculine’ values like assertiveness, performance, success and competition prevail over ‘feminine’ values like quality of life, maintaining warm personal relationships, service, care for the weak and solidarity”. (p.392).

In the present study, the nationality of the bank was considered a major selection criterium for two main reasons: (1) to investigate whether differences in leadership styles existed between the banks, representing different nationalities and at different positions on the MAS scale; (2) to increase the generalisability of the findings: given that Hofstede found significant differences between countries at different positions on the MAS scale, choosing countries so that they cover the whole spectrum should suggest that results are generalisable across different cultures. The following table shows the ‘nationality’ of the banks that participated in the present study and the corresponding MAS score. The banks have been attributed letters of reference, as their true identity cannot be revealed.
<table>
<thead>
<tr>
<th>Bank Reference</th>
<th>'Nationality' of Bank</th>
<th>MAS Score for 'Nationality' of Bank</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank H</td>
<td>Swedish</td>
<td>05</td>
<td>10</td>
</tr>
<tr>
<td>Bank I</td>
<td>Dutch</td>
<td>14</td>
<td>06</td>
</tr>
<tr>
<td>Bank A</td>
<td>French</td>
<td>43</td>
<td>04</td>
</tr>
<tr>
<td>Bank C</td>
<td>South American</td>
<td>49</td>
<td>06</td>
</tr>
<tr>
<td>Bank E</td>
<td>Luxembourg/Belgian</td>
<td>54</td>
<td>08</td>
</tr>
<tr>
<td>Bank J</td>
<td>Belgian</td>
<td>54</td>
<td>04</td>
</tr>
<tr>
<td>Bank G</td>
<td>US American</td>
<td>62</td>
<td>08</td>
</tr>
<tr>
<td>Bank B</td>
<td>German</td>
<td>66</td>
<td>08</td>
</tr>
<tr>
<td>Bank D</td>
<td>Swiss</td>
<td>70</td>
<td>04</td>
</tr>
<tr>
<td>Bank F</td>
<td>Italian</td>
<td>70</td>
<td>08</td>
</tr>
</tbody>
</table>

Table 4.1 - Position on the Masculinity Index (MAS) of Participating Banks

The feminine end of the scale is represented by Bank H, a Swedish bank, with a Masculinity score of 5 and at the masculine end of the spectrum, an Italian and a Swiss bank, both with a score of 70, were included in the research. Unfortunately, access to banks originating from Japan, the country with the highest recorded MAS score (i.e. 95) was not granted. Two countries on Hofstede’s list have scores between 70 and 95, but they are not represented in Luxembourg. Nevertheless, the 10 participating banks represent a good spread across the nationality spectrum.

In 1994, the researcher conducted a survey in the Luxembourg banking industry, in order to establish the number of women managers in the sector. The main findings have been presented and discussed in Chapter 3. The assumption was made that those banks that had completed and returned the questionnaire, had shown an interest in the study and were more likely to be willing to cooperate further. From the 55 banks that responded positively, it was decided that those that reported at least 3 female and 3 male middle managers, should be short-listed and contacted. This decision was based on the belief, that for a bank to be duly represented, at least 4 interviews, 2 with female and 2 with male managers, needed to be conducted and it was assumed that in most banks not every manager is able or willing to participate. Good use was made of the contacts that the researcher had formed when working in a small private bank herself. Access was gained through direct or indirect personal contacts in four of the ten participating banks and it is highly probable that both her nationality and her previous banking experience helped to open doors.
4.3.3 Sample Selection: Participating Managers

In each bank, one contact person helped to organise the interviews. Given that the researcher had little control over the choice of participating managers and was fully dependent on the goodwill of the contact person, it was decided to keep the selection process as straightforward as possible. Therefore, the banks were presented with the 3 criteria which were deemed essential for the exploration of the leadership styles of female and male leadership styles: (1) equal number of women and men, matched by age, at (2) middle management level, who were (3) in charge of a team of at least 2 subordinates. Furthermore, a short interview with either the Managing Director or Human Resource/Personnel Director in each bank was requested, intended to explore the characteristics they expect a successful manager to possess. However, it was later decided not to include the information collected during these interviews in this thesis, given that their analysis revealed that they did not contribute significantly to the understanding of female and male leadership styles. As will be discussed at a later stage in this chapter, a total of 66 interviews with middle managers were set up and successfully held.

4.4 The Personal Attributes Questionnaire (PAQ)

4.4.1 An Overview

Due to the importance of the concepts of masculinity and femininity and in spite of many theoretical difficulties, more than 150 sex role measures (Lenney, 1991) have been developed since Terman and Miles published the first masculinity-femininity test in 1936. A short historical review of the theoretical concepts underlying these measures will follow. Until the early 1970s, tests were built on the assumption that masculinity and femininity were polar opposites having a necessarily inverse relationship within the individual, called single-factor models (Spence, 1985; Lenney,
1991). Their validity rests on the assumptions that (a) the abstract, hypothetical qualities of masculinity and femininity form a single bipolar dimension with most men at the masculine extreme and most women at the opposite end, and that (b) the presence of those attributes, attitudes and behaviours more characteristic of males is a reliable indicator of masculinity and their absence indicates femininity. It follows that (c) statistically, the various classes of gender-differentiating qualities and behaviours should be substantially correlated within each sex and negatively correlated between the sexes. Furthermore, they need to be shown through factor analysis, to contribute to a single bipolar factor. (Constantinople, 1973; Spence, 1985). Lenney (1991, p.575) writes that “although the prevailing bipolar view did not logically dictate that persons falling at different point along the M-F continuum would differ in the extent to which they possessed desirable attributes, such an idea seems to have been an inextricable part of most researchers' sex role conceptions.” This is one of the reasons why the belief that appropriate sex-typing was important for good adjustment and mental health, with the masculine male and the feminine female being psychologically advantaged, prevailed and influenced research for such a long time.

However, the “1970s revolution in sex role research” brought fundamental changes in conceptual, empirical and social attitudes and beliefs. Three landmark events need to be particularly highlighted (Lenney, 1991):

(1) Constantinople’s (1973) review of existing masculinity-femininity tests presented persuasive evidence that the concepts of masculinity and femininity could vary independently and that earlier tests had artificially constrained the relationship between them. She states that “available data clearly point to multidimensionality” and that “there is enough evidence for separate masculinity (M) and femininity (F) dimensions, possibly in addition to a bipolar M-F dimension” (p.405). Similarly, Stricker (1977) rejects the view that the ideal woman is typically characterised by the absence of masculine agentic attributes. The ideal individual tends to possess both sets of attributes with the differences between the sexes being of degree rather than kind. Spence and Helmreich (1978), when attempting to establish why the unidimensional theory had persisted for such a long time, suggest that behavioural
scientists may have shared the belief-systems prevalent in society before the sex role research revolution in the 1970s, including the view that masculinity and femininity are psychological antinomies. This belief-system may have had "a more profound effect in retarding attempts to distinguish among myths, half truth, and reality" (p.111) than any scientific considerations or "psychometric fashion", above all as some of these convictions can not be simply dismissed as false.

(2) In 1974, Bem published her Bem Sex Role Inventory (BSRI), the first sex role test specifically designed to provide independent measures of a respondent's self-perceived possession of socially desirable and by general consensus considered masculine and feminine personality characteristics. In her gender-schema model, she views masculinity and femininity as two orthogonal factors or categories, with attributes and behaviours within the categories being highly correlated, whilst both categories remain statistically independent (Spence, 1984). Bem (1974) found that while some individuals are virtually exclusively masculine or feminine, others, called androgynous, have balanced and relatively high levels of traits from both domains. Those who are neither strongly sex-typed nor androgynous are classified as undifferentiated. Bem (1974) maintains that "strongly, sex-typed individuals might be seriously limited in the range of behavior available to them as they move from situation to situation" (p.155) and that androgynous individuals show stronger mental health than their sex-typed or undifferentiated counterparts. However, Lubinski et al. (1983) disagree: "claims for androgyny, however measured, as a constellation specifically indicative of psychological health so far have not received empirical support" (p.436). Furthermore, several researchers (Spence, Helmreich and Holahan, 1979; Pedhazur and Tetenbaum, 1979; Spence, 1993) have rejected Bem's and her colleagues' claims that scores on the BSRI, are "diagnostic indicators of men's and women's degree of sex typing and gender schematization" (Spence, 1993, p.625). Based on her gender identity theory, Spence believes that "the various categories of attributes, attitudes, preferences and behaviors that empirically distinguish between men and women in a given culture do not contribute to a single underlying property, but instead to a number of more or less independent factors" (p.625). She found these categories to be both multidimensional and multifactorial and claims that both
the BSRI and the PAQ, which will be dealt with shortly, are reliable indicators of desirable instrumental and desirable expressive traits only, rather than measures of sex typing and the "readiness to use gender as a lens to view the world" (Spence, 1993, p.633). According to Lenney (1991) the BSRI has excellent reliability, largely due to the fact that it is grounded in a complete theoretical position, and is one of the most frequently used measures in sex role research.

(3) Simultaneously, but independently, Spence, Helmreich and Stapp (1975) developed their Personal Attributes Questionnaire (PAQ), which is anchored in Bakan’s (1966) model of agency and communion and reflects Spence’s (1984, 1993) above mentioned gender identity theory. The attributes that contribute to every gender-differentiating factor have development histories that differ across individuals and are influenced by multiple sources, which are not necessarily related to gender. At any given developmental stage, these factors have various degrees and kinds of association with one another and interact in complex ways in order to determine behaviour. There is considerable heterogeneity and variability within each sex regarding the particular constellation of gender-congruent qualities people display, which does not impede, however, members of both sexes to develop a clear sense of gender identity. Spence and Sawin (1985) write that the particular sets of gender-relevant characteristics men and women happen to possess and the gender roles they occupy within their sex at any given time, serve primarily to define and verify their personal sense of masculinity and femininity. Therefore “neither the PAQ nor the BSRI (nor any other measure of specific characteristics) measure these global properties” (Spence, 1993; p.625). Accordingly, the PAQ is a self-report instrument, which very specifically measures (a) an individual’s self-perceived possession of personality traits by general consensus believed to differentiate the sexes, but considered socially desirable in both sexes, and (b) the respondent’s self-perceived possession of personality traits by general consensus believed to differentiate the sexes, but considered more socially desirable for one sex than for the other. The instrument consists exclusively of socially desirable Instrumental (I-) traits and socially desirable Expressive (E-) traits (Spence, 1993), represented by the two major scales, one containing descriptors of personality characteristics by general consensus
associated with males [Instrumental (Masculine) scale] and the other containing
descriptors of characteristics associated with females [Expressive (Feminine) scale],
but socially desirable to some degree in both sexes (Spence, 1991). Above all in
their earlier writings, Spence and her colleagues employed the terms 'Masculine' (M)
and 'Feminine' (F) (Spence and Helmreich, 1978; Spence, Helmreich and Stapp,
1975; etc.), but more recently have moved to the consistent use of the words
'Instrumental' (I) and 'Expressive' (E) (Spence, 1993; 1991; 1984, etc.), mainly in
order to reinforce their claim that the PAQ is not a global measure of masculinity and
femininity, but specifically designed to tap Instrumental and Expressive traits. A
third scale, labelled M-F, is composed of traits that are by general consensus believed
to differentiate the sexes and to be differentially desirable for men and women. As
the M-F scale, unlike the other two, is bipolar in nature, "investigators have had
difficulties assimilating this scale into their conceptual model and seldom include it
in their empirical studies" (Spence, 1984, p.5). The present study makes no
exception to above rule and the M-F scale has played a very subordinate role as
regards the assessment of results. An extended version of the PAQ, the EPAQ,
which also includes socially undesirable characteristics, was developed by Spence et
al. (1979) some time after the publication of the original short-form. Given that the
present study will try to establish to what degree the instrumental/agentic traits, as
measured by the Instrumental scale and the expressive/communion traits reflected in
the Expressive scale are present in male and female middle managers in the
Luxembourg banking industry, the inclusion of socially undesirable characteristics
was not considered to contribute to the findings, above all as the PAQ results needed
to be linked to the interview data, which focuses on participant's subjective, and
largely positive descriptions of their own leadership styles. Furthermore, as will be
discussed later, the short PAQ has been used and has proven reliable in a great
number of studies. Therefore, it is considered to be the best-suited psychological
instrument for the purpose of this research.

All participating managers were asked to complete three PAQs (APPENDIX B) to
measure the perceived levels of Instrumental and Expressive traits for
(a) the participating managers themselves (hereafter called \textit{SELF}) : the main objective of the present study is to explore differences and/or similarities between the perceptions of female and male middle managers.

(b) the participating managers' direct superiors, as perceived by the participating managers (\textit{SUPERIOR}) : the participating managers' superiors are by definition senior in rank and have therefore progressed further up the career ladder. They represent possible role models for participating managers and give an indication as to what types of leadership approaches lead to career advancement.

(c) a successful manager in the bank as perceived by participating managers (\textit{SUCCESSFUL}) : the participating managers' perception of a successful manager indicates the type of traits and characteristics they believe to be required for career advancement to top management positions. A successful manager may or may not fulfil a role model function for participating managers, partly depending on the latter's career ambitions. Nevertheless, differences and/or similarities between the perceptions that participating managers have of themselves and their perceptions of a successful manager are relevant to both the present study and future research.

The PAQ consists of 24 items and each item measures one personality characteristic, presented in a five-point bipolar format. As previously discussed, the main emphasis of the present thesis is placed on the 8 Instrumental and the 8 Expressive traits, whereas the 8 M-F scale items play a very subordinate role. Therefore, only the 16 Instrumental and Expressive traits will be discussed in detail. Respondents were asked to select the number that best describes them / their superior / a successful manager in their bank along each continuum; The traits either describe (a) two extreme values for the same trait (e.g. from 1 = not at all independent, to 5 = very independent) or (b) two opposing traits on the same bi-polar five-point scale (e.g. 1 = very rough, 5 = very gentle). On the 24-item PAQ form, only the two extreme values of 1 and 5 are labelled (cf. examples above), whereas the middle values (2-4) are not. The table below indicates the labels that have been used for the purpose of this thesis, to distinguish between the different levels of the 8 Instrumental and 8 Expressive traits.
INSTRUMENTAL TRAITS:

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>very passive</td>
<td>fairly passive</td>
<td>neither passive nor active</td>
<td>fairly active</td>
<td>very active</td>
</tr>
<tr>
<td>not at all competitive</td>
<td>not very competitive</td>
<td>moderately competitive</td>
<td>fairly competitive</td>
<td>very competitive</td>
</tr>
<tr>
<td>feels very inferior</td>
<td>feels fairly inferior</td>
<td>feels neither inferior nor superior</td>
<td>feels fairly superior</td>
<td>feels very superior</td>
</tr>
<tr>
<td>not at all independent</td>
<td>not very independent</td>
<td>moderately independent</td>
<td>fairly independent</td>
<td>very independent</td>
</tr>
<tr>
<td>has difficulties making decisions</td>
<td>has some difficulties making decisions</td>
<td>has moderate difficulties making decisions easily</td>
<td>can make decisions fairly easily</td>
<td>can make decisions easily</td>
</tr>
<tr>
<td>gives up very easily</td>
<td>often gives up easily</td>
<td>sometimes gives up easily</td>
<td>rarely gives up easily</td>
<td>never gives up easily</td>
</tr>
<tr>
<td>not at all self-confident</td>
<td>not very self-confident</td>
<td>moderately self-confident</td>
<td>fairly self-confident</td>
<td>very self-confident</td>
</tr>
<tr>
<td>goes to pieces under pressure</td>
<td>often goes to pieces under pressure</td>
<td>neither goes to pieces nor stands up well under pressure</td>
<td>stands up fairly well under pressure</td>
<td>stands up well under pressure</td>
</tr>
</tbody>
</table>

Table 4.2a - Instrumental Traits: Scale 1 - 5
EXPRESSIVE TRAITS:

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>not at all able to devote self completely to others</td>
<td>not very able to devote self completely to others</td>
<td>moderately able to devote self completely to others</td>
<td>fairly able to devote self completely to others</td>
<td>able to devote self completely to others</td>
</tr>
<tr>
<td>not at all aware of others' feelings</td>
<td>not very aware of others' feelings</td>
<td>moderately aware of others' feelings</td>
<td>fairly aware of others' feelings</td>
<td>very aware of others' feelings</td>
</tr>
<tr>
<td>not at all emotional</td>
<td>not very emotional</td>
<td>moderately emotional</td>
<td>fairly emotional</td>
<td>very emotional</td>
</tr>
<tr>
<td>very rough</td>
<td>fairly rough</td>
<td>neither rough nor gentle</td>
<td>fairly gentle</td>
<td>very gentle</td>
</tr>
<tr>
<td>not at all helpful to others</td>
<td>not very helpful to others</td>
<td>moderately helpful to others</td>
<td>fairly helpful to others</td>
<td>very helpful to others</td>
</tr>
<tr>
<td>not at all kind</td>
<td>not very kind</td>
<td>moderately kind</td>
<td>fairly kind</td>
<td>very kind</td>
</tr>
<tr>
<td>not at all understanding of others</td>
<td>not very understanding of others</td>
<td>moderately understanding of others</td>
<td>fairly understanding of others</td>
<td>very understanding of others</td>
</tr>
<tr>
<td>very cold in relations with others</td>
<td>fairly cold in relations with others</td>
<td>neither cold nor warm in relations with others</td>
<td>fairly warm in relations with others</td>
<td>very warm in relations with others</td>
</tr>
</tbody>
</table>

Table 4.2b - Expressive Traits: Scale 1-5

As will be later discussed in detail, for every Instrumental and Expressive trait, the means and standard deviations were calculated. Comparisons were then made between female and male managers and between the managers themselves, their superiors and successful managers, as well as between the different banks. For the purpose of the present thesis, the arbitrary mean value of 4.000 has been chosen to represent the boundary between very high and high levels of a trait.

The matrix below represents the variables that were used as a basis for the comparison of the research findings.
Comparisons were made within each matrix and a number of different matrices as follows:

* Instrumental traits: comparison of respective levels of Instrumental traits for the 33 female and 33 male participating managers themselves, their superiors and the successful managers

* Expressive traits: comparison of respective levels of Expressive traits for the 33 female and 33 male participating managers themselves, their superiors and the successful managers

* Individual banks: 2 matrixes were used for every bank:
  - Instrumental traits: comparison of respective levels of Instrumental traits for the female and male managers themselves, their superiors and the successful managers.
  - Expressive traits: comparison of respective levels of Expressive traits for the female and male managers themselves, their superiors and the successful managers.

### 4.4.2 Reliability and Validity

After the BSRI, the PAQ and EPAQ are the most frequently used measures of masculinity and femininity and/or androgyny (Spence and Helmreich, 1980; Lubinsky et al., 1983, Basow, 1984; Wilson and Cook, 1984; Marsh and Myers, 1986; Ashmore, 1990; Lenney, 1991; Marsh and Byrne, 1991; Spence, 1991; etc.) and have been "employed in research of an enormous variety of topics ... with
respondents from early through middle adulthood, from a wide range of populations, and from differing countries and cultures" (Lenney, 1991; p.583) (refer to Appendix A for a list of selected studies). Belansky and Boggiano (1994) confirm the PAQ's extensive use for clinical and social psychology research. For instance, Spence (1991) describes Whitley’s (1983) meta-analysis of 35 studies alone (27 of which include the PAQ), that investigate the relationship between the PAQ and/or BSRI and measures of self-esteem. Lenney (1991; p.606) writes that one possible reason why the PAQ is less frequently used than the BSRI "lies in Spence’s oft-repeated admonition that the domain of its predictive power is limited only to certain aspects of sex roles". Given that the BSRI purports to measure men and women’s degree of sex typing, whereas the PAQ is specifically designed to measure socially desirable instrumental and expressive traits only, researchers may hesitate to chose the PAQ as a psychological instrument. Helmreich, Spence and Wilhelm (1981) conducted a psychometric analysis of the Personal Attributes Questionnaire based on four distinct populations: (1) high school students (674 female / 509 male) given the PAQ; (2) psychology students (1585 female / 1251 male) who completed the PAQ; (3) psychology students (1465 female / 854 male) given the EPAQ and (4) 1028 mothers and 926 fathers of students (PAQ). They found that the Instrumental (M) and Expressive (F) scales can be reproduced factor analytically and that the "factor structure is highly consistent in both sexes in samples representing a considerable portion of the life span, and that the internal consistency of unit-weighted scales reflecting these dimensions is satisfactory". They conclude that "considerable evidence is accumulating for the construct and predictive validity of the PAQ . . . , when these scales are regarded narrowly as measures of instrumentality and expressiveness" (p.1107). Hornbeck and Bale (1988) conducted a study which set out to test Spence and Helmreich’s hypothesis that socially desirable instrumental and expressive personality characteristics are "predictive of behaviours that draw directly upon instrumental and expressive skills" (p.37). They concluded that their research supported these claims "without internal contradiction" (p.54), that masculinity, and not femininity, tended to relate to the Instrumental behaviour scale while femininity, and not masculinity, tended to be related to the Expressive behaviour scale. In fact, when comparing four androgyny instruments, Wilson and Cook (1984) concluded that only the factor structure of the PAQ is entirely faithful to
the conception that instrumental and expressive domains of behaviours constitute the
major components of masculinity and femininity. Moreover, in conclusion to her
extensive review of PAQ research including a detailed statistical evaluation, Lenney
(1991) confirms that the 24-item PAQ has "highly satisfactory validity when used in
the ways suggested by its underlying rationale and development" (p.606), i.e. as a
measure of Instrumentality and Expressiveness. O'Grady et al. (1979) found
convincing evidence of both convergent and discriminant validity of both the PAQ
and the BSRI. Lenney (1991) also writes that the PAQ may be used in ways other
than a self-descriptive instrument, for instance as a measure of general consensus
perceptions of males and females, and that it has been used to assess aspects such as
subjects' perceptions of homosexuals and of desirable characteristics in men and
women.

In many respects, the PAQ is very similar to the Bem Sex Role Inventory (BSRI),
which was more specifically designed to measure the broader concept of androgyny
in individuals (Lenney, 1991). With her BSRI, Bem (1974) wishes to tap broad
gender-related constructs, rather than merely gender-related personality
characteristics and thus to predict a broad range of gender-related attitudes, attributes
and behaviours. In her gender schema theory, Bem proposes a continuum with sex-
typed or gender schematic individuals (i.e. masculine men and feminine women) at
one extreme and cross-typed or sex-reversed individuals, showing a gender-
incongruent identification and schema at the other extreme.

At the centre of this continuum are non-sex typed, aschematic individuals. Gender
aschematic individuals are either androgynous (high scores on both masculinity and
femininity scales) or undifferentiated (low scores on both scales) and have the ability,
according to Bem, to adjust more easily to different situations which leads to better
mental health (Ashmore, 1990). Based on his summary of existing empirical
evidence, Ashmore comes to the conclusion that (1) research on the relation between
gender-as-a personality variable measures (mainly BSRI, PAQ) and indices of other
gender constructs, as well as research examining the relation of androgyny to
behavioural measures of sex role flexibility, fail to prove that androgyny is a general
sex-role trait and that (2) there is little support for the claim that androgyny is an
indicator of better psychological adjustment. (Lubinski et al., 1983; Ashmore, 1990; Spence, 1991; Spence, 1993). With respect to the PAQ, Spence and her colleagues (1975, 1978, etc.) have insisted that they only use the term androgyny as a descriptive label and a convenience for data analysis, not as a distinctive personality type, which reflects their description of the PAQ as a measure of Instrumental and Expressive traits only.

The BSRI and the PAQ are similar in content and as regards their psychometric properties (Lenney, 1991). Based on her detailed statistical evaluation of the 24-item PAQ, Lenney confirms that the PAQ has construct validity and predictive validity as a measure of desirable Instrumentality and Expressiveness. The same applies to the BSRI Masculine scale, but to a lesser degree, due to its mixed contents, the Feminine scale. In fact, the BSRI Masculine scale and the PAQ Instrumental scale are highly correlated, whereas the correlations for the Feminine/Expressive scales are lower, but still substantial (Ashmore, 1990; Helmreich et al., 1981; Lamke, 1982; Spence, 1991). Spence (1991) reports correlations between the two Masculine/Instrumental scales ranging from 0.72 to 0.84 and correlations between the Feminine/Expressive scales ranging from 0.52 to 0.71 (p.150). The BSRI Feminine scale contains socially desirable traits and a substantial number of socially undesirable traits, which led to criticism of the instrument (Pedhazur and Tetenbaum, 1979, Ashmore, 1990; Spence, 1993). In response to this criticism, Bem (1979) developed the short BSRI, only containing socially desirable traits, which according to Lubinski et al. (1983) is basically interchangeable with the PAQ. However, this short form has rarely been used and very little empirical evidence exists (Spence, 1991, 1993).

Lenney (1991) confirms that the PAQ has been used in foreign countries (e.g. Britain, Italy, Yugoslavia) sometimes with adaptations and/or translations where deemed appropriate. Runge et al. (1981) applied the German translation of the EPAQ to a German group of students. Factor analysis and scale intercorrelations conducted on the German sample closely replicated the results reported for US groups. Significant sex differences in the predicted directions were found for all scales. Runge et al. (1981, p.160) write that the study confirmed the "cross-cultural validity of the conceptual model of positive and negative expressiveness and
instrumentality". In a similar study, Díaz-Loving et al. (1981) compared Mexican students with US students, using Spanish versions of both the 24-item PAQ and the EPAQ. Above all with respect to the Instrumental and Expressive scales of the 24-item PAQ, the researchers found that their results replicate the results of the US studies closely. Basow (1984) used the PAQ to show meaningful cultural differences in the definition of sex roles by Fiji students when compared to their US counterparts. Between-group variations exist, as for instance, University students, especially females, are more similar to their United States counterparts than are secondary school students. In 1988, Cota and Fekken confirmed the construct validity of the Instrumental and Expressive scales of the PAQ, by comparing the results from a sample of Canadian students to the findings from several US American samples, as well as to Runge et al.’s (1981) German student samples, mentioned above. All these studies further reinforce the cross-cultural applicability of the PAQ (refer to APPENDIX A for a list of selected studies).

In conclusion, given that (1) the current investigation sets out to tap socially desirable Instrumental and Expressive traits in female and male middle managers; (2) the PAQ, in comparison to the BSRI, shows a more homogeneous content of the Expressive (F) scale; (3) the short BSRI which would be more appropriate for this study than the BSRI, has very rarely been used; (4) the PAQ may be used in forms other than as a self-descriptive instrument, and (5) the PAQ has been proven to have satisfactory cross-cultural validity, it was decided that the PAQ is the best psychometric instrument for the purpose of the present research.
4.4.3 Approach to Analysis of PAQ Data: General Considerations

By far the most widely used technique for the evaluation of masculinity/femininity tests (including the BSRI and PAQ) is the two-way median split method, which divides subjects into four categories, by means of a 2x2 table, depending on whether their scores fall above or below the median Instrumental/Masculine and Expressive/Feminine scores. (Lenney, 1991; Sedney, 1981; Spence and Helmreich, 1978, 1979; Spence, 1984). The following table shows the four resulting cells and the identification labels given to them (Spence and Helmreich, 1978; p.35):

<table>
<thead>
<tr>
<th>EXPRESSIVE SCALE (a)</th>
<th>INSTRUMENTAL SCALE (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above median</td>
<td>ANDROGYNOUS</td>
</tr>
<tr>
<td>Below median</td>
<td>FEMININE</td>
</tr>
<tr>
<td></td>
<td>MASCULINE</td>
</tr>
<tr>
<td></td>
<td>UNDIFFERENTIATED</td>
</tr>
</tbody>
</table>

(a) initially referred to as 'Masculinity'.
(b) initially referred to as 'Femininity'.

Table 4.4 - PAQ categories / Median - split method
(adapted from Spence and Helmreich, 1978; Spence, 1993))

The method was originally developed by Spence et al. (1975) and later adopted by Bem who had previously used a different method, called balance or t-ratio approach (Bem, 1974). The t-ratio method had been criticised for "resurrecting the masculinity-femininity continuum which Constantinople had rejected" (Cunningham and Antill, 1980, p. 438; Spence and Helmreich, 1979). Therefore, all major androgyny measures are or can be scored according to median splits (Cunningham and Antill, 1980; Sedney, 1981). Furthermore, Lenney (1991) confirms that both Spence and Bem most frequently use median splits derived from the particular combined-sex sample under study, but warns that researchers must remember that they are categorising subjects relative to others and draw conclusions accordingly. Discussing the analysis of Spence, Helmreich and Stapp's (1975) initial set of findings, Spence (1984; pp. 57-58) writes that (1) "M[asculine scale] and F[eminine scale] did not interact in any complex way", and (2) "no single method of combining
scores to obtain a single score for each individual was uniformly most effective". Subsequent research also failed to reveal evidence of Instrumental scale and Expressive scale interaction effects. Multiple regression had not proven very revealing, nor had a more refined categorisation into a four-way split of both the Instrumental scale and Expressive scale, based on quartiles (Spence and Helmreich, 1978, 1979). Therefore, Spence and Helmreich believe the use of two-way median split method to have been justified from a statistical point-of-view. They write that in general, (1) regression analyses rarely yield conceptual information that a categorical method, followed up by a correlational analysis, does not, and (2) as long as the relationship between the PAQ scale and other variables of interest is monotonic, researchers may "employ the simplest meaningful classification system in describing the combination of PAQ scale scores" (Spence and Helmreich, 1978, p.37).

This approach at the same time makes the fewest a priori assumptions regarding the nature of the contributions made by M and F to various criteria variables (Lenney, 1991). Spence (1984; p.60) concludes that "although regression analyses are to be preferred as a matter of course in this computer age, the reason has to do with statistical elegance and not with substantive theoretical issues."

The median split method has been criticised on two major points: (1) the subject classification depends upon the choice of medians, with the same individual possibly being classified in different categories depending on the sample population and (2) that for those individuals that score very closely to the median, a change in only one point might imply a different categorisation (Lenney, 1991; Sedney, 1981). However, Spence and her colleagues insist that (1) these categories merely represent convenient groupings of persons who can be simply described as to their Instrumental and Expressive levels, and not an absolute typology and (2) that the nominal labels assigned to the four groups do not have some sort of absolute meaning and represent discrete categories (Lenney, 1991; Spence, 1984). Lenney (1991) confirms that both Bem and Spence now routinely advocate the use of a combination of correlational and analysis of variance approaches in order to characterise the PAQ category research data fully.
Lenney (1991, p.581) sees the main advantages of the use of the median split method in the facts that (1) it allows researchers to link their research on a large body of literature, and (2) it can be used "to discover or elucidate a fairly broad variety of relationships among M[asculine scale], F[eminine scale] and criterion variables".

The main drawback of the median split method rests in the reliance on sample medians to classify subjects, which makes the instrument vulnerable to between-sample differences and "makes generalization, comparison, and interpretation of any results questionable" (Sedney, 1981). She suggested a possible solution to be the retention of within-group comparison features of the method, coupled with the development of norms on the basis of a "large representative national standardisation sample" (p.220). Given that (1) most norm group data for the PAQ results from US American student samples, (2) very little representative data exists for European countries, (3) the diversity of nationalities, cultural and social backgrounds as regards the participants of the present study, (4) the relatively homogeneous environment existing in the Luxembourg banking industry, the use of within-group sample medians seems to be more advisable in view of the lack of a reliable standardisation sample.

