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TRANSFORMATIONAL LEADERSHIP AND GENDER: ANALYSIS
OF THE INTERPERSONAL COMMUNICATION OF MALE AND
FEMALE LEADERS IN PORTUGAL

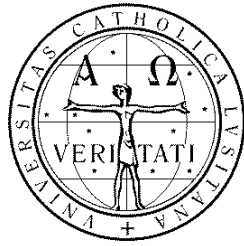
Dissertation submitted to Universidade Católica Portuguesa to obtain a
Master's Degree in Communication, Organization and Leadership

By

Lena Luise Schrock

Faculdade de Ciências Humanas

September 2020



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Under the supervision of Professor Fernando Ilharco

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Abstract

Gender diversity in transformational leadership is proofed to help an organization's effectiveness at several levels. Yet, women remain a minority among leadership positions. Besides other reasons leading to their comparably low representation, the topic of possible differences in leadership styles between genders arises as a pertinent one for researchers.

This dissertation thus deals with the question of what differences possibly exist in the interpersonal communication of female and male leaders in an organizational context. It is of interest as well to analyse the concept of gender-mixed team leadership in order to understand the effectiveness of interpersonal communication within transformational organizations. Finally, it is examined the perspectives of leaders and non-leaders as far as relevant aspects on leadership communication.

After reviewing existing research on the topic and establishing an adequate theoretical setting, an online survey and semi-structured interviews were conducted. Tendencies in the consideration of gender and interpersonal communication in transformational organizations were analysed, followed by deepening the understanding of those outcomes with the interviews.

The results show that male leaders often appear more direct and less close, whereas female leaders tend to show a more empathic approach in their leadership communication. It follows that female leaders hold a more relational approach while male leaders use interpersonal communication more for informing and goal sharing. Gender-mixed team leadership, hence, might represent a reasonable approach, allowing a complementary leadership in suitable organizational circumstances. In what regards leader's and non-leader's perceptions of relevant communication aspects, no significant differences were found. The research results show that a personal and empathic approach appears relevant in enhancing trust and motivation in strong leader-follower relationship.

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List of Abbreviation

EI – Emotional Intelligence

EIGE – European Institute for Gender Equality

ELT – Evolutionary Leadership Theory

EU- European Union

FRLM – Full Range Leadership Model

FST – Feminist Standpoint Theory

IAT – Interpersonal Adaptation Theory

IDT – Interpersonal Deception Theory

IQ – Intelligence Quotient

MGT – Muted Group Theory

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INTRODUCTION

This dissertation deals with the question of what differences possibly exist in the interpersonal communication of genders in the context of transformational leadership. It explores the role of interpersonal communication as well between leaders and followers.

The aim of the dissertation is to understand whether possible differences in the interpersonal communication of female and male leaders can be beneficial for a transformational led organization. In order to achieve its goal, this dissertation is structured into a first chapter on the problematization of the subject in investigation. This chapter establishes the context of the dissertation, states in detail the problem researched, presents the research questions and clarifies the key terms used throughout the research.

It follows a theoretical part, which consists of three chapters, taking up the relevant aspects of communication, gender and leadership. Chapter 2 of the dissertation deals with interpersonal communication. Three highly relevant considered communication theories are introducing the topic by pointing out dynamics in interpersonal communication processes. Moreover, the chapter contains explanations of organizational communication and possible barriers to clarify the organizational context of the dissertation. Since interpersonal communication in familiar, political or religious settings can vary, it is important to set the focus on organizational content. The last part of the second chapter includes the correlation of communication and leadership.

Chapter 3 is about gender. To give an introduction to possible gender-related communication differences, important theories give an overview about gender understanding and perception. In addition, the topic of androgyny is pointed out as it appears as consistent matter in the gender-related leadership debate. The gender chapter further includes chosen theories addressing differences in the verbal and non-verbal communication behaviour of female and male leaders.

Chapter 4 addresses leadership. First, traditional and modern leadership theories are presented. The Full Range Leadership Model (FRLM) points out differences in the transformational and transactional leadership styles, which are crucial for the leadership communication context. In the following, gender and leadership in connection are accented. The sub-chapter additionally includes statistics about the gender distribution in leadership positions in Portugal. It is important to mention that the choice of doing so is not to

investigate the reasons for certain numbers, but to refer to the situation in Portugal, as the dissertation is limited on the Portuguese market. It is therefore considered relevant to include statistics to underline how current the topic is. The focus on Portugal was chosen due to cultural aspects that may influence the perception of women and men in leadership positions. By investigating the Portuguese market, big cultural differences in the handling of the topic are avoided. The fourth chapter further deals with leader-follower relationship and leadership personality, since those are especially of importance for transformational leadership. In the last sub-chapter, the concept of shared leadership is presented. Since it is directly linked to the research question about gender-mixed team leadership, it occurs essential to be pointed out.

Chapter 5 is the empirical part of the dissertation, built on the findings of the theoretical analysis. Using mixed methods, an online survey and telephone interviews are conducted. This allows the use of qualitative research, combining the outcomes of the empirical work with the theoretical approaches. While the survey points out trends in the topic of gender-related communication in transformational leadership, telephone interviews represent a way of deepening the understanding. All contents of the empirical research are to be found in the Appendix. The exact proceedings of the research methods are explained in detail in chapter 5.

The last part of the dissertation, chapter 6, combines the findings of the theoretical framework with the empirical research. Results are analysed and discussed. It allows the author to identify connections between both parts of the dissertation as well as formulating recommendations. The formulated research questions (see 1.3) are answered and the objectives reviewed. Finally, a conclusion is drawn from the analysis of the mentioned contents.

At this point, it appears important to mention that the order of gender specific expressions, such as ‘male’, ‘female’, ‘men’ or ‘women’ is by chance and not related to any preferences of the author. When referring to ‘leader’ as ‘he’, it is only due to simplification of writing and the habitualness in included literature. If not stated differently, ‘leader’ includes all genders.

Chapter 1
PROBLEMATIZATION OF THE RESEARCH SUBJECT

1. PROBLEMATIZATION OF THE RESEARCH SUBJECT

1.1 Background and Context of the Dissertation

Diversity in leadership has been a strongly discussed topic for several years. Especially in the case of minorities in leading positions, the interest in research has been consistent. As women were, and to some extent still are, considered as minority in the context of leadership, interdependencies with gender have over time been addressed more frequently. To that effect, the meaning of gender in diverse cultures is necessary to be clarified. Since the interpretation of gender role expectations as well as the meaning of power and status differs with the cultural context, it is to be regarded in conjunction (Ayman & Korabik, 2010). It becomes clear that the analysis of gender appears complex, since assumptions about suitable tasks, abilities or weaknesses go far back to evolutionary conditions.

However, the human's need for communication has always existed, in former times as today. Interpersonal communication is particularly examined as fundamental for leadership effectiveness, since it shapes the attitude and behaviour of others (Penley & Hawkins, 1985). Leadership and communication are correlated, since, in the end, the goal is to create a shared reality and mutual understanding (Johnson & Hackman, 2018). A leadership style, which requires strong communication skills, is transformational leadership. A high level of morality and a strong leader-follower relationship characterizes this particular leadership and builds the base for an equal exchange (Díaz-Sáenz, 2011). Consequently, conducted research has focused on interpersonal communication in the sense of relationship building in transformational leadership. Linking it back to the gender topic, studies analysing related differences in the verbal and non-verbal communication, have been undertaken. Although it seems controversial, whether general differences between male and female leaders in the transformational leadership exist, it appears still a topic of interest.

