TRANSLATING LEADERSHIP THEORY AND RESEARCH INTO ORGANISATIONAL PRACTICE

STREAM LEADERS: COLLETTE OSEEN & SUSAN HARWOOD

TUESDAY 22 JULY:
10am – 11am: Conceptualizing Change
1. Change as a Gendering Agent: a theoretical examination of why organizational change initiatives seem to reinforce the status quo
   Rhonda Pyper and Jeanie Helms-Mills
2. Learning by doing or doing by learning: Can interactive research methods transform leadership structures in male dominated organizations?
   Anne-Charlott Callerstig

11.30am – 12.30pm: Conceptualizing Relational work
1. The mystery of the un-re-elected woman mayor: Looking for explanation through the lens of gender, leadership and organizational culture
   Marianne Tremaine
2. Leading gender equality in public services: the politics of relational practice
   Margaret Page

2.30pm – 3.30pm: Conceptualising Difference
1. Analysing women’s experiences as leaders and workers cross-nationally: An investigation of available conceptual frameworks
   Uma Jogulu and Nadine Zacharias
2. Exploratory study on leader and philanthropic strategies
   Arash Najamei and Zahra Sadeghinejad

WEDNESDAY 23 JULY
2pm – 3.30pm: Conceptualizing Contiguous Forms of Organizing
1. 'The different next to the different': Worker Coops in Buenos Aires, women and men, and rethinking and redoing the role of the coordinator
   Colette Oseen
2. Entrustment and Leading in a School of Nursing
   Margaret Synyshyn
Change as a Gendering Agent: a theoretical examination of why organizational change initiatives seem to reinforce the status quo.

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“The only true constant is change itself” may be a fairly accurate depiction of life; however, it may also be true that when organizations attempt to create change, the result is the reinforcement of the status quo and, in particular, the inequalities that exist between men and women in organizations. For decades, organizations and governments have been attempting to understand and resolve the barriers that have kept the upper management level of organizations off-limits to all but a small minority of women. This paper will examine the gendering effect of organizational change programs, particularly legislated equity programs and internal change initiatives such as business process reengineering and total quality management. A theoretical approach is used that combines the literature on the language of gender that will discuss how actions and events can have a gendering effect (Eveline, 2005); the language of management that will examine the feminization of the terminology used to describe management skills (Fondas, 1997); efficiency, which will describe the increasing desire for efficiency and its connection to masculine ideals (Stein, 2001); and change programs such as legislated equity (Armstrong & Cornish, 1997; Wilson, 1997), business process reengineering (Hammer & Champy, 1993) and total quality management (Garrison, et. al., 2006), which will examine some of the most current change programs for organizations. By combining these fields, a paradox may be exposed to show that change programs designed to be either gender-neutral or explicitly equality-driven, may actually impede the progress of women in organizations.

Organizational change programs are based on masculinist concepts of efficiency and growth, and further the interests of those in power with the decision-making power to implement change. Efficiency has been morphed over the years since the industrial revolution from meaning an appropriate allocation of resources where each individual’s strengths are assessed and utilized, to mean progress through growth in the size of the organization accompanied by cost-cutting and the minimization of resources (Stein, 2001). Not only are the goals of organizational change programs factors in the maintenance of the status quo, but the organizational tools that are used to implement the change have implications for gender inequity. Business process reengineering, which is consistently accompanied by downsizing, creates an environment of heightened competition for advancement within the organization (Garrison, et. al., 2006) while the “ideal employee” (Bailyn, 2003) remains within the realm of men. Additionally, the language of management has been feminized in that managerial work is portrayed in feminine terms, highlighting the “soft skills” (Fondas, 1997). Total quality management, another popular change program in recent business trends, focuses on teamwork (Pearce & Robinson, 2000), and emphasizes skills deemed to be feminine; however, discussions regarding total quality management are underscored with a masculinist discourse (Metcalfe & Linstead, 2003).

This paper builds on the work of other researchers who connect previously separate areas of study to “forge new connections that go beyond the coalescence of two fields of inquiry (Acker, 1998, p. 195)” by taking a critical look at the most common organizational change programs to expose the “abstract, gender-neutral organizational theory for its failures to represent what actually happens in and between organizations (Acker, 1998 p. 195)”. By doing so, the goal is to provide an opportunity for leaders of organizations, who are the agents of change, to see a new perspective about organizational change programs and to recognize that they may not be gender neutral or equality enhancing as has been previously assumed.