4.4.4 Approach to Analysis of PAQ Data : Present Study

The various steps as regards the analysis of PAQ data collected in the Luxembourg banking sector from 66 middle managers, can be summarised as follows:
(1) The first step consisted of determining whether the data represented a normal distribution. The results of the calculations have been summarised in the table below:

<table>
<thead>
<tr>
<th>SELF</th>
<th>MEAN</th>
<th>SD</th>
<th>1 SD</th>
<th>%</th>
<th>2 SD</th>
<th>%</th>
<th>3 SD</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instrumental</td>
<td>31.2</td>
<td>3.0</td>
<td>28-34</td>
<td>68.2</td>
<td>25-37</td>
<td>97.0</td>
<td>22-40</td>
<td>100</td>
</tr>
<tr>
<td>Scale</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expressive</td>
<td>29.4</td>
<td>3.5</td>
<td>26-33</td>
<td>71.2</td>
<td>22-36</td>
<td>95.5</td>
<td>19-40</td>
<td>100</td>
</tr>
<tr>
<td>Scale</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| SD: standard deviation

Table 4.5 - Results: Calculations for Normal Distribution

A normal distribution is characterised by the proportion of all the observations that fall within a range of \( n \) standard deviations on both sides of the mean, as follows:
- Approximately 68% of observations fall within the range of 1 standard deviation
- Approximately 95% of observations fall within the range of 2 standard deviations
- Approximately 99.7% of observations fall within the range of 3 standard deviations
(cf. for example: Flemming and Nellis, 1991)

Therefore, the data of the present study can be said to be normally distributed.

(2) Given that the distribution is normal, the categorisation of participants according to the median-split method, described above, was justified. The medians chosen for determining the categories, were the medians calculated for the Instrumental and Expressive scales, from the sample of the present study. The distribution among the 4 categories (Androgynous, Feminine, Masculine, Undifferentiated) was calculated for the following sets of data:

* participating managers' perception of themselves:
  - results were calculated for: all 66 participating managers
    - 33 female managers
    - 33 male managers
  - with respect to: all banks
    - 10 individual banks
* participating managers’ perceptions of their superiors:
results were calculated for:
(a) superiors as perceived by
all 66 participating
33 female managers
33 male managers
(b) 9 female superiors:
as perceived by all managers
57 male superiors:
as perceived by all managers
with respect to:
all banks
10 individual banks

* participating managers’ perceptions of a successful manager:
results were calculated for:
successful managers as perceived by
all 66 managers participating managers
33 female managers
33 male managers
with respect to:
all banks
10 individual banks

(3) Above results (distribution among the *Androgynous, Feminine, Masculine* and *Undifferentiated* categories) were then used as a basis for making in-group and between-group comparisons for:
* female and male managers themselves
* superiors, as perceived by female and male managers
* female and male superiors
* successful managers, as perceived by female and male managers

(4) Means and standard deviations were calculated for:
- the 8 Instrumental traits that constitute the Instrumental scale
- the 8 Expressive traits that constitute the Expressive scale for:

* participating managers’ perception of themselves:
results were calculated for:
all 66 participating managers
33 female managers
33 male managers
with respect to:
all banks
10 individual banks

86
* participating managers’ perceptions of their superiors:
results were calculated for:
(a) superiors as perceived by all 66 participating
33 female managers
33 male managers
(b) 9 female superiors:
as perceived by all managers
57 male superiors:
as perceived by all managers
with respect to:
all banks
10 individual banks

* participating managers’ perceptions of a successful manager:
results were calculated for:
successful managers as perceived by all 66 managers participating managers
33 female managers
33 male managers
with respect to:
all banks
10 individual banks

(5) The following statistical tests were calculated, based on the means and standard deviations for the detailed PAQ data:

- Correlational analysis:
  * correlation of the Instrumental Scale / Expressive Scale for female managers with the Instrumental Scale / Expressive Scale for male managers
  * correlation of the Instrumental Scale / Expressive Scale for participating female and male managers with the Instrumental Scale / Expressive Scale for superiors and successful managers, as perceived by female and male managers.

- z-tests (for samples >30):
  * z-test for each Instrumental trait & each Expressive trait: comparison of the results for participating female and the results for participating male managers.
  * z-test for each Instrumental trait & each Expressive trait: comparison of the results for participating female and male managers of the present study and the results for women and men of other studies.

- t-tests (for samples <30):
  * t-test for each Instrumental trait & each Expressive trait: for each bank, comparison of the results for participating female and the results for participating male managers.
The use of the analysis of variance test (ANOVA) was considered, but as the comparison of the means of three or more variables was not deemed relevant to the present research study, no ANOVA statistics were calculated.

4.4.5 Interpretation of Findings : Restrictions and Biases

(1) The number of PAQs available for investigation is small, a fact that must be taken into consideration when conclusions are drawn.

(2) Although the participants’ command of English was generally very good, for only 5 of them (7.6%) it was their mother tongue. Participating managers may have misunderstood, or interpreted some terms differently to an English speaking person. However, as the researcher was present when the participating managers completed the PAQs, she was able to help when necessary, with explanations and/or translations. In order to give the same explanations to everyone, a list with the German and the French translations for all the terms was used. Based on Runge et al.’s findings (1981) that the term ‘aggressive’ was not positively valued by German respondents, every participant was told that the word was meant to be considered in the American, more positive way. Due to the fact, that the researcher herself speaks several languages, she is conscious of the differences between them and the problems they may pose. Therefore, she was well equipped to clarify any doubts that may have existed with regards to the meanings of the different terms. Furthermore, it is important to remember that, unlike the sample of German students who participated in above study, women and men working in the Luxembourg banking sector tend to be acutely aware of language barriers and their implications and are used to communicating in foreign languages regularly.
4.5 The Interviews

4.5.1 Introduction

Denzin and Lincoln (1994, p. 353) believe the interview to be the "favorite methodological tool of the qualitative researcher" and consider it to be "one of the most common and most powerful ways we use to try to understand our fellow human beings. Interviewing is a paramount part of sociology, because interviewing is interaction and sociology is the study of interaction." (Fontana and Frey, 1994, p. 361).

As mentioned earlier, the field work could be characterised as follows:
(a) Total number of interviewees from 10 banks of different nationality:
* 33 female middle managers
* 33 male middle managers
(b) All interviews were conducted within a relatively short time period: between August and October 1995
(c) Time available per interview (including the completion of three PAQs): 45 - 60 minutes. In general, the participating banks considered one hour to be the absolute maximum time period they could allow for each interview
(d) As far as possible, the interviews were held in the language the participant felt most comfortable with. A total of four different languages were used: English, French, German and Luxembourgish. The original English interview schedule (APPENDIX C) had been translated by native speakers with an academic background into both French and German. The latter translation was also used as a base for the interviews in the Luxembourg language.
(e) All participants were guaranteed absolute confidentiality. Therefore, the banks were given a letter of identification and the participants have been attributed a pseudonym, chosen from a list of typical English first names. Furthermore, at times the participants' nationalities, some of their personal details, as well as their mother tongue, have been withheld. Given that the Luxembourg banking sector is so small, it constitutes a very closely-knit
environment and every conceivable effort had to be made to prevent participants from being identified.

(g) In general, respondents showed great interest in the study and were very willing to participate. Every participant will be sent a report of the study.

The type of interview technique chosen was that of semi-structured interviews. Structured or standardized interviews, often used in public opinion polls and market research, would have left too little flexibility in the way questions could have been asked or answered. (Fontana and Frey, 1994; Oppenheim, 1992). With this approach, the interviewer will ask each participant a set of pre-established questions with a limited set of response categories and treat the questionnaire "as if it were a theatrical script to be followed in a standardized and straightforward manner" (Fontana and Frey, 1994, p.363). At the opposite end of the scale, is the unstructured or depth interview in which the researcher "provides minimal guidance and allows considerable latitude" (Bryman, 1988, p.46) and which is "an attempt to understand the complex behavior of members of society without imposing any a priori categorization that may limit the field of inquiry" (Fontana and Frey, 1994, p.366). The latter approach was not considered suitable for the type of research conducted and would have been impossible to organise, given the nature of the research and the restrictions inherent to the research setting. Banks are business entities, whose aim is to increase profitability in a very competitive environment, where time is very valuable and needs to be ‘invested’ wisely. From experience, the researcher knows that managers in the Luxembourg banking industry are notoriously overworked and under constant deadline pressures, leaving them very little leeway for other activities, such as the present study.

4.5.2 The Interviews : Practical Considerations

In order to increase comparability of the interview data, the researcher attempted to ensure consistency in the way questions were both phrased and asked. She interfered or probed as little as possible, and only when the participant seemed to have problems with a question or did not really answer it. Leading questions were
avoided as far as possible, but at times some bias seems inevitable. For instance, with respect to questions about differences or similarities, the mere order of words introduces some bias. Of course, with experience and routine, the interview style became more professional and relaxed. Fortunately, this increased level of confidence and poise has not transpired during transcription, as a distinguishing factor between the initial and the final interviews. The quality of the responses depended mainly on the respective interviewee, not the moment in time when the interview was conducted.

The setting in which the interviews were held, was outside the researcher’s control and not always ideal. In some banks, an interview room was at her disposal, in others participants were visited in their respective offices. One interview was actually held in a busy trading room. Several banks scheduled all, or virtually all, of the interviews for her consecutively, whilst with others contact with the managers had to be established directly and individual appointments made, which at times represented quite a logistical challenge.

All interviews were recorded and no middle manager refused to be taped, after they had been guaranteed confidentiality. The quality of the tapes is excellent, above all due to the use of a small microphone that was attached to the participants’ clothing. Some of them felt a little self-conscious at first, but seemed to relax after a few minutes. In general, it was possible to establish a rapport with the interviewees relatively quickly, and most of them were quite frank and up-front. As regards the general understanding of the questions, most participants seemed to have few problems with the wording, although some sought further clarifications or a confirmation that they had fully understood the question, above all at the beginning of the interview sessions. However, nervousness and a feeling of self-consciousness probably explain the majority of these hesitations. Individuals reacted differently to the various parts of the interviews, some feeling more comfortable speaking about themselves than about their supervisors or a successful manager, for others the reverse was true.
As previously mentioned, all interviews were conducted and later transcribed and analysed by the researcher in 4 different languages, hence it is important to give an assessment of her proficiency in the respective idioms:

1. **Luxembourgish**: mother tongue. Born to Luxembourg parents, she frequented local schools and lived there without interruption until the age of 20.
2. **English**: She learnt English at the age of 11 at home with her British stepfather and considers it to be her second mother tongue. Of course, she also studied the language at school for 6 years, reaching quite a high level of proficiency, including for example the analysis and critique of English literature. Furthermore, she chose English academic institutions for all of her advanced studies (Diploma, BSc. and PhD), which involved living in the United Kingdom for nearly 6 years.
3. **German and French**: In Luxembourg, children learn to read and write with German, rather than Luxembourgish, which is mainly spoken rather than written. French was introduced in the second year of primary school education and both languages were taught and used up to the ‘A’ level / BAC equivalent exams. The Luxembourg education system is heavily reliant on both German and French school books and curricula, in all subjects. For instance, History and the Natural Science subjects are taught in both languages at different stages of secondary education, and philosophical texts are read in the original (German, French or English) when appropriate. Furthermore, the researcher’s mother is of German origin, which meant that she spent holidays there with her cousins. And last, but not least, she communicates in French with her Portuguese partner. Therefore, her knowledge and comprehension of, as well as fluency in both languages can be considered to be excellent.

Thus, in spite of speaking to participants with 13 different nationalities, the vast majority of them (86%) were able to express themselves in their mother tongue or the language they grew up with (all Belgian interviewees stemmed from the French speaking part of Belgium; two interviewees, although of foreign nationality, had been born in Luxembourg and spoke the language perfectly). In this way, biases caused by language problems have been reduced to a minimum. Furthermore, in order to effectively avoid many of the problems inherent to translations, the original texts were used as a basis for the coding, analysis and initial writing-up of the
findings. Above all, sentences including idioms and expressions that are typically used in one language, are very difficult to translate into another language and at times the exact meaning cannot be conveyed. Some words do not translate directly, because they either do not exist in another language or have several meanings depending on the context. The English words 'management' and 'manager' are good examples, as no direct translations exist in either French or German. In this study the English terms were used in all 4 languages, given that the word is well understood in the management environment of the Luxembourg banking sector. Therefore, in order to avoid most of the problems inherent to any translation, only the quotes cited in the three analysis chapters (Chapters 5, 6 and 7) were translated into English by a professional translator at the final stage of writing this thesis.

4.5.3 Approach to Analysis of Interview Data

A computer-aided qualitative analysis software package called QSR NUD.IST (Non-numerical Unstructured Data Indexing Searching and Theorising) was used for the coding and analysis process of the transcribed interviews. This software package facilitated structured coding by means of a "tree" index system and helped to reduce, but in no way eliminate, the need for a paper based analysis of the data. NUD.IST is a code-and-retrieve facility, which can not only manage documents, but its index system allows the user to create and manipulate concepts and store and explore emerging ideas. These index systems can be created and re-created as theoretical structures develop and change and as new analytical patterns emerge. (Richards and Richards, 1994). The majority of practical base data about each participating interviewee, was automatically coded when the documents were introduced into the system. This feature avoided many hours of tedious initial indexing. Then, the interview texts were coded individually and a tree index system allowed to develop. The powerful retrieval facilities, including Boolean, context, proximity and sequencing search, were used to develop a deep understanding of the data and to draw conclusions from it. Nevertheless, for a substantial part of the analysis, more conventional methods had to be used, as NUD.IST could not provide the detailed information that was required, in an efficient way. For instance attempts to compare
the different aspects of the leadership styles of the participating managers themselves, depending on their PAQ category, turned out to be excessively tedious, partly due to the way the tree had been constructed. As the search process needed to be repeated for every node and for every PAQ category, 80 separate searches needed to be conducted. Furthermore, text searches were difficult, given that the interviews were coded in their original language. Therefore, data was also coded in a ‘Microsoft Word 6 for Windows’ table, which allowed quick and efficient sorting and at times made it easier to see the broader picture.

4.5.4 Interpretation of Findings: Restrictions and Biases

The following possible biases that may influence results, need to be considered:
(1) Although the researcher personally knew three of the managers who were interviewed, the interviews were conducted in the same structured way as the others and the transcripts do not seem to show any obvious differences.
(2) It might have been easier for the researcher to relate to participants of her own nationality, considering that they have been bred and groomed in a similar environment. However, given the multi-cultural environments she has been exposed to in both her private and professional life, she feels quite at ease in an international setting.
(3) Fortunately the number of participants with whom a good rapport was not successfully established, was very small, but clearly some managers might have given more information to another interviewer more voluntarily.
(4) The time available for the actual interview depended on how long the participants took to complete the PAQs and in some rare cases the proportion PAQ/interview was somewhat out-of-balance. The vast majority of participating managers took about 15-20 minutes to complete the 3 PAQs, with the interviews lasting 40-45 minutes. A few managers spent up to half an hour with the PAQ, which meant that at the most, the interviews could take 30 minutes. However, given the rarity of this occurrence and the realisation that the length of the interview was not necessarily an indication of its quality, the findings have not been influenced in any substantial way.
(5) As discussed earlier, even the best of translations will introduce bias into a text, as the subtleties of a language are often lost or non-existent in the other idiom. However, the researcher believes that this bias was reduced to a minimum, as translations were only introduced at the very final stage of the writing of the thesis.

4.6 Conclusions

Chapter 4 has summarised the philosophical and methodological considerations at the base of this study. The research and analysis approaches were described in detail and possible biases discussed.

Chapter 5 is the first analysis chapter and will be concerned with findings regarding the participating female and male managers irrespective of their employing bank.
Chapter 5: ANALYSIS OF FINDINGS: Overall Results

- Participating Managers’ Perceptions of the Leadership Styles of Themselves, their Superiors and Successful Managers -

Introduction

This first chapter of analysis concentrates on the overall results for the 66 managers who took part in the study. The perceptions of female and male managers with respect to their own leadership styles, the leadership styles of their superiors and of successful managers are presented and compared. Both PAQ and interview results are discussed. Chapter 6 concentrates on individual case studies of female and male managers, chosen to represent the Androgynous, Feminine and Masculine categories, as measured by the PAQ. Chapter 7 is dedicated to the comparison of the findings for 3 individual banks, chosen according to the position of the nationality of the bank’s country of origin on Hofstede’s Masculinity Index.

In Section 5.1 the approach to the analysis of the PAQ data is reported and the sample of participating middle managers explained.

Section 5.2 describes the perceptions that participating managers have of their own leadership styles. The distribution of managers among the 4 PAQ categories is discussed and results for female and male managers compared. Next, the mean values obtained by the participating managers of this study for the PAQ Instrumental and Expressive scales are compared to the mean values obtained by managers from a number of other studies, and conclusions are drawn. Detailed PAQ results for the 16 traits that constitute the Instrumental and Expressive scales are discussed and supported by interview findings where appropriate. Female and male managers’
perceptions of themselves are compared. Interview data are analysed, using the list of male-valued, female-valued and sex-specific items from the original 55-item PAQ as a framework. Three themes that emerge from the interview data as having overall importance to participating managers are discussed, namely communication, delegation and team-work.

Section 5.3 describes the perceptions that participating managers have of their female and male superiors' leadership styles and consists of the analysis of detailed PAQ findings, backed by interview results. The distribution of superiors, as perceived by participating managers, among the 4 PAQ categories are discussed and comparisons are made between the perceptions that participating managers have of their female superiors and the perceptions that participating managers have of their male superiors. Comparisons are also made between the perceptions that female managers have of their superiors and the perceptions that male managers have of their superiors. The detailed PAQ results for the 8 Instrumental and 8 Expressive traits are discussed and both female and male managers' perceptions of their superiors and the perceptions that participating managers have of female and male superiors are compared. Participating managers' perceptions of their superiors are compared to their own results. Interview data are analysed, within the framework of the lists of male-valued, female-valued and sex-specific items that constitute the 55-item PAQ. The section concludes with a discussion on communication and delegation, 2 themes that participating managers attached importance to, when discussing their perceptions of their superiors' leadership styles during the interviews.

Section 5.4 describes participant managers' perception of the leadership style of a successful manager in their bank. The distribution of successful managers, as perceived by participating managers, among the 4 PAQ categories is discussed and comparison made between female managers' and male managers' perceptions. The detailed results for the 16 Instrumental and Expressive scale items are discussed and female and male perceptions' compared. Participating managers' perceptions, as measured by the PAQ, of a successful manager are compared to the perceptions they have of themselves. Interview data are analysed within the framework of the 55-item
PAQ. Factors that participating managers' believe to be important for a successful career in their respective banks are discussed.

5.1 *Description of Approach and Sample*

5.1.1 *Approach to Data Analysis*

The analysis of the PAQ data has been based on two different approaches, (1) the two-way median split method and (2) the evaluation of the individual items that constitute the Instrumental and Expressive scales. For reasons discussed in Chapter 4, the terminology Instrumental and Expressive traits/scales will be preferred to that of Masculine and Feminine traits/scales, throughout this chapter. The two-way median split method, divides subjects into four categories depending on whether their scores fall above or below the median Instrumental (I) and Expressive (E) scores of a given population. This approach has been discussed in more detail in Chapter 4 and can be summarised as follows:

<table>
<thead>
<tr>
<th>EXPRESSION SCALE</th>
<th>ABOVE MEDIAN</th>
<th>BELOW MEDIAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>INSTRUMENTAL SCALE</td>
<td>Above median</td>
<td>Below median</td>
</tr>
<tr>
<td>EXPRESSION SCALE</td>
<td>Above median</td>
<td>ANDROGYNOUS</td>
</tr>
<tr>
<td>Below median</td>
<td>MASCULINE</td>
<td>UNDIFFERENTIATED</td>
</tr>
</tbody>
</table>

Table 5.1 - PAQ categories / Median - split method (Spence and Helmreich, 1978)

The second method used to analyse the data, evaluates the means and standard deviations of the 16 items that constitute the Instrumental scale and the Expressive scale, as presented below:
Each participating manager completed 3 PAQs in succession. In the first questionnaire, they describe themselves with respect to the levels of desirable Instrumental and Expressive traits that they perceive themselves to possess. The second PAQ reflects the levels of Instrumental and Expressive traits they perceive their superior to possess and in the third PAQ they attribute the levels of Instrumental and Expressive traits they perceive a successful managers in their bank to possess.

Interviews were held, covering five distinctive areas of interest. In the first area, participating managers described their own leadership styles, their relationships with subordinates, the advantages and disadvantages of their approach and possible changes in their leadership style under different circumstances. The second and third areas covered basically the same questions, but with respect to the leadership styles of the participating managers’ superiors and that of the successful managers, respectively. In the fourth area, the participating managers described their expectations as regards the characteristics that their ideal or dream manager should possess. Finally, the fifth section both covered participating managers’ opinions as regards female and male leadership styles and gathered important personal information on every manager. However, data collected in sections 4 and 5 are not discussed for the purpose of the present thesis. The interview plan is presented in *Appendix C*. 

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL(I) TRAITS</th>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>able to devote self completely to others</td>
</tr>
<tr>
<td>competitive</td>
<td>aware of others’ feelings</td>
</tr>
<tr>
<td>feels superior</td>
<td>emotional</td>
</tr>
<tr>
<td>independent</td>
<td>gentle</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>helpful to others</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>kind</td>
</tr>
<tr>
<td>self-confident</td>
<td>understanding of others</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>warm in relation to others</td>
</tr>
</tbody>
</table>

Table 5.2 - Instrumental / Expressive Traits (Spence, 1991)
5.1.2 The Sample of Middle Managers: General Information

All participating managers have been attributed a pseudonym, chosen from a list of typical British female and male first names. Furthermore, it was not always deemed possible to reveal the nationality of a manager. In the closely knit environment of the Luxembourg banking sector, factors such as a distinctive first name or a nationality not commonly represented, could lead insiders to identify a participant relatively easily. This would constitute a breach of trust, as all participating managers were guaranteed anonymity.

The sample consists of 33 female and 33 male middle managers from 10 different banks. Appendix D gives detailed information about all participating managers, including their age, PAQ results, nationality, mother tongue and the language the interview was held in. A mean age of 35.5 (standard deviation: 5.5) was calculated, ranging from 27 to 54 years. Female managers and male managers are matched in respect of age, with values (mean/standard deviation/range) of 35.7/6.1/29-54 and 35.2/5/27-46 respectively.

Participating managers represent 13 different nationalities, stemming above all from Luxembourg, Belgium, Germany, France, and Scandinavian countries. The remaining 18% come from 8 different countries, which for the reasons of anonymity mentioned above, will not be listed. Given that (1) all Belgian participating managers originate from the French speaking part of Belgium, (2) two participating managers of foreign nationality had grown up in Luxembourg and speak the language perfectly and (3) for
5 of the managers, English is their mother tongue; 86% of the participating managers expressed themselves in their native language. In this way, possible bias caused by language problems was thus to a minimum. The vast majority of managers are married or living in partnership (74%), the rest are single (23%) and the remaining 3% divorced. A minor difference between male and female managers exists, as 79% of the former are married or cohabiting versus only 70% of the latter. Whereas 33% of male managers have children, only 23% of the female managers do so. 64% of male managers achieved a university or polytechnic level education, against 48% of the female managers.

5.2 Participants’ Perceptions of Their Leadership Styles

In this section, participating managers’ perceptions of their own leadership style are analysed and discussed.

5.2.1 Evaluation of PAQ results

As discussed in Chapter 4, the first method used to evaluate PAQ data is the median-split method, the most widely used technique for the evaluation of masculinity/femininity tests (including the Bem Sex Role Inventory and Personal Attributes Questionnaire). Subjects are divided into four categories, by means of a 2x2 table, depending on whether their scores fall above or below the median Instrumental and Expressive scores. (Lenney, 1991, Sedney, 1981; Spence and Helmreich, 1978, 1979; Spence, 1984). The medians chosen for determining the categories, are the medians calculated for the Instrumental and Expressive scales, from the sample of the present study. The distribution among the 4 categories (Androgynous, Feminine, Masculine, Undifferentiated) was calculated and gives the following results:
30% of managers are *Androgynous*, whereas the rest are quite equally distributed between the remaining three categories, i.e. *Masculine* (24%), *Feminine* (23%) and *Undifferentiated* (23%). As discussed earlier, *Androgynous* individuals show above-median levels of both Instrumental and Expressive traits, and *Undifferentiated* individuals below-median levels of Instrumental and Expressive traits. In other words, *Androgynous* and *Undifferentiated* individuals perceive themselves as having a balanced combination of those characteristics by general consensus associated with males (Instrumental traits), as well as those attributed to females (Expressive traits). *Feminine* individuals perceive themselves as possessing above median levels of Expressive and below median levels of Instrumental traits, whereas for *Masculine* individuals the reverse is true, (i.e. above median levels of Instrumental and below median levels of Expressive traits).

54% of participating managers perceive themselves to possess above-median levels of Instrumental traits (*Androgynous* and *Masculine* categories) and 53% of the managers in this study perceive themselves to possess above-median levels of Expressive traits (*Androgynous* and *Feminine* categories). With respect to PAQ category results, participating managers of this study show very similar levels of Instrumental and Expressive traits.
When the PAQ results for male and female managers are separated, some differences emerge, although not necessarily according to the expected pattern, i.e. Instrumental traits are generally attributed to men and Expressive traits to women. The majority of female managers are classified as Androgynous, with 65% of all Androgynous managers being female. When coupled with the Undifferentiated category result, 60% of female managers perceive themselves to possess balanced levels of Instrumental and Expressive traits. Interestingly, female managers are classified in the Masculine category more frequently than in the Feminine category (21% vs. 18%). In fact, male managers constitute 60% of the participating managers, who are in the Feminine category. Given that with respect to male managers, only 21% perceive themselves to be Androgynous and 24% perceive themselves to be Undifferentiated, and therefore as possessing balanced-levels of Instrumental and Expressive traits, the male managers in this study show more of a tendency towards being sex-typed (55% / n=18) than female managers (39% / n=13), although the difference is not statistically significant at the 95% level of confidence, if a chi-square test is used ($\chi^2=0.879$ where the expected values = 16.5 or 50% for male and female managers respectively / critical $\chi^2 = 3.84$). Furthermore, a higher percentage, but not significantly higher percentage ($\chi^2=0.394$ for I-trait and $0.758$ for E-trait / critical $\chi^2 = 3.84$), of the female managers, when compared to the male managers show above-median levels of Instrumental traits (60% vs. 48%) and above-median levels of Expressive traits (57% vs. 48%).
According to Spence and Helmreich (1978), cross-group comparisons above all with respect to the median-split category results, "should be interpreted cautiously unless sample sizes are large" (p.37). Nevertheless, the analysis of the medians, means and standard deviations that other studies have yielded, allows some comparisons, when treated with care. APPENDIX E presents the detailed findings of 13 different studies, 7 of which indicate means and standard deviations for samples of both men and women. Of the remaining 6 studies, 1 was conducted with women athletes only, for the study conducted by Runge et al. (1981) in Germany, the Instrumental scale only contains 7 rather than the usual 8 items and cannot be used for comparison, and 4 studies give insufficient information. Unfortunately, the majority of studies published, using the PAQ, fail to indicate the basic findings that are used for the analysis of the PAQ data. In particular, very few publications report the medians that were used for the categorisation of participants into the 4 PAQ categories. Some of these studies date back to the mid-seventies and most of them used student populations for the tests. Nevertheless, the selected research presents the basic PAQ results for a total of 5796 men and women. The table below summarises the main findings with respect to the Instrumental scale of the studies that were used for comparison:
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Country</th>
<th>Sample</th>
<th># of Men</th>
<th># of Women</th>
<th>Mean (1)</th>
<th>Z-test (1)</th>
<th>Mean (2)</th>
<th>Z-test (2)</th>
<th>Mean (3)</th>
<th>Z-test (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present</td>
<td>Study:</td>
<td>Managers</td>
<td>33</td>
<td>33</td>
<td>30.70</td>
<td>/</td>
<td>31.70</td>
<td>/</td>
<td>31.70</td>
<td>/</td>
</tr>
<tr>
<td>Basow, 1984</td>
<td>Fiji</td>
<td>Students</td>
<td>298</td>
<td>283</td>
<td>28.20</td>
<td>29.60</td>
<td>4.293</td>
<td>1.735</td>
<td>27.60</td>
<td>4.653</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Students</td>
<td>134</td>
<td>106</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Runge et al., 1981</td>
<td>Germany</td>
<td>Students</td>
<td>543</td>
<td>264</td>
<td>-n/a-</td>
<td>-n/a-</td>
<td>-n/a-</td>
<td>-n/a-</td>
<td>-n/a-</td>
<td>-n/a-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Students</td>
<td>41</td>
<td>79</td>
<td>28.20</td>
<td>27.60</td>
<td>4.293</td>
<td>1.735</td>
<td>27.60</td>
<td>4.653</td>
</tr>
<tr>
<td>Spence &amp; Helmreich 1978</td>
<td>Lebanon</td>
<td>Students</td>
<td>95</td>
<td>89</td>
<td>29.10</td>
<td>2.354</td>
<td>28.69</td>
<td>4.386</td>
<td>2.655</td>
<td>3.825</td>
</tr>
<tr>
<td>Spence &amp; Helmreich 1978</td>
<td>Israel</td>
<td>Students</td>
<td>61</td>
<td>87</td>
<td>29.53</td>
<td>1.432</td>
<td>28.73</td>
<td>4.182</td>
<td>2.655</td>
<td>3.825</td>
</tr>
<tr>
<td>Spence &amp; Helmreich 1978</td>
<td>USA</td>
<td>Scientists</td>
<td>143</td>
<td>18</td>
<td>31.23</td>
<td>-0.808</td>
<td>30.00</td>
<td>1.325</td>
<td>0.716</td>
<td></td>
</tr>
<tr>
<td>Spence &amp; Helmreich 1978</td>
<td>USA</td>
<td>Athletes</td>
<td>-n/a-</td>
<td>41 (wome n only)</td>
<td>-n/a-</td>
<td>-n/a-</td>
<td>29.58</td>
<td>2.666</td>
<td>-n/a-</td>
<td></td>
</tr>
<tr>
<td>Spence &amp; Helmreich 1978</td>
<td>USA</td>
<td>Homosexuals</td>
<td>56</td>
<td>54</td>
<td>27.32</td>
<td>4.342</td>
<td>29.65</td>
<td>2.369</td>
<td>5.627</td>
<td></td>
</tr>
<tr>
<td>Spence &amp; Helmreich 1978</td>
<td>USA</td>
<td>Students</td>
<td>498</td>
<td>730</td>
<td>29.51</td>
<td>2.137</td>
<td>27.31</td>
<td>8.010</td>
<td>3.933</td>
<td></td>
</tr>
</tbody>
</table>

(1) comparison: mean value for the male managers of this study and the mean values for the men of the other published studies
(2) comparison: mean value for the female managers of this study and the mean values for the men of the other published studies
(3) comparison: mean value for the female managers of this study and the mean values for the men of the other published studies

Table 5.3 - Cross-study Comparison of Mean Results - Instrumental Scale

With respect to the Instrumental Scale, the mean values of the male and female managers, who participated in this study were compared with the mean values reported for 8 samples of men and 9 samples of women from 6 different countries. The male managers participating in the present study have higher Instrumental scale means than the men in all other listed studies, except the male scientists. Male managers of this study perceive themselves to possess lower, but not significantly
lower levels (at the 95% level of confidence) of Instrumental traits than the male scientists. With respect to the Israeli and one of the Fijian samples, male managers of this study perceive themselves to possess higher, but not significantly higher levels of Instrumental traits. When compared to the remaining studies, the participating managers' levels of Instrumental traits are significantly higher at the 95% level of confidence.

The female managers of this study, when compared to 9 groups of women, score higher means on the Instrumental scale than the women from all the other studies. These differences are significant at the 95% level of confidence with respect to all studies except one, namely female scientists. Furthermore, the female managers of the present study perceive themselves to possess higher levels of Instrumental traits than all the samples of men, including the male managers of this study. These differences are significant at the 95% level of confidence for all studies, except the male scientists. Given that Spence (1993) confirms that studies have consistently shown men to be scoring higher on the Instrumental scale than women and that she considers the scales to “continue to be gender differentiating” (p.629), these very high levels of Instrumental scores are most unexpected.