By understanding the context of gender and leadership within a specific cultural environment, one can draw conclusions about developments in the distribution of certain positions. Thus, it is fundamental to understand the role of interpersonal communication between leader and followers, especially in a transformational setting, that has a strong dynamic of constant exchange. The discussion about an equal distribution of gender in leadership positions appears present and results in the necessity of analysing possible differences.

1.2 Statement of the Problem

The gender distribution of leadership positions in Portugal is still unequal, as recent statistics show. Looking at grade-A positions, women make up 26.3%, (European Commission, 2019) which is comparably low to other European countries. The proportion of women in early high education on the other hand, is relatively high in Portugal. Even though the tendency towards more equally distributed leadership positions exists, the progress is slow. The outcomes of those studies lead to the question of possible differences in leadership skills between genders. Since women, according to statistics, are numerous taking part in high education, it appears relevant to analyse possible differences in the field of soft skills, including social and emotional competences, expressed through communication behaviour. Until today, researchers are discordant, if and for what reasons men and women in fact show differences in the verbal and non-verbal communication. Some authors argue that men are generally more autocratic and directive, and women rather democratic and transformational (Eagly, Johanssen-Schmidt, & Van Engen, 2003). Others base appearing differences more on situational and environmental factors, such as ingroup-outgroup dynamics or role expectations (Ayman & Korabik, 2010). Hence, it is to observe that research on the topic of interpersonal communication in transformational leadership among men and women has not been discussed strongly. From existing research, it is not clearly understood, whether appearing gender-related differences in interpersonal communication in the case of transformational leadership are assessed. Since organizations imply diversity in their composition of employees, differences in the communication style might be beneficial for the individual needs. As only little literature exists on the topic of mixed gender team leadership, it leaves space for a more detailed and profound analysis.

1.3 Aims and Research Questions

The aim of the dissertation is to understand whether possible differences in the interpersonal communication of female and male leaders can be beneficial for a transformational led organization. To obtain the necessary data and information, it is first relevant to analyse whether there exist differences between the genders in their leadership communication. It is, thus, to distinguish between verbal and non-verbal communication aspects to obtain precise results. If differences are found in the analysis of existing literature and their own empirical research, it is aimed to formulate recommendations for

transformational organizations. Moreover, the dissertation addresses the relevance of interpersonal communication for a transformational leadership style in general. This includes the deep understanding of the meaning of leader-follower relationships in a transformational context. Finally, the dissertation implies the aim to observe whether leaders and those in non-leading positions perceive the topic of interpersonal communication in leadership differently. It is therefore of interest to understand whether the focus on relevant aspects in leadership communication differs with the role.

After reviewing existing literature and conducted studies, the following research questions were formulated:

RQ1: What would be the differences, if any, between male and female leaders in the verbal and non-verbal interpersonal communication?

RQ2: What do female and male leaders mostly use interpersonal communication for (e.g. information, create a positive work atmosphere, etc.)?

RQ3: Does gender-mixed team leadership enhance an effective interpersonal communication within transformational organizations?

RQ4: Do leaders and non-leaders have different perspectives on the relevant aspects of leadership communication?

The lines of thought for the research questions as well as the structure of the dissertation are visualized in a concept map (Appendix A).

1.4 Clarification of Terms

Transformational Leadership

Transformational Leadership had become a field of interest for research in the late 1980's (Leithwood, Tomlinson, & Genge, 1996). Being at first considered in an educational context, it has increasingly been related to political and organizational leadership. It is defined as a process in which a leader empowers his follower's performance beyond expectations by building up a strong emotional connection with them. In addition, this particular leadership style is defined by a strong "collective commitment of the followers to a higher moral cause" (Díaz-Sáenz, 2011, p.299). In general, transformational leadership is contrary to transactional leadership, which will be further explained in chapter 4.1.

Burns (1978) argues that it appears as an ideal leadership style during times of change and uncertainty, since transformational leadership provokes “higher levels of motivation and morality” (p.20). It follows that leaders do not only influence their followers, but are also influenced by them, resulting in an equal exchange (Díaz-Sáenz, 2011). Furthermore, as the author explains, the purpose is not only to lead, but also to be a mentor and pass knowledge on to those followers aiming to become a leader. When measuring the success of transformational leadership, positive change in the social sense serves as an indicator. Bass (1985) introduced the Full Range Leadership Model (FRLM), which identifies different leadership styles. Considering transformational leadership, specific factors have been developed in the context of the model: idealized influence, inspirational motivation, intellectual stimulation, individualized consideration (Bass & Riggio, 2006). Therefore, a transformational leader acts as a role model that followers identify with. Trust, respect and esteem are consequently relevant attributes, combined with a high degree of skills, determination and power of endurance. A transformational leader, according to Bass and Riggio, is further characterized by the encouragement of his followers to be innovative and creative. Hence, each follower is seen as an individual with particular strengths and needs. This assumption refers to the leader being a mentor at the same time, addressing individual goals.

In summary, transformational leadership is a leadership style that is defined by the creation of values and morality, leading to stronger performance. It is directed towards long-term goals and is based on an equal exchange of leader and followers. Transformational leadership includes clear communication and a sense of identity with what is created. Leaders act additionally as mentors and therefore need to understand each follower as an individual.

Gender

When approaching topics including the gender term, it is important to define it by differentiating it from sex. In the past years, researchers have increasingly emphasized the importance of the distinction between both terms. As Crawford (2011) explains, it is especially relevant to understand differences between the biology of sex and the social characteristics of gender. The author further argues that a differentiation of the terms allows the analysis of topics in two ways. Differences between men and women might be

due to biological occurrences on the one hand, or society's imposition on the other hand. Unger (1979) states that the gender term needs to be amplified, including gender identity. The psychologist points out that gender refers to assumptions held by others as well as the individual's own, expressed by the gender identity. As Unger (1979) explains: "Gender identity refers to those characteristics an individual develops and internalizes in response to the stimulus functions of biological sex" (p. 1086). She additionally states that behaviour should be analysed by considering gender identity rather than the biological sex. It is to make note of the shift that has developed over time regarding the distinction between sex and gender. By now, researchers use sex more frequently to define biological differences and gender for the social meaning of this distinction (Basow, 2010). In terms of this dissertation, it is important to say that the terms 'female', 'male', 'women' and 'men' refer to gender as social categories.

Interpersonal Communication

Interpersonal Communication as its own research field emerged in the beginnings of the 1970s (Burlison, 2010). Since then, several definitions are to be found in the literature. Trenholm and Jensen (2008) identify it as the communication process in which two participants hold both sender and receiver roles, connecting through the creation of meaning. Guerrero, Andersen and Afifi (2007) state that interpersonal communication "includes the exchange of messages in all sorts of relationships, ranging from functional to casual to intimate" (p.11). West and Turner (2010) explain that interpersonal communication is characterized by a process of communicators transmitting messages in order to create and maintain "shared meaning" (p.10). The authors further clarify the meaning of a process, referring to a continuous, changing activity that neither has a clear beginning nor ending. Additionally, the messages are of a verbal as well as non-verbal nature. According to the authors, the aspect of shared meaning is central for the definition of interpersonal communication as it concerns the "sense making" (p.11) of the interaction and the relationships for all participants. Consequently, the meaning is what the participants establish together by using verbal and non-verbal messages.