**Keywords:** organizational change, gender, teamwork, familial roles, efficiency

**References:**


TUESDAY 22 JULY
10am – 11am

Learning by doing or doing by learning: can interactive research methods transform leadership structures in male dominated organisations?
Anne-Charlott Callerstig, University of Linköping, annca@tema.liu.se

Sometimes considered as one of the world most equal countries Sweden has come a long way. Still there are some persisting problems from a gender perspective. At a work place level problems like sexual harassments, equal pay issues, work-related inequalities in health, work-family dilemmas are among the issues. The overall problematic leadership structure on the labour market is another prevailing target in the equality politics\(^1\). The organizational work to promote equal opportunities has been considered hard and the effects of the work modest with constant hinders and set-backs.

The Swedish Rescue Services Agency (SRSA)\(^2\) that will be included as the empirical case for my study, will in spring 2008 launch an extensive programme to gender mainstream the organization and implement equal opportunities on a wide scale. Among the central goals is the aim to create a leadership structure that do not marginalise women and to encourage women into leadership. For this purpose a *jämställdhetsstrateg* (*gender equality strategist*) has been recruited who will be in charge of the overall transformatory work, with a position in the top-management (board of directors), closely working with the head of the agency. The gender equality strategist will lead and organize the work including examining needs for action, developing models and methods for implementation, organize and manage the implementation process and perform evaluations. An organization including equality developers has been established throughout the organization.

The transformatory work will be followed by a researcher studying the organization and the different phases of the transformatory process, general questions concerning how and when transformation is possible (identifying and analysing moments of importance in the process). In the research various forms of interactive methods will be used, the goal being a mutual learning process between the researcher and organizational members. One general question concerns the overall problematic of equality work often being implemented only into the formal parts of an organization and as such being far from the radical change initially proposed.

The aim of this paper is to discuss different interactive methods and different possible strategies that can be used in the transformatory work in relation to the leadership structures. What are the possibilities and limitations with different approaches? Questions that will be discussed include; how can equality objectives be made part of what is generally understood of as core values of the organizations without loosing sight of the equality perspective in the process? How can hegemonic masculinity styles be recognized in the process? As an example; if these leadership styles rest on taken-for-granted assumptions as part of the core values, how will it affect the transformatory work and the parallel research process?

More generally - how can the research results and theoretical perspectives being used contribute to the development of practical strategies in order to successfully meet the gender objectives set up? How can a research process be launched that will not reinforce dominant gender structures and essentialize gender perceptions in the process? How can a balance be kept between support and challenge from a researchers perspective? In the paper the questions raised will be discussed in dept from a theoretical perspective using examples from research results of relevance.

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\(^1\) All employers are obligated by the Equal Opportunities Act to undertake actives measures towards equality in working-life including measures to promote an equal distribution between women and men in various types of work and within different categories of employees.

\(^2\) The Swedish Rescue Services Agency (SRSA) is a governmental agency with its duties related to emergency prevention, preparedness and response in case of emergencies. The agency offers training and education in different areas including training fire officers for the municipal fire brigades. The agency conduct research and put considerable efforts into information activities as part of the prevention work. The agency also supervises laws in four different fields.
TUESDAY 22 JULY
11.30am – 12.30pm

The Mystery Of The Unre-Elected Woman Mayor: Looking For Explanations Through The Lenses Of Gender, Leadership And Organisational Culture
Marianne Tremaine, Massey University, M.G.Tremaine@massey.ac.nz

When a woman enters what has previously been seen as male territory, she is typically treated with suspicion and distrust. People are often waiting for her to fail, to make a slip. Some are more than willing to put their foot in the way to help her trip over, to assist what they see as the inevitable. In reality, there is much of the self-fulfilling prophecy in these attitudes. No man is bad enough to fail – and no woman is good enough to succeed. But, of course, the judgement depends very much on what one decides to label as success or failure. Often in the case of a woman in an unusual role, the judgement is pre-determined and even if there are other factors involved, the reason for whatever is judged as failure is likely to be ascribed to her being a woman.

Nowhere is the gender disadvantage more pronounced than in politics. In New Zealand, that disadvantage has been somewhat masked by the fact that our Prime Minister of seven years is a woman. One high profile woman seems to obscure the statistical realities that overall woman are in a minority in both central and local government politics. Moreover, the Prime Minister and other woman in leadership positions are always vulnerable to judgements based on gender stereotypes. Critics claim that they are not sufficiently endowed with positively-rated feminine qualities such as physical attractiveness, good dress sense and being caring and nurturing, or that they are overly endowed with negatively-rated feminine attributes such as weakness, indecisiveness or lack of determination (Fountaine, 2002).