With respect to Expressive traits, the comparison of the different studies gave the following results:
<table>
<thead>
<tr>
<th>Ref.</th>
<th>Country</th>
<th>Sample</th>
<th># of Men</th>
<th># of Women</th>
<th>Mean</th>
<th>Z-test (*) (1)</th>
<th>Mean</th>
<th>Z-test (*) (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present</td>
<td>Study:</td>
<td>Managers</td>
<td>33</td>
<td>33</td>
<td>29.30</td>
<td>/</td>
<td>29.50</td>
<td>/</td>
</tr>
<tr>
<td>Basow, 1984</td>
<td>Fiji</td>
<td>Students</td>
<td>298</td>
<td>233</td>
<td>29.30</td>
<td>0.000</td>
<td>29.70</td>
<td>-0.599</td>
</tr>
<tr>
<td>Runge et al., 1981</td>
<td>Germany</td>
<td>Students</td>
<td>543</td>
<td>264</td>
<td>29.70</td>
<td>-0.616</td>
<td>31.48</td>
<td>-7.532</td>
</tr>
<tr>
<td>Spence &amp; Helmreich, 1978</td>
<td>Lebanon</td>
<td>Stud.</td>
<td>95</td>
<td>89</td>
<td>30.35</td>
<td>-1.307</td>
<td>31.69</td>
<td>-5.894</td>
</tr>
<tr>
<td>Spence &amp; Helmreich, 1978</td>
<td>Israel</td>
<td>Stud.</td>
<td>61</td>
<td>87</td>
<td>27.97</td>
<td>1.564</td>
<td>30.25</td>
<td>-1.425</td>
</tr>
<tr>
<td>Spence &amp; Helmreich, 1978</td>
<td>Brazil</td>
<td>Stud.</td>
<td>115</td>
<td>173</td>
<td>29.61</td>
<td>-0.414</td>
<td>31.27</td>
<td>-4.943</td>
</tr>
<tr>
<td>Spence &amp; Helmreich, 1978</td>
<td>USA</td>
<td>Scientists</td>
<td>143</td>
<td>18</td>
<td>28.84</td>
<td>0.637</td>
<td>31.38</td>
<td>-2.208</td>
</tr>
<tr>
<td>Spence &amp; Helmreich, 1978</td>
<td>USA</td>
<td>Athletes</td>
<td>-n/a-</td>
<td>41 (women only)</td>
<td>-n/a-</td>
<td>-n/a-</td>
<td>30.68</td>
<td>-1.961</td>
</tr>
<tr>
<td>Spence &amp; Helmreich, 1978</td>
<td>USA</td>
<td>Homosexuals</td>
<td>56</td>
<td>54</td>
<td>31.41</td>
<td>-2.597</td>
<td>30.54</td>
<td>-1.809</td>
</tr>
<tr>
<td>Spence &amp; Helmreich, 1978</td>
<td>USA</td>
<td>Students</td>
<td>498</td>
<td>730</td>
<td>28.79</td>
<td>0.782</td>
<td>32.05</td>
<td>-12.492</td>
</tr>
</tbody>
</table>

(*) z values in bold: significant at the 95% level of confidence (critical z = ±1.96)
(1) comparison: mean value for the female managers of this study and the mean values for the women of the other published studies
(2) comparison: mean value for the male managers of this study and the mean values for the men of the other published studies

Table 5.4 - Cross-study Comparison of Mean Results - Expressive Scale

As regards the Expressive scale, the male managers of this study perceive themselves to possess higher levels, but not significantly higher levels at the 95% level of confidence, than 3 samples of men: one from the USA, the Israeli men and the male scientists. When compared to the remaining samples, the male managers of this study perceive themselves to possess significantly lower levels of Expressive traits at the 95% level of confidence, than the sample of homosexuals, one of the Fiji and one of the German samples and lower, but not significantly lower levels when compared to the remaining studies.
Female managers of the present study perceive themselves to possess lower levels of Expressive traits than the women from all the other studies. These differences are significant at the 95% level of confidence for all the studies, except the studies with Israeli, the homosexual and one of the Fijian samples of women.

In summary, male managers perceive themselves to possess relatively high levels of Instrumental traits than the men of the other studies. With respect to the Expressive traits, the male managers of this study are not very different from the men of the other studies. Female managers of this study perceive themselves to possess unexpectedly high levels of Instrumental traits and low levels of Expressive traits, when compared to the women and men of the other studies.

As a next step, the 16 items that constitute the Instrumental and the Expressive scales are analysed separately and their individual means and standard deviations reported. As discussed earlier, the two scales can be summarised as follows:

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS</th>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>able to devote self completely to others</td>
</tr>
<tr>
<td>competitive</td>
<td>aware of others' feelings</td>
</tr>
<tr>
<td>feels superior</td>
<td>emotional</td>
</tr>
<tr>
<td>independent</td>
<td>gentle</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>helpful to others</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>kind</td>
</tr>
<tr>
<td>self-confident</td>
<td>understanding of others</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>warm in relation to others</td>
</tr>
</tbody>
</table>

Table 5.5 - Instrumental / Expressive Traits (Spence, 1991)

Table 5.6 indicates the mean levels and standard deviations of Instrumental traits that participating managers perceive themselves to possess.
DESIRABLE INSTRUMENTAL(I) TRAITS

<table>
<thead>
<tr>
<th>Trait</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.303</td>
<td>0.632</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.106</td>
<td>0.767</td>
</tr>
<tr>
<td>independent</td>
<td>4.091</td>
<td>0.779</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.015</td>
<td>0.540</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.879</td>
<td>0.814</td>
</tr>
<tr>
<td>competitive</td>
<td>3.818</td>
<td>0.721</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>3.818</td>
<td>1.006</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.182</td>
<td>0.493</td>
</tr>
</tbody>
</table>

Table 5.6 - Instrumental Traits: All 66 Managers

Above table shows that for Instrumental scale items, participating managers perceive themselves above all as 'active',

"... I like a very active management style. I don't think a manager should stay in his or her office, I love to go to my departments in order to see what's going on there." (Katherine)
determined (i.e. 'never gives up easily'), 'independent' and able to 'stand up well under pressure (all with means above 4.000). They perceive themselves as feeling neither 'superior' nor 'inferior'.

**Table 5.7 a - I-traits : Female Managers**

<table>
<thead>
<tr>
<th>Trait</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.364</td>
<td>0.653</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.273</td>
<td>0.674</td>
</tr>
<tr>
<td>independent</td>
<td>4.242</td>
<td>0.614</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.061</td>
<td>0.556</td>
</tr>
<tr>
<td>competitive</td>
<td>3.970</td>
<td>0.684</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>3.939</td>
<td>1.059</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.727</td>
<td>0.911</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.121</td>
<td>0.415</td>
</tr>
</tbody>
</table>

**Table 5.7 b - I-traits : Male Managers**

<table>
<thead>
<tr>
<th>Trait</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.242</td>
<td>0.614</td>
</tr>
<tr>
<td>self-confident</td>
<td>4.030</td>
<td>0.684</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>3.970</td>
<td>0.529</td>
</tr>
<tr>
<td>independent</td>
<td>3.939</td>
<td>0.899</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>3.939</td>
<td>0.827</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>3.697</td>
<td>0.951</td>
</tr>
<tr>
<td>competitive</td>
<td>3.667</td>
<td>0.736</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.242</td>
<td>0.561</td>
</tr>
</tbody>
</table>
When the results for female and male managers are separated, we find that the former score higher means than male managers on all items except 'self-confident' and 'feels superior', which may indicate that female managers are less convinced of their own abilities than male managers, an observation often reflected in the literature. Thus, their increased level of confidence probably constitutes an advantage for male managers.

"... I don't have a hard task to make up my mind ... I try to be very confident with people." (Thomas)

Even though this difference is not statistically significant at the 95% or 90% level of confidence ($z = -1.5281$, critical $z = -1.96$ and -1.65 respectively), it is noteworthy, above all when we consider that female managers’ scores are higher than those of the male managers for six out of the remaining seven items.

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>helpful to others</td>
<td>4.121</td>
<td>0.645</td>
</tr>
<tr>
<td>understanding of others</td>
<td>3.894</td>
<td>0.659</td>
</tr>
<tr>
<td>kind</td>
<td>3.742</td>
<td>0.615</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>3.712</td>
<td>0.739</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>3.652</td>
<td>0.690</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>3.530</td>
<td>0.898</td>
</tr>
<tr>
<td>gentle</td>
<td>3.530</td>
<td>0.769</td>
</tr>
<tr>
<td>emotional</td>
<td>3.212</td>
<td>0.814</td>
</tr>
</tbody>
</table>

Table 5.8 - Expressive Traits: All 66 Managers

As regards Expressive traits, participating managers perceive themselves above all as 'helpful to others', the only mean above the 4.000 value.

"... I treat my staff members in a way I also like to be treated by my superior, i.e. I always try to be gentle, kind and helpful." (Linda)

"... I am there to help where help is needed and I inspire confidence if my help is not required." (Victor)

whereas they are only moderately 'emotional'.
Female managers, when compared to male managers perceive themselves to possess higher levels of Expressiveness with respect to 5 out of the 8 possible traits. Male managers rate themselves as more ‘able to devote self completely to others’, more ‘aware of others’ feelings’ and more ‘gentle’, than female managers.

"... In fact ....I...try to see about the matters of my staff members, even if they are not necessarily related to the Bank." (Matthew)

The female managers of this study perceive themselves to possess very high levels of Instrumental traits, both compared to the male managers of this study and to women and men of other studies. The male managers of this study, when compared to the female managers of this study, perceive themselves to possess relatively high levels of Expressive traits, above all when we consider that Expressive traits are normally attributed more to women than men.

5.2.2 Participating Managers’ Leadership Styles: Interview Findings

In this Section the interview findings are presented. In section 5.2.2.1, a list of the male-valued, female-valued and sex-specific items contained in the original 55-item PAQ, is used as a frame-work for the analysis of the data collected during the
interviews. Section 5.2.2.2 groups 3 themes that the analysis of the interviews showed to be of importance to the participating managers, given that a high percentage of them chose to discuss communication, delegation and team-work and their relevance to their leadership style.

5.2.2.1 Participating Managers' Leadership Styles: Male- and Female-valued Characteristics

In this section the data collected during the interview sessions will be analysed. As discussed in Chapter 4, the 24-item PAQ, used in this study, measures an individual's levels of 8 Instrumental and 8 Expressive traits. The instrument consists exclusively of socially desirable Instrumental traits and socially desirable Expressive traits (Spence, 1993), represented by the two major scales, one containing descriptors of personality characteristics by general consensus associated with males (Instrumental scale) and the other containing descriptors of characteristics associated with females (Expressive scale), but socially desirable to some degree in both sexes (Spence, 1991). A third scale, labelled M-F, is composed of traits that are by general consensus believed to differentiate the sexes and to be differentially desirable for men and women. (Spence, 1984). The original PAQ developed by Spence and her colleagues contained 55 items, separated into the same 3 groups of traits (Spence et al., 1975; 1978, etc.). Given that it contains more items than the short 24-item PAQ, the list of traits from the 55-item PAQ has been used as one basis for analysing the interview data. In order to avoid confusion, the original denominations for the 3 groups of items, namely Male-valued items rather than Instrumental traits, Female-valued rather than Expressive traits, as well as Sex-Specific Items rather than M-F traits will be used.
### Table 5.10 - 55-item PAQ: Male-Valued, Female-Valued and Sex-Specific Items

<table>
<thead>
<tr>
<th>MALE-VALUED ITEMS (M)</th>
<th>FEMALE-VALUED ITEMS (F)</th>
<th>SEX-SPECIFIC ITEMS **</th>
</tr>
</thead>
<tbody>
<tr>
<td>independent *</td>
<td>emotional *</td>
<td>aggressive (M)</td>
</tr>
<tr>
<td>not easily influenced</td>
<td>not hide emotions</td>
<td>dominant (M)</td>
</tr>
<tr>
<td>good at sports</td>
<td>considerate</td>
<td>likes math and science (M)</td>
</tr>
<tr>
<td>not excitable, minor crisis</td>
<td>grateful</td>
<td>mechanical aptitude (M)</td>
</tr>
<tr>
<td>active *</td>
<td>devotes self to others *</td>
<td>needs approval (F)</td>
</tr>
<tr>
<td>competitive *</td>
<td>tactful</td>
<td>feelings hurt (F)</td>
</tr>
<tr>
<td>skilled at business</td>
<td>strong conscience</td>
<td>cries easily (F)</td>
</tr>
<tr>
<td>knows ways of world</td>
<td>gentle *</td>
<td>religious (F)</td>
</tr>
<tr>
<td>adventurous</td>
<td>helpful to others *</td>
<td>sees self running show (M)</td>
</tr>
<tr>
<td>outspoken</td>
<td>kind *</td>
<td>needs for security (F)</td>
</tr>
<tr>
<td>interested in sex</td>
<td>aware, other feelings *</td>
<td>excitable, major crisis (F)</td>
</tr>
<tr>
<td>makes decision easily *</td>
<td>neat</td>
<td>home oriented (F)</td>
</tr>
<tr>
<td>outgoing</td>
<td>creative</td>
<td>loud (M)</td>
</tr>
<tr>
<td>acts as leader</td>
<td>understanding *</td>
<td></td>
</tr>
<tr>
<td>forward</td>
<td>warm to others*</td>
<td></td>
</tr>
<tr>
<td>intellectual</td>
<td>likes children</td>
<td></td>
</tr>
<tr>
<td>not give up easily *</td>
<td>enjoys art and music</td>
<td></td>
</tr>
<tr>
<td>self-confident *</td>
<td>expresses tender feelings</td>
<td></td>
</tr>
<tr>
<td>feels superior *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>takes a stand</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ambitious</td>
<td></td>
<td></td>
</tr>
<tr>
<td>stands up under pressure *</td>
<td></td>
<td></td>
</tr>
<tr>
<td>not timid</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* contained in the 24-item PAQ

** (M) = more socially desirable for men / (F) = more socially desirable for women

Aggressiveness and dominance were considered by Spence et al. (1975) to be sex-specific male valued items. Some participating managers, mostly male managers, describe their styles as being somewhat aggressive and authoritarian,

"... They also say they are afraid of me, because they know that I aggressively want something from them. (Richard)"

and/or controlling

"... Create a structure that people in normal day-to-day will follow ... make sure that people are in on time and that the expectation is that they have sufficient work to do." (Lionel)

More often, managers take a firm stand when they believe that the circumstances require such means.
"... I trust, until proven wrong. I leave them alone until I see that my confidence has been abused. Then, I take action and if I take action, I may do so rather violently." (Gavin)

"... If a matter becomes a little preoccupying, well, I must admit that then I am quite hard, but I let people know beforehand and they are aware of it." (Barbara)

One of the reasons for above approach is the participating managers' believe that sometimes, limits need to be set in order to prevent subordinates from abusing and taking advantage of the system or from losing respect.

"... You just give them an inch and they'll take a mile and at that point you have to be careful and you must put them in their place." (Barbara)

The description that the participating managers give of their leadership styles, indicates that they are self-confident, independent, determined and have leadership abilities, all masculine-valued items. For instance, these characteristics will help them deal effectively with employees' problems.

"... There is a hierarchical relationship when there is a problem for which one tries to find the best solution." (Florence)

and to defend their position with respect to other departments in the bank.

"... If I feel that my staff need something, I will be very obnoxious until I'll know my staff gets it!" (Christine)

Participating managers perceive themselves to be professionally competent and skilled, another male-valued item. They tend to prefer to gain subordinates' respect through knowledge rather than to rely on their hierarchical position and authority.

"I try to impose myself professionally, rather than through my hierarchical position." (Matthew)

As the PAQ category results of this study have shown, more participating managers are Androgynous (30%) than are Feminine, Masculine or Undifferentiated, which means that they perceive themselves to possess balanced, above-median levels of Instrumental and above-median levels of Expressive traits. During the interviews, managers describe themselves to use leadership approaches that draw on both male- and female-valued items.
Participating managers wish to guide and coach, so as to develop their staff and enable them to progress.

"... I like people to consult me, to allow me to orient or guide them, rather than having to impose something on them." (Joyce)

"... I have to encourage that person, I have to guide and follow him or her." (David)

"... I want them to learn a lot." (Kevin)

In order to achieve this goal, they need to be both highly skilled in business and interested in helping employees. Participating managers are likely to be considerate, understanding and aware of the employees' feelings, given that a substantial number of managers (70%) confirm that they adapt to people, situations and environments.

"... I try to adapt, not only to situations, but to the environment in which we are." (Joanne)

"... I recognise their talents, their background. I apply my leadership style to the individual person, to the circumstances, the project, the formation of a person, the training and the type of expectation required to carry out a project" (Doreen)

How they treat subordinates depends very much on the individual member of staff's personality, for instance whether s/he can handle pressure or is sensitive, as well as the person's background, level of experience and maturity.

"... I try to react differently because people are different and so I try to adapt myself to their character. I try to react in a way which is best suited for each individual." (Joseph)

When they manage, participating managers also draw on the female-valued items contained in the 55-item PAQ. More female managers than male managers (70% vs. 61%) include characteristics that have either been identified by Spence and her colleagues (1975, 1978, etc.) as female-valued items, such as helpful, warm and gentle,

"... I am also told that I am always helpful." (Mark)
"... Warmly, without a hard word... quite on friendly terms." (Susan)
"... I would say that my style now is very gentle." (Joanne)
or reflect the possession of a number of the female valued items from the 55-item
PAQ more indirectly, as is the case for friendly and compassionate.
"... I would say, very friendly..." (Oscar)
"... I am easily approachable and accessible. I am very compassionate." (Doreen)

The main advantages of a leadership approach, which reflects that participating
managers perceive themselves to possess female-valued characteristics, are considered
to be the increased motivation of subordinates
"... They are always highly motivated, they are all available and present." (Rosemary)
and a family-type work atmosphere.
"... We were a very homogenous team, like a family and people were highly
motivated. I could ask anybody to do anything and they would just do it
without any problem." (Yvonne)
However, participating managers are aware that such an approach may also lead
employees to take advantage and exploit the situation.
"... If you are too considerate towards them, it may happen that you will be
exploited." (Mark)

5.2.2.2 Participating Managers' Leadership Approach: Working Styles and
Leadership Approaches

So far, the discussion has focused on Instrumental/Male-valued and
Expressive/Female-valued personality traits that participating managers perceive
themselves to possess and that have an influence on their leadership styles. However,
leadership styles are also influenced by other factors such as individual working styles
or leadership approaches, prevailing management philosophies, the cultural and
organisational environment and many others. With respect to the present study,
participating managers' discussions concentrated on working styles and leadership
approaches. The analysis of the interview data revealed the overriding importance that a significant number of participating managers attach to communication, as an aspect of their leadership styles. The same applies to two other themes, namely delegation and team work. Therefore, it was decided to report the findings under separate headings.

Communication

The topic discussed by the greatest number of participating managers (73%) was that of communication, pointing towards the overriding importance that both male and female managers attach to it

“... [I] do think that most problems can be solved by communication...”
(Matthew)

The participating managers discussed several aspects of communication, by far the most important being their willingness to talk to their subordinates, to discuss professional as well as private matters and to engage in frequent dialogue with members of their team. For some, this communication tends to be more one-way, from superior to subordinate, either for supervisory purposes,

“... To give them feedback that what they were doing is within my understanding of what I expect of them.” (Lionel)

“... I usually tell people up front what I see that goes wrong and make sure that they are aware of that. I let them know directly how I feel about their performance, before I actually put anything in writing.” (Richard)

“... I try ...to have a decent conversation with people in order to draw their attention to things in the case of something going wrong.” (Christopher)

or to pass on vital information to team members.

“... I pass on a lot of information to people, I think it is very, very important to inform.” (Joyce)

“... I try to pass on a maximum of information to people in order to let them know my opinion on different matters.” (Pamela)
“... As I want to pass on as much as possible, because I myself also learnt a lot from my former boss. He also passed on a lot to people and I have realised that this is very successful and people are usually grateful to you.” (Peter)

More often, though, communication is seen as a two-way process, designed to involve subordinates in work proceedings or the decision making process, what one male manager quite aptly called “communicative leadership style” (Matthew). The managers may hold the final decision making power, but are prepared to listen to other opinions, consider other points-of-view and to seek consensus:

“... I also try to take into account other opinions as much as possible.” (Norma)

“... It is more a participative approach: we discuss jointly the issues and we come up with a sort of joint understanding of the problem and we try to work together...” (Doreen)

“... But in this profession, though, I think that the more you discuss matters the sooner you reach an agreement; and that is the way to go.” (Gavin)

The participating managers value communication as an important aspect of their management style, above all under the form of keeping subordinates informed and involving them in discussion, which may indicate that they prefer a people-oriented, as compared to a more task-oriented leadership style.

Some participating managers (23% of those who discussed communication) confirmed that they have an ‘open door policy’, being prepared to listen to subordinates’ problems, as regards work matters ...

“... Then, my door is always open, then we talk it all over; things that really need to be changed, must be discussed at length.” (Charles)

“... I attach much importance to the fact that each staff member can talk to me at any moment, that my door is in fact always open.” (William)

“... If I need them, I know where to find them and if they need me, they know where to find me.” (Rebecca)

as well as their private life.
"... If they have a personal problem, they just leave a little note, asking me whether we can have a drink after work or have lunch together and then, the problem will be solved that way." (Mark)

Interestingly, more male managers than female managers (35% of male vs. 12% of female managers who discussed communication) mentioned this aspect of their leadership style. The great advantages of the open-door policy are seen to be that subordinates don’t need to be afraid of their manager, have a person to approach in case of a problem and are less likely to try and cover up their mistakes.

Another aspect of communication that participating managers confirm to be of importance, is their willingness to answer questions, explain or clarify, to give reasons for and/or justify their decisions. Normally, the managers are more knowledgeable and have more work experience than their subordinates and they are quite willing and consider it very important, to share such information with the members of their team.

"... They really appreciate knowledge, I also believe that there are many things I teach or show them. I’ve got the impression that this is important" (Rosemary)

"... Explain in a few words why and how a decision was taken ... Anyway, I try to reach a consensus that is acceptable to all staff members I’m working with." (Katherine)

"... I try to keep up with technology and things that go on, so that I can actually be there and answer questions.” (Christine)

The participating managers in this study also worry about the way they communicate with their team, the tone of voice they use and the type of words they choose. Overridingly, they claim to approach subordinates in a courteous and kind manner, rather than to scream and shout.

"... Quite warmly, without a hard word, without saying ‘You have to do that right now’, but ‘could you please do that’...” (Susan)

"... I never scream and shout when people get things wrong. I tend to explain quietly what I want and give people the opportunity to change.” (Lionel)
Feedback does not necessarily have to be only negative; some managers insist that they make a conscious effort to praise positive aspects of subordinates’ work, as well as to criticise what has gone wrong:

“... I also try to thank them for or congratulate them on the good work they have done and not only blame them for their mistakes.” (Katherine)

“... I always say: with a stick and a carrot. That means, praising positive things and criticising negative things.” (Vanessa)

Above comments show that the participating managers are far from being ivory tower type managers who give orders from the protection of their offices and hierarchical positions. They wish to ensure that their teams are well informed, understand important issues and are involved in the decision making process. Even when criticising or reprimanding, they tend to do so in as kind a manner as possible, wishing to convince rather than impose. Furthermore, they claim to use positive feedback and praise as well as criticism in their approach.

Delegation and Team Work

The topic of delegation in its different forms was discussed by 27% of the participating managers. Male managers show a higher willingness to discuss delegation than female managers (30% vs. 24%).

“... A delegatory management style is the style that corresponds more to my character.” (Herbert)

One male manager jokingly describes the reason why he likes to delegate as follows:

“... I prefer to let people do their own work ....I’d rather have them first try and solve a problem themselves or approach anyone ... I’d like to sit in my office and sleep all day. It doesn’t always turn out, though...” (Brian)

Nevertheless, above comment reflects a more serious consensus among those participating managers who use a delegatory management style, i.e. they expect subordinates to act quite independently,

“... I think everybody here has to assume his or her responsibilities and must take decisions.” (Gloria)
and to solve as many work-related problems as possible themselves, before asking for help.

"... If someone comes to see me in order to talk to me about a problem, then I would usually ask: 'How would you personally manage it?', rather than telling him how he should do it, how the problem should be solved."

(Sandra)

They consider subordinates to be responsible adults, who should assume the responsibility for their own acts and their work.

"... My management style is mainly based on the fact that I tell all of them, that they are old enough to know what it is all about." (Francis)

Some managers practice total delegation whenever possible,

"... If my help is not required, I delegate absolutely everything. If there is a problem, I try to help and solve it, I settle disputes if necessary." (Victor)

whereas other managers prefer above all not to get involved in the daily business of subordinates.

"... I don't want to put my fingers into the daily business, I really dislike to." (Thomas)

However, the latter believe it to be important to maintain control and to continue to supervise subordinates.

"... Everyone has got his or her own responsibilities in what he or she has to do every day, which he or she also does. Presently [I ] rather assume a controlling function, I supervise them." (Teresa)

"... [Management Style]: lenient, but not infinitely, i.e., I won't let them do whatever they want to. [The bank is] a business that has to function and therefore certain rules have to be observed." (Fred)

One of the main advantages of delegation is seen to be the subordinates’ ability to perform in the manager’s absence, without constant supervision.

"... So, I'm not sitting on all information and on all knowledge; I want the department to function without me being there: that’s my aim." (Brenda)
Furthermore, delegation is claimed to have a positive influence on subordinates’ motivation, their feeling of self-worth and confidence,

"... Thus, everybody has got his or her own responsibilities. People have far more self-confidence if they are not being constantly supervised." (Rebecca)

"... Then, they do have the feeling that they have achieved something all by themselves. And that’s also something absolutely worthwhile; it has to do with success, in some way." (Sandra)

as well as on the superior’s own well-being:

"... Sometimes I really appreciate that I don’t have to control them all the time." (Rebecca)

"... I found out that I feel more at ease in that style, if I grant people more freedom." (Carol)

However, delegation is not without its problems. Some managers find delegating difficult, as they fear the loss of control.

"... My mistake is that I find it difficult to delegate...it is hard for me to accept a different approach...." (Joseph)

Others are confronted with their subordinates’ resistance to and lack of appreciation of this approach.

"... I don’t know whether they understand my style so much. ... When I started to consciously delegate more and more, there was a rumour that I was lazy, and I was very happy to hear that they actually noticed ..." (Brenda)

The willingness to delegate, as well as the expectation that subordinates act independently and responsibly are topics discussed by nearly a quarter of participating managers. Why more male managers than female managers claim to use a delegatory management style is difficult to determine. Nevertheless, a connection may exist between the lower levels of self-confidence evidenced by the PAQ data for female managers when compared to male managers. Very self-confident managers are likely to feel less threatened by a situation where they need to transfer part of their managerial control to subordinates.
Team work, another topic that transpired to be of importance to 23% of participating managers (24% of male and 21% of female managers) is closely related to delegation, given that in order for a team to function effectively, it needs to be able to act quite independently.

"... I think that I tend to foster a team approach in the group. I think the group interacts very well and they depend on each other. I guess I prefer people to go to each other for help rather than come to me." (Brian)

Participating managers attempt to develop team work in the group,

"... I always try to achieve good co-operation, so that one gets a good team." (Elizabeth)

and to encourage team decision making processes.

"... If a decision is taken, I prefer it to be taken ... in common." (Mark)

Some consider themselves to be a member of the team more than the manager in charge.

"... I try to see us as a team; therefore I always speak of ‘us’." (Vanessa)

They try to assure that the members of a team work together and towards the same goals.

‘... What I think is important is that all team members act in concert.’

(Francis)

With respect to the managers they are in charge of, participating managers attempt to encourage them to foster a team work approach.

‘... I try to make my staff members, particularly each of my group managers appreciate team work and working in a team.’ (William)

Overall, participating managers believe their leadership approach to be quite successful. When asked about their subordinates’ reactions to their leadership style, 68% judged it to be positive or very positive,

‘... I am on good terms with my team. I think they are rather fond of me, they like to work with me.’ (Julia)

whereas 23% thought it was quite positive or more positive than negative, largely depending on the personalities of the different team members.

‘... It depends. Some people get along with my style, some don’t.’ (Rita)
5.2.3 Summary

In summary, participating managers represent 13 different nations and work in 10 banks of different nationality. The leadership approaches of the 33 female and 33 male managers were analysed, based on the PAQ and the interview data. Male and female managers are matched as regards their age, status and education. 54% of the participating managers perceive themselves to possess above median levels of Instrumental traits (Androgynous and Masculine categories) and 53% perceive themselves to possess above median levels of Expressive traits (Androgynous and Feminine categories), and only about a quarter (Masculine category) of managers perceive themselves to possess below-median levels of Expressive traits. Female managers, in comparison with male managers, show higher levels for all Instrumental scale items, except for 'self-confident' and 'feels superior'. On the other hand, male managers show higher values than female managers on three of the 8 Expressive traits. The findings that constitute the most unexpected results are that (1) more female managers are Masculine than are Feminine, (2) female managers achieve higher overall means for Instrumental traits than male managers in this study and all the samples of women and men from other studies and (3) more male managers than female managers are Feminine. Interview data was analysed, based on the list of the male-valued, female-valued and sex-specific items contained in the original 55-item PAQ. Some participating managers use an aggressive, authoritarian and/or controlling approach. More often, managers only choose this approach, when circumstances demand it, when limits need to be set. Participating managers perceive themselves to possess male-valued characteristics, such as independence, self-confidence and determination, which will help them to deal with managerial problems. They perceive themselves to be professionally competent and prefer to gain subordinate's respect through knowledge. Some of the leadership approaches that participating managers use, draw on both male- and female-valued characteristics. They wish to guide and coach employees and adapt to the individual, they are dealing with, changing their approach as required. Some of the descriptions that the
participating managers give of themselves imply that they possess high levels of female-valued characteristics, which influence their leadership approach, and that they hope will improve subordinates' levels of motivation. The topic participating managers attach most importance to, is that of communication under its different forms. Discussions are either considered a one-way or a two-way process, depending on the respective manager's attitude and approach. An open-door policy is favoured by more male managers than female managers. To a large extent, communication is used as a way of gaining subordinates' support and involving them in the decision making process. The second most important theme, is that of delegation. Male managers seem to be more willing to grant independence to their team, than female managers. Participating managers tend to encourage team work and team spirit. Finally, more than 90% of the managers consider their subordinates' reaction to their leadership style, to be largely positive.

In Chapter 6, individual case studies representing the Androgynous, Feminine and Masculine PAQ categories, will be discussed, focusing on the more personal aspect of the management styles of the selected individual female and male managers.

5.3 Participants' Perceptions of their Superiors' Leadership Styles

In accordance with the findings of the survey conducted in the Luxembourg banking sector (cf. Chapter 3), the vast majority of superiors (86%) is male. When negotiating access to the banks, one of the concessions that had to be made, was to guarantee maximum levels of anonymity. Consequently, although basic data on each superior was gathered, the name, rank and position remained confidential. Of course, in some cases, above all in small banks, it was possible to deduce the identity of the superiors from the information provided by participating managers. Therefore, it became obvious that in some banks, several participating managers were referring to the same superior, but the actual number cannot be confirmed. The PAQ and interview data for the 9 female and 57 male superiors, as perceived by the participating managers are discussed below.
Superiors come from 13 different cultural backgrounds. The nationalities with the highest levels of representation are German (18%), Luxembourgish (17%), Scandinavian (15%), French (12%) and Italian (12%). Most superiors are in their forties, or to a lesser extent in their thirties and the vast majority are married or living in partnership and have children.