Moreover, there exist different approaches in the identification of what interpersonal communication includes. Burlison (2010) points out that the situational, developmental and interactional views on the term are the most relevant ones in order to define it. The

situational approach refers to factors like the number of communicators, their physical proximity, the access to communication channels and the possibility of immediate feedback (Trenholm & Jensen, 2008). It follows that interpersonal communication takes place between two people interacting in a face-to-face conversation, using verbal and non-verbal channels with immediate feedback possible.

The developmental approach on the other hand, refers in particular to the development of relationships by analysing aspects such as empathy and social exchange (Roloff & Anastasiou, 2001).

The interactional view considers interpersonal communication as any interaction between participants, influencing each other during the process (see 2.1.1). Consequently, the focus is on the interaction itself rather than the message (Burlison, 2010).

All three approaches have been criticised and further developed over the years. However, there is no universally valid definition of interpersonal communication, as it depends on the communicative context.

Nevertheless, putting it all together, one can determine certain similarities in the definitions of interpersonal communication. All authors imply a mutual exchange of messages between participants with the intention of creating shared meaning. Whether some definitions are rather focused on the implied relational aspect, others consider the simple exchange of messages as sufficient to describe interpersonal communication. Since this dissertation is directed towards the interpersonal communication between leaders and their subordinates, the term will concern the verbal and non-verbal communication in the face-to-face interaction between two communicators. The relational aspect will be taken into consideration by the definition of the relationship between the leader and subordinates.

Chapter 2
INTERPERSONAL COMMUNICATION

2. INTERPERSONAL COMMUNICATION

2.1 Theories

To understand the dimension of interpersonal communication in general as well as in the organizational context, it is relevant to consider referring theories. The following three are considered relevant for the further research on interpersonal communication among male and female leaders. They particularly address possible challenges that may occur on the level of interaction between leaders and subordinates. These theories will therefore build the base for the development of the questionnaire in the empirical part of the dissertation. In the second part of the chapter, the topic of organizational communication will be further distinguished, as the dissertation is directed towards leadership in such context. In addition, occurring barriers hindering the effectiveness in the communication process are going to be considered. The last part of the chapter is about communication in leadership to understand the correlation between both.

2.1.1 Interactional View Theory

One fundamental theory when analysing interpersonal communication is Paul Watzlawick's Interactional View Theory. The communication scientist bases his theoretical approach on five axioms. The first one refers to the impossibility of humans not to communicate (Watzlawick, Beavin, & Jackson, 1967). The assumption underlies the message value that words and silence contain evenly. The authors state that communication does not only take place when intended or mutual understanding occurs.

The second fundament of the Interactional View Theory refers to the content and relationship levels in the interpersonal communication. Arguing that communication does not only contain information, the scientists point out the implied declaration of behaviour. Whether content corresponds to what is communicated verbally, relationship represents how it is communicated non-verbally (Griffin, Ledbetter, & Sparks, 2011).

Thirdly, the theory is based on the so-called "Punctuation of sequence of events" (Watzlawick et al., 1967, pp.278-279). While punctuation is described as the mental process of interpretation, the sequence of events is simply the cause and the response in the interpersonal communication. Consequently, disagreement and conflicts can result from participants interpreting messages differently and responding accordingly.

The fourth principle Interactional View Theory is based on, is the fact that human communication includes digital as well as analogic modes. According to Watzlawick, Beavin and Jackson (1967), the analogic term is defined as “virtually a non-verbal communication” (p.282), including gestures, facial expression, etc. Digital, on the other hand, refers to the verbal communication, expressed in numbers or letters. The authors state that every message contains both, the digital part being more content bearing and the analogical part being of a relational nature.

The last axiom of the Interactional View Theory concerns symmetrical and complementary communication. While symmetrical is described as the participants tending to mirror each other’s behaviour in the interaction, complementary refers to “the maximization of difference” (p.285). In addition, complementary interaction implies a difference in the power, control and status of the participants (e.g. manager and subordinate) (Griffin, Ledbetter, & Sparks, 2011).

Interactional View Theory is after all a relevant theory, explaining the fundamentals of interpersonal interaction as well as the existent relational aspect that comes along with it. It, additionally, underlines the fact of communication always taking place, even when not expressed verbally.

2.1.2 Interaction Adaptation Theory

When dealing with interpersonal communication, it is indispensable to disregard the Interaction Adaptation Theory (IAT). It inheres the act of adjustment and adaptation in the human communication process, concerning both, verbal and non-verbal components. Burgoon, Stern and Dillman (2007) base their theory on the two possible behavioural responses of communicators - matching or complementary. Whereas a matching response is in the similarity of responsive behaviours, complementary refers to existing differences. Consequently, different adaptation patterns occur in the further interaction process. The authors state a tendency towards reciprocity in a social context, meaning adjustments towards stronger similarity with the other communicator (Burgoon et al., 2007). The reason for this is in the evolutionary needs of humans for “(...) survival, communication, coordination of activities, and socialization” (Burgoon & Hubbard, 2005, p.161). Especially in social contexts, including formal as well as informal conversations, the

tendency towards reciprocity appears, leading to similar language use as well as non-verbal behaviour. The dynamic of one communicator adjusting his response towards similarity with another communicator over time is described by convergence, the maintenance of differences as divergence (Burgoon et al., 2007). As a consequence, the long-term effect on interpersonal relationships is shown by the interdependencies with interaction adaptation.

Besides the tendencies towards matching and reciprocity, certain circumstances may lead to rather complementary behaviour patterns (Floyd & Burgoon, 1999). Applying the IAT on the communication level, intentions and goals of the communicators play a relevant role as they may lead to intentional compensation or reciprocity. In addition, the intensity of adaptation is depended on certain factors, such as cultural differences, internal causes or adjustment ability (Burgoon et al., 2007). Moreover, biological, social and psychological factors can lead to limits in the interaction adaptation.

Burgoon, Stern and Dillman base their theory on five key concepts, including requirements, expectations, desires, interaction position and actual position. Requirements are defined as behavioural pattern in order to fulfil humans needs for “(...) survival, comfort, safety, affiliation and like”(Burgoon & Hubbard, 2005, p.163). Expectations, on the other hand, refer to behaviours relying on social components, such as norms, goals or previous experiences with the communication partner. Desires imply personal preferences in the interaction, like for example a dominant behaviour. According to IAT, these three factors build the base for the interaction position, “a net assessment of what is needed, anticipated, an preferred as the dyadic interaction pattern in a situation” (Burgoon, et al., 2007, p. 266). The interaction position can then be compared to the actual position of the communicators.

Summing it up, the IAT points out interdependencies between relationships and communication. Human interaction includes adaptation, meaning that communicators are adjusting their behaviour even in short conversations (e.g. by adjusting the amount of speech or talking turns). Interpersonal adaptation can, according to Berger (2005), be considered as a fundamental behaviour, allowing relationship development, social influence and the statement of personality or cultural values.