To explore the gender effect on people's judgements of women leaders, this paper follows the experience of one woman mayor who was voted out of office at the end of her first three year term. She was seen as responsible for a bungled council decision to sell the civic administration building – a decision she had steadfastly opposed. To explain the mysterious case of the mayor blamed for something she clearly did not do, this paper uses the work of writers on gendered organisational cultures to explain the impact such cultures have on woman who move above their socially proscribed level, or beyond their approved role (Maddock, 1992; Marshall, 1995).

Alongside the gendered nature of organisational cultures, constitutive leadership is the other theoretical explanation used in this paper, to help understand the phenomenon of the least blameworthy participant in the decision to sell the civic building being the main person blamed for the consequences. Constitutive leadership (Grint, 1997, 2005) is the theory which explains that people construct competing stories about the success or failure of leadership – and the story that gains the majority of support constitutes the leadership. Thus, judgements about leadership success or failure have little to do with facts but more to do with the prevailing beliefs, opinions and attitudes, in this case attitudes towards the relationship between gender and leadership ability.

To demonstrate the explanatory power of gendered attitudes and constitutive leadership in this example of the one term mayor, I will use data from interviews with the mayor herself, accounts given in interviews with key informants and extracts from newspaper stories detailing the events surrounding the decision to sell the civic building. The conclusion reached is that leadership success or failure is ascribed by others and a person in a leadership position can only partially influence which story wins the highest score. Only leaders who succeed in shaping and controlling opinions about their effectiveness by spreading their own positive stories and countering unbalanced explanations, are likely to rise above the struggle of competing stories and win the war of words.

Keywords: women mayors, gender stereotypes, organisational culture, constitutive leadership

References:
Leading gender equality in public services: the politics of relational practice  
*Margaret L. Page, University of the West of England, Margaret.Page@uwe.ac.uk*

This paper will draw from feminist research to explore what might it mean to ‘engender’ leadership of initiatives to ‘promote’ gender equality in public services.

In April 2007 the Equality Act introduced a positive duty for public services in Great Britain to take proactive action to redress patterns of disadvantage in their policies and practices. The legislation has been hailed as the biggest advance in sex equality legislation in thirty years, since the introduction of the Sex Discrimination Act (EOC, 2007). It coincides with proposals to introduce a single positive equalities duty, the introduction of integrated equalities frameworks and institutional mechanisms at national level, and more local discretion for public service managers to set local priorities.

Public services are required to draw up and to publicise gender equality action plans; these are informed by a complex web of national targets, local political priorities and by local actors. Few studies have been made of what it might mean to develop or to lead an initiative to promote gender equality within public services, where traditional approaches are firmly based on notions of equal opportunity, and these are embedded in clearly established processes and procedures that address separate equalities areas. Research investigating the limited impact of the first decade of equal opportunities policies in organisations challenges the models of equality on which most policies are based, and identifies operational weaknesses and lack of political will (Itzin and Newman, 1997). Later studies also note the linear notions of change embedded in much of the equalities literature and refer to the need to develop conceptual frameworks for change leadership that can engage with changing notions of gender equality the complexity of change processes in the current context of public services (Breitenbach et al, 2002).

A separate strand of research addresses the need for feminist organisation researchers to move ‘out of the armchair’ to bridge the gap between feminist theory and practice (Meyerson and Kolb, 2000). The feminist poststructural lens for doing organizational change work developed at the Centre for Gender in Organisations, Simmons School of Management offers a conceptual framework for understanding the limitations of liberal approaches to promoting gender equality in organisations, and a developing action research practice. However little else has been written about strategies that are being developed, or how to engage with these equal opportunities agendas within public services. Again, there is a growing body of research on the intersections between gender and race experiences of women and men who take up leadership or management roles, but these do not relate specifically to leadership of equalities initiatives (Acker, 2006; Holvino, 2001).

This paper draws from these strands of research to explore the work of leading and sustaining gender equality initiatives in this context (Page, 2005). I argue that leadership of gender equality initiatives requires sophisticated relational, political and sense making skills (Calas and Smirich, 1996; Fletcher, 1998; Grisoni and Beeby, 2007; Page, 2001; Marshall, 1999). I explore the specific challenges that can come into play for women who are leading gender equality initiatives, and offer a conceptual frame for understanding the political and relational work of bridging the practices and discourses of gender and of management in order to sustain leadership of equalities change initiatives (Page, 2001; Page, Grisoni and Jarvis, 2007; Sinclair, 2007).

In conclusion I will argue that feminist academic researchers can offer a valuable resource for supporting leaders of gender equality initiatives at a time where it is becoming increasingly difficult to prioritise gender equality in public services. This resource should aim to offer spaces where actors might come together to explore the meanings that they bring to promoting gender equality, and to re access their passion for change (Reason and Bradbury, 2001).