5.3.1 Evaluation of PAQ results

The median-split method has produced the following PAQ categories for the superiors, as perceived by the 66 participating female and male managers.

Even though, the distribution of superiors between categories is quite balanced, superiors are more often perceived to be *Androgynous* (29%) or *Undifferentiated*.
than Feminine or Masculine (23% respectively). In other words they are described as more likely to possess balanced levels of Instrumental and Expressive traits (55%) rather than as being sex-typed (46%).

![Pie charts showing perceptions of superiors](image)

Figure 5.6 a - SUPERIORS - PAQ Categories: as perceived by 33 Female Managers

Figure 5.6 b - SUPERIORS - PAQ Categories: as perceived by 33 Male Managers

(Andr. = Androgynous / Fem. = Feminine / Masc. = Masculine / Undiff. = Undifferentiated)

The analysis of the perceptions that female managers possess of their superiors, reveals that for the Androgynous and Undifferentiated groups, the results are an exact reflection of the way female managers perceive themselves, with 39% and 21% respectively. However, as regards the other two categories, contrary to themselves, female managers perceive their superiors as more likely to be Feminine (24%) than to be Masculine (15%). Male managers perceive their superiors above all to be Masculine or Undifferentiated (30% respectively), but relatively few perceive superiors to be Androgynous (18%). Thus male managers perceive 39% of superiors to possess above-median levels of Expressive traits, compared to the 49% for themselves.
33% of female superiors are perceived by participating managers to be *Feminine*. Female superiors are perceived to be sex-typed (55%) more often than as being non sex-typed. Male superiors are perceived as more often possessing balanced levels of Instrumental and Expressive traits (*Androgynous* and *Undifferentiated* categories: 56%) than as being sex-typed (*Feminine* and *Masculine* categories 44%).

The detailed PAQ findings for the Instrumental traits are shown in Table 5.11

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS - Superiors -</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>never gives up easily</td>
<td>4.015</td>
<td>0.903</td>
</tr>
<tr>
<td>active</td>
<td>4.000</td>
<td>0.784</td>
</tr>
<tr>
<td>competitive</td>
<td>4.000</td>
<td>0.804</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.894</td>
<td>0.930</td>
</tr>
<tr>
<td>independent</td>
<td>3.833</td>
<td>0.954</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>3.848</td>
<td>0.980</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.545</td>
<td>0.748</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>3.379</td>
<td>1.274</td>
</tr>
</tbody>
</table>

Table 5.11 - Instrumental Traits / Superiors: as perceived by all 66 managers

With respect to Instrumental traits, superiors are perceived above all as fairly persistent (‘never gives up easily’), ‘active’ and ‘competitive’ (all with means above or equal to 4.000)
"... She evaluates the facts, before she makes her judgement, but if she thinks she is right, she just goes for it, which is something I admire." (Christine) but with 'moderate difficulties making decisions easily'

"... In fact he very rarely takes decisions and you are often told: that's something I don't know much about." (Linda)

The major differences between participating managers and their superiors lie in the relative importance of 'competitiveness' for superiors, and 'independence' for participating managers. The latter score higher means on 5 Instrumental traits, whereas the former are perceived to be more 'competitive', to 'feel superior' and to be more 'self-confident'.

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>competitive</td>
<td>4.091</td>
<td>0.879</td>
</tr>
<tr>
<td>active</td>
<td>4.016</td>
<td>0.821</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.061</td>
<td>0.933</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>3.970</td>
<td>0.984</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.909</td>
<td>1.011</td>
</tr>
<tr>
<td>independent</td>
<td>3.879</td>
<td>0.992</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.576</td>
<td>0.751</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>3.576</td>
<td>1.300</td>
</tr>
</tbody>
</table>

Table 5.12a - I-traits / Superiors: as perceived by Female Managers

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>never gives up easily</td>
<td>3.970</td>
<td>0.883</td>
</tr>
<tr>
<td>active</td>
<td>3.939</td>
<td>0.704</td>
</tr>
<tr>
<td>competitive</td>
<td>3.909</td>
<td>0.723</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.879</td>
<td>0.857</td>
</tr>
<tr>
<td>independent</td>
<td>3.788</td>
<td>0.927</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>3.727</td>
<td>0.977</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.515</td>
<td>0.755</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>3.182</td>
<td>1.236</td>
</tr>
</tbody>
</table>

Table 5.12b - I-traits / Superiors: as perceived by Male Managers

Female managers’ Instrumental scores, when correlated with their superiors’ results, give a correlation coefficient of 0.68 ($r^2=0.47$) , whereas the male managers compute an $r$ of 0.56 ($r^2=0.31$). When female and male managers’ views on their superiors are compared, the former attribute higher scores on all Instrumental items to their superiors than the latter. With respect to female managers’ perceptions of their superiors, for 3 out of 8 traits, the mean is above the 4.000, compared to none for male managers. ‘Never gives up easily’, ‘active’ and ‘competitive’ are the most
highly rated traits for both female and male managers and ‘feels superior’ and ‘can make decisions easily’ the least highly rated.

The PAQ results for the female and male superiors, as perceived by the participating managers are as follows:

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS - Female Superiors -</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>stands up well under pressure</td>
<td>4.111</td>
<td>0.928</td>
</tr>
<tr>
<td>active</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>3.889</td>
<td>0.601</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.889</td>
<td>0.333</td>
</tr>
<tr>
<td>competitive</td>
<td>3.667</td>
<td>0.707</td>
</tr>
<tr>
<td>independent</td>
<td>3.556</td>
<td>0.527</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.444</td>
<td>0.726</td>
</tr>
</tbody>
</table>

Table 5.13 a - I-traits: Perceptions of Female Superiors

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS - Male Superiors -</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>competitive</td>
<td>4.053</td>
<td>0.811</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.018</td>
<td>0.935</td>
</tr>
<tr>
<td>active</td>
<td>4.000</td>
<td>0.802</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.895</td>
<td>0.994</td>
</tr>
<tr>
<td>independent</td>
<td>3.877</td>
<td>1.001</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>3.807</td>
<td>0.990</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.561</td>
<td>0.756</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>3.298</td>
<td>1.336</td>
</tr>
</tbody>
</table>

Table 5.13 b - I-traits: Perceptions of Male Superiors

Female when compared to male superiors are seen to be significantly more decisive (‘can make decisions easily’) at a 95% level of confidence (z = 2.210 / critical z = 1.96). Furthermore, they are as ‘active’ as male superiors, and better able ‘to stand up well under pressure’, whereas male superiors score higher on the remaining 5 items.

For Expressive traits, the following results were recorded:
Table 5.14 - Expressive Traits / Superiors: as perceived by all 66 managers

Superiors are perceived above all as ‘helpful to others’ and ‘kind’, followed by the traits ‘gentle’ and ‘warm in relations with others’, but none of the means are above 4.000.

“... He is very soft, very friendly, a very warm person.” (Edward)

“... Well, I would say that his attitude towards staff members is gentle, obliging, helpful.” (William)

Superiors are seen as more ‘gentle’ and more ‘kind’ than the participating managers themselves; otherwise the latter attribute higher scores to themselves than to their superiors. Expressive traits tend to show lower means than Instrumental traits, as is

Table 5.15a - E-trait / Superiors: as perceived by 33 Female Managers

Table 5.15b - E-trait / Superiors: as perceived by 33 Male Managers
already the case with respect to the participating managers' own results.

Male and female managers virtually agree on the sequence of traits except for 'aware of others' feelings' and 'able to devote self completely to others', which are interchanged. As regards the mean scores, male managers see their superiors as more 'emotional' and more 'aware of others' feelings' than female managers, agree with them on 'able to devote self completely to others' and attribute slightly lower scores on other items. When we correlate participants' own Expressive traits with those attributed to superiors, female managers score an r of 0.72 \((r^2=0.52)\) and male managers an r of 0.61 \((r^2=0.38)\), both at a 95% level of confidence. Again, with respect to Expressive traits, male and female managers, attribute similar levels of traits to themselves and their superiors.

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Female Superiors -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>kind</td>
<td>3.889</td>
<td>0.782</td>
</tr>
<tr>
<td>helpful to others</td>
<td>3.778</td>
<td>0.667</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>3.667</td>
<td>1.000</td>
</tr>
<tr>
<td>gentle</td>
<td>3.444</td>
<td>0.726</td>
</tr>
<tr>
<td>understanding of others</td>
<td>3.333</td>
<td>0.707</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>3.222</td>
<td>0.833</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>3.111</td>
<td>1.054</td>
</tr>
<tr>
<td>emotional</td>
<td>2.444</td>
<td>1.424</td>
</tr>
</tbody>
</table>

Table 5.16 a - E-traits Perceptions of Female Superiors

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Male Superiors -</td>
<td></td>
<td></td>
</tr>
<tr>
<td>helpful to others</td>
<td>3.842</td>
<td>0.841</td>
</tr>
<tr>
<td>kind</td>
<td>3.754</td>
<td>0.851</td>
</tr>
<tr>
<td>gentle</td>
<td>3.614</td>
<td>1.048</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>3.509</td>
<td>0.658</td>
</tr>
<tr>
<td>understanding of others</td>
<td>3.421</td>
<td>0.865</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>3.228</td>
<td>0.964</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>3.175</td>
<td>0.928</td>
</tr>
<tr>
<td>emotional</td>
<td>3.088</td>
<td>1.123</td>
</tr>
</tbody>
</table>

Table 5.16 b - E-traits Perceptions of Male Superiors

The male superiors are perceived to possess higher levels than the female superiors on all Expressive traits, except 'kind', 'aware of others' feelings' and 'warm in relations with others'. When female and male superiors are compared, a correlation coefficient of 0.88 \((r^2=.96)\) indicates at the 95% level of confidence that they are perceived to be very similar with respect to Expressive traits.
5.3.2 The Leadership Styles of Superiors: Interview Findings

The interview findings concerning the participating managers' perceptions of their superiors' leadership styles, have been analysed based on the list of male- and female-valued as well as sex-specific items, which constitute the 55-item PAQ discussed earlier on.

5.3.2.1 The Leadership Styles of Superiors: Male- and Female-valued Characteristics

With respect to male-valued characteristics, 17% of the superiors describe themselves as authoritarian, dominant, directive and/or controlling. Although, some subordinates agree to the milder forms of such behaviour, the majority do not welcome this approach, above all when it is taken to extremes.

"... His approach, its rather intimidatory, i.e. he likes to give orders...a bit dictatorially, but also by means of extortion: If you don't do it, I send you packing!" (Yvonne)

"... He can also be cruel, even offending, lock, stock and barrel and he won't just do it in a private conversation but in front of everyone." (Matthew)

An important aspect of the superiors' profile relates to business skills and talents. Superiors are seen to be analytical, business-oriented, competent and dedicated. They manage by objectives and are good at problem-solving.

"... It is a style I appreciate because he knows what he's talking about. He makes long-term analyses, he weighs the pros and cons of a decision." (Julia)

"He is really business-oriented." (Joyce)

Superiors are seen to be decisive and capable of making decisions quite easily.

"... She evaluates the facts, before she makes her judgement, but if she thinks she is right, she just goes for it, which is something I admire." (Christine)
Superiors tend to be calm and remain calm under stress, i.e. they stand up well under pressure.

"... Even under stress, he is always very, very cool; and even when faced with harsh situations in terms of struggles on some objectives with other areas of the bank, he is always able to abstract from personal things and always be positive and collaborative." (Justin)

They are outspoken and direct,

"... He is a very direct man, who tells you straight from the shoulder what he accepts and what he does not." (Mark)

"... I would say that it is a very open style... very direct, very honest." (Ernest)

Depending on circumstances, superiors can be quite dominant.

"... Friendly, dominant if necessary. As long as nothing out of the ordinary happens, well, friendly, and when things get difficult... then a little dominant." (Margaret)

Other superiors are perceived to draw on their female-valued characteristics in the face of problems. They continue to be considerate, even when mistakes occur.

"... He is not severe, he would never take you to task, shouting at you "What have you been up to again?" or something like that, not at all,... and [mistakes] may happen twice, may even happen three times." (Rita)

A number of bosses are seen to be emotional, with reference mainly to expressions of anger, impatience and criticism.

"... Sometimes he is rather explosive; when something goes wrong, he asks people to come to his office and then he gives them a dressing-down." (Leonard)

More prefer to be gentle, understanding,

"... He is always very polite, very gentle, very cheerful." (Kenneth)

"... Basically, he is a person who is understanding in his dealings with each individual, he tries to find out each person's needs and to satisfy these needs, as far as he can; he supports people." (Norma)
friendly, kind and warm.

"... His style is always very polite, very friendly, very smiling." (Kenneth)
"... He is very supportive and basically embraced me and provides a very warm type of environment." (Doreen)

They are quite willing to help subordinates solve problems.

"... Well, I would say that his attitude towards staff members is gentle, obliging, helpful." (William)

The main advantages of a more gentle approach are seen in an improved atmosphere; subordinates do not need to be afraid, are at ease and enjoy their work.

"... One advantage certainly is that from the highest to the lowest working level nobody of the staff has to be afraid of him." (Nicola)
"... The subordinates are very much at ease, and they don't act very differently when he is there or when he is not there." (Joanne)
"... Advantages: you really like to work for this woman. You give her a lot of respect for that. She makes you very comfortable to work for and everybody likes her." (Richard)

The disadvantage resides in the danger of abuse, as subordinates may take advantage of the superior’s kindness and cooperative approach.

"... I think that there is also that sometimes when people are too kind, that can be used against them, and I think it is used against him." (Joanne)

When participating managers were asked how they react to their superior’s leadership style, 59% of them confirmed they reacted very positively and a further 26% said their reaction was quite positive. This result indicates that the approach chosen by the superiors is quite effective as regards subordinates’ satisfaction and dedication.
With respect to the superiors’ working styles and leadership approaches, communication turned out to be an important topic, but to a lesser extent than for participating managers themselves (35% vs. 73% of participating managers discussed it). Delegation was discussed by 33% of managers and achieved a higher level of importance than it did for the managers themselves (27%).

**Communication**

With respect to their superiors, more male participating managers mentioned communication issues than female managers, but the difference is small (39% vs. 30%). Communication is approached from different angles, with one of the most important aspect of communication being the superiors’ willingness to listen.

“... I would say, he’s got a certain style..., ready to listen.....” (Ernest)

“...He always tends to listen.” (Rosemary)

However, in some cases, superiors seem to either have problems listening to other opinions, or be willing to listen, but reluctant to accept any ideas different to their own.

“... He is also a person willing to discuss, but then again he finds it difficult to accept the attitude of other people. He goes on discussing, but sometimes it is very difficult to convince him.” (Nicola)

Subordinates may also feel that levels of communication are insufficient,

“... There is communication, indeed, but only the absolute minimum.” (Sandra)

which is in stark contrast to superior-subordinates relationships at the other end of the communication spectrum.

“... We very often discuss things that have happened in the course of the week or during the day.” (Natalie)
This willingness to talk, also seems to extend to problem solving approaches, with superiors being prepared to listen to problems, discuss possible solutions in a friendly manner and implement change where appropriate.

"... Well, if someone has done something that he or she should not have done, he'll probably first think it over and try to find out what may be the reason and then he'll talk to the person concerned." (Susan)

"... As a matter of fact we discuss all our problems, and even if someone makes a blunder, that may even cost a lot of money .... Normally matters are settled with a normal discussion." (Sandra)

Sometimes, discussions can be more direct or critical, which is not necessarily seen as very negative by team members.

"... He sometimes puts his foot down, but I would not say that he is unfair." (Hilary)

Delegation

The next important aspect of superiors' leadership styles, that 33% of participating managers discussed, is delegation and the granting of independence to subordinates. Female managers and male managers gave very similar weighting to the concept, the only difference being that female managers had a stronger tendency to talk about independence rather than delegation.

"... He is a person who grants others a lot of autonomy, a lot of independence. Thus, they develop [their personality] independently." (Denise)

"... He lets me paddle my own canoe!" (Barbara)

"... She leaves most of the decision making to us and she kind of adopts a 'laisser-faire' [approach]. She lets you make decisions. She relies on us to do all the things." (Richard)

The advantages of a delegatory leadership style is seen in the fact, that subordinates need to assume responsibilities and are more involved. Most participating managers seem to prefer to work under such conditions.
“... Everyone working there has got much more responsibility. Inevitably, he or she will be more interested in his or her job. People cooperate.”
(Sandra)

“... I am granted a lot of liberty in my work, which I appreciate very much.”
(Jane)

5.3.3 Summary

In summary, the vast majority of superiors is male, and they are more often perceived as possessing balanced levels of Instrumental and Expressive traits than as being sex-typed. As regards female managers’ perceptions of their superiors, the Androgynous and Undifferentiated categories reflect female managers’ own results. With respect to Instrumental and Expressive traits, male and female managers attribute very similar levels to the superior than they attribute to themselves. With respect to male-valued characteristics, superiors are perceived as skilled in business, sometimes dominant, decisive, able to stand up well under stress and outspoken. As regards female-valued characteristics, superiors are perceived as considerate, emotional, gentle, understanding, kind, warm and helpful. As for participating managers themselves, communication was considered very important, above all the superior’s ability and willingness to listen, followed by the topic of delegation and the granting of independence. Finally, a clear majority of participating managers is very or quite satisfied with their superiors’ leadership style.

5.4 Participants' Perceptions of Successful Managers

Participating managers were asked to describe, a real or imagined successful manager in their bank, both by completing a PAQ and during the interview. The characteristics that they believe to be a prerequisite for success in their work environment are discussed below.
5.4.1 Evaluation of PAQ results

The successful managers have been classified in PAQ categories as follows:

Figure 5.8 - SUCCESSFUL - PAQ Categories: as perceived by all 66 managers
(Androgy. = Androgynous / Undiff. = Undifferentiated)

Successful managers are above all perceived to be Androgynous (36%) and Masculine (32%), well ahead of the other two categories. High levels of Instrumental traits, as found in both Androgynous and Masculine categories, seem to be very important for career success.

When the perceptions of female and male participating managers are analysed separately, a different structure emerges. Male managers perceive a successful manager above all as Androgynous (45%), well ahead of the other 3 categories.
Male managers’ perceptions of a successful manager are quite different to their perceptions of themselves, as only 21% of male managers are Androgynous, compared to the 27% respectively who are Masculine or Feminine and the 24% who are Undifferentiated. Female managers, on the other hand, expect above all Masculine managers (39%) to succeed, well ahead of Androgynous (27%), Undifferentiated (21%) and Feminine (12%) candidates. However, they perceive themselves above all as Androgynous (39%), when compared to the Masculine (21%), the Undifferentiated (21%) and Feminine (18%) categories. Thus, when participating managers’ perceptions of themselves are compared to their perceptions of a successful manager, female managers see themselves above all as Androgynous and a successful manager as Masculine, whereas male managers perceive a successful manager as more likely to be Androgynous, and themselves as Masculine or Feminine.

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS</th>
<th>Mean</th>
<th>St. Dev.</th>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS</th>
<th>Mean</th>
<th>St. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful as perceived by Female managers</td>
<td></td>
<td></td>
<td>Successful as perceived by Male Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.758</td>
<td>0.502</td>
<td>active</td>
<td>4.576</td>
<td>0.561</td>
</tr>
<tr>
<td>active</td>
<td>4.667</td>
<td>0.595</td>
<td>stands up well under pressure</td>
<td>4.576</td>
<td>0.614</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.576</td>
<td>0.902</td>
<td>never gives up easily</td>
<td>4.424</td>
<td>0.902</td>
</tr>
<tr>
<td>competitive</td>
<td>4.545</td>
<td>0.711</td>
<td>can make decisions easily</td>
<td>4.394</td>
<td>0.827</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>4.455</td>
<td>1.092</td>
<td>competitive</td>
<td>4.364</td>
<td>0.822</td>
</tr>
<tr>
<td>independent</td>
<td>4.333</td>
<td>0.736</td>
<td>self-confident</td>
<td>4.212</td>
<td>0.857</td>
</tr>
<tr>
<td>self-confident</td>
<td>4.273</td>
<td>0.944</td>
<td>independent</td>
<td>4.061</td>
<td>0.747</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.576</td>
<td>0.614</td>
<td>feels superior</td>
<td>3.606</td>
<td>0.659</td>
</tr>
</tbody>
</table>

Table 5.17 a - I-traits / Successful as perceived by 33 Female Managers

Table 5.17 b - I-traits / Successful as perceived by 33 Male Managers

When the perceptions of female and male managers as regards the levels of Instrumental traits that successful managers are perceived to possess are correlated, the correlation coefficient of 0.97 ($r^2=0.94$) shows a very high level of agreement between them. The three characteristics with the highest means are ‘stands up well under pressure’, ‘active’ and ‘never gives up easily’ and for both male managers and female managers, ‘feels superior’ is perceived to be the least important. With respect
to 7 out of 8 traits, the means are above 4.000. For both sexes, when compared to their own scores, the means for successful manager are higher on all items without exception. This difference is significant at the 95% level of confidence for all traits, except 1 (‘independent’) for female managers and 2 (‘independent’ and ‘self-confident’) for male managers. The table below summarises the z-test results for the individual Instrumental traits.

<table>
<thead>
<tr>
<th>Comparison : SUCCESSFUL / SELF Instrumental Traits Z - TEST</th>
<th>Female Managers</th>
<th>Male Managers</th>
<th>Total Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>1.971</td>
<td>2.303</td>
<td>3.025</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>1.945</td>
<td>3.176</td>
<td>3.537</td>
</tr>
<tr>
<td>competitive</td>
<td>3.352</td>
<td>3.628</td>
<td>4.906</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.523</td>
<td>2.415</td>
<td>4.146</td>
</tr>
<tr>
<td>independent</td>
<td>0.545</td>
<td>0.595</td>
<td>0.797</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>1.545</td>
<td>2.276</td>
<td>2.708</td>
</tr>
<tr>
<td>self-confident</td>
<td>2.388</td>
<td>0.952</td>
<td>2.442</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>5.347</td>
<td>4.295</td>
<td>6.777</td>
</tr>
</tbody>
</table>

Table 5.18 - Comparison : SUCCESSFUL / SELF - I-traits : Z - Test (at the 95% level of confidence / critical $z = 1.96$)

Thus participating managers seem to believe that very high levels of Instrumental characteristics are a pre-requisite for career success.

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS Successful as perceived by - Female Managers -</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>helpful to others</td>
<td>3.818</td>
<td>0.950</td>
</tr>
<tr>
<td>kind</td>
<td>3.727</td>
<td>0.839</td>
</tr>
<tr>
<td>understanding of others</td>
<td>3.727</td>
<td>0.839</td>
</tr>
<tr>
<td>gentle</td>
<td>3.545</td>
<td>0.869</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>3.455</td>
<td>0.794</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>3.273</td>
<td>0.801</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>3.212</td>
<td>1.023</td>
</tr>
<tr>
<td>emotional</td>
<td>2.182</td>
<td>0.983</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS Successful as perceived by - Male Managers -</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>helpful to others</td>
<td>4.030</td>
<td>0.684</td>
</tr>
<tr>
<td>understanding of others</td>
<td>4.000</td>
<td>0.791</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>3.848</td>
<td>0.795</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>3.727</td>
<td>0.801</td>
</tr>
<tr>
<td>gentle</td>
<td>3.697</td>
<td>0.883</td>
</tr>
<tr>
<td>kind</td>
<td>3.697</td>
<td>0.847</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>3.545</td>
<td>0.905</td>
</tr>
<tr>
<td>emotional</td>
<td>2.455</td>
<td>0.905</td>
</tr>
</tbody>
</table>

Table 5.19 a - E-traits / Successful as perceived by 33 Female Managers

Table 5.19 b - E-traits / Successful as perceived by 33 Male Managers
There is a very high degree of correlation between the sexes' perceptions ($r=0.94$, $r^2=0.88$). Female managers attribute lower means than male managers to all items, except 'kind' and see themselves with higher levels than the successful manager for all traits, but one ('gentle'). Male managers, on the other hand, attribute higher or equal scores to the successful manager than themselves for half the Expressive traits.

<table>
<thead>
<tr>
<th>Comparison: SUCCESSFUL / SELF Expressive Traits</th>
<th>Female Managers</th>
<th>Male Managers</th>
<th>Total Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>able to devote self completely to others</td>
<td>-0.651</td>
<td>0.717</td>
<td>0.000</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>-2.251</td>
<td>-0.883</td>
<td>-2.172</td>
</tr>
<tr>
<td>emotional</td>
<td>-5.200</td>
<td>-2.967</td>
<td>-5.816</td>
</tr>
<tr>
<td>gentle</td>
<td>0.155</td>
<td>0.717</td>
<td>0.635</td>
</tr>
<tr>
<td>helpful to others</td>
<td>-1.785</td>
<td>-0.190</td>
<td>-1.524</td>
</tr>
<tr>
<td>kind</td>
<td>-0.328</td>
<td>0.000</td>
<td>-0.237</td>
</tr>
<tr>
<td>understanding of others</td>
<td>-1.211</td>
<td>0.796</td>
<td>-0.234</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>-1.191</td>
<td>0.478</td>
<td>-0.465</td>
</tr>
</tbody>
</table>

Table 5.20 - Comparison: SUCCESSFUL / SELF - E-traits: Z-Test at the 95% level of confidence (critical $z=1.96$)

The differences are significant at the 95% level of confidence with respect to the Expressive traits of 'aware of others' feelings' for female managers and 'emotional' for both female and male managers. Nevertheless, the levels of Expressive traits, that the managers perceive themselves to possess are similar to the levels of Expressive traits that they perceive a successful manager to possess.

5.4.2 The Leadership Styles of Successful Managers: Interview Findings

The interview findings concerning the participating managers' perceptions of their superiors' leadership styles, have been analysed based on the list of male- and female-valued as well as sex-specific items, which constitute the 55-item PAQ discussed earlier on.
5.4.2.1 The Leadership Styles of Successful Managers: Male- and Female-valued Characteristics

Interview is analysed, based on the list of male- and female-valued characteristics that constitute the 55-item PAQ.

The successful manager typically shows quite high levels of aggressiveness and assertiveness,

"... At any rate he has to be very aggressive." (Linda)

"... Aggressiveness in fighting for what you need for doing the job." (Brian)

needs to be very active and dynamic,

"... He must be a very dynamic, a very active person." (Norman)

as well as ambitious, competitive and determined.

"... I think, someone who is very active, ambitious but without exaggerating. Management should not be ‘disturbed’ too much." (Natalie)

"... Very competitive..." (Natalie)

"... To be self-confident and to be a never-say-die." (Vera)

The successful managers need to be good at decision making and able to put their decisions into practice.

"... Someone who is able to take decisions. Also someone who puts decisions into practice. And someone who is able to differentiate." (Norma)

"... He must be self-confident and take decisions rapidly. He should not discuss a matter with ten different people but give much thought to it, have his own views about it." (Susan)

High levels of independence are believed to be important

"... I do think that independence is very important, i.e. one’s own ideas, assertiveness, etc." (Linda)

As concerns the leadership approach managers are meant to take with subordinates, one participant describes two ways to succeed in the bank:
"... To become a manager, there are basically 2 ways. Either you are an extremely cold person, who likes to plan things and organise things, but then you are an extremely cold person. The second manager is a person who likes people." (Edward)

Successful managers must choose the approach best supported by top management.
In some banks, candidates are expected to show no emotions,

"... You have to hide your feelings." (Elizabeth)

be authoritarian and dominant, even ruthless in some cases,

"... Sometimes, you also have to be aggressive in a certain way, a little dominant." (Elizabeth)

with very little consideration for subordinates' feelings.

"... Sometimes unfortunately not respecting people's feelings, rather going against them, even to the detriment of people." (Norma)

However, in the opinion of about an equal number of participating managers, human resources in their bank are deemed very important

"... A pleasant atmosphere is very important, people should be motivated.
One has to learn how to handle this human potential." (Joyce)

and managers are expected to be helpful.

"... A very important point: to help people cross borders, help each other.
" (Brenda)

However, compared to their descriptions of themselves, participating managers place less emphasis on female-valued characteristics when they discuss successful managers. In general terms, participating managers (both male and female) seem to believe that the possession of female-valued characteristics is less important for successful managers than the possession of male-valued characteristics.
5.4.2.2 The Leadership Styles of Successful Managers: Working Styles and Leadership Approaches

Although some factors that influence successful managers' careers are outside their control, such as their nationality,

"... To be an Italian, to talk Italian and to think Italian, those are the most important things. Here, a person's performance, his work and his working experience may be excellent, but what is very often more important is to know somebody in the headquarters or something like that." (Teresa)

or their career development,

"... Here you can only be a careerist if you have been one in the headquarters." (Charles)

most factors that participating managers discuss with respect to the successful managers relate to professional competency and working styles and leadership approaches, as well as attitudes.

With respect to professional competency and knowledge, not only an excellent level of specialised know-how is required, but also an overview, an ability to understand how different aspects of the business interact.

"... A prerequisite for his position is that in his special field he should have a more or less perfect factual knowledge (95 to 100 %).... in order to have more knowledge in his special field than his superior." (Matthew)

"... He is a specialist in a field, but he also has general knowledge." (Gavin)

Ability to delegate is seen by some to be of great importance,

"... Delegation is of utter importance." (David)

"... You must be able to let staff members work without interfering all the time, you should not enter too much into detail, you must have a general idea." (Irene)

whereas in other banks just the opposite seems to apply.

"... They are people who can't delegate, who want to see to everything themselves, who don't have confidence in their staff." (Ernest)
In the opinion of some, managers who wish to succeed need to be good leaders, able to motivate their staff,

"... The ability to lead a group of very multinational, very multicultural young people, ability to inspire confidence in the bank's future, communicating the vision, the strategy, and making sure that everybody is into it and works in one direction." (Doreen)

"... A pleasant atmosphere is very important, people should be motivated. Thus it is important to know how to handle this human potential." (Joyce) and to be themselves well integrated in their team and in the bank as a whole.

"... He must be able to collaborate. That is very important, particularly in such a small-sized Bank." (Susan)

"... I think it is to ... try to make your team work, to make it teamwork." (Brenda)

Successful managers need to show total commitment, sacrifice their private life to a large extent and accept a very high work load.

"... Someone who is 100% interested in the Bank's, who dedicates almost 90% of his life to his job, who really identifies himself with banking, who works towards the benefit of the Bank, who has only the Bank's profits in mind." (Florence)

"... I can't help believing that the number of working hours is important." (Florence)

Some participating managers believe that a successful manager needs to be perfect in order to satisfy top management's expectations.

"... The manager must be super, as a matter of fact he must be some kind of superman. They expect you to be all-knowing, to be perfect." (Rebecca)

5.4.3 Summary

In summary, successful managers are above all Androgynous in the eyes of male managers and Masculine in the opinion of female managers, whereas male managers perceive themselves to be above all Masculine or Feminine and female managers
perceive themselves to be above all Androgynous. Detailed PAQ results indicate that the levels of Instrumental traits that the participating managers perceive successful managers to possess, are higher or significantly higher than the levels of Instrumental traits that they attribute to themselves. With respect to Expressive traits, the levels that participating managers attribute to successful managers are similar to the levels participating managers attribute to themselves, with the exception of the trait 'aware of others' feelings' for female managers and 'emotional' for both female and male managers. Interview data reveals that the successful managers need to possess high levels of male-valued characteristics: they need to be aggressive, active, competitive, determined, decisive and independent. In some banks, successful managers can be dominant, ruthless and never show emotions, whereas in other banks human resources are highly valued. Although some factors that influence career development are outside managers' control, such as their nationality other factors revolve around professional ability, working styles. Furthermore, participating managers believe that successful managers need to be totally committed to their work and approach perfection in order to satisfy the top management of the bank.