2.1.3 Interpersonal Deception Theory

Interpersonal Deception Theory (IDT), developed by Buller and Burgoon (1996), is based on the assumption that deception and perceived deception take place with a high frequency in communication. Consequently, it is a relevant theory when analysing interpersonal communication in an organizational context. The authors define deception as “a message knowingly transmitted by a sender to foster a false belief or conclusion by the receiver” (p.205). Putting it into other words, the term refers to communicators controlling the content of their message to intentionally create a meaning, different from the truth. Although most of the existing research analyses deception in the form of a lie, it is various (Smith & Wilson, 2010). Holding back relevant information and ambiguity may be considered as deception, too. Implemented deception by the sender leads to the other communicator noticing deceit or suspicion. Subsequently, the receiver classifies the sender as trustworthy or deceptive (Buller & Burgoon, 1996). Gilbert (1991) states that the ability of communicating in a certain manner is strongly related to the assumption of the sender being truthful. This supposition goes along with the premise of the receiver having an active role, rather than being passive in the communication process (Smith & Wilson, 2010). Buller and Burgoon identify this mutual activity as the “basis for mutual influence (...)” (p.206), regarding interpersonal communication as a dynamic exchange between humans. As a consequence, both hold sender and receiver roles, obtaining encoding and decoding tasks.

Linking it back to the Interaction Adaptation Theory, the authors however describe interpersonal communication as a dynamic process, including the adjustment of behaviour. Therefore, initially intended deception might be influenced by the changing behaviour patterns of the other communicator.

To summarize, IDT is rooted in the communicational and interpersonal relationship context. The theory defines deception as a dynamic mutual influenced exchange between a sender communicating messages deriving from the truth and a receiver trying to assess the validity. However, both, sender and receiver are shaping the intensity of deception, as they obtain active roles. Behavioural patterns, goals, expectations, etc. play, like in IAT, an important role in the communication process and the appearing results. Therefore, IDT is strongly related to IAT, when it comes to the development and changes in the conversational context.

2.2 Organizational Communication

So far organizational communication has been considered in two ways: either as one integrated part in organizations or as the fundament of organizations in order to function at all (Baker, 2002). However, most authors determine it as strongly related to the overall performance and efficiency of organizations (Sethi & Seth, 2009). This assumption underlies the fact that effective interpersonal communication is highly relevant in terms of employee satisfaction. Regarding the function of organizational communication, information sharing, creation of meaning and the establishment of values are to be mentioned (Berger, 2008). Moreover, organizational communication contributes to the coordination of activities and goal achievement, which is strongly related to decision-making processes, socialization, change management and problem solving.

Baker (2002) explains that organizational communication is to be analysed from three different perspectives: “the technical, the contextual and the negotiated perspective” (p.3). The technical perspective refers to the most effective way an information source sends a message to a receiver with the least possible errors. The contextual perspective on the other hand is focused on the verbal and non-verbal content as well as the relational aspect of the communication interaction. Thirdly, the negotiated perspective leads back to the technical approach as it implies the feedback aspect of how technically successful communication took place (Lazega, 1992).

Manning’s approach to organizational communication includes two central aspects. One is “the processing of information in message form into, through and out organizations” (Manning, 1992, p.9). The other aspect concerns informal matters that are not in the message itself, but adding to the culture and climate within the organization. Furthermore, organizational communication implicates organization specific components, such as roles, tasks, levels and rules.

Baker shows a similar approach, naming certain key distinctions in organizational communication. First of all, the manner of communication can be formal or informal. Besides, it can occur in different directions, e.g. vertical, horizontal or diagonal. It can be of an external or internal matter and, finally, happen on various levels (e.g. interpersonal, group level, etc.) (Baker, 2002).

Putting the mentioned theoretical approaches together, following propositions are important: Communication is a central aspect for an organization in order to be efficient.

The reason for this is the fact that a successful communication leads to employee satisfaction and commitment in the long term (Walden, Jung, & Westerman, 2017). Furthermore, there are different functions of organizational communication. On the one hand, it is meant to conduce knowledge and information sharing. On the other hand, the relational aspect is not to be disregarded, as it contributes to the organization's values and culture in general. The manner of organizational communication is influenced by certain rules, tasks and hierarchical levels, verbally and non-verbally. Finally, different perspectives on organizational communication exist. It can be considered from a more technical view or a contextual, relational perspective.

2.2.1 Barriers to Effectiveness

As described in 2.2, communication is a central aspect for the effectiveness within an organization. It is essential when it comes to the motivation and support of employees, but can at the same time be misapplied by the means of manipulation, dominance and control (Singh, 2014). Consequently, certain barriers that hinder an effective communication are to be determined. In order to define what effective communication means, the communication model, developed by Shannon and Weaver in 1948, is to be mentioned (Fig.1). According to the model, effective communication occurs when the process of encoding and decoding of both participants (sender and receiver) succeeds even with the influence of noise and the choice of a medium.

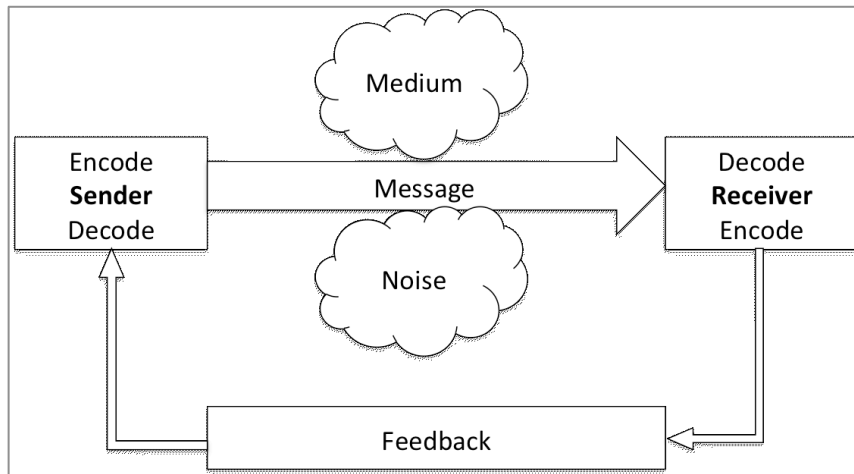


Figure 1: Communication Process¹

Literature shows different ways of categorizing the barriers that may appear in the communication process. Sethi and Seth (2009) point out five aspects that may influence the interpersonal communication negatively: “Sentiments, filtering, message crammed with information, defensiveness cultural differences and argot” (pp.36-37). McIntosh, Luecke and Davis (2008), on the other hand, identify eight possible limits to effective communication, including “(...) framing, defensiveness, internal conflicts, physical distance, (...)” (pp. 29-30). Since this chapter refers to Shannon and Weaver’s communication model, it appears reasonable to explain the existing barriers with Lunenburg’s (2010) approach. According to him, the appearing sources of barriers may consist in each part of the explained communication model: sender, receiver, the encoding, decoding as well as the feedback and the choice of the medium. Moreover, he categorizes possible barriers into physical, semantic and psychosocial ones. Whereas physical barriers are related to any interruptions like noises or people disrupting the conversation, semantic barriers are defined by the choice of words that can be understood differently by the communicators. Finally, psychological aspects are more complex, as they refer to several fields. One of them is the experience the participants have made, values, backgrounds, expectations, etc. Thus, the encoding and decoding processes are automatically driven by the mentioned factors. In the case of psychological barriers, sender and receiver would not have much of a similarity in the field of experience, complicating an effective communication. Filtering is another limit, which appears frequently in literature. It

¹ Based on Shannon’s and Weaver’s communication model.

describes the dynamic of emotions influencing what is heard and perceived by humans. It is further strongly connected to individual needs and can therefore lead to different interpretations of a message. The third psychological barrier is psychological distance that can appear in the form of resentment.

To summarize, it can be stated that there are different ways of categorizing barriers to effective interpersonal communication. However, they can originate from all parts in the communication process. Additionally, there exist several possibilities to characterize the nature of the barriers. While some are more complex to be solved, others such as physical barriers can be avoided in order to guarantee higher effectiveness.