**Key words:** Gender, equality, leadership, action inquiry

**References:**


Sinclair, A. (2007) Leadership for the Disillusioned: moving beyond myths and heroes to leading that liberates
Cross-national analyses of leaders and leadership behaviour as well as women’s position in the workforce are becoming increasingly popular. However, there seems to be a scarcity of analytical tools which are able to capture the dynamics and complexities of gender relations, their structural as well as micro dimensions, and are transferable across different cultural contexts. In this paper, we analyse the current conceptual frameworks used in cross-cultural research, such as Hofstede and the GLOBE study, as well as frameworks which have been developed to analyse gender-relations in one particular social context and discuss their applicability for cross-national research.

We conclude that the available analytical tools are limited in their effectiveness for gender-sensitive, cross-national studies investigating women’s experiences as workers and leaders because they either incorporate an insufficient understanding of gender relations, overload their analytic concepts and/or incorporate either macro or micro levels of analysis without integrating them. We suggest that Habermas’ model of societal evolution can be extended by a ‘gender lens’ so as to provide a useful tool for cross-national analysis, integrating a normative/attitudinal dimension, the Lifeworld, with societal ‘Steering Media’, such as legislation, the media, and religion, as well as organisational Systems both at a macro and micro level.

Keywords: Conceptual frameworks, cross-national analysis, gender relations, leadership, workforce participation

References:
(Connell, 1987; Habermas, 1987; Acker, 1990; Risman, 1998; Haas, Hwang, & Russell, 2000; Mosesdottir, 2001; Lewis, Rapoport, & Gambles, 2003; Emrich, Denmark, & den Hartog, 2004; Martin, 2004; Pfau-Effinger, 2004; Pocock, 2005)
**Tuesday 22 July**

2.30pm – 3.30pm

**Exploratory study of gender influence on leader and philanthropic strategies**

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In the body of management literature the concept of gendered leadership has received considerable attention; Appelbaum, Audet and Miller (2002), Burke and Collins (2001), Lorenzen (1996), Manning (2002), Oshagbemi and Gill (2003), Park (1996), Porterfield and Kleiner (2005), Rippin (2007), Walumbwa, Wu And Ojode (2004), and many others have strived to elaborate different dimensions of this wide concept.

In addition, in recent decades a different approach to management research has emerged: a marriage of organizational behavior, human resource management and strategic management; Hambrick, and Mason (1984), Ibrahim, and Kelly (1986), Miles, and Snow, (1994), Schuler (1993). In this context philanthropic strategies play a crucial role. We define philanthropic strategies as strategies which are made and implemented in order to meet the objectives of corporate philanthropy on the basis of its definition made by Paul (1993):

“Corporate philanthropy can be defined as a group of people authorized to act as an individual, especially in business, who share a concern for the good fortune, happiness, health and prosperity of mankind and demonstrate this concern through acts that are good, friendly, and helpful (Paul, 1993, p. 4).”

Therefore corporate philanthropy can be viewed as an extension of the corporate communication or public relations function. But it is not limited to the scope of a corporate function. It is a planned program of strategic activities designed to meet the overall objectives of a corporate communication program in response to corporate business strategy (Genest2005). On the other side the traditional manner of running business is changed. More women are entering the workforce on a worldwide basis (Gibson, 1995) and also they are more likely than men to be interactive leaders (Rosener, 1990). More importantly we have been observing a relational increase in the presence of women in management and leadership positions (Blum, Field, and Goodman 1994; as cited in Luthar, 1996). Hence research respective to gender differences in leadership behaviors becomes more important (Carless, 1998).

According to aforementioned points a significant question can be brought up here; does leader’s gender have any effect on making and implementing corporate philanthropy strategies?

**Purpose of the study:**

The main purpose of this study is to answer the question mentioned above in order to provide a linkage between corporate philanthropy strategies, and the leader’s gender influence on making and implementing those strategies as well as illustrating some managerial implications on the basis of our findings. Because The successful organization of the future will not only understand leadership in terms of gender but also its contribution to workforce and organizational effectiveness (Stelter, 2002).

**Research methodology:**

This research is based on literature review and empirical study under which we have chosen four universities offering MBA in Malaysia (UM, UPM, UTM and MMU) from each university 50 students doing MBA (25 male and 25 female) are asked to fill up questionnaire which are further analyzed to find the correlation exists among the gender and behavior of the leader toward making and implementing philanthropic strategies.

**Keywords:** Leader’s gender, leader’s behavior, philanthropic strategies.