5.5 Conclusions

This chapter is the first of 3 chapters of analysis. It has concentrated on the levels of Instrumental and Expressive traits that the participating female and male middle managers perceive themselves, their superiors and successful managers in their bank to possess. Furthermore, the interview data concerning the leadership styles of the participating managers, their superiors and successful managers are discussed.

Chapter 6 will present 12 case studies of individual participating managers chosen to represent the androgynous, feminine and masculine ways of leading.

Chapter 7 is dedicated to the case studies of 3 banks, chosen according to the position of their country of origin on Hofstede's Masculinity Index Scale. The banks with the highest, the median and the lowest scores on the Masculinity Index were selected.
Chapter 6: ANALYSIS OF FINDINGS:

- 12 Individual Case Studies -

Introduction

The present chapter will look at the individual case studies of 6 female and 6 male participants, chosen to represent the 3 main PAQ categories. For each of the three PAQ categories which consist of above median levels of Instrumental and/or Expressive traits (Androgynous / Feminine / Masculine), 2 men and 2 women were chosen to represent the respective group. The choice of case studies was based primarily on PAQ results. The most representative scores for each PAQ category were selected and evaluated, in order to determine whether they best typified the category. If the researcher deemed that other case studies would better typify the given category, these were chosen instead of the case studies with the highest PAQ category scores. Section 6.1 presents the 12 case studies and is subdivided into 3 sections: 6.1.1 Androgynous category; 6.1.2 Feminine category; 6.1.3 Masculine category. The participating managers’ perceptions of their own leadership styles, based on both the detailed PAQ results and the interview data are presented and discussed. Every section concludes with a summary profile of the managers representing the respective categories.

6.1 Case Studies

6.1.1 Androgynous Category

As previously discussed, Androgynous individuals perceive themselves to possess high, above-median levels of Instrumental and high above-median levels of Expressive
traits. Table 6.1 below highlights those *Androgynous* managers, selected from the list of *Androgynous* with the highest PAQ scores:

<table>
<thead>
<tr>
<th>NAME</th>
<th>I-SCALE RESULT</th>
<th>E-SCALE RESULT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rita</td>
<td>37</td>
<td>31</td>
<td>Not suitable, due to the low E-scale results</td>
</tr>
<tr>
<td>Joanne</td>
<td>36</td>
<td>32</td>
<td>SELECTED</td>
</tr>
<tr>
<td>Sandra</td>
<td>36</td>
<td>31</td>
<td>Not suitable, due to the low E-scale results</td>
</tr>
<tr>
<td>Denise</td>
<td>36</td>
<td>30</td>
<td>Not suitable, due to the low E-scale results</td>
</tr>
<tr>
<td>Doreen</td>
<td>36</td>
<td>37</td>
<td>/</td>
</tr>
<tr>
<td>Elisabeth</td>
<td>35</td>
<td>34</td>
<td>/</td>
</tr>
<tr>
<td>Joyce</td>
<td>34</td>
<td>34</td>
<td>SELECTED</td>
</tr>
<tr>
<td>Mark</td>
<td>38</td>
<td>33</td>
<td>SELECTED</td>
</tr>
<tr>
<td>William</td>
<td>35</td>
<td>33</td>
<td>SELECTED</td>
</tr>
<tr>
<td>Justin</td>
<td>31</td>
<td>34</td>
<td>Not suitable, due to the low I-scale results</td>
</tr>
<tr>
<td>Leonard</td>
<td>31</td>
<td>32</td>
<td>Not suitable, due to the low I-scale results</td>
</tr>
</tbody>
</table>

Table 6.1 - Selected Female and Male Managers: Androgynous Category

It was particularly difficult to select two women in this category, given that 39% of female managers are *Androgynous* and 65% of *Androgynous* managers are female. Joyce was chosen mainly for her vast experience at management-level and her clear vision in respect of her management approach, whereas Joanne’s story is particularly compelling, because she consciously changed her leadership style. Mark and William, the two managers chosen from the group of male *Androgynous* managers, represent the two top scores for the category. Furthermore, their interviews are interesting, because they see themselves as team leaders, more than hierarchical managers.

6.1.1.1 Female Managers: Joyce & Joanne

Joyce is in her forties and manages a relatively large group of employees in a medium-sized bank. She is married, mother of one child and draws on many years of professional experience in the banking sector, which she joined straight after finishing her A-level equivalent exams. On the other hand, Joanne is younger, with a university level education and several years of experience, and like Joyce married with one child. She has worked in both a matrix management function with project-related authority, as well as in a hierarchical position in charge of a department and a small group of subordinates.
As regards the PAQ, Joyce’s results portray a perfect balance between Instrumentality and Expressiveness, with scores of 34 (out of the possible 40) for both scales. Compared to the group median figures of 31 and 30 respectively for the Instrumental and the Expressive scales, she scores highly on both sets of traits. Joanne, on the other hand, shows a stronger penchant towards Instrumentality than Expressiveness (36 / 32), whilst still clearly belonging to the Androgynous category. In her previous job, Joanne’s leadership approach was very task-oriented, whereas now she describes herself as very people-oriented. Before her metamorphosis, Joanne seems to have drawn more on her Instrumental traits, whereas she now tries to balance her Instrumental and Expressiveness traits.

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS</th>
<th>JOYCE</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>competitive</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>never gives up easily</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>independent</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4</td>
<td></td>
</tr>
<tr>
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<tr>
<td><strong>TOTAL SCORE</strong></td>
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Table 6.2 a - I-traits / Androgynous : Joyce

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL (I) TRAITS</th>
<th>JOANNE</th>
<th>Scores</th>
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</thead>
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<tr>
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<tr>
<td>competitive</td>
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<td></td>
</tr>
<tr>
<td>independent</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>never gives up easily</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>self-confident</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>feels superior</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL SCORE</strong></td>
<td>36</td>
<td></td>
</tr>
</tbody>
</table>

Table 6.2 b - I-traits / Androgynous : Joanne

Both women see themselves as very ‘active’, very ‘competitive’ and ‘never giving up easily’, attributing the highest mark of 5 to each attribute. Joyce also perceives herself with the highest level of decisiveness (‘can make decisions easily’), whereas Joanne ticked a 5 for self-confidence (very ‘self-confident’).

"... I had a lot of conflicts [with top management]. I was not disrespectful, but more like confident : if they can do it, I can do it, putting my foot down: hey listen to me, I have a fair point, take it as valid.” (Joanne)

Whereas Joanne believes herself to be very ‘independent’, Joyce perceives herself to be fairly ‘independent’. They both ‘stand up fairly well under pressure’ and feel...
neither 'inferior' nor 'superior'. Joyce perceives herself as moderately and Joanne as very 'self-confident'.

With respect to Expressive traits, Joyce ticked a 5 for 'helpful to others', 'aware of others' feelings', 'understanding of others' and 'able to devote self completely to others', with the latter being the only maximum score on the Expressive scale for Joanne.

"... I am very soft or very severe, never hard." (Joyce)
Joyce and Joanne judge themselves fairly 'warm in relations with others' 'neither rough nor gentle'.

"... I would say that my style now is very gentle." (Joanne)
Whereas Joanne perceives herself to be fairly 'emotional', Joyce believes herself to be moderately 'emotional'.

During the interview session, Joyce reveals that she sees herself in a partnership with her subordinates, rather than in a hierarchical relationship.

"... Having a real partnership with one's collaborators, that's what matters, not to have a relationship 'responsible-subordinate'.”
She prefers to convince them of the necessity of a specific task and will only impose her request as a last resort.
"... I try not to impose, or only to impose gently, so that their tasks are part of them and that they are convinced."

Fortunately, she rarely needs to take a more authoritarian approach and if she does, employees often re-evaluate their behaviour with the benefit of hindsight.

"... I impose when all my possibilities are exhausted and when there are no other means ... mostly everything goes smoothly and afterwards people come back after having kept their distance for a while."

Joyce places great emphasis on keeping the members of her team informed, as she believes that objectives can be achieved more easily if all concerned are aware of the reasons behind a managerial decision. She wishes to guide people, rather than manage them.

"... Guiding people is something I love very much. I prefer people to come and see me in order to be oriented or guided rather than to have to impose something on them."

The advantages of such an approach lie in a pleasant atmosphere, good levels of communication and the existence of a mutual trust relationship. Furthermore, Joyce confirms that her approach is the only one she feels comfortable with and that she would find it difficult to act otherwise.

"... I believe that I personally couldn’t live differently."

Nevertheless, she is acutely aware of the dangers inherent in her liberal style, as sometimes employees try to take advantage and corrective action needs to be taken.

"... The fact that things are getting out of control is typical!... Afterwards [employees] don’t really know the difference between the boss and the pal anymore. So, at times, you have to remind them of things."

However, Joyce describes her style as very soft and when necessary very strict, but never hard. New team members, who have been used to a more directive approach, might become perturbed by the increased levels of responsibility and freedom that they are faced with under her delegate leadership style.
"... It may perturb if you have experienced a more directive style and then you have a much more open style."

Generally, Joyce will choose to supervise them carefully, but sensitively and at a distance until they have adapted.

Being very fond of her team, she sometimes finds it hard to develop the distance and detachment she believes to be important for a manager in charge of a department.

"... I love the people I am working with, which is something I must master time after time. You have to keep your distance."

On balance though, she thinks that subordinates react very well to her approach and that their relationship is excellent.

Joyce believes that the professional relationship she has with male subordinates is slightly different to her relationship with female subordinates. She explains that men show higher levels of respect towards a female manager than they do towards women in general and that even when men claim that working for a female manager poses no problems to them, Joyce believes that deep down, their ego may suffer.

"... You must have consideration for their ego. That is very important. The male ego is much more important than the female ego." (Joyce)

Whereas, Joyce sees the softer aspect of her leadership style more as a way of life, Joanne consciously changed her approach relatively recently, from a heavily task-oriented towards a more people-oriented style. She used to be aggressive, quite easily stressed and manage in a much more authoritarian style than she does now. She worked in a highly competitive and fast-moving environment with a very heavy workload, which further exacerbated her tough approach.

"... But then I was working for a different institution, which was very go, go, go and they basically overloaded people rather than giving them time to cope."

She critically analyses the relationship she used to have with subordinates.

"... I had respect, but there were a lot of people that didn’t like me, which I didn’t care too much about, because I thought as long as the job gets done ... I am not here to be liked, I am here to get the job done, which I [now]
think is the wrong attitude to have. It can be useful during a crisis, but long term it is not a good attitude.”

Not surprisingly, she had to deal with a lot of conflict, above all with upper management, who she tended to challenge regularly. She was not “scared of their authority”.

Joanne describes her ‘new’ management approach as very gentle, as she tries to win respect by knowledge rather than authority.

“... I would say my style now is very gentle. It is more trying to win people’s respect by knowledge, rather than by authority. Learning about different types of characters and what makes them tick, understanding other people.”

Similarly to Joyce, Joanne now wishes employees to understand what she expects of them and finds them more willing to work for her. Furthermore, she does not receive the negative, aggressive feedback she used to have to face and now believes it to be easier to manage people if she is calm, listens and respects them for what they do.

“... I am much more laid back than I was before and I think it is easier to manage people, if you are calm and you listen. You respect them for what they can do.”

Joanne confirms that she adapts her approach to the individual members of her team. Some employees are sensitive, or cannot handle pressure and need to be addressed differently to those who expect more challenges.

“... I think people’s needs are different, people have different ways that make them tick.”

Joanne has experienced male subordinates to be very sceptical at first and unwilling to respect her authority, a reaction which has resulted in clashes, above all with men older than herself. However, she has normally managed to win them over in the end, through knowledge rather than authority. Joanne is professionally very competent and eventually, the men learned to respect her knowledge. They followed her advice and carried out her instructions, more because they trusted her sound judgement than because she was their superior.
As regards her personal relationships with employees, Joanne now is quite critical of her past behaviour.

"... I never had any serious personal conflicts, but I always kept my work separate from my social life, so I was never involved with my subordinates in terms of lunching and creating that relationship outside work, which probably would have helped to make the subordinates cope more with the situation, which I think I would do now." (Joanne)

With respect to female managers in positions above or at the same level as herself, she would now try to befriend them rather than fight them as she used to, even if she did not respect the person or the person's professional knowledge.

6.1.1.2 Male Managers: Mark & William

Mark is in his thirties and manages a relatively small group of employees in a large bank. He is married with 2 children and has worked in the Luxembourg banking sector for many years, which he joined straight after an 'A'-level type education. William, is in his forties, is employed by a small bank and in charge of a relatively large department. He is married with children and has worked for different banks for over 20 years. His background is that of a technical diploma in banking.

With respect to PAQ results, Mark scored the highest level of Instrumental traits (38) of all participating female and male managers and William's score of 35 is also comparatively high. For Expressive traits, they both score identical results (33).
Mark describes himself as possessing very high levels (scores of 5) of all Instrumental traits except ‘feels superior’.

"... I am a man who knows exactly what he wants." (Mark)

William, on the other hand perceives himself to possess very high levels (scores of 5) for 5 traits, ‘stands up fairly well under pressure’, feels moderately ‘competitive’ and neither ‘inferior’ nor ‘superior’.

"... I set much store by independent working." (William)
Mark and William both obtained identical scores of 33 for the Expressive scale, but place their emphasis on different traits. Whereas the former attributes the highest score of 5 to himself for the traits of 'emotional', 'helpful to others' and 'warm in relations with others',

"... I am also told that I am always helpful." (Mark)

William attributes a score of 5 to being 'aware of others' feelings', being 'understanding of others' and 'warm in relations with others'.

"... I think that [staff members] react positively ... because they are aware that ... there is someone who cares for their problems.” (William)

Mark describes himself as very ambitious and expects the same determination from his employees. Therefore, at times he sees himself imposing, although he does not describe himself as dominant.

"... I am ... not a person ... who absolutely wants to dominate and who says 'that's the way it has to be done', [but] in a certain way I am [someone who says]: I want this or that to be done by that time.”

He describes his relationship with his team as very cooperative, partly due to the fact that they all knew each other and worked together before Mark was promoted.

"... I am certainly responsible, but the collegial relation remains.”

Mark places high emphasis on his willingness to discuss problems and to involve the members of his team in the decision making process. He prefers joint decisions and even though he tends to try and push through his opinion, he will try to do so by well argued cases and is normally quite prepared to accept the results of a majority vote against him.

"... I am also willing to accept their opinions, i.e. in our market [financial market] it is relatively important that everyone has got his or her opinion or that one has got an opinion at all.”

His subordinates tend to approach Mark for their personal problems, as he is quite willing to listen and discuss the situation with them. Furthermore, he quite enjoys socialising with the members of his team, regularly.
Although Mark believes that his superiors do not really approve of his approach, "... In fact I have got a style which my superiors do not really approve of, because I am not severe enough with [subordinates]"
he confirms that so far his style has been very successful. He believes that subordinates trust him and hope that their trust will improve their future career opportunities. Furthermore, Mark is convinced that a good atmosphere improves productivity.

"... I think, if there is a good atmosphere, then everything works better. If everyone agrees, the results are also good."

With respect to his leadership approach, Mark tends to adapt to the individual employees,

"... It all depends on the person, whether female or male doesn’t matter."
although he does admit that he might find it hard to manage an all-female team.

"... I don’t know whether I would be able to do that. I could imagine that it would be completely different, that I would have to change my method."

William refuses a strict hierarchical organisation and does not see himself as the supervisor, the head or top person in the department. Quite to the contrary, he believes his mission to be different.

"... Actually I think that ... the perfect manager is the person who shows readiness ... to listen to the problems of his or her staff members ... so that the staff member is made the centre of attention."

William wishes to develop a trusting relationship with the members of his team and good levels of communication. He believes in team work,

"... I try to make my staff members, particularly each of my group managers appreciate team work and working in a team."
and expects the team to show a sense of responsibility.
He believes in the importance of good human resource management.

"... [I] try to make especially group managers understand that the way they treat their staff members is decisive for the success of a team."

William describes himself as very friendly and insists that he has an open-door-policy.

"... I attach much importance to the fact that each staff member can talk to me at any moment."

William sees the main advantage of his approach in the increased levels of motivation of employees and their identification with the company.

"... I think that this management style actually helps motivation and is also beneficial to the identification with one's company, because I am sure that nowadays, the work environment is important to make a person improve his or her performance."

Furthermore, employees appreciate an opportunity to develop and to know that someone will help them deal with their problems.

William confirms that he prefers to treat the different members of his team in a similar way, attempting to be as fair as possible.

"... I think that I try to have a rather unbiased attitude towards my staff members, at least I intend to create [an] equilibrium."

In summary, the 4 Androgynous managers perceive themselves to possess high levels of both Instrumental and Expressive, which are reflected in their management style. The most striking example is Joanne, who used to be very task-oriented, drawing virtually exclusively on Instrumental traits, but now places a lot of emphasis on a people-oriented approach. The case studies show that the 4 Androgynous managers have very clear and structured ideas with respect to what they expect of their subordinates and to the leadership approach they wish to apply. The four managers are very willing to delegate and to involve subordinates in the decision making process, which reflects their very high levels of self-confidence (scores of 5, except for Joyce). Nevertheless, they are quite prepared to use a more authoritarian approach, when they judge that the circumstances require such steps. On the other hand, the Androgynous managers are very people-oriented and interested in their
subordinates’ welfare. They place high emphasis on good levels of communication and are very willing to help subordinates with professional and personal problems. Their approach to helping employees seems very action-oriented and pragmatic, but at the same time compassionate and caring. The interview data reflect the balanced and high levels of Instrumental and Expressive traits that the Androgynous managers’ perceive themselves to possess. Therefore, the 4 case studies of Androgynous managers support the PAQ results and their underlying theoretical position.

6.1.2 Feminine Category

Quite surprisingly, more male managers than female managers perceive themselves to be Feminine (27% vs. 18%). Feminine individuals show high, above-median levels of Expressiveness, coupled with below-median levels of Instrumentality, suggesting that traits such as ‘kindness’ and ‘aware of others’ feelings’ play a very important role in their way of dealing with subordinates. The table below highlights the selection procedure for the 4 Feminine managers.

<table>
<thead>
<tr>
<th>NAME</th>
<th>I-SCALE RESULT</th>
<th>E-SCALE RESULT</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vera</td>
<td>30</td>
<td>35</td>
<td>SELECTED</td>
</tr>
<tr>
<td>Yvonne</td>
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<td>31</td>
<td>SELECTED</td>
</tr>
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<td>Brenda</td>
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<td>Oscar</td>
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<td>Fred</td>
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<td>33</td>
<td>SELECTED</td>
</tr>
<tr>
<td>Daniel</td>
<td>30</td>
<td>33</td>
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</tr>
</tbody>
</table>

Table 6.6 - Selected Female and Male Managers : Feminine Category

The interviews with the 4 Feminine managers reveal the importance they attach to the quality of their relationship with subordinates. Whereas Vera is intent on creating a family-type atmosphere, Yvonne wishes to concentrate on employees strengths rather than weaknesses. Fred is very people-oriented in his management style and Daniel considers himself a born leader.
6.1.2.1 Female Managers: Yvonne & Vera

Yvonne and Vera work in a small and a medium-sized bank respectively and draw on many years of banking experience. They are married, Vera has 4 children, whereas Yvonne has remained childless. The former is in charge of a small team, whilst the latter has the responsibility of a relatively large department.

Given that Feminine individuals are characterised by above-median levels of Expressive traits and below-median levels of Instrumental traits, Expressive traits will be discussed first.

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS - YVONNE -</th>
<th>Scores</th>
</tr>
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<tbody>
<tr>
<td>able to devote self completely to others</td>
<td>4</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>4</td>
</tr>
<tr>
<td>gentle</td>
<td>4</td>
</tr>
<tr>
<td>helpful to others</td>
<td>4</td>
</tr>
<tr>
<td>kind</td>
<td>4</td>
</tr>
<tr>
<td>understanding of others</td>
<td>4</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>4</td>
</tr>
<tr>
<td>emotional</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL SCORE</strong></td>
<td><strong>31</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS - VERA -</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>emotional</td>
<td>5</td>
</tr>
<tr>
<td>helpful to others</td>
<td>5</td>
</tr>
<tr>
<td>kind</td>
<td>5</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>4</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>4</td>
</tr>
<tr>
<td>gentle</td>
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<tr>
<td>understanding of others</td>
<td>4</td>
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<tr>
<td>warm in relations with others</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL SCORE</strong></td>
<td><strong>35</strong></td>
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</tbody>
</table>

Table 6.7 a - E-traits / Feminine: Yvonne

Yvonne scores a constant 4 for Expressive traits, with one exception: she perceives herself to be moderately 'emotional'. Although, her score on the Expressive scale is only 31, she achieved the second-highest score for female managers in the Feminine category. During the interview, she described herself as possessing many Expressive-type characteristics.

"...I use a soft management approach." (Yvonne)
With respect to Expressiveness, Vera scores a total of 35, judging herself very 'emotional', very 'helpful to others' and very 'kind' (all three with a 5). For all other characteristics, she ticked 4.

"... I [am] extremely humane and I try to always see a person's positive features." (Vera)

On the Instrumental scale, both female managers scored 30, slightly below group median results of 31.

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL(I) TRAITS - YVONNE -</th>
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<tr>
<td>active</td>
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<td>competitive</td>
<td>4</td>
</tr>
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<td>independent</td>
<td>4</td>
</tr>
<tr>
<td>can make decisions easily</td>
<td>4</td>
</tr>
<tr>
<td>self-confident</td>
<td>4</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4</td>
</tr>
<tr>
<td>feels superior</td>
<td>3</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL SCORE</strong></td>
<td><strong>30</strong></td>
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</tbody>
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<table>
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<tr>
<th>DESIRABLE INSTRUMENTAL(I) TRAITS - VERA -</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
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<td>independent</td>
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<td>stands up well under pressure</td>
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<tr>
<td>feels superior</td>
<td>3</td>
</tr>
<tr>
<td>self-confident</td>
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<tr>
<td>can make decisions easily</td>
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</tr>
<tr>
<td><strong>TOTAL SCORE</strong></td>
<td><strong>30</strong></td>
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</tbody>
</table>

Table 6.8 a - I-traits / Feminine : Yvonne

Table 6.8 b - I-traits / Feminine : Vera

Yvonne scored 4 on all items except 'never gives up easily' and 'superior', both with a 3. During the interview, she does not describe herself as using Instrumental-type approaches.

PAQ results show that Vera perceives herself above all as very 'active', 'never giving up easily', as fairly 'independent', able to 'stand up fairly well under pressure' and fairly 'competitive', with the other Instrumental traits being less strongly developed. During the interview, she stressed above all her human approach, but does mention that she reacts quite strongly when employees try to take advantage of her softer management style.
"... It once happened to me that someone really took advantage, but afterwards that person no longer existed for me. I may react rather violently if someone tries to take advantage." (Vera)

During the interview, Yvonne described herself as calm and patient. She prefers to explain the reasons behind the decisions she takes and to motivate employees to work towards increased profitability of the bank, in order to improve their own job satisfaction and security.

"...I explain why people have to submit to a certain discipline, explaining that if they contribute to the prosperity of their firm, they also contribute to the prosperity of their job and profession."

She defines her relationship with subordinates as excellent, with the exception of one person who tends to rebel against her authority. Otherwise, the closely-knit team acts like one large family, with members who are highly motivated and very willing to oblige their superior and/or help their colleagues.

"... We were a very homogenous team, like a family and people were highly motivated. I could ask anybody to do anything and they would just do it without any problem."

Yvonne compares herself to a chameleon, who adapts to the individual she is dealing with at the time.

"... It happens that I adapt myself, that I behave a bit like a chameleon, that I adapt myself a bit to the person in front of me."

Vera wishes to concentrate on the positive aspects of an employee’s personality in order to use their strengths to her advantage, whilst minimising the effects of their weaknesses. Her approach tends to be correct and friendly and in her own opinion at times too soft and restrained.

"...Because I always try to consider positive aspects, not negative ones, because I’m always [persuaded] that there is something useful in every member of staff."

However, she rates her relationship with team members as excellent and rarely has to confront subordinates who try to take advantage of her more relaxed style.
6.1.2.2 Male Managers: Fred & Daniel

Both managers are in their early thirties, married with no children and working in small banks. Fred joined the sector straight after school and has more than 10 years of banking experience, whereas Daniel went to university and has been working in financial institutions for less than 5 years.

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>helpful to others</td>
<td>5</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>4</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>4</td>
</tr>
<tr>
<td>emotional</td>
<td>4</td>
</tr>
<tr>
<td>gentle</td>
<td>4</td>
</tr>
<tr>
<td>kind</td>
<td>4</td>
</tr>
<tr>
<td>understanding of others</td>
<td>4</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>4</td>
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<tr>
<td><strong>TOTAL SCORE</strong></td>
<td><strong>33</strong></td>
</tr>
</tbody>
</table>

Table 6.9 a - E-trait / Feminine: Fred

<table>
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<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
<th>Scores</th>
</tr>
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<tbody>
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<td>able to devote self completely to others</td>
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<td>gentle</td>
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</tr>
<tr>
<td>kind</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL SCORE</strong></td>
<td><strong>33</strong></td>
</tr>
</tbody>
</table>

Table 6.9 b - E-trait / Feminine: Daniel

On the Expressive scale, Fred sees himself as very 'helpful to others' and attributes a 4 to all other Expressive traits.

"... I try to be relaxed as well as humane in my relation with them." (Fred)

Daniel rates himself as 'able to devote himself completely to others', as very 'helpful to others' and very 'aware of others' feelings', but only moderately 'kind' and neither 'rough nor gentle'. Interview data show that Daniel cares for his subordinates, but he does not mention Expressive approaches directly.
On his PAQ form, Fred described himself as very ‘self-confident’, as feeling neither ‘superior’ nor ‘inferior’ and as ‘having some difficulties making decisions’. For all other Instrumental items he scored 4.

“...Sometimes you have to take more vigorous action. You can’t help it.”
(Fred)

Daniel, on the other hand, described himself as very ‘active’, very ‘self-confident’ and as a person who is fairly ‘independent’, ‘can make decisions fairly easily’ and who ‘stands up fairly well under pressure’.

“... I like to feel confidence from others in my leadership ... I have some natural talent for leadership.” (Daniel)

During the interview, Fred describes himself as quite tolerant, willing to delegate whilst still maintaining control, inclined to involve employees in the decision-making process and very people-oriented:

“... Listening a lot to people, being able to talk to them, noticing if they have problems... talking to them in private, not only asking what’s going wrong, but trying to help them if possible, if that’s what they really want.”
He wishes to support employees, help them solve work, as well as personal problems and is keen to promote their professional development by sending them to seminars and courses.

"... And send people as often as possible to training programs, seminars."

His approach is quite laid back, rarely strict and he prides himself in being honest with subordinates, even when criticising. Fred normally gives subordinates the opportunity to change or improve.

"... Sometimes you have to put them in their place..... Its the same with evaluations, where a good approach means being rather honest, which may be hurtful at first.... then I talk to people, let them know my personal opinion of them and also give them the opportunity to change things if they feel like it."

As a result, the members of his team are very dedicated to their work and loyal towards him as their manager.

Fred tends to use a similar approach with all employees and does not differentiate between female and male subordinates. The very positive experience, early on in Fred’s career, of working in an all-female department allowed him to adjust his stereotypes and he now considers women and men as equally capable to manage.

"... On my first job I was only working with women, which was not negative at all ... where I had thought: good gracious! Being in a department with 10 females ... that can’t work at all. Then, however, I made a new experience. Everything worked like clockwork and I found it all rather pleasant.

Daniel believes himself to be a born leader, a role he very much enjoys, and to be a good judge of character. He is fair, able to listen and understanding.

"... I think I am very good at listening to people and understanding different levels of people’s personal and professional needs and feed that into a complete picture for the department."

His approach is not authoritarian, but he explains the purpose of the work he asks employees to do, so that they understand "the logic in certain things". However, in
case this is not possible, he is convinced that subordinates will trust him as their leader.

"... I am not so to speak afraid of sometimes not giving reason for things that are going to be carried out. It is important that the people that are working feel confidence in their leader, so that they will not always have to have a motivation for things."

Daniel believes that the result of his leadership is positive.

"... I think there is a good atmosphere and I think it is a good relationship."

In summary, 3 of the 4 Feminine managers (Yvonne, Vera and Fred) tend to describe themselves in a way that reflects their higher levels of Expressiveness. They are very people-oriented, tend towards a soft leadership approach and are very willing to help. They care about their subordinates and emphasise the latter’s well-being. Their description of themselves is dominated by Expressive traits and rarely by Instrumental traits. Although Daniel does not use Expressive traits, when he describes himself, he attaches great importance to the mutual trust relationship he maintains with his subordinates. Thus, it can be said that the 4 Feminine managers show a penchant towards Expressiveness, both with regards to their PAQ results and the way they describe themselves during the interviews.

6.1.3 Masculine Category

Masculine individuals perceive themselves to possess high, above-median levels of Instrumental traits and below-median levels of Expressive traits. The Masculine managers were selected as follows:
The 4 *Masculine* managers, who have been selected to represent this category are all experienced and have a clear vision of the leadership approach they prefer. The female *Masculine* managers are people-oriented, but at the same time they except high levels of performance and dedication from their respective teams. These same expectations are shared by Gavin and Richard, even though their approach to leadership is quite different.

### 6.1.3.1 Female Managers: Christine & Rebecca

Christine is in her late twenties, married with one child, has several years of banking experience and is in charge of a relatively large group of subordinates in a medium-sized bank. Rebecca, on the other hand, is in her thirties, also married with one child and responsible for a relatively small number of employees in a large bank.

PAQ results are characterised by Christine’s very high level of Instrumental traits and Rebecca’s very low level of Expressive traits.
With respect to PAQ results, Christine attributes the highest ranking (of 5) to the Instrumental traits of 'active', 'competitive', 'independent' and 'self-confident' and a ranking of 4 to all other characteristics. Such characteristics will be important, above all in her dealings with other departments.

"... If I feel that my staff need something, I will be very obnoxious until I know my staff gets it." (Christine)

Rebecca perceives herself as very 'decisive', neither 'inferior' nor 'superior' and scores 4 on all other Instrumental traits.
With respect to the Expressive scale, Christine perceives herself as fairly ‘helpful to others’

“... If your staff is working until 8 or 9 o’clock ... you better be there with them, showing your support, helping them out ... it becomes a social thing, too.” (Christine)

‘emotional’, ‘kind’, and ‘warm in relations with others’ (all with 4). She ticked 3 for the remaining traits.

Rebecca perceives herself as fairly ‘warm in relations with others’ and fairly ‘helpful to others’

“... I think they know their job and if there is a problem we help them. The supervisor is also helpful: we help them but they must know their limits.” (Rebecca)

but as not very ‘aware of others’ feelings’ and not very ‘able to devote self completely to others’.

During the interview, Christine describes herself as very hands-on, people-oriented and involved in her subordinates’ work. She prides herself on being capable of doing their work, if need be and always tries to keep up with technology, in order to stay one step ahead of her staff.
"... I ensure that I know what they are doing and that I am capable of doing their job as well. I can't stand a manager who couldn't do it herself. I try to keep up with technology and things that go on, so that I can actually be there and answer questions."

She shows support, is prepared to help out and answer questions, whenever required. Her management style includes socialising with staff, and she nurtures a family-type atmosphere, thus inviting people to speak openly about their private lives.

"... If someone has a private problem, like a family situation, I am a softy, I don't believe that you can turn off your private life when you come to work ... I am not very strict, if someone needs to take an afternoon off, and they have a reason, they go. If I see that people are giving, I am more than willing to give back."

However, Christine also expects high levels of performance and dedication from her staff. During busy periods, she is quite prepared to push both employees and herself to the absolute limit.

"... The definite advantage is that you can push them to the limit, when you need to ... When we had a busy period, they were there, and they were solid and they did it."