2.3 Communication and Leadership

When looking into leadership literature, communication is included in most research. Besides the behavioural and attributional approach, communication behaviour has been analysed, especially in the field of leadership effectiveness (Penley & Hawkins, 1985). The communication-centred definition of leadership considers leadership as “human (symbolic) communication that modifies the attitude and behaviour of others (...) to meet shared group goals and needs” (Johnson & Hackman, 2018, p.12). According to Johnson and Hackman, communication allows humans to create meaning by the transfer of symbols. Consequently, the goal of communication is in the creation of a shared reality between the sender and receiver. Applying this definition on leadership, several parallels can be determined. Leaders generally use communication in order to create a shared reality as tool of “evaluation, analysis and goal setting” (p.6). In addition, the content of communication in leadership will concern the past, present as well as the future, which is an attribute characterising human communication. Thirdly, as the authors point out, leaders use symbolic communication in order to achieve goals. This again is linked to one of the quintessence of human communication.

Penley and Hawkins (1985) analyse the two levels that leadership communication inherits, the content level on the one hand and the relational level on the other hand. As explained with Watzlawick’s theory in 2.1.1, communication implies information, but always defines the relationship among the communicators at the same time. It follows that communication behaviour is applied in different intensities on the mentioned levels. It is either mainly

focused on showing consideration or on the initiation of structure. While the initiation of structure is more task-orientated, showing consideration relates stronger to the relational aspect of communication. Despite many studies stating that leadership communication is rather task and information-orientated, Penley and Hawkins insist on the relevance of the relational level, mainly expressed by showing consideration. The outcome of their study goes along with Johnson and Hackman's approach, mentioned earlier. The authors point out that leadership is first of all a communication-focused activity, meaning leaders spending most of the time with the creation of messages to different groups (e.g. employees, stakeholders, etc.). As a consequence, with the increase of responsibility, the stronger the focus on communication will be, leading to a higher demand for communication competence. However, it is important to take the existence of various leadership styles into consideration when equating it with communication. De Vries, Bakker-Pieper and Oostenveld (2010) emphasize that only human-orientated leadership is strongly associated with the communication term, whereas task-orientated leadership is not. Another communication-centred view on leadership was developed by Barge (1994), seeing leadership and emotions as fundamental aspects of communication. Especially in transformational leadership, interpersonal communication competences appear essential for effectiveness. Barge and Hirokawa (1989) developed a model, based on communication as the focus in leadership, formulating three suggestions. The first one refers to leadership as means to overcome barriers to goal accomplishment. Consequently, leaders are seen as intersection in order to guarantee the achievement of objectives. Secondly, leadership emerges through the communication process. By communicating, leaders contribute to the establishment of mutual understanding, and problem solving. The third proposition leads back to Johnson and Hackman, as it implies communication competence leadership requires. As Barge and Hirokawa argue, the success of a leader is correlated with the communication competence. Once again, the suggested assumptions are suitable to more human-orientated leadership styles, such as transformational leadership (Macik-Frey, 2007).

Fairhurst and Connaughton's (2014) work on Communication in Leadership is of a strong interest when analysing interdependencies of both. Originated from industrial and organizational psychology, the transmissional perspective of communication had an

increasingly dominant role in former leadership research. Once again, based on Shannon and Weaver's model, communication in the transmissional view becomes a variable. Several studies that refer to the meaning of leadership processes for team performance and organizational effectiveness therefore understand communication as one factor impacting outcomes (Morgeson, DeRue, & Karam, 2010; Neufeld, Wan, & Fang, 2010). Fairhurst and Connaughton point out that, despite many scholars defining communication as essential for organizational functioning, it might not be the only influencing variable.

Another approach, applied from a transmissional point of view considers communication as a behavioural outcome (Fairhurst & Connaughton, 2014). Trust, for example, has been proofed as behavioural result of communication (Shockley-Zalabek, Morreale, & Hackman, 2010; Burke, Sims, Lazzara, & Salas, 2007). To summarize the transmissional view of communication, it can be stated that it becomes important when the goal is the understanding of leadership communication as one aspect in a relational dynamic. The approach classifies communication as central aspect, but does not disregard other influential factors.

Another way to consider leadership and communication is the meaning-centred view (Fairhurst & Connaughton, 2014). Since meaning appears to be the most fundamental aspect of human communication, it is to take into consideration when dealing with leadership communication. The authors explain that, whenever there is a focus on language, implying its power and authorship, a meaning-centred perspective is applied. Consequently, one can observe the dynamics in the relations among communicators, meaning and context. Fairhurst and Connaughton explain that there exist mainly two areas of studies in the meaning-centred view. Firstly, "Sensemaking, framing and identity work" (p.11) play a relevant role. According to many researchers, in unexpected and uncertain situations, leaders make use of those three actions (Weick, 1995; Drazin, Glynn, & Kazanjian, 1999). The other meaning-centred study area refers to aesthetics (Fairhurst & Connaughton, 2014). This term describes the sense of vision, culture and charisma, defining leadership as sort of art (Riley, 1988). In this approach, leadership is considered from a more philosophical and artistic perspective, including the art of communication.

Finally, it is to point out that existing theories differ in the view on the interdependencies of leadership and communication. However, whether one considers leadership as communication or communication as leadership, there is no doubt that both are correlated. The meaning of communication in the transformational leadership style will be further analysed in chapter 4.

Chapter 3
GENDER

3. GENDER

3.1 Theories

In regard to gender theories, changes in the historical and current consideration of gender can be observed. As defined in 1.4, the gender term is to be distinguished from the biological sex. In order to understand the progresses in the gender distribution in leadership, it is relevant to first evolve the theoretical framework. The following theories are considered fundamental as they are related to the organizational context of gender and leadership. By reviewing those theories, it becomes clear how gender-role orientation and expectations have evolved over time. The second part of the chapter deals with gender-related communication behaviour, including verbal and non-verbal theories about differences in the communication style of men and women.

3.1.1 Social Role Theory

The Social Role Theory emerged in the 1980s, initially developed to understand reasons for gender differences and similarities in the social context. Over time, scientists have collected information about the power of expectations that lead people to showing certain behaviours (Eagly, Wood, & Diekmann, 2000). According to the theory, differences in the behaviour of men and women originate from the different social roles they had in history (Harrison & Lynch, 2005). Historically speaking, due to economic, social, ecological and technological circumstances, women and men were fulfilling tasks, suited to their physical attributes. While men were required to accomplish tasks that assumed physical strength or speed, women were more concerned with family and home related functions (Eagly et al., 2000). It follows that, over time, certain expectations in behaviour and characteristics of women and men arose. As Harrison and Lynch explain, women and men accommodate to those roles being available to them in their society. Descriptive and injunctive norms further influence the manner of gender-specific behaviour. Since descriptive norms relate to the way people usually behave in certain situations, injunctive norms refer to the expectations of supposed behaviour (Cialdini, Reno, & Kallgren, 1990). Therefore, descriptive norms lead to the comparison with same-sex others behaviours in order to assess the appropriateness of the own. Differences in the actual behaviour may consequently lead to surprise of others. Non-fulfilled injunctive norms, in contrast, are

more likely to cause social disapproval. However, nowadays the traditional gender roles are broader (Harrison & Lynch, 2005). Orientations in gender roles are increasingly linked to social roles people hold, rather than sex-related.

