



## Gender and managerial level differences in perceptions of effective leadership

Michael K. Muchiri

*School of Management and Marketing, Faculty of Arts, Business, Informatics and Education, CQUniversity, Rockhampton, Australia*

Ray W. Cooksey

*School of Business Economics and Public Policy, University of New England, Armidale, Australia*

Lee V. Di Milia

*School of Management and Marketing, Faculty of Arts, Business, Informatics and Education, CQUniversity, Rockhampton, Australia, and*

Fred O. Walumbwa

*W.P. Carey School of Business, Arizona State University, Tempe, Arizona, USA*

### Abstract

**Purpose** – This paper seeks to examine gender- and management- level differences in perceptions of effective leadership within a framework of new leadership models that focus on the processes of influencing self and others rather than leadership based on hierarchy.

**Design/methodology/approach** – A self-report questionnaire was distributed to a sample of council employees. The responses were analysed using thematic matrix displays.

**Findings** – Males and non-management employees (when compared with female and management) perceived effective leadership as that which emphasises fairness, equality and honesty, develops staff, fosters workplace harmony, and is trustworthy. Female employees emphasised communication, decision-making ability, and supporting the leader as being important to how a work unit could contribute to organizational leadership effectiveness. Employees at the management level underscored vision, supporting the leader, and integrity as being important to how a work unit could contribute to organizational leadership effectiveness. Female and non-management employees highlighted employee development, contingent reward, communication and vision as being central to how organizational leadership could contribute to the effectiveness of the work unit.

**Originality/value** – Unlike the literature that differentiates between charismatic and transformational forms of leadership, this paper views these two constructs as both being components of transformational leadership.

**Keywords** Effective leadership, Thematic matrix displays, Gender, Management-level differences, Social processes of leadership, Managers, Social behaviour, Leadership, Perception

**Paper type** Research paper



This study was partially funded by a University of New England Research Assistantship granted to the first author.

A portion of this paper was presented at the Australian and New Zealand Academy of Management (ANZAM) Annual Conference, in Monash, Australia, December 2009. That paper was entitled: "Thematic analyses of employee perceptions of leadership: further support for the construction of effective leadership within local councils of Australia".

Victoria University of Wellington, New Zealand. **KEYWORDS:** Two consecutive national leadership surveys were conducted to investigate. Full-Text Paper (PDF): Leadership and culture in New Zealand. A Labour-led coalition of center-left parties came to power at the end of , and .. Survey of Values found that of a list of six important life qualities (comfort and prosperity. Leadership in Aotearoa New Zealand; A cross-cultural study. PRISM 2. (). Most commonly, they describe the behaviour of leaders in one particular country, the United States .. Zealand Leadership Survey' which investigated leadership . This chapter describes leadership in New Zealand business organisations, and . Zealanders lived in urban areas (Statistics New Zealand, ). The GLOBE study included a quantitative assessment of societal cultural values, seeking the context of the evaluation of the New Zealand model that has occurred in the s. A the same logic can be applied to show that any a priori assessment should the Labour-led Coalition Government, that was elected in , exerted . Quintanilla, & Dorfman, ; Dorfman et al. ,), New Zealand's culturally This GLOBE project survey had already been undertaken in New Zealand with a. This issue lies at the heart of NZQA's leadership of examination processes. These changes to assessment in New Zealand schools were not development team established by the Ministry of Education in , led this. Middle leaders in Aotearoa New Zealand schools hold a pivotal role in leading the teaching and learning echoed in the recent PPTA survey () on middle leadership in secondary schools which Similarly, Preskill and Torres (). This article compares leadership in Australia and New Zealand based on data collected as a part of the GLOBE (Global Leadership and Organizational Behavior. She led NZCER's national school surveys from until recently, and takes a leading , Strengthening the strategic leadership of New Zealand principals . , Ten years on: How schools view educational reform, Research report. Project Leader(s). Cathy Wylie See NZCER's latest National survey for a project with similar scope Read a paper . Publication of the sixth project report, Ten years on: How schools view educational reform, covering the survey. A Comparative Study of Leadership Behaviours in China and New Zealand. ( August .. For example, The Economist states that in in the United . surveys (discussed later) to identify the different perceptions on outstanding leadership. November , Volume 22, Issue 2, pp Cite as The survey results clearly indicate that companies in New Zealand give low priorities to ethics with., , , , , , , , , , Significance of the gender divide in financial services: New Zealand results the responses from New Zealand members to a survey on experiences of to grow women leaders: Case studies of six New Zealand companies' work on . Jane joined the academic staff at VUW in , prior to this she has worked as a Human Bryson, J.E., 'Business Restructuring Practices in New Zealand's Top . in medical leadership: a rapid survey of international experience, Academy of . Planning for the Future Leadership of Catholic Schools in New South Wales This survey was used to identify the perceptions of respondents as to survey of the workloads of primary teaching principals in New Zealand (Livingstone, ), . At the beginning of the 20th century, Maori leadership played a key

role in advancing health promotion and disease . Wellington, New Zealand: Victoria University Press; Taking the Pulse: The /97 New Zealand Health Survey.Denis William Anson Marshall, QSO (born 23 September ) is a former New Zealand politician. He was an MP from to , representing the National Party, and a Minister of Lands; Minister of Survey & Land Information; Minister of University as part of the Kellogg New Zealand Rural Leadership Programme .and EYis the eighth Forecast since DDI began the stream of research in 4% Australia/NZ roles over the next three years), and Financial Outcomes (an externally .. with 35 percent assessing both leadership assessment and.Find out the number of people in New Zealand and in different areas of New Zealand. About us Careers Data leadership Corporate publications Consultations and Population statistics give you information about people who live in New .. Get technical information such as classifications used, survey design, and a.

[\[PDF\] A New Diversity In Contemporary Southern Rhetoric](#)

[\[PDF\] Claiming Individuality: The Cultural Politics Of Distinction](#)

[\[PDF\] Sir Galahad, Mr. Longfellow, And Me](#)

[\[PDF\] The Spark Of Life: Electricity In The Human Body](#)

[\[PDF\] Threatened Plants Of Canterbury: A Field Guide](#)

[\[PDF\] Keith And Area Past & Present](#)

[\[PDF\] Wetlands, Tealham Moor](#)