Nevertheless, she believes that most of the time, her subordinates are satisfied, enjoy their job and are loyal to her as their manager.

Rebecca defines a "boss" as someone from who employees can learn, rather than someone who just gives orders.

"... Actually you're the boss if you are able to teach them things and not if you are someone bossing them about."

Therefore, she does try to create a relaxed and informal atmosphere, but manages to maintain the distance that needs to exist between superior and subordinate.

"... And there is a certain respect. We are on familiar terms with one another but they know perfectly well that I am the boss."

She confirms that she is always quite prepared to tackle problems head-on.
"... If I need them, I know where to find them and if they need me, they know where to find me. I am also always ready to tackle a problem.

Rebecca expects her subordinates to work independently, without constant supervision. She relies on them and expects them to show a sense of responsibility, although she does keep an eye on them.

"... They all have their responsibilities and also assume them."

Rebecca believes that everyone involved, her subordinates and herself, profit from this approach.

"... In this system it's much more pleasant because they are given responsibility and you rely on them ... and thus they do feel better ... And I also feel better because I could not imagine being someone who uses sledgehammer tactics."

With respect to how she treats different employees, Rebecca adapts to the individual.

"... That is really something which has to do with character ... I think that one has to respect all different kinds of characters."

6.1.3.2 Male Managers: Gavin & Richard

Gavin is in his forties, married and has 3 children, whereas Richard is a decade younger and single. Both have a university level education and are in charge of a small group in a small bank and a relatively large department in a medium sized bank respectively.

Gavin and Richard show high levels of Instrumental (35 and 36) and relatively high, but below-median levels of Expressive traits (29 for both).
With respect to PAQ data, Gavin and Richard show high levels of Instrumentality (35 and 36 respectively), scoring 4 and 5 on all items except one (Gavin ticked a 3 for 'feels superior').

Both men perceive themselves to be very 'independent', very 'active' and very 'self-confident'. Richard 'can make decisions very easily' and Gavin 'stand up well under pressure'. The description Gavin gives of his approach reflects his high levels of Instrumentality, even though no one poignant quote could be singled out.

With regard to Richard, the following remarks best summarise his style.

"... Most people who work for me say they know exactly what I want and they deliver what I want them to deliver to me ... They also say they are afraid of me, because they know that I aggressively want something from them."

As regards Expressiveness, both men score 29, but the detailed pattern is quite different.
Gavin understands himself to be ‘able to devote self completely to others’, very ‘gentle’, very ‘helpful to others’, but not very ‘emotional’ and not very ‘aware of others’ feelings’. However, his interview data do not reflect his Expressive characteristics.

On the other hand, Richard circled 3 for ‘gentle’, ‘kind’ and ‘warm in relations with others’, but 4 for all other characteristics.

"... I try to make sure that everybody is comfortable and that we have a good relationship." (Richard)

Gavin believes in delegation and trusting employees. He tends to discuss matters with team members, attempts to reach consensus in order to determine the approach to any given problem that needs to be taken.

"... I am someone who places his confidence in people until proven wrong. I leave people alone until I see that things don’t work or that my confidence has been shaken and at that moment I take action and if I take action it may be rather violent."
He expects employees to think for themselves, to take initiatives and allows them the flexibility and freedom that they require to do so. In order to avoid abuse and subordinates taking advantage of his very liberal approach, Gavin attempts to convince them of the advantages of the system and to set clear limits and basic rules to be followed at the beginning of their professional relationship.

"... Limits have to be set right from the start. If the job is well done, people are allowed to have a lot of freedom."

As regards his approach to the different members of his team, Gavin believes in treating all subordinates in the same way,

"... To me it doesn’t matter if someone is a typist or any highly qualified doctor, to me they’re all on the same level. If they do a good job, they have to be rewarded."

Richard describes himself as aggressive, quite impatient, but not dominant. He tries to get people involved in the decision making process, as he believes that “involvement means commitment”. Some subordinates tend to be quite apprehensive about this very direct style and very aware that they are expected to act upon his orders quickly and efficiently.

"I don’t know what you call this leadership style, not as extreme as dictator, I wouldn’t say that. I’m not democratic, but somewhere in the middle: parental, advise them what is the right thing to do, but not give them a lot of freedom."

Richard assesses his relationship with team members in general as “OK” and with the “good performers” among his employees, as very good. He has had problems in the past with subordinates who believed that he was too demanding and his reaction tends to be quite radical.
“Some people who cannot necessarily deliver, what I expect, become irritated, but I think that is OK. If people cannot deliver, they can drop out. I try to make sure that everybody is comfortable and that we have a good relationship. I try to prove to them that if they improve now, it is going to be better for them in the future. At that time, I am a bad guy, but afterwards everybody is happy.

Richard confirms that many employees feel proud to belong to his group, because operations run very smoothly and they enjoy the strong sense of identity that exists within the group.

As regards his approach towards his subordinates, Richard’s philosophy is different to that of Gavin, in so far that Richard adapts to the different personalities.

"... To some people, you cannot be too aggressive, some people cannot take criticism. You have to talk to them in a nice way and treat them like a kid sometime and you have to give them candy from time to time. Some people are more mature, they understand things. Some people are more passive, some people are more active. I don’t believe you can use one style to treat everybody the same."

In summary, the 4 Masculine managers describe themselves as using leadership approaches that tend to reflect their high levels of Instrumentality. They have very clear expectations as regards subordinates’ performances and definite views on the type of work they wish employees to produce. They either tend towards a somewhat authoritarian type leadership or a delegate approach, expecting subordinates either to follow orders or to assume high levels of independence and responsibility. Even when they are as people-oriented as Christine, they never lose sight of their overall objectives of performance and profitability. Therefore, the 4 case studies of Masculine managers support the PAQ findings.
6.2 Conclusions

In this chapter, 12 case studies of female and male Androgynous, Feminine and Masculine managers were presented. The way the managers describe themselves was very much in line with their PAQ scores, i.e. their respective levels of Instrumentality and Expressiveness. Managers who perceive themselves to possess high above-median levels of Instrumentality clearly tend towards a task-oriented leadership style and Managers who perceive themselves to possess high above-median levels of Expressiveness tend to describe themselves as people-oriented. Those managers who possess high, above-median levels of both traits include both task- and people-oriented approaches in their descriptions of themselves. Therefore, the interview data show and confirm the PAQ findings. Nevertheless, even Masculine managers place emphasis on their relationship with subordinates and none of them adopt a fully task-oriented approach.

In chapter 7, the case studies of 3 banks will be presented, which were chosen to represent the highest, the median and the lowest scores for the present study, of their country of origin on Hofstede’s Masculinity Scale. Both PAQ and interview data will be used as a basis for analysis.
Chapter 7: ANALYSIS OF FINDINGS:

- The Profiles of 3 Contrasting Banks -

Introduction

Chapter 7 is dedicated to the case studies of 3 banks in contrasting positions on Hofstede's Masculinity Index Scale. As will be discussed later, among the 10 banks that took part in the study, the bank with the highest, the median and the lowest scores on the Masculinity Index were selected. Banks are compared, in terms of their managers' PAQ and interview results. The findings will be analysed in the light of Hofstede's Masculinity dimension and conclusions drawn. Section 7.1 covers basic considerations in relation to the chapter, above all concerning Hofstede's work. Sections 7.2, 7.3 and 7.4 are dedicated to the respective case studies of an Italian Bank, a Luxembourgish/Belgian Bank (Lux./Belgian Bank) and a Swedish Bank. Comparisons are made between the results of female and male managers in each bank. Furthermore, in Section 7.5 the results of the banks are compared with each other. For reasons discussed below, emphasis is placed on the results of the participating managers themselves and their perceptions of a successful manager in their respective banks.

7.1 Approach to Analysis

As was discussed in Chapter 2, Hofstede (1991) conducted a major study on national value differences in 50 countries and 3 multi-country regions among employees of the US multinational IBM. From his data, Hofstede developed 4 dimensions of culture, one of which is called the Masculinity Index (MAS). Hofstede (1984, 1991, etc.) defined the Masculinity Index score as the degree to which masculine values prevail over feminine values in a country. Masculine values include assertiveness,
performance, success and competition, whereas feminine values are represented by aspects such as quality of life, the maintenance of warm personal relationships, service, care for the weak and solidarity. In order to determine whether differences exist between the banks, depending on their Masculinity Index score, it was decided to choose the banks with the highest, the median and the lowest Masculinity Index scores represented in this study. The 3 banks that have been chosen for analysis are an Italian Bank, a Luxembourgish/Belgian Bank (Lux./Belgian Bank) and a Swedish Bank.

<table>
<thead>
<tr>
<th>Bank Reference</th>
<th>'Nationality' of Bank</th>
<th>MAS Score for 'Nationality' of Bank</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank H</td>
<td>Swedish</td>
<td>05</td>
<td>10</td>
</tr>
<tr>
<td>Bank I</td>
<td>Dutch</td>
<td>14</td>
<td>06</td>
</tr>
<tr>
<td>Bank A</td>
<td>French</td>
<td>43</td>
<td>04</td>
</tr>
<tr>
<td>Bank C</td>
<td>South American</td>
<td>44</td>
<td>06</td>
</tr>
<tr>
<td>Bank E</td>
<td>Belgian / Luxembourgish*</td>
<td>54</td>
<td>08</td>
</tr>
<tr>
<td>Bank J</td>
<td>Belgian</td>
<td>54</td>
<td>04</td>
</tr>
<tr>
<td>Bank G</td>
<td>U.S. American</td>
<td>62</td>
<td>08</td>
</tr>
<tr>
<td>Bank B</td>
<td>German</td>
<td>66</td>
<td>08</td>
</tr>
<tr>
<td>Bank D</td>
<td>Swiss</td>
<td>70</td>
<td>04</td>
</tr>
<tr>
<td>Bank F</td>
<td>Italian</td>
<td>70</td>
<td>08</td>
</tr>
</tbody>
</table>

* main shareholders from Luxembourg and Belgian: Masculinity score for Belgium

Table 7.1 - Position on Masculinity scale (MAS) of Participating Banks

The Masculinity Index score of 70, represented by an Italian Bank as well as a Swiss Bank, is the highest nationality score for the present study. As discussed in Chapter 4, access to a bank originating from Japan, the country with the highest Masculinity score recorded by Hofstede, was not granted and Austria and Venezuela, the 2 other countries with scores in excess of 70 (79 and 73 respectively) were not represented in Luxembourg at the time of the study. Table 7.1 shows the 10 banks that took part in the present study, their nationalities and respective Masculinity Index scores, as well as the number of interviews that were conducted in each. Given that the Swiss Bank is a small bank with about 35 employees, where only 4 interviews were conducted, it was decided that the analysis of the Italian Bank would be preferable and more representative.
The median value for this study is 54, which again is represented by 2 banks, one Luxembourgish / Belgian Bank (main shareholders from both countries) and a small Belgian Bank. The Luxembourgish / Belgian Bank (Lux./Belgian Bank), where 8 interviews were conducted, is one of the largest banks in the Luxembourg banking sector. In the small Belgian Bank only 4 interviews were conducted and therefore, the Lux./Belgian Bank was chosen as the representative for the median position on the Masculinity Index.

The feminine end of the scale is represented by a Swedish bank, with a Masculinity Index score of 5, which is the lowest score recorded by Hofstede in his study. Furthermore, the Swedish Bank is the bank where the highest number of interviews (10 interviews), were conducted. Thus, the Swedish bank constitutes the best choice to represent the lower end of the Masculinity Index scale.

The objective of this chapter is to determine whether any significant differences exist between the three banks and if so, whether they are consistent with Hofstede’s theory on the Masculinity/Femininity dimension. Hofstede (1984) conducted his initial survey in one large company (IBM), in many different countries with nationals from the respective countries. However, the situation in the Luxembourg banking sector is special, in the sense that banks from many different countries of origin have established themselves in the Grand-Duchy. These banks are normally set up and managed by a top management team from the country of origin of the bank. As discussed in Chapter 2, research (Laurent, 1987; Hofstede, 1989) has shown that the practices which characterise these banks are often a reflection of the values of the leaders who created them. Laurent(1987) writes that as managers from different cultures hold different assumptions on the nature of management, authority, structure and organisational relationships, these assumptions shape different value systems, which in turn get translated into different management practices. Thus, the expectations that such banks place in their managers are likely to be influenced by the value system of the country of origin of the banks. Therefore, it is hypothesised that managers from banks with a high score on the Masculinity Index attribute more importance to masculine characteristics, whereas banks originating from countries
with a low Masculinity Index score attribute more importance to feminine leadership practices. Hofstede (1991) writes that the masculine "manager-hero" is assertive, decisive and aggressive (in the positive sense that only masculine societies attach to it), a lonely decision-maker, looking for facts not group discussions. The researcher describes the feminine "manager-hero" as less visible than the masculine one, intuitive rather than decisive and accustomed to seeking consensus. Low Masculinity Index countries, when compared to high Masculinity Index countries attach relatively more importance to the manager-subordinate relationship, to co-operation and a friendly atmosphere. Managers are relatively less interested in leadership, independence and self-realisation and they tend to believe in group decisions (Hofstede, 1984).

The participating managers' PAQ and interview results will be discussed in detail and comparisons made between the banks. Furthermore, the participating female and male managers' perceptions of their own leadership style will be compared to the leadership style that they perceive to be required for success in their bank. The characteristics that the participating managers perceive to be required for a successful career are a reflection of the value system prevalent in that particular bank and therefore provide the basis for determining whether any differences that do emerge, are consistent with Hofstede's theory on the Masculinity/Femininity dimension.

7.2 High Masculinity Index Score: The Italian Bank

With respect to the present study, the Italian Bank represents the highest score of 70 on Hofstede's Masculinity Index. At the end of 1995, it had a workforce of about 120 employees and had been operating in Luxembourg for about 7 years. The atmosphere in the bank seemed pleasant and informal, but at the same time quite competitive. Setting up the interviews was straightforward and the managers seemed very willing to participate. The researcher was given a list of names and contacted the managers directly. In the Italian Bank, eight managers completed the 3 PAQs and were interviewed.
7.2.1 Italian Bank: Managers' Perceptions of their own Leadership Style

The PAQ categories are distributed as follows

Half of the managers describe themselves as *Feminine* and 37% are *Androgynous*. Thus, 87% of the managers in the Italian Bank show high, above-median levels of Expressive traits. With respect to Instrumental traits, 49% of the managers (*Androgynous* and *Masculine* categories) perceive themselves to possess above median levels of Instrumental traits.

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(Figure 7.1 - Italian Bank: PAQ Categories: Total Manages
(Androgy. = Androgynous / Undiff. = Undifferentiated)

(Figure 7.2 a - PAQ Categories: Italian Bank:
Female Managers
(Andr. = Androgynous / Fem. = Feminine / Masc. = Masculine)

(Figure 7.2 b - PAQ Categories: Italian Bank:
Male Managers
(Andr. = Androgynous / Fem. = Feminine / Masc. = Masculine)
When the category results for female and male managers are considered separately, half of female managers are Androgynous, whereas the other half are equally distributed between the Feminine and Masculine categories. 75% of male managers are Feminine and the remaining 25% pertain to the Androgynous category. Therefore, 100% of male managers perceive themselves to possess above-median levels of Expressive traits, compared to 75% of female managers. Given that all Masculine managers are female and that half of the female managers are Androgynous, 75% of female managers perceive themselves to possess above-median levels of Instrumental traits, versus only 25% of the male managers. Thus, female managers in the Italian Bank, when compared to male managers perceive themselves to possess higher levels of Instrumental and lower levels of Expressive traits. Nevertheless, the levels of Expressiveness in the Italian Bank are high, above all if the results for the other 58 participating managers are considered, which indicate that 48% of the managers perceive themselves to possess above-median levels of Expressive traits.

Given the high levels of Expressive traits in the Italian Bank, the detailed PAQ results for the Expressive scale results will be analysed first. Besides the discussion of the individual traits and their relative importance, comparisons will be made between female and male managers, as well as between banks, based on whether their mean value is above or below the 4.000 mark, the value which constitutes the boundary between very high and high levels of a trait.
As previously discussed, the managers in the Italian Bank perceive themselves to possess high levels of Expressive traits. ‘Helpful to others’ is the trait with the highest mean:

“... I tend to help people who have already taken initiatives themselves in order to learn.” (Joseph)

During the interviews, the managers of the Italian Bank insisted that they were courteous and kind, compassionate and / or gentle,:

“... I am ...very courteous, very kind.” (Robert)

“... I am very compassionate!” (Doreen)

and tended to be tolerant and relaxed, rarely pressurising employees:

“... Probably too tolerant, I accept too many things... I don’t put pressure on them.” (Bernard)

Fewer female managers than male managers (50% and 100% respectively) used Expressive-type characteristics as descriptors of their own leadership approach.
Female managers in the Italian Bank perceive themselves as more ‘emotional’, more ‘helpful to others’ and equally ‘kind’ than male managers, but score lower means on the other Expressive traits. Whereas for male managers, 7 out of the 8 means for the Expressive traits are above 4.000, for female managers this applies to 5 traits. However, none of the differences are statistically significant at the 95% confidence level.

The detailed PAQ results for the Instrumental scale show the following results:

### Table 7.3 a - Italian Bank : E-traits
**Female Managers**

<table>
<thead>
<tr>
<th>EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>helpful to others</td>
<td>4.750</td>
<td>0.500</td>
</tr>
<tr>
<td>emotional</td>
<td>4.250</td>
<td>0.957</td>
</tr>
<tr>
<td>aware of others’ feelings</td>
<td>4.000</td>
<td>0.816</td>
</tr>
<tr>
<td>kind</td>
<td>4.000</td>
<td>1.155</td>
</tr>
<tr>
<td>understanding of others</td>
<td>4.000</td>
<td>0.816</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>3.750</td>
<td>0.957</td>
</tr>
<tr>
<td>gentle</td>
<td>3.750</td>
<td>0.957</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>3.750</td>
<td>0.957</td>
</tr>
</tbody>
</table>

### Table 7.3 b - Italian Bank : E-traits
**Male Managers**

<table>
<thead>
<tr>
<th>EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>able to devote self completely to others</td>
<td>4.500</td>
<td>0.577</td>
</tr>
<tr>
<td>understanding of others</td>
<td>4.500</td>
<td>0.577</td>
</tr>
<tr>
<td>aware of others’ feelings</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>gentle</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>helpful to others</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>kind</td>
<td>4.000</td>
<td>0.000</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>4.000</td>
<td>0.816</td>
</tr>
<tr>
<td>emotional</td>
<td>3.250</td>
<td>0.500</td>
</tr>
</tbody>
</table>

### Table 7.4 - Italian Bank : I-traits :
Managers’ Perceptions of themselves

<table>
<thead>
<tr>
<th>INSTRUMENTAL(I) TRAITS</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.500</td>
<td>0.535</td>
</tr>
<tr>
<td>competitive</td>
<td>4.125</td>
<td>0.641</td>
</tr>
<tr>
<td>independent</td>
<td>4.125</td>
<td>0.991</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.125</td>
<td>0.354</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>3.875</td>
<td>0.991</td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>3.375</td>
<td>1.302</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.250</td>
<td>0.707</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.125</td>
<td>1.126</td>
</tr>
</tbody>
</table>
Managers perceive themselves above all as 'active' ahead of 'competitive', 'independent' and 'stands up well under pressure'. The means for half of the Instrumental traits are above 4.000, whereas for the other half it is below that figure.

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL(I) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.750</td>
<td>0.500</td>
</tr>
<tr>
<td>independent</td>
<td>4.750</td>
<td>0.500</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.500</td>
<td>0.577</td>
</tr>
<tr>
<td>competitive</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.500</td>
<td>1.291</td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>3.500</td>
<td>1.291</td>
</tr>
<tr>
<td>self-confident</td>
<td>2.500</td>
<td>1.291</td>
</tr>
</tbody>
</table>

Table 7.5 a - Italian Bank : I-traits : Female Managers

When compared to the male managers, the female managers in the Italian Bank possess higher levels for all Instrumental traits, except ‘self-confident’, but the difference is not statistically significantly at the 95% level of confidence. Furthermore, when the results for the other 29 female managers are compared to those of the female managers from the Italian Bank, the former are significantly more confident (mean for 29 female managers : 3.897) than the latter at the 95% level of confidence ($t = 3.285 / \text{critical } t = 2.042$). Thus, female managers at the Italian Bank tend to possess lower levels of self-confidence than male managers at the Italian Bank, as well as female managers in the other participating banks.

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL(I) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>competitive</td>
<td>4.000</td>
<td>0.816</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.000</td>
<td>0.000</td>
</tr>
<tr>
<td>self-confident</td>
<td>3.750</td>
<td>0.500</td>
</tr>
<tr>
<td>independent</td>
<td>3.500</td>
<td>1.000</td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>3.250</td>
<td>1.300</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>3.250</td>
<td>0.957</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.000</td>
<td>0.816</td>
</tr>
</tbody>
</table>

Table 7.5 b - Italian Bank : I-traits : Male Managers

7.2.2 Italian Bank : Managers’ Perceptions of the Leadership Style of a Successful Manager

In this section, the perceptions that participating managers from the Italian Bank have of a successful manager will be analysed.
Successful managers are distributed between the 4 categories, with the \textit{Masculine} category (37\%) being the most representative. Nevertheless, 25\% of successful managers are perceived to be \textit{Feminine}. Thus, 62\% of the managers from the Italian Bank perceive a successful manager to possess above median-levels of Instrumental traits (\textit{Androgynous} and \textit{Masculine} categories) and 50\% of them perceive the successful managers to possess above-median levels of Expressive traits (\textit{Androgynous} and \textit{Feminine} categories). Given that the levels of Instrumentality that the participating managers of the Italian Bank perceive a successful manager to possess are higher than the levels of Expressiveness, the Instrumental scale is discussed first.

\begin{table}[h]
\centering
\begin{tabular}{|l|c|c|}
\hline
\textbf{DESIRABLE INSTRUMENTAL(I) TRAITS} & \textbf{Mean} & \textbf{St. dev.} \\
\hline
- Italian Bank - Successful as perceived by - Female Managers -
active & 5.000 & 0.000 \\
competitive & 5.000 & 0.000 \\
independent & 4.750 & 0.500 \\
ever gives up easily & 4.500 & 0.577 \\
stands up well under pressure & 4.500 & 0.577 \\
feels superior & 4.000 & 1.155 \\
makes decisions easily & 4.000 & 1.414 \\
self-confident & 3.750 & 1.500 \\
\hline
\end{tabular}
\caption{Table 7.6 a - Italian Bank: \textit{I}-traits/Successful: as perceived by Female Managers}
\end{table}

\begin{table}[h]
\centering
\begin{tabular}{|l|c|c|}
\hline
\textbf{DESIRABLE INSTRUMENTAL(I) TRAITS} & \textbf{Mean} & \textbf{St. dev.} \\
\hline
- Italian Bank - Successful as perceived by - Male Superiors -
competitive & 4.750 & 0.500 \\
active & 4.500 & 0.577 \\
makes decisions easily & 4.500 & 0.577 \\
self-confident & 4.500 & 1.000 \\
independent & 4.250 & 0.500 \\
stands up well under pressure & 4.250 & 0.957 \\
feels superior & 3.750 & 0.500 \\
never gives up easily & 3.500 & 1.732 \\
\hline
\end{tabular}
\caption{Table 7.6 b - Italian Bank: \textit{I}-traits / Successful: as perceived by Male Managers}
\end{table}
Female managers in the Italian Bank, when compared to male managers, perceive the successful manager to possess higher levels of Instrumentality, for all traits except 'can make decisions easily' and 'self-confident'. All four female managers attributed the maximum score of 5 to the traits of 'active' and 'competitive'.

"... You have to work a lot ..." (Vera)

"... Because there is in fact a lot of work that is done." (Rosemary)

For 7 out of 8 traits for female managers from the Italian Bank and 6 out of 8 traits for male managers, the means are above 4.000. Female managers from the Italian Bank, when compared to their perceptions of successful managers, perceive themselves to be significantly less 'competitive' ($t = -3.000$ / critical $t = -2.447$), show lower, but not significantly lower, levels of self-confidence ($t = -1.263$) and lower, but quite similar levels for all other Instrumental traits ($t = between -1.000$ and 0.000). This lack of self-confidence and competitiveness could constitute a disadvantage for female managers, when compared to male managers, with respect to their future career prospects.

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italian Bank - Successful as perceived by Female Managers -</td>
<td>Gentle</td>
<td>4.000</td>
</tr>
<tr>
<td>Helpfulness to others</td>
<td>3.750</td>
<td>1.500</td>
</tr>
<tr>
<td>Kind</td>
<td>3.750</td>
<td>1.500</td>
</tr>
<tr>
<td>Understanding of others</td>
<td>3.250</td>
<td>0.500</td>
</tr>
<tr>
<td>Warm in relations with others</td>
<td>3.250</td>
<td>0.500</td>
</tr>
<tr>
<td>Able to devote self completely to others</td>
<td>3.000</td>
<td>1.414</td>
</tr>
<tr>
<td>Aware of others' feelings</td>
<td>2.750</td>
<td>0.957</td>
</tr>
<tr>
<td>Emotional</td>
<td>1.750</td>
<td>0.957</td>
</tr>
</tbody>
</table>

Table 7.7 a - Italian Bank : E-traits/Successful as perceived by Female Managers

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italian Bank - Successful as perceived by Male Managers -</td>
<td>Gentle</td>
<td>4.500</td>
</tr>
<tr>
<td>Helpfulness to others</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>Understanding of others</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>Warm in relations with others</td>
<td>4.250</td>
<td>0.500</td>
</tr>
<tr>
<td>Able to devote self completely to others</td>
<td>4.000</td>
<td>0.816</td>
</tr>
<tr>
<td>Aware of others' feelings</td>
<td>4.000</td>
<td>0.816</td>
</tr>
<tr>
<td>Kind</td>
<td>3.750</td>
<td>0.957</td>
</tr>
<tr>
<td>Emotional</td>
<td>2.000</td>
<td>0.816</td>
</tr>
</tbody>
</table>

Table 7.7 b - Italian Bank : E-traits/Successful as perceived by Male Managers
Female managers in the Italian Bank, when compared to male managers, perceive the successful managers to possess lower levels of all Expressive traits, except 'kind' (identical means). With respect to the characteristics of 'understanding of others' and 'warm in relations with others', this difference is statistically significant at the 95% level of confidence ($t = -2.828$ for both / critical $t = -2.447$).

Female managers of the Italian Bank, when describing the successful manager, place higher emphasis on Instrumental traits and lower emphasis on Expressive traits than male managers. This pattern reflects the pattern found for their own result, where female managers, when compared to male managers, perceive themselves to possess higher levels of Instrumental traits and lower levels of Expressiveness for the majority of traits. With respect to the Expressive scale, only for the trait of 'gentle', the mean calculated for the perception that the female managers from the Italian Bank have of a successful manager, is equal to $4.000$. For all other Expressive traits, the mean is below that figure. With respect to male managers' perceptions of a successful manager, 6 means for the Expressive traits are equal to or above $4.000$. When we consider the means calculated with respect to the perceptions that the other 29 participating male managers have of a successful manager, only 1 Expressive trait, namely 'helpful to others' has a mean of $4.000$, which is also the highest value.

In summary, the Italian Bank is represented by a score of 70 on the Masculinity Index, which is the highest score achieved in the present study. As previously discussed, Hofstede defined the ideal manager in countries with high Masculinity scores as a manager with very high levels of Instrumental-type traits, such as decisiveness and assertiveness. Therefore, the expectation was that individuals who have been promoted into managerial ranks perceive themselves to possess very high levels of Instrumentality, but low levels of Expressiveness. However, the reverse is true for the managers in the Italian Bank, above all with respect to male managers. All male managers in the Italian Bank perceive themselves to possess above-median levels of Expressive traits, but only 25% possess above-median levels of Instrumental traits. For female managers, the percentage of female managers who perceive themselves to
possess above-median levels of Expressive traits is identical to the percentage of female managers who perceive themselves to possess above-median levels of Instrumental traits (75%). The detailed PAQ results confirm the high levels of Expressive traits and comparatively low levels of Instrumental traits, that the managers of the Italian Bank perceive themselves to possess. The means for 6 of the 8 Expressive traits are either equal to or higher than 4.000, whereas for the other 58 managers, only one mean is higher, namely 'helpful to others'. With respect to Instrumental traits, half of the means are below 4.000 for both the participating managers of the Italian Bank, as well as the other 58 managers. The perception that the managers from the Italian Bank have as regards the successful manager are more according to expectation, given that more managers perceive the successful manager to possess above-median levels of Instrumental traits, than above-median levels of Expressive traits. Nevertheless, the levels of Expressive traits that the managers from the Italian Bank perceive a successful manager to possess are high when compared with the other participating managers. Furthermore, the levels of Instrumental traits are not as high, as had been expected from the Masculinity Index score of the Italian nationality of the bank. Thus, the results for the Italian Bank are not in accordance with the position of the nationality of the bank on the Masculinity Index scale and Hofstede’s underlying theory. The second case study that will be discussed is the bank representing the median score on the Masculinity scale.

7.3 Median Masculinity Index Score: the Lux./Belgian Bank
The Lux./Belgian Bank is one of the largest banks in the Luxembourg banking sector, and has been well established for more than 100 years. The main shareholders are both Belgian and Luxembourghish. The nationality score for Belgium on the Masculinity Index is 54, which represents the median position for the banks that participated in the present study. Hofstede (1991) did not conduct research in Luxembourg. However, given that the biggest single shareholder is Belgian and that the two countries are geographically and historically very close, the Belgian score was applied. The bank employs a workforce of 1870 (at end 1995) and has branches all over the Grand-Duchy of Luxembourg. The structure is quite traditional and
hierarchical, although the company is trying to become more flexible and responsive to the needs of its customers and its workforce. Top management positions are virtually exclusively held by male managers. Access to the bank was granted quite voluntarily, but procedures were relatively bureaucratic and formal. Interviews were scheduled by the bank and conducted at the offices of the respective managers or in conference rooms close to their place of work. The participating managers had been well selected and interviews with 4 female and 4 male managers were successfully conducted.

7.3.1 Lux./Belgian Bank: Managers' Perceptions of their own Leadership Style

The PAQ categories give the following results:

![Pie chart showing PAQ categories for Lux./Belgian Bank managers](chart.png)

Figure 7.4 - Lux./Belgian Bank: PAQ Categories: Total Manages
(Androgy. = Androgynous / Undiff. = Undifferentiated)

Half of the managers in the Lux./Belgian Bank are Masculine and 25% are Androgynous, whereas only 12% are Feminine. Thus, 75% of managers from the Lux./Belgian Bank perceive themselves to possess above-median levels of Instrumental traits, compared to only 37% who perceive themselves to possess above-median levels of Expressive traits. The managers from the Lux./Belgian Bank, when compared to the results of the other 58 participating managers (52% for Instrumentality and 55% for Expressiveness), perceive themselves to possess very high levels of Instrumentality and very low levels of Expressiveness. However, the break-down by sex of the PAQ categories reveals the most striking results.
All female managers of the Lux./Belgian Bank are *Masculine*, whereas none of the male managers are. Given that half of the male managers are *Androgynous* and another quarter *Feminine*, 75% of them perceive themselves to possess above-median levels of Expressive traits and only 50% above-median levels of Instrumental traits. In comparison, all female managers of the Lux./Belgian Bank possess above-median levels of Instrumental and none above-median levels of Expressive traits. This results is virtually a reversal of what was expected, considering that Instrumental traits are by general consensus attributed to men and Expressive traits to women.