In summary, social role theory is a social psychological theory that explains differences as well as similarities leading to men and women holding specific social roles within a society. Whereas gender specific role orientation was related to one's sex in history, it is today a definition of the social role one takes in society.

3.1.2 Status Characteristic Theory

Status characteristic theory is a social psychological theory explaining the process by which people develop performance-based expectations for themselves and others (Berger & Zelditch, 1993). The theory becomes relevant in the context of interaction, as people bring along personal characteristics, so-called status characteristics. Those attributes do not only affect interaction, but also serve as evaluation basis for other people's performance. Especially in task-oriented interactions, status characteristics define expectations hold to assess task competences (Foschi & Lapoint, 2002). Expectations become increasingly relevant when people only have little information about each other and will show within group interactions. The amount of talk, opinion expression or group leader emerge appear as such outcomes of the task competence evaluation (Childers, 2000). Therefore, status characteristics can be defined as attributes equated with beliefs of worthiness. They vary over time and can be differing among cultures, as typical status characteristics are for example gender, class and occupation (Ridgeway, 2001). Considering gender, it used to be in the category of status characteristics, but is nowadays more of a complex topic. Researchers point out that the effect of gender has changed in recent years as it implies gender-specific skills, leading to stronger stereotyping (Hopcroft, 2002). Consequently, scientists argue whether gender can be still defined as status characteristic. Whereas some recent studies proof that gender is no longer of a clear attribute in the performance expectation, others show the opposite result.

Nevertheless, it is to state that status characteristic theory is an essential theory when observing interpersonal interaction in terms of leadership emerge and communication dynamics. Although, it may show more clearly among group situations, it is still important to analyse how beliefs affect behaviours and reactions. Whether gender is still to be seen as

a status characteristic is controversial, as it needs to be considered in the cultural and temporal context.

3.1.3 Androgyny in Leadership

Throughout the literature on gender and leadership emergence, effectiveness or decision-making, one comes across the topic of androgyny. Androgyny refers to the integration of both, female and male characteristics in an individual's behaviour (Johanson, 2008). In addition, androgyny studies explain the manner to avoid judgement of stereotypical behaviour, implying men being dominant and powerful and women being more collaborative and people-oriented (Mercer, Loughlin, & Arnold, 2018). Applying the idea on leaders, androgyny is supposed to allow a certain level of flexibility in the behaviour. Appelbaum, Audet and Miller (2003) argue that the combination of female and male leadership traits increases the effectiveness. According to the authors, the probability of emerging as a leader does not decrease by the possession of female attributes, but increases when holding masculine characteristics at the same time. This assumption is congruent with studies Kent and Moss (1994) conducted. The researchers found out that androgynous people are more likely to be identified as leaders in small groups. Consequently, gender appears as a more reliable predictor of leadership emergence than biological sex (Kolb, 1997). Coming to a similar conclusion, Gershenoff and Foti (2003) linked an androgynous-intelligent personality to a stronger leadership emergence. Moreover, other researchers analysed a connection of androgynous attributes with leadership effectiveness. Consequently, androgynous leaders happen to be more effective than strongly masculine or feminine leaders (Mercer et al., 2018).

Stephens (2004) applied androgyny on different leadership skills, related to tasks and relationships. The author concludes that androgynous leaders have a wide range of both, task- and people oriented leadership skills, depending on the situational requirements. When looking on the development of androgynous leadership behaviour, it can be stated that over time the balance of female and male qualities has become more relevant in the definition of important leader traits (Powell & Butterfield, 2015).

Summarizing, it can be stated that androgyny is a highly relevant topic in the consideration of gender and leadership. In all important field of leadership, including leadership emerge, effectiveness, decision-making processes and skills, androgyny behaviour appears as

advantage. It allows flexibility in order to react to situational circumstances and has become more positively acknowledged.

3.2 Gender-Related Communication Behaviour

Several studies refer to existing differences in the verbal as well as the non-verbal communication behaviour of men and women. While Muted Group Theory (MGT) and Genderlect Theory refer to verbal differences, such as language and voice, other researchers have focused on gestures, body language and facial expression.

Many studies have analysed the differences in gender-related communication and leadership styles. It appears that women act more relationship-oriented, while men are rather goal- and task-oriented (Gray, 1992). This, consequently, leads to differences in the communication style. Whereas task-oriented is related to a direct, autocratic manner of leadership communication, relationship-oriented is based on the structuring and setting of standards.

Additionally, differences exist especially in the way both gender influence and handle stressful situations (Tannen, 1993). Men's influence tactics are more likely to include consultation, personal appeal as well as assertiveness. Women, on the other hand, use more of an inspirational appeal and cooperate way (Carli, 1999). Thus, female communication is defined by expressiveness, cooperation and politeness, while men tend to a direct, assertive and powerful communication style (Basow & Rubenfield, 2003; Maltz & Borker, 1982). All these suppositions about different leadership and communication styles contribute to certain stereotypical roles and attended expectations (Merchant, 2012).

However, not all studies confirm differences, as some note there exist none in leadership style and, consequently, the communication behaviour. Researchers argue that occurring differences are reasoned in situational and environmental circumstances, rather than in gender (Foels, Driskell, Mullen, & Salas, 2000). Since this dissertation analyses differences, the following sub-chapters present some of the existing theories about distinctions in the communication behaviour among women and men.

3.2.1 Muted Group Theory

Although Muted Group Theory wasn't particularly designed to explain gender specific differences in the communication process, it appears to be essential when analysing communicative dynamics between men and women. Originally developed by Edwin and Shirley Ardener in 1975, the theory represents a way to understand "interactions between dominant and sub-dominant groups – including, but not limited to, men and women" (Barkman, 2018, p.3). It is primarily a tool to clearly define power-related problems that take place in different situations and environments. Going back to the roots of the theory, it was Edwin Ardener who stated a difference in the voice of women, being less articulate. Consequently, the anthropologist notices a disadvantage for women when expressing themselves (Ardener, 1975). He bases such disadvantages on biological reasons, calling the female voice muted.

MGT was explicitly applied on gender-related communication in 1981. Kramarae (1981) refers to the way language, written and spoken, is affected by power. She explains that the muting of women is due to evolutionary reason, as men were the ones building language. When applying the theory, there are three fundamental factors to be mentioned (Barkman, 2018). The first one is refers to the existence of dominant and sub-dominant groups. Whereas dominant groups are the ones inventing and determining rules, sub-dominant groups are the ones to adjust to those. The second factor is acceptability. It refers to the dominant group being more accepted in terms of the manner a group expresses itself. As a consequence, the dominant group establishes respected meaning and behaviours, based on the expression of experiences. Subordination on the other hand, confirms the sub-dominant group's need to adjust to the dominant use of communication. As Barkman explains, sub-dominant groups achieve this by either modifying the own mode of communication or by being able to speak both modes. Some authors argue that the implementation of a fourth tenet is necessary when using MGT. Resistance and change represent such, as sub-dominant groups are indeed able to refuse the rule setting of dominant groups (Meares, Torres, Derkacs, Oetzel, & Ginossar, 2004).

Another theory that is linked to MGT, but still to be differentiated, is the Feminist Standpoint Theory (FST). Likewise assuming that there exist different groups in terms of domination, this theory refers to the interdependences of knowledge production and power

(Harding, 2004). Additionally, FST focuses more strongly on individual perception than on group dynamics. However, both theories state differences in the power of certain groups, influencing the reflection of knowledge and language.