Managers from the Lux./Belgian Bank perceive themselves to possess higher levels of Instrumental than Expressive traits. Thus, the detailed findings for the Instrumental traits will be discussed first.
Table 7.8 - Lux./Belgian Bank: I-traits:
Managers' Perceptions of themselves

Being ‘active’ and ‘independent’ are the traits that managers of the Lux./Belgian Bank perceive to be their most strongly developed characteristics. Six out of the 8 Instrumental traits have means which are equal to or above the 4.000 mark.

<table>
<thead>
<tr>
<th>Trait</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.375</td>
<td>0.518</td>
</tr>
<tr>
<td>independent</td>
<td>4.375</td>
<td>0.518</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.250</td>
<td>0.463</td>
</tr>
<tr>
<td>competitive</td>
<td>4.125</td>
<td>0.354</td>
</tr>
<tr>
<td>self-confident</td>
<td>4.125</td>
<td>0.354</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.000</td>
<td>0.535</td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>3.750</td>
<td>1.282</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.250</td>
<td>0.463</td>
</tr>
</tbody>
</table>

Table 7.8 - Lux./Belgian Bank: I-traits:
Female Managers

Table 7.9 a - Lux./Belgian Bank: I-traits
Female Managers

The most striking difference, although not at a statistically significant level, between female and male managers in the Lux./Belgian Bank concerns their respective ability to ‘make decisions easily’, which for female managers is their most highly rated and for male managers their least highly rated trait.

“... I am ...immediately... decided.” (Irene)

“... If I want to assert myself successfully in taking a decision, it may happen that I do it more severely.” (Norma)
When compared to the results of the other 29 male managers as well as compared to the female managers of the Lux./Belgian Bank, the trait of 'can make decisions easily' is the only Instrumental trait, for which male managers of the Lux./Belgian Bank perceive themselves to possess lower, but not significantly lower levels (mean for all male managers : 3.793). With respect to the other 7 Instrumental traits, in comparison to female managers of the Lux./Belgian Bank, male managers of the Lux./Belgian Bank possess Instrumental traits at an equal level ('never gives up easily' and 'feels superior') or at a higher level. Female managers of the Lux./Belgian Bank, when compared to other female managers, perceive themselves to possess levels of Instrumental traits, that are very similar to the levels that the other 29 female managers perceive themselves to possess.

<table>
<thead>
<tr>
<th>DESIRABLE EXPRESSIVE (E) TRAITS - Lux./Belgian Bank -</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>helpful to others</td>
<td>3.875</td>
<td>0.641</td>
</tr>
<tr>
<td>understanding of others</td>
<td>3.750</td>
<td>0.463</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>3.750</td>
<td>0.707</td>
</tr>
<tr>
<td>kind</td>
<td>3.500</td>
<td>0.756</td>
</tr>
<tr>
<td>aware of others' feelings</td>
<td>3.375</td>
<td>0.744</td>
</tr>
<tr>
<td>gentle</td>
<td>3.375</td>
<td>0.518</td>
</tr>
<tr>
<td>emotional</td>
<td>3.250</td>
<td>0.886</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>3.125</td>
<td>0.835</td>
</tr>
</tbody>
</table>

Table 7.10 - Lux./Belgian Bank: E-traits: Managers' Perceptions of themselves

With respect to Expressive traits, being 'helpful to others' and 'understanding of others' and 'warm in relations with others' are considered the most highly rated traits:

"... I am also told that I am always helpful." (Mark)

"... I am always willing to tackle problems ... If there is a problem, then [I] do help." (Rebecca)

Again, the most interesting data transpire from the comparison of female and male managers' results.
Female and male managers perceive themselves to possess equal levels for the Expressive trait 'understanding of others', but female managers score lower levels on all other Expressive traits. For 3 traits, the difference between female and male managers is statistically significant at the 95% level of confidence: 'able to devote self completely to others' ($t = -3.273$), 'gentle' ($t = -3.000$) and 'kind' ($t = -2.449$ / critical $t = -2.447$ for all). For female managers, none of the means for Expressive traits are above 4.000, whereas for male managers the mean for 'helpful to others' is above and 2 means are equal to 4.000.

When compared to the other 29 female managers, female managers from the Lux./Belgian Bank show lower levels for all Expressive traits. With respect to 4 traits, this difference is significant at the 95% level of significance: 'kind' ($t = -2.863$), 'able to devote self completely to others' ($t = -2.280$), 'helpful to others' ($t = -2.264$) and 'aware of others' feelings' ($t = 2.155$ / critical $t = 2.042$ for all). Male managers, on the other hand, perceive themselves to possess higher levels of Expressive traits than the other 29 participating male managers, for all but one trait ('understanding of others': mean for 29 male managers: 3.914). The differences are statistically significant at the 95% level of confidence only with regards to the trait 'emotional' ($t = 2.066$ / critical $t = 2.042$).
With respect to Expressive-type traits, the interview data show that female managers tend to emphasise being helpful,

"... I try to support people and I also try to help them to get on, as best as I can." (Pamela)

whereas male managers attach more importance to their willingness to cooperate:

"... Rather collaboration than mere authority." (Norman)

### 7.3.2 Lux./Belgian Bank: Managers' Perceptions of the Leadership Style of a Successful Manager

Next the characteristics that the managers believe to be important for a successful career in their bank will be analysed in more detail.

![Pie chart showing PAQ categories for successful managers: Androgynous 50%, Undifferentiated 25%, Masculine 25%, Feminine 0%]

**Figure 7.6 - Lux./Belgian Bank: PAQ Categories: SUCCESSFUL**  
(Androgy. = Androgynous / Undiff. = Undifferentiated)

Successful managers are perceived to be above all *Androgynous*. 75% of managers perceive successful managers to possess above-median levels of Instrumental traits, compared to the 50% who attribute above-median levels of Expressive traits. None of the managers perceive a successful manager in the Lux./Belgian Bank to be *Feminine*. Consequently, Instrumental traits will be discussed first.

The detailed PAQ results for female and male managers give the following results:
Female managers, when compared to male managers, attribute lower or significantly lower (‘stands up well under pressure’: \( t = 2.449 / \text{critical } t = 2.447 \)) Instrumental traits to the successful managers, with the exception of the trait ‘independent’ (identical means).

"... As far as the profile is concerned ... relatively independent." (Norman)

All male managers attribute the highest score of 5 to the traits ‘never gives up easily’ and ‘stands up well under pressure’. Similar characteristics were discussed during the interviews.

"... To pursue one’s goal steadfastly." (Norma)

".. He or she must be a person who is not afraid of tackling problems, someone who knows what to do." (Leonard)

With respect to Expressive traits, the following results were calculated.
Female managers, when compared to male managers, perceive the successful manager to possess lower levels of all 8 Expressive traits. The difference is statistically significant at the 95% level of confidence with respect to the trait ‘able to devote self completely to others’ ($t = -3.703 / \text{critical } t = -2.447$). For both, male and female managers, ‘emotional’ is the least desirable trait for a manager who wishes to achieve top management positions. In comparison with a successful manager, female managers perceive themselves to be slightly less ‘gentle’ and ‘kind’, equally ‘helpful to others’, but to possess higher levels of the remaining 5 traits. In the case of ‘emotional’, this difference is significant at the 95% level of confidence ($t = 2.828 / \text{critical } t = 2.447$). Not surprisingly, during the interviews the managers of the Lux./Belgian Bank also tended to consider emotionality to be a trait that a successful manager should not have:

"... They are always supposed to be kind and gentle and polite, on the other hand relatively cold, so that the relation remains superficial." (Mark)

"... Sometimes unfortunately not respecting people's feelings, rather going against them, even to the detriment of people." (Norma)

Male managers perceive themselves to possess slightly lower levels than half of the Expressive traits (‘gentle’, ‘kind’, ‘understanding of others’, ‘able to devote self completely to others’) and higher levels for the other half.
In summary, the Lux./Belgian Bank is a large bank representing the median score of 54 on Hofstede’s Masculinity Index. Participating managers at the Lux./Belgian Bank, when compared to the other 58 participating managers, perceive themselves to possess high levels of Instrumentality and low levels of Expressiveness. However, when the results for female and male managers are considered separately, it transpires that these high levels of Instrumentality in combination with low levels of Expressiveness are true for female managers, but less so for male managers. All female managers are sex-typed, but with levels of Instrumentality that are by general consensus attributed to men, not to women, given that, according to Spence (1993) studies have consistently shown men to score higher on the Instrumental scale than women. Female managers in the Lux./Belgian Bank fit the male stereotype very closely, given that all the items on the Instrumental scale had been, by general consensus attributed more to men than women, when the PAQ was developed. The detailed PAQ results reveal though that the female managers from the Lux./Belgian Bank, when compared to male managers, are different above all with respect to their very low levels of Expressive traits, more so than with respect to Instrumental traits. The results for the successful manager show that female managers perceive successful managers to possess levels of Expressive traits that are even lower than their own. Thus, female managers perceive very low levels of Expressive traits to be important for success in their bank and they also perceive themselves to possess very low levels of Expressive traits. During the interviews, the managers of the Lux./Belgian Bank defined the successful manager as very task-oriented with little people-orientation. The traditional, hierarchical structure of the bank may well be at the base of this classical view of the successful manager, that is perceived by the managers from the Lux./Belgian Bank to prevail in their bank. Either the female managers perceive themselves as similar to the image they have of a successful manager, or they feel that, in order to succeed, they need to adapt to the image of a successful manager that they perceive to prevail in their bank. The Lux./Belgian Bank fits more the environment that had been expected from banks with very high levels of scores on the Masculinity Index. Therefore, the results for the Lux./Belgian Bank do not reflect the median score that Hofstede’s Masculinity Index attributes to their nationality.
7.4  Low Masculinity Index Score: the Swedish Bank

The Swedish Bank is a small-sized bank, employing a workforce of 66 employees (at May 1994). The Masculinity Index score attributed to Sweden is 5, the lowest score achieved by Hofstede in his study. The atmosphere in the bank seemed quite informal and relaxed, with little emphasis placed on hierarchical positions. Access was relatively straightforward and interviews had been organised and scheduled by the bank. Ten valid interviews were conducted and sets of PAQs were completed by the 5 participating female and 5 participating male managers.

7.4.1 Swedish Bank: Managers' Perceptions of their own Leadership Style

![Pie Chart]

Figure 7.7 - Swedish Bank: PAQ Categories: Total Managers
(Androgy. = Androgynous / Undiff. = Undifferentiated)

Half of the managers in the Swedish Bank are Feminine and 20% respectively are Androgynous and Masculine, which means that 70% of them possess above-median levels of Expressive traits, versus 40% with above-median levels of Instrumental traits. However, the separated results show that differences exist between the male and female managers in the Swedish Bank.
Female managers are above all *Feminine*, but none of them are *Masculine*. Given that a further 20% of female managers are *Androgynous*, 80% of them perceive themselves to possess above-median levels of Expressive traits, versus the 20% with above-median levels of Instrumental traits. An equal number of male managers (40%) are *Feminine* than are *Masculine* and 20% are *Androgynous*. Consequently, 60% of male managers perceive themselves to possess above-median levels of Instrumental and 60% above-median levels of Expressive traits.

Given that the managers from the Swedish Bank perceive themselves to possess higher levels of Expressiveness than Instrumentality, the detailed results for the Expressive scale will be discussed first.
With respect to Expressive traits, the managers of the Swedish Bank perceive themselves to be above all ‘helpful to others’, the only Expressive trait with a mean above the 4.000 mark. During the interviews, only 20% of the managers from the Swedish Bank described themselves as possessing Expressive-type characteristics:

“... I myself manage gently.” (Yvonne)

“... Very friendly, not aggressive at all, not dominant at all.” (Oscar)

Female managers of the Swedish Bank perceive themselves to be slightly less ‘aware of others’ feelings’, ‘able to devote self completely to others’, as well as ‘emotional’ and a little ‘warmer in relations with others’ than male managers. For all other Expressive traits, male and female managers perceive themselves to possess identical
levels. Thus, female and male managers in the Swedish Bank are very similar as regards Expressive traits. When compared to the other 28 female managers, female managers of the Swedish Bank perceive themselves to be less 'emotional', 'kind' and 'understanding of others' (means for 28 female managers: 3.196, 3.768, 3.911 respectively). For all other Expressive traits, they score higher levels. Male managers from the Swedish Bank, when compared to the other 28 participating managers, perceive themselves to be slightly less 'kind' and 'understanding of others' (means for 28 male managers: 3.714, 3.857 respectively), but to possess higher levels of all other Expressive traits.

<table>
<thead>
<tr>
<th>DESIRABLE Instrumental(I) TRAITS - Swedish Bank -</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.300</td>
<td>0.483</td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>4.000</td>
<td>0.667</td>
</tr>
<tr>
<td>self-confident</td>
<td>4.000</td>
<td>0.667</td>
</tr>
<tr>
<td>independent</td>
<td>3.900</td>
<td>0.568</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>3.900</td>
<td>0.568</td>
</tr>
<tr>
<td>competitive</td>
<td>3.700</td>
<td>0.675</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>3.600</td>
<td>0.699</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.000</td>
<td>0.471</td>
</tr>
</tbody>
</table>

Table 7.16 - Swedish Bank: I-traits: Managers' Perceptions of themselves

With respect to Instrumental traits, managers from the Swedish Bank describe themselves above all as 'active' and as able to 'make decisions easily') and 'self-confident':

"... I don’t have a hard task to make up my mind ... I try to be very confident with people." (Thomas)
Male managers feel slightly more ‘active’, ‘superior’ and able to ‘stand up well under pressure’, but are as ‘confident’ and equally likely to ‘never give up easily’ as female managers. When compared to the other 28 participating female managers, female managers perceive themselves to possess lower levels of Instrumental traits, except for the traits of ‘can make decisions easily’ and ‘self-confident’ (means for 28 female managers: 3.893, 3.679). Female managers from the Swedish Bank feel significantly less determined (‘never gives up easily’: mean for the other 28 female managers: 4.393) than female managers in general ($t = 2.638$ / critical $t = 2.042$). Male managers of the Swedish Bank feel slightly more ‘active’, able to ‘make decisions easily’ and able to ‘stand up well under pressure’ (means for 28 male managers: 4.214, 3.679, 3.964 respectively), than the other male managers, but perceive themselves to possess higher levels of the other traits. However, none of them are statistically significant at the 95% level of confidence.

7.4.2 Swedish Bank: Managers’ Perceptions of the Leadership Style of a Successful Manager

Next, a successful manager, as perceived by the managers from the Swedish Bank will be analysed.

---

**Table 7.17 a - Swedish Bank: I-traits:**
Female Managers

<table>
<thead>
<tr>
<th>Trait</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.200</td>
<td>0.447</td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>4.200</td>
<td>0.837</td>
</tr>
<tr>
<td>independent</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>self-confident</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>competitive</td>
<td>3.800</td>
<td>0.837</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>3.800</td>
<td>0.447</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>3.600</td>
<td>0.548</td>
</tr>
<tr>
<td>feels superior</td>
<td>2.800</td>
<td>0.447</td>
</tr>
</tbody>
</table>

**Table 7.17 b - Swedish Bank: I-traits:**
Male Managers

<table>
<thead>
<tr>
<th>Trait</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>active</td>
<td>4.400</td>
<td>0.548</td>
</tr>
<tr>
<td>self-confident</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>independent</td>
<td>3.800</td>
<td>0.447</td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>3.800</td>
<td>0.447</td>
</tr>
<tr>
<td>competitive</td>
<td>3.600</td>
<td>0.548</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>3.600</td>
<td>0.894</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.200</td>
<td>0.447</td>
</tr>
</tbody>
</table>
Successful managers are perceived to be above all Androgynous (40%) and Masculine (30%), whilst only 10% of managers at the Swedish Bank perceive the successful manager to be Feminine. Therefore, 70% of managers at the Swedish Bank perceive successful managers to possess above-median levels of Instrumental traits and 50% to possess above-median levels of Expressive traits. Consequently, the detailed Instrumental scale results will be discussed first.

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL(I) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swedish Bank: Successful as perceived by Female Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>5.000</td>
<td>0.000</td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>5.000</td>
<td>0.000</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.800</td>
<td>0.447</td>
</tr>
<tr>
<td>active</td>
<td>4.600</td>
<td>0.548</td>
</tr>
<tr>
<td>competitive</td>
<td>4.600</td>
<td>0.548</td>
</tr>
<tr>
<td>independent</td>
<td>4.200</td>
<td>0.447</td>
</tr>
<tr>
<td>self-confident</td>
<td>4.200</td>
<td>0.447</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.400</td>
<td>0.548</td>
</tr>
</tbody>
</table>

Table 7.18a - Swedish Bank: I-trait/Successful as perceived by Female Managers

<table>
<thead>
<tr>
<th>DESIRABLE INSTRUMENTAL(I) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swedish Bank: Successful as perceived by Male Superiors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>stands up well under pressure</td>
<td>4.600</td>
<td>0.548</td>
</tr>
<tr>
<td>competitive</td>
<td>4.400</td>
<td>0.894</td>
</tr>
<tr>
<td>makes decisions easily</td>
<td>4.400</td>
<td>0.894</td>
</tr>
<tr>
<td>never gives up easily</td>
<td>4.400</td>
<td>0.548</td>
</tr>
<tr>
<td>self-confident</td>
<td>4.400</td>
<td>0.548</td>
</tr>
<tr>
<td>independent</td>
<td>4.200</td>
<td>0.837</td>
</tr>
<tr>
<td>feels superior</td>
<td>3.400</td>
<td>0.548</td>
</tr>
</tbody>
</table>

Table 7.18b - Swedish Bank: I-trait/Successful as perceived by Male Managers

Female managers from the Swedish Bank, when compared to male managers, attribute higher or equal levels of Instrumental traits to successful managers for all traits, except 'self-confident'. For instance, they believe that the successful manager
needs to be able to ‘stand up well under pressure’ and ‘can make decisions easily’ (both with the highest mark of 5 attributed by all 5 female managers).

“... He must be able to take decisions without always consulting other people.” (Sandra)

“... He must be able to take decisions without always consulting other people.” (Sandra)

With respect to the successful manager at the Swedish Bank, the means calculated for both female and male managers are above 4.000 for 7 of the total 8 Instrumental traits.

<table>
<thead>
<tr>
<th>EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>helpful to others</td>
<td>4.000</td>
<td>1.000</td>
</tr>
<tr>
<td>understanding of others</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>aware of others’ feelings</td>
<td>3.800</td>
<td>0.837</td>
</tr>
<tr>
<td>kind</td>
<td>3.600</td>
<td>0.894</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>3.400</td>
<td>0.548</td>
</tr>
<tr>
<td>gentle</td>
<td>3.400</td>
<td>0.548</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>3.400</td>
<td>0.894</td>
</tr>
<tr>
<td>emotional</td>
<td>2.600</td>
<td>0.894</td>
</tr>
</tbody>
</table>

Table 7.19a- Swedish Bank: E-traits Succesful as perceived by Female Managers

<table>
<thead>
<tr>
<th>EXPRESSIVE (E) TRAITS</th>
<th>Mean</th>
<th>St. dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>helpful to others</td>
<td>4.200</td>
<td>0.447</td>
</tr>
<tr>
<td>understanding of others</td>
<td>4.200</td>
<td>0.837</td>
</tr>
<tr>
<td>able to devote self completely to others</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>warm in relations with others</td>
<td>4.000</td>
<td>0.707</td>
</tr>
<tr>
<td>aware of others’ feelings</td>
<td>3.800</td>
<td>0.447</td>
</tr>
<tr>
<td>kind</td>
<td>3.800</td>
<td>0.447</td>
</tr>
<tr>
<td>emotional</td>
<td>3.400</td>
<td>0.548</td>
</tr>
<tr>
<td>gentle</td>
<td>3.400</td>
<td>0.548</td>
</tr>
</tbody>
</table>

Table 7.19b- Swedish Bank: E-traits Succesful as perceived by Male Managers

With respect to Expressive traits, the successful manager in the Swedish Bank needs to be above all ‘helpful to others’ and ‘understanding of others’.

“... An important point: to help people to cross boarders, help each others out.” (Brenda)

For the traits of ‘gentle’ and ‘aware of others feelings’, male managers of the Swedish Bank attribute the same levels to a successful manager than female managers. For all other Expressive traits, they attribute higher levels than female managers, although not at a statistically significant level at the 95% level of confidence. For male managers at the Swedish Bank, 4 out of the 8 means are above the 4.000 mark, whereas for female managers, only 2 traits have a mean of 4.000, and none above.
When the results of the other 28 female managers, with respect to the successful manager, are compared to those of the female managers of the Swedish Bank, female managers from the Swedish Bank attribute lower levels of Expressive traits for 3 traits (‘kind’, ‘gentle’, ‘warm in relations with others’ / means for 28 female managers : 3.714, 3.661, 3.571). However, no significant differences at the 95% level of confidence can be reported. Male managers of the Swedish Bank, on the other hand, attribute higher levels for all Expressive traits, but one (‘gentle’ / mean for 28 male managers : 3.750) to the successful managers, when compared to the other 28 male managers. They perceive the successful manager to be significantly more ‘emotional’, when compared to the other 28 managers ($t = 2.294$ / critical $t = 2.042$). During the interviews, only 2 managers mentioned Expressive traits as a prerequisite for success in the Swedish Bank.

In summary, the Swedish Bank is a small-sized bank with a Masculinity Index score of 5, the lowest found by Hofstede in his study. In accordance with the expectation, based on Hofstede’s (1984, 1991) theory, that the Swedish bank would place more emphasis on people-oriented aspects of management, more managers perceive themselves to possess high levels of Expressive traits than perceive themselves to possess high levels of Instrumental traits, above all with respect to female managers. The detailed PAQ results confirm the relatively high levels of Expressive and relatively low levels of Instrumental traits, when compared to overall results for the other participating managers. However, the results as regards the levels of traits that the managers of the Swedish Bank perceive a successful manager to possess do not fully support the findings for the perceptions that the managers of the Swedish Bank have of themselves, given that only 50% of managers are perceived to possess above-median levels of Instrumental traits, compared to the 70% who perceive the successful manager to possess above-median levels of Instrumental traits. The detailed PAQ results show that successful managers in the Swedish Bank need to show very high levels of some Instrumental traits and only male managers attribute higher levels for most Expressive traits to the successful manager than do the other participating managers. Thus, although the results with respect to the participating managers are in line with Hofstede’s theory on countries with low Masculinity scores,
the findings with respect to the successful managers fail to fully support Hofstede’s claims.

7.5 The Italian, Lux./Belgian and Swedish Banks: A Comparison

Hofstede (1984, 1991, etc.) characterises the “manager-hero” from countries with a high score on the MAS index as possessing attributes that are by general consensus considered masculine, such as decisiveness, independence, assertiveness. The “manager-hero” from countries with a low score on the MAS is attributed more feminine characteristics, such as co-operation, intuition, interest in creating good relationship with subordinates and a friendly atmosphere. Therefore, the assumption was made that banks originating from countries with a high MAS score would expect their managers to possess higher levels of Instrumental traits than banks from countries with a low MAS score, who were expected to place more emphasis on Expressive traits. Furthermore, the expectation was that the respective banks were more likely to promote managers who fit these stereotypes as closely as possible. In order to compare the 3 banks with respect to the levels of Instrumental and Expressive traits that their managers possess, both PAQ category and interview results for the managers themselves and the successful managers will be used.

The category findings have been summarised to reflect the respective numbers of managers who possess above-median levels of Instrumental (Androgynous and Masculine categories) and above-median levels of Expressive (Androgynous and Feminine categories) traits.

The expectation was that the Italian Bank with a Masculinity Index score of 70 would have the highest number of participating managers and successful managers, as perceived by participating managers, with above-median levels of Instrumental traits. At the other end of the spectrum, the Swedish Bank with a Masculinity Index score of 5 should have the highest number of managers with above-median levels of Expressive traits.
However, results for participating managers themselves, show that the Lux./Belgian Bank has the highest number of managers with above-median levels of Instrumental traits and the Italian Bank the highest number of managers with above-median levels of Expressive traits. Even when the results for female and male managers are looked at separately, they do not show a clear distinction between the 3 banks according to what would have been expected from Hofstede’s theory.

The findings for the participating managers’ perceptions of successful managers indicate a large degree of similarity between the results of the 3 banks. The managers of the Lux./Belgian Bank, when compared to the managers from the other 2 banks, perceive the successful managers to require higher levels of Instrumental traits. With respect to Expressive traits that the participating managers of the 3 banks perceive successful managers to possess, the category results for the 3 banks are identical. Again, results are not according to expectations.

A comparison was made between the 3 banks, based on the detailed PAQ results. The means and standard deviations for the Instrumental (8 Instrumental traits combined) and Expressive scales (8 Expressive traits combined) were used to
calculate t-tests for the purpose of comparing the 3 banks with respect to the 3 groups: total managers per bank, female managers per bank and male managers per bank.

<table>
<thead>
<tr>
<th>COMPARISON: Participating Managers t-test at a 95% of confidence</th>
<th>I-Scale</th>
<th>E-Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>t vs. Lux/Belg.</td>
<td>Italian vs. Swedish</td>
<td>Italian vs. Swedish</td>
</tr>
<tr>
<td>(critical t)</td>
<td>(critical t)</td>
<td>(critical t)</td>
</tr>
<tr>
<td>Total Managers</td>
<td>-1.326</td>
<td>0.080</td>
</tr>
<tr>
<td></td>
<td>(-2.145)</td>
<td>(2.120)</td>
</tr>
<tr>
<td>Female Managers</td>
<td>-0.174</td>
<td>0.782</td>
</tr>
<tr>
<td></td>
<td>(-2.447)</td>
<td>(2.365)</td>
</tr>
<tr>
<td>Male Managers</td>
<td>-1.522</td>
<td>-1.059</td>
</tr>
<tr>
<td></td>
<td>(-2.447)</td>
<td>(-2.365)</td>
</tr>
</tbody>
</table>

Table 7.22 - Comparison of 3 Banks: t-test: I- and E-Traits for Female, Male and Total Managers

With respect to Instrumental traits, no significant differences at the 95% level of confidence emerged, when the 3 banks were compared. It is noteworthy, though, that the Luxembourg/Belgian Bank managers achieve higher overall means for Instrumental traits than the managers from the Italian and the Swedish Banks.

When the 8 Instrumental traits are considered individually, the Luxembourg/Belgian Bank managers are significantly more ‘self-confident’ than the Italian Bank managers ($t = 2.397 / \text{critical } t = 2.145$) and significantly more determined (‘never gives up easily’) ($t = 2.257 / \text{critical } t = 2.120$) than the Swedish Bank managers at the 95% level of confidence.

As regards Expressive traits, female managers from the Luxembourg/Belgian Bank show significantly lower levels than female managers from either the Italian Bank or the Swedish Bank.

Detailed Instrumental scale results show that managers from the Luxembourg/Belgian Bank perceive themselves to possess lower levels for all Expressive traits, when compared...
to managers from both the Italian Bank and the Swedish Bank. In comparison with the Italian Bank, managers from the Lux./Belgian Bank score significantly lower scores for 2 traits, namely ‘able to devote self completely to others’ (t = -2.397) and ‘aware of other’s feelings’ (t = -2.160 / critical t = -2.145 for both). Managers from the Italian Bank, on the other hand, perceive themselves to possess significantly higher levels of Expressive traits than the other 58 managers considered together (t = 2.989 / critical t = 2.000). Detailed PAQ results with respect to the participating managers do not support the expectation that the 3 banks differ in relation to the banks’ respective nationalities. Whether such a difference exists with respect to participating managers’ perception of a successful manager will be analysed next.

<table>
<thead>
<tr>
<th>COMPARISON Successful Managers</th>
<th>I-Traits</th>
<th>E-Traits</th>
</tr>
</thead>
<tbody>
<tr>
<td>t - test at a 95% of confidence</td>
<td>Italian vs. Lux/Belg.</td>
<td>Italian vs. Swedish</td>
</tr>
<tr>
<td>t (critical t)</td>
<td>(critical t)</td>
<td>t (critical t)</td>
</tr>
<tr>
<td>Total Managers</td>
<td>-0.525 (-2.145)</td>
<td>-0.172 (-2.120)</td>
</tr>
<tr>
<td>Female Managers</td>
<td>0.613 (2.447)</td>
<td>-0.118 (-2.365)</td>
</tr>
<tr>
<td>Male Managers</td>
<td>2.425 (-2.447)</td>
<td>-0.127 (-2.365)</td>
</tr>
</tbody>
</table>

Table 7.23 - SUCCESSFUL Comparison of 3 Banks: t-test : I- and E-Traits for Female, Male and Total Managers

Above table shows that no significant differences at the 95% level of confidence exist with respect to the perceptions that the participating managers of the 3 Banks have of a successful manager. When detailed results are considered, managers from the Lux./Belgian Bank, in comparison with managers from the Swedish Bank, expect the successful managers to feel significantly more ‘superior’ (t = 2.412 / critical t = 2.120) on the Instrumental scale and significantly less ‘emotional’ (t = -2.434 / critical t = -2.120) on the Expressive scale, both at the 95% level of confidence. Managers from the Italian Bank, when compared to managers of the Swedish Bank, feel significantly less ‘emotional’ (t = -2.877 / critical t = -2.120) and significantly more ‘gentle’ (t = 2.278 / critical t = 2.120) at the 95% level of confidence. Again, the
results with regard to the participating managers' perception of a successful manager do not distinguish the 3 banks according to Hofstede's Masculinity index.

In summary, the results presented in this chapter do not support the expectation that managers from the Italian Bank need to possess higher levels of Instrumental traits than managers in the Lux./Belgian Bank and the Swedish Bank, in order to succeed in an environment, that according to Geert Hofstede should be very masculine. Conversely, the managers from the Swedish Bank have not been found to possess significantly higher levels of Expressive traits than the managers from the other 2 banks, nor does their description of a successful manager in their bank reflect the more feminine environment expected from Hofstede's theory.

7.6 Conclusions

In this third chapter of analysis, the case studies of 3 banks have been presented and discussed. They were selected so as to represent the highest, the median and the lowest scores on Hofstede's Masculinity Index, with respect to this study. The results did not support the expectation that differences according to Hofstede's theory would be found. In Chapter 8, the concluding chapter, the findings of the present thesis will be summarised and discussed in the light of existing literature. Furthermore, conclusions will be drawn and suggestions for further research will be made.
Chapter 8: CONCLUSIONS AND IMPLICATIONS OF RESEARCH FINDINGS

Introduction

In this final chapter, the research findings are summarised, as well as discussed and their contribution to the theory on female and male leadership styles highlighted. Section 8.1 highlights the key results. Section 8.2 discusses the findings in the context of the relevant literature. Section 8.3 explores the implications of the research findings in a broader context. Section 8.4 considers the limitations of the findings and Section 8.5 makes suggestions for future research. Finally, in Section 8.6 the personal significance of the present study to the researcher, is evaluated.

8.1 A Summary of Research Findings

The present research study has set out to explore female and male leadership styles in the multi-cultural environment of the Luxembourg banking sector. A total of 33 female and 33 male middle managers, stemming from 13 different national backgrounds, completed 3 Personal Attributes Questionnaires (PAQs) each and were interviewed. The main objectives of the research were twofold. First, with regards to the PAQ data, to determine the respective levels of Instrumental and Expressive traits that the participating managers perceive in themselves, their superiors and successful managers in their employing bank. Based on these results, conclusions were drawn with regards to the differences and similarities that are perceived to exist with respect to levels of Instrumental and Expressive traits, between the participating female and male managers, as well as between the participating managers and their perceptions of their superiors and successful managers in their bank. Second, interview findings complemented the PAQ data and clarified further the leadership profiles of the same 3 individuals. The study attempted to answer the following basic questions:
Q1 What leadership styles do participating female and male managers perceive in themselves, their superiors and successful managers in their respective banks?

Q2 In what ways, if any, do the leadership styles that female managers perceive themselves to possess differ from the leadership styles that male managers perceive themselves to possess?