To summarize, it is to point out that MGT is a relevant theory when it comes to the analysis of differences in women and men's communication behaviour. Recognizing that biological conditions lead to the existence of dominant and sub-dominant groups, it explains dynamics and results of interactions. It becomes clear that the sub-dominant groups adjust their mode of expression in order to maintain respect. However, various authors have also argued that resistance and change of sub-dominant groups can occur.

3.2.2 Tannen's Genderlect Theory

Genderlect Theory, first introduced in the 1970's, is based on men and women using language differently, leading to different dialects (genderlects). Deborah Tannen (1993) states that the goal of the theory is the acceptance and appreciation of existing differences in order to reach mutual understanding. Tannen consequently exhibits a neutral approach, encouraging people to acknowledge the communication style of the opposite gender. Her theory contrasts to feminist theory, a theory that expresses a rather suppressing communication manner of men (Marshall, 1993). Furthermore, Tannen points out the development of the differentiating linguistic characteristics through gender acculturation. Consequently, it becomes clear how those gender-specific communication features serve to express one's identity in a social context. In the following, the linguist analyses the purpose for men and women to communicate. She concludes that women mainly engage in communication processes to establish and maintain interpersonal relationships. Men, on the other hand, are more motivated to communicate in situations where they aim to express status, such as independency, strength or competitiveness. When it comes to the communication style, women use, according to the author, more of a rapport talk and men a report talk (Tannen, 1993). While women express emotions and share personal stories, men are more often involved in competitive joking and concentrate stronger on the communication of information and facts. As a consequence, men are more likely to aim controlling a conversation than women do (Newcomb, 2017). Therefore, the language each gender uses differs in the set of vocabulary and communication topics. Tannen identifies

men's approach as more instrumental, leading to the fulfilment of tasks. Women, she argues, inhibit a relational approach in order to achieve interaction.

Tannen's theory is somehow conform to research that has been done previously. Neu, Graham and Gilly (1988) notice differences in the negotiation style each gender presents. Consequently, misunderstandings when negotiating with the opposite gender occurs more frequently than with the same gender.

In summary, Genderlect theory demonstrates the differences in the verbal communication of men and women. Deborah Tannen considers those as cultural dialects, so-called genderlects that can lead to misunderstanding when communicating between different genders. However, the theory suggests the acceptance and appreciating of those differences in order to guarantee a mutual understanding. It is to point out that not many communication scholars have adopted Genderlect theory, as it appears more in popular press articles. Therefore, the theory has to be considered differentiated from substantiate research.

3.2.3 Gender and Non-verbal Communication

After reviewing literature about gender differences in the verbal communication, non-verbal communication plays an equally important role. Some argue that non-verbal communication might even be of a higher relevance as it makes up 66% of the shared meaning between communicators in social interactions (Birdwhistell, 1970; Crane & Crane, 2010). In addition to those research outcomes, it becomes clear that non-verbal communication is much more of a complex field than verbal communication, as it is defined in various ways. Hale (2003), for example, describes it as "the study of behaviors other than words that create shared meaning between people who are interacting with one another". Greene (2003) goes further by including everything except for words, even clothes and jewellery. Combining most of the former approaches, Burgoon, Guerrero and Floyd (2010) identify non-verbal communication as "the process of creating meanings between senders and receivers through the exchange of signs" (p.12). Besides the variety of definitions, the alignment with the verbal communication behaviour is important to be mentioned. As several studies proof, the judgement of an individual's attitude and feelings is stronger based on the non-verbal communication than on the spoken words when both contradict (Burgoon et al., 2010). Thus, non-verbal communication with all its components

is powerful and comes into play when intended or unconscious influence is executed (Bonaccio, O'Reilly, O'Sullivan, & Chiochio, 2016). It leaves many possibilities for interpretation and is strongly linked to individual psychological processes.

Having a look on research concerning possible differences in the non-verbal communication behaviour of men and women, it is again to observe that the interpretation is complex. Since the level of control about non-verbal behaviour, such as facial expression or gestures is comparably high, it can evoke various outcomes in the understanding (Hall, Carter, & Horgan, 2000).

The outcomes of Henley's (1977) theory are based on men showing a more dominant non-verbal behaviour, while women appear as rather submissive. He further notices that men show more visual dominance in contrast to women who have a strong tendency towards the maintenance of an attentive gaze. Those findings go along with women showing submissive gestures, including smiling and head tilt as well as a lower claim of space. Burgoon, Stern and Dillman (2007) link this approach back to Eagly's Gender Role Theory (see 3.1.1). Stating that the described gender differences are rooted in defined gender role expectations, the authors refer to women being more communal, supportive and less aggressive. Conducting their own research, Burgoon, Stern and Dillman come to the conclusion that there exist more commonalities than differences in the interpretation of dominant behaviour of men and women. In addition, both genders are equally capable of communicative dominance, using a similar non-verbal behaviour. Differences in non-verbal communication, in contrast, occur when existing messages are intensified or extenuated. In those situations, men have a tendency to exhibit a dominant manner, while women show a more solidary and intimate communication behaviour.

Rosenthal and DePaulo (1979) formulate another approach, stating that women tend to be more adaptive in their non-verbal behaviour than men. Once again, the assumption is linked back to evolutionary reasons, implying the need of women to adapt to their partner's needs. The authors argue that especially with men, women appear as more partner-oriented.

Looking back on the various researches on gender differences in non-verbal communication, it can be summarized that the topic appears as complex and dependent on many variables. Men and women were found to show a similar behaviour when expression

dominance and power through touch, gaze and proximity (Burgoon, Stern, & Dillman, 2007). The differences are subtle, implying women to be less dominant in certain situational circumstances. Occurring differences, however, are often related to role expectation and stereotype theories.

Chapter 4
LEADERSHIP

4. LEADERSHIP

In regard to the topic of leadership, it is to say that even the more traditional approaches are still relevant in current discussions. It becomes particularly important when considering the development in the role of gender in leadership. Looking at the Great Man Theory, it exclusively implies men as leaders. When it comes to certain attributes in the personality of leaders, such as emotional intelligence, some studies accentuate women's qualities in this particular field. However, there are various perspectives on leadership. One can approach it by focussing on the required qualities, a leader's behaviour or characteristics of situations where leadership emerges (Van Vugt & Ahuja, 2010). Furthermore, leadership styles as well as the definition of leader-follower relationships are possible ways to analyse the topic.

The focus in this chapter will firstly be on traditional ideas of leadership in order to understand the relevance of it from early ages on. Furthermore, the Full Range Leadership Model will be explained more detailed, so that the differences between a transformational and transactional leadership approach become clear. Next, the topic of gender and leadership will be discussed. It will be explained to what extend male and female leaders differ from each other. Additionally, the gender distribution in leadership positions in Portugal will be regarded. By referring to relevant statistics about the current situation as well as the development of those numbers, it is to see to what extend men and women are equally chosen for leadership positions. However, it is important to point out that the essence of the dissertation is not about finding the reason for possibly unequal gender distributions in leadership positions. Therefore, it will not be gone more into detail in regard of reasons leading to the numbers. Subsequently, leadership personality theories are important, as they are contrary to the more traditional approaches. Lastly, team leadership will be considered more detailed, since the main research question addresses this leadership concept in particular.