Q3 In what ways, if any, do the leadership styles that participating female and male managers perceive themselves to possess differ from the leadership styles they perceive their superiors and successful managers to possess?

Q4 In what ways, if any, do the 3 leadership styles (masculine, feminine, androgynous) differ across female and male managers?

Q5 In what ways, if any, do the 3 leadership styles of female and male managers from 3 contrasting banks, chosen according to the position of the banks’ country of origin on Hofstede’s Masculinity Index Scale, differ?

The research has shown that with respect to PAQ results, female managers perceive themselves to possess unexpectedly high levels of Instrumental traits, coupled with relatively low levels of Expressive traits, when compared to previous research. Male managers in this study, have been found to possess both high levels of Instrumental traits when compared to other samples of males and females, and high levels of Expressive traits, when compared to the female managers in this study. In terms of female managers, the findings were virtually a reversal of the results that previous research has consistently shown for women. Thus, given female managers’ high levels of Instrumental traits in this study, female and male managers have been found to be very similar with respect to Instrumentality and Expressiveness.

According to expectations, the vast majority of superiors was male. Superiors have been assessed by participating managers to possess quite balanced levels of
Instrumental and Expressive traits and to practice a leadership style that is both task- and people-oriented.

Very high levels of Instrumental traits are perceived, by both female and male participating managers, to be required for a successful career in the respective banks. Expressive traits are believed to be of lesser importance. When drawing the profile of successful managers during the interviews, the participating managers mentioned above all factors related to professional competency and knowledge, as well as task-oriented leadership approaches.

The individual case studies, that were chosen to represent the androgynous, feminine and masculine ways of leading, revealed consistency between the individual PAQ scores and the descriptions individuals gave of their leadership styles. The leadership profiles that the managers attributed to themselves are very much in line with the type of profile that had been expected from their PAQ results.

Three banks, that represent the highest, the median and the lowest values on Hofstede's MAS index for the nationalities involved in this study, were compared. Although differences between the banks could be seen, not all of these differences were in accordance with Hofstede's theory.

8.2 Contribution of Research

The findings of the present research study contribute to the debate on female and male leadership styles, given that the research was conducted in an organisational setting with middle managers of both sexes. Furthermore, and contrary to the majority of existing research, this study was set in a non Anglo-Saxon, multi-cultural environment. It therefore contributes to two major areas in the Women-in-Management literature: (1) Differences and/or similarities between the leadership styles of female and male managers; (2) the national environment and its influence on female and male leadership styles.
8.2.1 Female and Male Leadership Styles: Differences and Similarities

The present research findings will be evaluated with regards to the differences that many writers in the literature claim to exist between female and male managers. Several topics have been selected for comparison: (1) people- vs. task-oriented leadership styles, (2) participative and/or team management vs. autocratic leadership approaches, (3) communication.

People- vs. Task-oriented Leadership Styles

A number of researchers believe female managers to be significantly more people-oriented than male managers. Loden (1985) maintains that women are more likely to use a 'feminine leadership style', whilst Rosener (1990) describes women's 'interactive or transformational leadership', with high emphasis on interpersonal skills and a good superior-subordinate relationship. Helgesen (1990), as well as Astin and Leland (1991) believe that women, more than men, value co-operation and relationships. Furthermore, Powell (1993) reports female managers to have advantages in interpersonal skills and sensitivity and Vinnicombe (1987) discovered that more women than men, were 'catalysts' with respect to their working styles, implying that they show great commitment to staff and excel in working with people.

The present study concentrates on Instrumental and Expressive traits, as measured by the PAQ. Managers with high levels of Expressive traits are more likely to use people-oriented leadership approaches, given that they possess the personal skills to do so. Conversely, managers with high levels of Instrumental skills tend to be well equipped for a task-oriented approach. Of course, a people-oriented management approach does not necessarily exclude high task-orientation, as was reported by some researchers. Eagly and Johnson (1990) found that although gender differences in interpersonal and task styles were quite small, an overall trend existed towards women being more concerned about the maintenance of both styles. Similarly,
Ferrario and Davidson (1991) found British female managers to score significantly higher on both people- and task oriented dimensions, than their male colleagues.

Participating female and male managers were compared to each other, as well as to women and men from a number of studies in different countries. Participating female managers were found to show higher levels of Instrumental traits than all samples of women and men, including the male managers of this study. When participating female managers are compared to participating male managers, the former are found to possess higher levels for all Instrumental traits except for 'self-confident' and 'feels superior'. The literature reflects this comparative lack of self-confidence by women, when compared to men (Powell, 1993; Davidson and Cooper, 1992; etc.). Even though male managers possess lower levels of Instrumental traits than the female managers of this study, they have been found to have higher levels of Instrumentality than most other men.

These very high levels of Instrumental traits that female managers of the present study possess are very surprising, giving that Spence (1993) confirms that studies have consistently shown men to score higher on the Instrumental scale and lower on the Expressive scale than women. Female managers may well feel that very high levels of Instrumental traits are required for a successful career. This assumption is further supported, when we take into consideration the very high levels of Instrumental traits that both female and male managers attribute to successful managers. Furthermore, female managers might be attempting to achieve the high levels of Instrumental and low levels of Expressive traits, that they assume male managers to possess. However, when considering the actual results of the present study, this female ‘vision’ of male managers is not confirmed in reality.

As concerns Expressive traits, participating female managers possess lower levels than any other group of women and most men. However, when compared to the participating male managers of the present study, female managers possess higher, but not significantly higher, levels for the majority of traits. Male managers’ levels of Expressive traits are slightly lower, when compared to the majority of men. During
the interviews, more female than male managers included Expressive characteristics in their descriptions of themselves. A relatively close similarity exists between the levels of Expressive traits that both female and male managers attribute to themselves and to a successful manager.

Considering these results, female managers are probably quite task-oriented. Given that the female and male managers’ results for the Expressive scale are quite similar, the claim that women are more people-oriented than men, has not been confirmed. The present study indicates that the participating male and female managers probably emphasise both task and people in their leadership approach. These findings confirm the position of a number of researchers, who claim that male and female managers are more similar than different and that few if any differences exist in the management approaches of men and women (Powell, 1993; Davidson and Cooper, 1992; Gregory, 1990; etc.). However, this is true above all, due to the unexpectedly high levels of Instrumental and low levels of Expressive traits, that female managers perceive themselves to possess. Whether female managers have achieved middle management positions merely because of these unusual patterns of Instrumental and Expressive traits, or whether they developed these levels believing that they were a prerequisite to career success, is difficult to determine.

Participative vs. Autocratic Approach

A number of authors claim that female managers, more so than male managers, have a tendency towards the use of a participative leadership style and/or team management approach (Ferrario, 1994; Astin and Leland, 1991; Eagly and Johnson, 1990; Rosener, 1990, Jago and Vroom, 1982; etc.). Male managers have also been found to tend towards a ‘laisser faire’ approach, more than female managers (Ferrario, 1994)

The present research shows male managers to have a slightly higher willingness to delegate than female managers, but no other differences were established. Given that the dividing lines between participation, delegation and ‘laisser faire’ are difficult to draw, the claim supporting women’s increased use of a participative management
style has not been confirmed. As regards the emphasis on team management, again no real differences could be established between the sexes.

Communication

Powell (1993) found women to possess advantages over men in written communication skills and the latter to have more facility with oral communication, whilst others believe that women’s communication skills are more fine-tuned to developing a good rapport with subordinates (Helgesen, 1990; Rosener, 1990; Schaef, 1981).

Communication was the most important single topic, mentioned during interviewing. This study has shown both female and male managers to attach great importance to communication. Interestingly, communication turned out to be of importance, above all to those managers who either possessed high, above-median levels of Expressive and Instrumental traits (Androgynous category) or low, below-median levels of Expressive traits (Masculine and Undifferentiated categories). This finding might point towards a communication style that is understood as a means of passing on and receiving information, more than a way of establishing rapport with subordinates. This impression is further strengthened when the way that the participating managers describe their superiors’ communication style is taken into consideration. Superiors are able to listen, talk matters through with subordinates and solve problems through joint discussions. The emphasis is clearly on a problem-solving approach, based on the involvement of the team in the decision-making process, which most managers believe to be more effective and productive than the more traditional autocratic style. A good rapport with subordinates may result from such an approach, but does not tend to be the driving force and motivation for managers to insist on good levels of communication.

As discussed in Chapter 2, some writers have turned towards the concept of androgyny, as a way of reconciling the female and male principles (Marshall, 1984; Korabik and Ayman, 1989; Korabik, 1990; Davidson and Cooper, 1992, Powell, 1993; etc.). However, Bem’s (1974) claim that Androgynous people make better
managers, has been widely criticised (Powell, 1993). Whether the Androgynous managers of this study make better managers, is not possible to determine, given that they quite subjectively evaluated themselves. Given that Expressive traits are by general consensus more often attributed to women and Instrumental traits to men, the expectation had been that women would be above all Feminine and to a lesser degree Androgynous, whereas men would be Masculine and to a lesser degree Androgynous. However, the majority of Androgynous managers are female and the majority of female managers are Androgynous. Furthermore, more female managers of this study are Masculine than are Feminine. In fact, male managers, constitute the majority of managers in the Feminine category and as many male managers are Feminine than are Masculine. Androgynous constitutes the least important category for male managers. Consequently, if it were true that Androgynous managers are better equipped for the challenges of the management task, the female managers of this study would be at an advantage, when compared to male managers. However, as previously discussed, this claim has not been generally accepted. What the findings of this study do confirm is that successful managers are perceived by participating managers to be above all Androgynous, which would give female managers, when compared to male managers, a head start for the future. The breakdown of results shows that the largest proportion of female managers view successful managers as Masculine, whereas male managers think of them above all as Androgynous. With respect to this study, female managers fit the male managers' perception of a successful managers and male managers fit the female managers' perception of a successful manager. The 12 case studies that were analysed in detail, confirmed that significant differences exist between the individuals expressing the 3 leadership styles. Their profiles largely correspond to those emerging from the PAQ results. Given that the present study is restricted to the managers' own perceptions, research analysing the perceptions of subordinates, superiors and colleagues with respect to managers' leadership styles would constitute a further important contribution.
8.2.2 Female and Male Leadership Styles: The National Environment and its Influences

Besides analysing the differences and/or similarities between female and male leadership styles, the present study also attempted to determine whether differences existed between the banks, according to the nationality of their country of origin. One of the dimensions that Hofstede (1991, 1984, etc.) defined, the Masculinity Index was used to provide the criterium for choosing the participating banks. The banks with the highest, the median and the lowest scores on the MAS index, were chosen for closer analysis, but did not reveal differences in line with Hofstede's findings. Hofstede found that in countries with high MAS scores, masculine values like assertiveness, performance, success and competition prevail, whereas in low MAS score countries, feminine values like quality of life, maintaining warm personal relationships, service, care for the weak and solidarity are more highly valued (Hofstede, 1989). Nevertheless, the juxtaposition of the 3 banks shows the respective managers to be significantly different with respect to some of the Instrumental and Expressive traits they perceive themselves to possess, which in turn is likely to influence their leadership approaches. Features, other than the nationality of the bank must influence the type of environment that exist in the individual banks, as well as the attitude the top management has with respect to female managers. Factors, such as size and age of bank, market strategy and business approach are likely to have a bearing. A large bank, that has been well established for many years is probably more bureaucratic and hierarchical than a small bank which was incorporated a short time ago. The type of market strategy that the bank espouses has an influence on the level of risk that is considered acceptable, as well as the flexibility that is required of the managers in charge. The markets and customer groups, whether corporate or private, that a bank decides to target will determine its customer service strategy and thus the management approach that will lead to success. The findings of this study confirm research that has shown the environment in which organisational members operate in, to influence their attitudes towards women managers (Blum, Fields and Goodman, 1994) and the organisational structure to influence women managers' behaviour and career development (Kanter, 1977).
8.3 Implications of Research

The findings of the present research have implications that go beyond the study. Throughout the study, the researcher never lost sight of her two overriding objectives in conducting this research. Firstly, to help organisations confront and critically assess the images they have of the type of managers they wish to promote to top management levels. Organisations need to analyse the reasons for the low number of female managers in upper-level managerial positions and to take action against the barriers that may prevent women from competing on a level playing field with men. Secondly, organisations need to make the individual managers aware of their own view of female and male leadership styles and invite them to re-evaluate them in the light of the present research findings. Therefore, the implications of this study are first discussed at this personal level, before touching on recommendations for the employing organisations.

8.3.1 Implications of Research for Female and Male Managers

Female managers of this study have been shown to possess exceptionally high levels of Instrumental traits. It is, of course, difficult to determine whether they selected a career in banking because of their highly developed Instrumental characteristics in the first place, or whether they were promoted partly due to their masculine traits, to the detriment of women that show levels of Instrumental and Expressive traits that are closer to those by general consensus attributed to women. The latter possibility suggests that the belief system of “think manager, think male” that Virginia Schein’s (1971, 1994) research revealed, is still very much ingrained in today’s business world. The female managers of this study may also feel that they need to adapt to the image of a highly masculine manager, in order to succeed. The very high levels of Instrumental traits that the female managers of this study attribute to successful managers support this suggestion. Given that the male managers of this study perceive themselves to possess lower levels of Instrumental and similar levels of
Expressive traits to female managers in this study, female managers even more so than male managers, possess levels of Instrumentality and Expressiveness that research has shown by general consensus to be attributed to men. It is questionable whether such high levels of Instrumentality are required for career success. After all, participating male managers achieved middle management levels, although they perceive themselves to possess lower levels of Instrumental traits than female managers. Whether the participating managers’ perceptions with respect to the characteristics that are required for a successful career in the banking sector are realistic, only time will show. In a business environment that is changing at a continuously increasing pace, flexibility and team work are becoming more and more important. People-oriented management skills as well as task-orientation, will be valuable assets in the future.

Therefore, female managers should review the leadership images they hold. They might run the risk, that the role models they use are no longer representative of the type of managers that their organisations will need and seek in the future. Female managers should feel more at ease to allow Expressive traits to influence their leadership approach, rather than aspire to adapt to an image of a successful manager that is too masculine.

Given that many male managers have little or no experience working with female managers, they might find the findings of the present research useful, to confront and adjust the images they have of female managers. The same advice applies to many women, who sometimes have a very critical and rather negative attitude towards female managers.

Finally, some women and men, who have ambitions to advance to management level responsibilities, might believe that they do not possess the type of profile, that they expect to be required for success. They may need to re-evaluate their views and develop the courage to apply for opportunities at managerial levels.
8.3.2 Implications of Research for Organisations

The view that participating managers have of a successful manager is quite different from the way they perceive themselves. Organisations might need to re-evaluate the expectations they have, or are seen to have, with regards to characteristics that are needed for a successful career in the company.

If a large gap exists between the way middle managers judge themselves to be, and the image that the organisation has of their future top managers, this might lead to a communication and training issue. Based on the predictions that have been made, with regards to the type of companies that will be successful in the twenty-first century (Peters, 1990; Rose, 1990; Grant, 1988; etc.), namely less hierarchical, more flexible, more democratic, more team- and people- oriented, senior management should adjust their vision of the ideal manager. Otherwise, they might run the risk of promoting managers who are less well suited for the challenges of the future.

Organisations should also analyse the attitudes that the main decision makers in the company have, with regards to women managers. Furthermore, the survey that the researcher conducted in the Luxembourg banking industry indicated that only 17% of management positions were occupied by women. Companies need to decide, whether they are prepared to waste the potential that the female work force represents, or are willing to review their procedures, re-evaluate their expectations and embrace organisational change, in order to be prepared for the challenges of a new era in management.

8.4 Limitations of the Research Findings

The research has contributed to the debate on female and male leadership styles. Nevertheless, it is important to consider a number of limitations that may impinge upon its findings.
Most of these limitations are linked to the methods that were chosen to conduct the research and were to a large extent discussed in Chapter 4. The choice of the Luxembourg banking sector as a research location, may have influenced some of the findings, above all those involving Hofstede's research. The country of Luxembourg has its own strongly developed culture, which will influence the behaviour of both nationals and non-nationals. Conducting the study in the banking sectors of several countries would have been more reliable, but hardly feasible given the limitations of a PhD research project. The banks that were selected, were institutions that agreed to participate and were to large extent a self-selecting sample. The same applies to the participating managers, who were selected on a voluntary basis by the respective bank. However, the majority of interviewees only learnt about the purpose of the study at the beginning of the interview, even though such information was not deliberately withheld by the researcher. The assumption is, therefore, that their reactions and answers were as spontaneous and unbiased as possible. Nevertheless, not every person feels comfortable agreeing to a 'blind' interview session, a fact which might have discouraged a few interesting managers from participating.

The interviews were conducted, transcribed and analysed in four different languages by only one researcher. Personal bias, as well as language barriers might have influenced end results. However, the restrictions of a PhD research project, as well as the nature of the study, left few alternatives. The translation of all Luxembourgish, German and French interview texts into English would have presented a substantial investment of both time and effort and probably would have introduced even more bias. Furthermore, conducting all the interviews in English would have restricted the participating managers' ability to express themselves freely and spontaneously.

The researcher's own nationality might have influenced the outcome of the interviews, given that non-national participating managers might have found it easier to liaise with an interviewer stemming from the same national background as themselves. Furthermore, the fact of the researcher being a woman in itself, is likely to have influenced responses. Oppenheim (1992) writes that the interviewer's "mode of dress, her accent, her apparent age, her hair style, her ethnicity, any cues about
her education and social background and, of course, her sex - in short, her whole 'presentation of self' will have an influence on her respondents.” (p.95). A bias-free interview cannot exist, given the nature of the interaction between interviewer and interviewee. “The spoken or written word has always a residue of ambiguity, no matter how carefully we word the questions and report or code the answer.” (Fontana and Frey, 1994, p.361)

Another important limitation of the present study consists of the subjective nature of the majority of the data. Participating managers, when describing themselves, gave their own perceptions of their management style. The researcher was unable to verify, within the limitations of this study, the information provided, nor did she consider that to be the purpose of the study. Interviewing several subordinates of each manager would have redirected and re-focused the study and would have entailed a different set of bias. Nevertheless, PAQ data, based on subordinates' perceptions of their superiors would have allowed a more complete picture to develop. Similarly, if superiors had also completed a PAQ for themselves, which could have been compared with participating managers' own perceptions, results could have been improved. Boundaries needed to set, so that the study remained manageable and could be completed in a reasonable time frame.

8.5 Suggestions for Future Research

The most obvious way to build on the current research, is to repeat the study with different managers, in different industries and/or countries. Given that in Luxembourg, sectors other than the banking sector, use a multi-cultural work force, a study with participants employed in various industries could provide excellent opportunities to compare findings. Examples of such research settings would be the health service, the tourism trade and the insurance business.

Another approach consists of repeating the study in the banking centres of several different countries with participants, who are nationals of the respective country; e.g.
the banking Meccas of London, Paris, Frankfurt and Geneva. This approach would allow a better evaluation of Hofstede's research and hopefully provide international confirmation of the other research findings.

Most importantly, more studies need to be conducted with managers, rather than students and in real work environments rather than laboratories. International research in non Anglo-Saxon environments and cross-country comparisons will greatly contribute to the current debate on female and male leadership styles.

Furthermore, the approach to the present research study itself could be enhanced in several ways. It is proposed to develop a detailed Questionnaire, based on the present findings and administered, together with the PAQs, to a large number of eligible female and male middle managers from several different countries. More in-depth interviews are recommended, so as to further develop the research findings. Ideally, the superiors would complete their own PAQs, which could then be compared with the participating middle managers' results. Furthermore, a superior's assessment of his/her subordinates, based on both PAQ and interview data, would provide further interesting information. Human Resource / Managing Directors should be asked to complete a PAQ with regards to the profile they expect a successful manager to possess.

In this study, participating managers were asked to describe their ideal manager, i.e. the type of manager they would ideally like to work for. It was later decided that the information would not be used for the purpose of the present study. However, a more in-depth analysis would provide a basis for comparing the ideal and the successful managers. Companies would benefit from the comparison of the vision that employees have of an ideal managers and the image that their top decision makers hold with respect to the managers they wish to promote to senior levels. After all, team work is becoming more important and managers who can effectively lead and motivate a team are likely to be an important asset for a company's future.
The administration of the Personal Attributes Questionnaire (PAQ) has opened a fascinating avenue for further research. Other psychological instruments, designed to assess a manager's personality and/or leadership style would help to develop more in-depth profiles of female and male managers. The Myers Briggs Type Indicator, represents one such instrument.

Finally, a long-term study, could be designed to track a number of female and male managers through their career, in order to assess changes in leadership styles and attitudes towards leadership.

8.6 Personal Significance of Research

As discussed in Chapter 1, this study was not only important to me from an academic point-of-view, but had great personal significance. Therefore, I wish to conclude this thesis by sharing with the reader, in what way the experience of conducting this piece of research has influenced me as an individual.

From an academic point-of-view, my learning curve, above all at the beginning of the research process must have been extremely steep. I had quite naively believed that a PhD research study is an extended undergraduate project-type endeavour. However, I had to develop my ability to read and evaluate an impressive number of relatively complex texts. I had to foster a critical approach and learn to prevent my inquisitive mind from wanting to explore in detail every possible avenue. Developing a more academic writing style turned out to be another major challenge, I was confronted with. Many a time, the tunnel seemed endless and the hill too steep to climb. Fortunately, my approach to solving problems, as well my way of handling information have been changed for ever, and for the better.

When embarking on the research voyage, I was looking forward to discovering the answers to all my doubts concerning female managers, believing that my studies
would help me develop an authoritative and ‘preachable’ opinion on the subject. To
my great bewilderment, more questions were raised than explained. Slowly, it
dawned upon me that research is an ongoing process and that this study merely
represents the first step in the right direction. Hopefully, the future will present
opportunities to carry on exploring the field of female and male leadership styles and
other related topics, given their importance for the business world of the future.

On a very personal level and due to profoundly distressing circumstances in my
private life, the PhD process felt like one long and tough struggle. However, I
discovered hidden strengths and learnt to either overcome, or accept my own
weaknesses. Today, I know myself to be a survivor and a fighter, hopefully less
awed by and more prepared for life’s future challenges.

Furthermore, during my studies, I came face to face with the prejudices and
preconceived ideas that I held with respect to women and men, in both their private
and professional lives and that I had not been conscious of before. This increased
level of awareness now allows me to question and adjust my judgement, to hopefully
develop a more open mind and to actively fight discrimination.

Consequently, the PhD process has been a period of great personal and academic
development. I remain convinced that the investment of effort, time and financial
resources was wise and will hopefully continue to bear fruit for a long time to come.
REFERENCES


Fagenson E.A. (1990b). 'Perceived Masculine and Feminine Attributes Examined as a Function of Individuals' Sex and Level in the Organizational Power Hierarchy: A Test of Four Theoretical Perspectives'. Journal of Applied Psychology, 75, 2, 204-211.


APPENDICES
## APPENDIX A

### PAQ RESEARCH : SELECTED STUDIES

(Does not include clinical psychology studies)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>RESEARCHERS</th>
<th>SAMPLE TYPE</th>
<th>SAMPLE SIZE</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>Spence J.T.</td>
<td>US psychology students</td>
<td>Female: 373  Male: 175</td>
<td>Comparison of results from: PAQ and BSRI with 3 measures of sex role attitudes</td>
</tr>
<tr>
<td>1988</td>
<td>Cota &amp; Fekken</td>
<td>Canadian psychology students</td>
<td>Female: 112  Male: 96</td>
<td>(1) Construct validity of M and F scales (2) Cross-cultural comparison</td>
</tr>
<tr>
<td>1988</td>
<td>Hombeck G.N. &amp; Bale P.</td>
<td>US psychology students</td>
<td>Female: 461  Male: 227</td>
<td>Relations: instrumental - expressive personality characteristics &amp; behaviour</td>
</tr>
<tr>
<td>1984</td>
<td>Basow S.A.</td>
<td>(1) Fiji secondary school students (2) Fiji university students</td>
<td>Female: 283  Male: 298 (1) (Female: 106  Male: 134 (2)</td>
<td>Cultural variations in sex-typing</td>
</tr>
<tr>
<td>1984</td>
<td>Wilson F.R. &amp; Cook E.P.</td>
<td>US graduate &amp; undergraduate students</td>
<td>Female: 183  Male: 98</td>
<td>Concurrent validity of four androgyny instruments (including PAQ/BSRI)</td>
</tr>
<tr>
<td>1983</td>
<td>Lubinski et al.</td>
<td>US psychology students</td>
<td>Female: 85  Male: 87</td>
<td>(1) Comparison: short BSRI / EPAQ (2) Masculinity/Femininity related to psychological health</td>
</tr>
<tr>
<td>1982</td>
<td>Antill J.K. &amp; Cunningham J.D.</td>
<td>US psychology students</td>
<td>Female: 133  Male: 104</td>
<td>Comparative Factor Analysis of the PAQ and the BSRI</td>
</tr>
<tr>
<td>1982</td>
<td>Lamke L.K.</td>
<td>US High School Students</td>
<td>Female: 49  Male: 70</td>
<td>Impact of sex-role orientation on early adolescence</td>
</tr>
<tr>
<td>1981</td>
<td>Helmreich, Spence &amp; Wilhelm</td>
<td>(1) US high school students (PAQ) (2) US psychology students (PAQ) (3) US psychology students (EPAQ) (4) US parents of students (PAQ)</td>
<td>Female: 674  Male: 509 (1) 1585  Male: 1251 (2) 1465  Male: 854 (3) 1028  Male: 926 (4)</td>
<td>Psychometric analysis of the PAQ/EPAQ</td>
</tr>
</tbody>
</table>

* international studies in bold
<table>
<thead>
<tr>
<th>Comments</th>
<th>Type</th>
<th>Sample Size</th>
<th>Sample Size</th>
<th>Researchers</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Study: Testing of Validity of PAG</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comparison of masculine and feminine</td>
<td>248</td>
<td>282</td>
<td>US college students</td>
<td>1975</td>
<td></td>
</tr>
<tr>
<td>subscales of three instruments (SSG, PAG, BSR)</td>
<td>92</td>
<td>131</td>
<td>US Psychology Students</td>
<td>1971</td>
<td></td>
</tr>
<tr>
<td>androgyny and sex role flexibility preference for</td>
<td>90</td>
<td>118</td>
<td>US Psychology Students</td>
<td>1971</td>
<td></td>
</tr>
<tr>
<td>Comparison of the masculinity-femininity</td>
<td>104</td>
<td>133</td>
<td>US Psychology Students</td>
<td>1971</td>
<td></td>
</tr>
<tr>
<td>Comparison of a bipolar measure with BSR/PAG</td>
<td>50</td>
<td>50</td>
<td>US Psychology Students</td>
<td>1971</td>
<td></td>
</tr>
<tr>
<td>(2) Gather PAG data for Germany</td>
<td>169</td>
<td>6</td>
<td>41</td>
<td>1981</td>
<td></td>
</tr>
<tr>
<td>(3) German technical college</td>
<td>12</td>
<td>1995</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>132</td>
<td>German University students</td>
<td>12</td>
<td>1981</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(4) German high school students</td>
<td></td>
<td></td>
<td>348</td>
<td>1981</td>
<td></td>
</tr>
<tr>
<td>Female Male</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Appendix B

**Personal Attributes Questionnaire**

For each of the following 24 items, please circle the number that best describes **YOU** (*)

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>01. Not at all aggressive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very aggressive</td>
</tr>
<tr>
<td>02. Not at all independent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very independent</td>
</tr>
<tr>
<td>03. Not at all emotional</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very emotional</td>
</tr>
<tr>
<td>04. Very submissive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very dominant</td>
</tr>
<tr>
<td>05. Not at all excitable in a major crisis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very excitable in major crisis</td>
</tr>
<tr>
<td>06. Very passive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very active</td>
</tr>
<tr>
<td>07. Not at all able to devote self completely to others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Able to devote self completely to others</td>
</tr>
<tr>
<td>08. Very rough</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very gentle</td>
</tr>
<tr>
<td>09. Not at all helpful to others</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very helpful</td>
</tr>
<tr>
<td>10. Not at all competitive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very competitive</td>
</tr>
<tr>
<td>11. Very home oriented</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very worldly</td>
</tr>
<tr>
<td>12. Not at all kind</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Very kind</td>
</tr>
<tr>
<td>13. Indifferent to others' approval</td>
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<td>Feels very superior</td>
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<td>21. Not at all understanding of others</td>
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<td>22. Very cold in relations with others</td>
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<td>Stands up well under pressure</td>
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(*) PAQ 2: **Your Direct Supervisor**

PAQ 3: **A Successful Manager** in your bank
APPENDIX C

INTERVIEW PLAN

(A) INTRODUCTION: Own history: Luxembourg nationality
Banking experience as secretary
Business studies / PhD
Interest in WiM: academic & personal

Research Vast area
Confirm: Leadership styles: little agreement
Confidentiality: no interest in names
no interest in internal affairs

(B) PAQ: Explanations to be given:
(1) Your data will only be useful if you answer every question.
(2) Please complete each page before proceeding to the next.

(C) LEADERSHIP STYLE

* Self:

1) What is your personal leadership approach / style?
What is your professional relationship with your subordinates?

2) How do you feel about your relationship with subordinates?
What are the advantages of your personal style?
What are the disadvantages of your personal style?
What are your subordinates’ reaction to your personal style?

3) Do you use a different style when dealing with different people?
Does your style differ depending on the gender mix of the team?
Is your style different when superiors / others are present?
What mix of team do you consider to be ideal?

* Superior & Successful Manager

Details- superior: Sex / Age / Nationality / Status

1) What is his/her personal leadership approach / style?
What is his/her professional relationship with his/her subordinates?

2) What are the advantages of his/her personal style?
What are the disadvantages of his/her personal style?
What is your reaction to his/her personal style?
3) Do you think s/he uses a different style when dealing with women / men?
Is his/her style different when superiors / others are present?

4) What characteristics are needed for a manager to succeed in this bank?
Successful manager: male / female?

* Ideal Manager

Please describe your ideal boss: main characteristics.
Ideal manager: male / female?

* Personal Opinion

Do you think that men and women have different leadership styles?

(D) PERSONAL DETAILS

No of subordinates:

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<td>Marital Status</td>
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Nationality  Home country

What is your major educational qualification?
For how long have you been working in the banking industry?
(For how long have you worked in other sectors?)
For how long have you been with your current employer?

May I contact you in the future for clarifications or possible further questions?
# APPENDIX D

## List of Participating Middle Managers

### FEMALE MANAGERS

<table>
<thead>
<tr>
<th>Pseudonym: Female Mgrs.</th>
<th>Sex</th>
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<th>Nationality</th>
<th>Mother Tongue</th>
<th>Interview Language</th>
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1. no indication: to safeguard anonymity of participant
2. perfectly bilingual: grew up in Luxembourg
**MALE MANAGERS**

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# APPENDIX E

RESULTS: VARIOUS PAQ STUDIES: !! ADJUSTED FIGURES!!

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<td>1975</td>
<td>Students²</td>
<td>498</td>
<td>730</td>
<td>29.51</td>
<td>27.31</td>
<td>4.31</td>
</tr>
<tr>
<td>1975</td>
<td>Students²</td>
<td>715</td>
<td>29</td>
<td>29.69</td>
<td>27.54</td>
<td>4.18</td>
</tr>
</tbody>
</table>

Note: Studies adjusted to range 8-40 (interval scale: 1-5 for each of the 8 traits on I-scale & 8 traits on the E-scale) [original study range: 0-32 / interval scales: 0-4]
Exception Wilson & Cook (1984), original study range 8-40 (unaltered).

¹ Beware: Instrumental score of German PAQ only contains 7 (!) traits (not 8) / Expressive scale contains the usual 8 items!

¹ Secondary School  
² University / College  
³ School for Social Workers  
⁴ School for Nursery Teachers