4.1 Leadership Theories

Evolutionary Leadership Theory

The Evolutionary Leadership Theory (ELT) explains the reasons and ways leadership and followership have developed over years. Since humans have been identified as social

species that has adapted to living in groups, it is observable how evolution, according to Darwin, favoured those groups that consisted of leaders and followers to those that were leaderless (Van Vugt & Ahuja, 2010). As the authors point out, two conditions have to be fulfilled for the evolution of leadership. First of all, it needs an incentive for an organism to decide for an action, such as sleeping or eating. Secondly, there has to be a reason to perform the action with others. As a consequence, leadership emerges whenever there is a need for coordination in a social context. When it comes to the determination of a leader, various approaches have been formulated. Whereas some researchers emphasize on specific personality traits, others base it on certain characteristics, such as age or gender (Van Vugt & Grabo, 2015). However, leadership is considered fundamental for the survival of the human species (Van Vugt & Ahuja, 2010). Evolution showed that individuals that belonged to groups with leaders out-reproduced those of non-led groups. Thus, evolution caused specialized psychological mechanisms that enable species, including humans, to establish leadership and followership. After all, they represent ways to problem solving, such as decision-making or defence, which are crucial for a species to survive.

Van Vugt and Ahuja (2010) additionally stress on the fact that leadership might occur accidentally. A rather dominant behaviour or loud voice might therefore result in the identification of a leader. Understanding the advantage of leader- followership, it evolved as a characteristic attribute of society and people started aiming leadership positions (Van Vugt & Ronay, 2013). Summarizing, it can be stated that ELT clarifies the beginning and development for the need of leadership, starting with the evolution. Although, the theory addresses former times, in which humans had to face different challenges than today, the theory is still relevant to explain certain leadership and followership dynamics.

The Great Man Theory

The Great Man Theory, rooted in the ELT, is still relevant in today's discussion, whether leader possess the necessary qualities and skills or whether good leadership is trainable (Van Vugt & Ahuja, 2010). The name, addressing men as leaders, originates from the time where the theory was brought to life, based on the exclusive existence of male leadership (Russell, 2011). Since then, the approach has been applied on historical, political, corporate and religious leaders. The Great Man Theory refers to Carlyle's assumption,

expressed in the 1980's, of leaders being born, not made (Nawaz & Khan, 2016). It goes along with the suggestions that it takes "exceptional intelligence, energy and moral capacity" (Van Vugt & Ahuja, 2010, p.27) to be a great leader. Some authors argue that leaders only emerge in specific situations, in which a leader is needed. This approach leads to the Situational Theory.

Situational & Contingency Theory

The Situational Theory states that the adequate leadership style is dependent on a situation (Van Vugt & Ahuja, 2010). As the authors explain, a participative leadership manner, that includes sub-ordinates in decision-making processes, may be suitable for specific environments and circumstances. Once again, it is to see that there exists a strong link to the ELT. People in early ages had to adjust their type of leadership to occurring problems they were facing. Van Vugt and Ahuja conclude that due to differences in the leadership style of men and women, certain positions are assigned to them. The authors argue that those positions that need more of a people-related approach are more often held by women, those that need more of a dominant and assertive character, by men. It follows that, according to situational theory, there is no universally adequate leadership.

Contingency Theory, additionally, implies the necessity of considering the type of organization and the aimed goal in order to choose a suitable leadership style (Peters, Hartke & Pohlman, 1985). In the mid 1960's Fiedler had developed specific factors that define the choice of leadership style. According to him, the relationship between leader and followers, the type of tasks and the level of power the leader executes are fundamental to be taken into consideration. He further distinguishes between those leaders that are more task-oriented and those who appear more people-oriented (Van Vugt & Ahuja, 2010). Other researchers criticize the idea, as it appears too simple in view of the complexity leadership implies. However, both theories essentially refer to the importance of a given situation affecting the decision of a convenient leadership style.

Distributed Leadership

The Distribution Theory is one of the more recent leadership theories and opposed to the ELT. This leadership style indicates higher effectiveness when there is not only one person in the leading role (Van Vugt & Ahuja, 2010). Hence, applying it in an organizational

context, several employees of different positions take part in leadership tasks (Spillane, 2012). Presupposed those employees have the required expertise, distributed leadership is aimed to reach higher flexibility and contentment of employees. It is to state that the leadership model is still controversially discussed. Gronn (2003) argues that there exists a demand for alternatives when it comes to new leadership approaches. Other authors go even further by saying that present and future challenges organizations face, are not to be solved by simply implementing traditional leadership models. However, Harris (2008) points out that a theoretical and empirical base needs to be ensured at the first place. Consequently, it can be concluded that the distributed leadership model is to be considered in the organizational context, so the adequateness can be evaluated.

Full Range Leadership Model

The Full Range Leadership Model (FRLM), developed by Bass (1985) includes transformational, transactional and laissez-faire leadership as existing styles. The essence of the model is in the assumption that leaders should be both, transformational and transactional. Nonetheless, the author points out that the most effective leaders are more transformational than transactional. Looking back at the characteristics of a transformational leadership (see 1.4), it can be resumed that leaders appear to be role models, willing to take certain risks and present high ethical standards (Bass, 1985). In terms of communication, meaning, clarity and openness are to be mentioned as typical for a transformational style (Barbuto, Fritz, Matkin, & Marx, 2007). Moreover, the rethinking of challenges, questions and routines from diverse perspectives is an occurring feature.

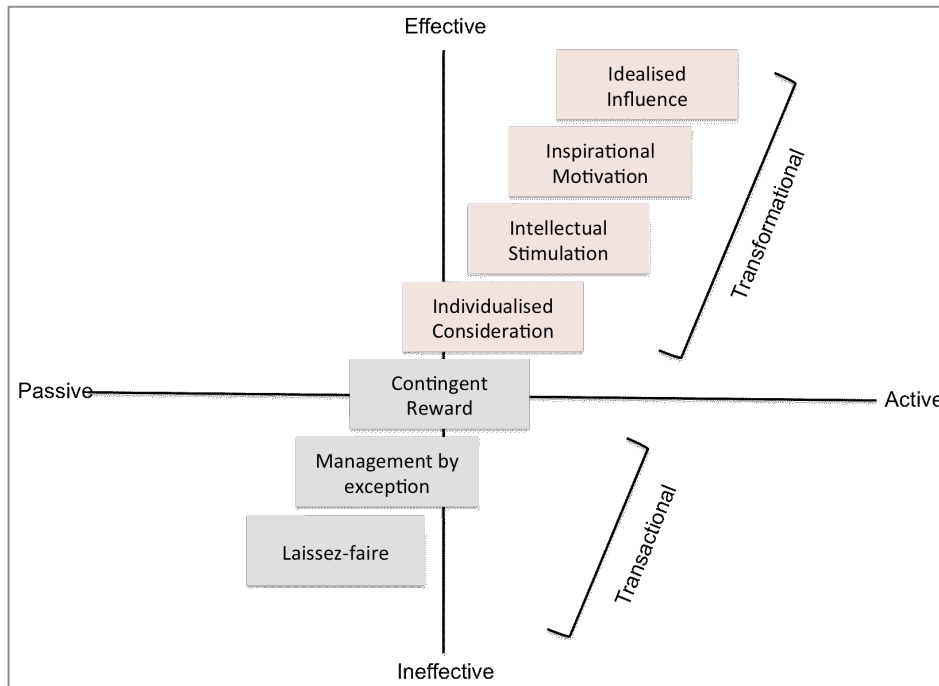


Figure 2: Full Range Leadership Model²

Transactional leadership, on the other hand, varies in the strictness of hierarchies (Van Vugt & Ahuja, 2010). Avolio and Bass (2001) describe those leaders with two main components. First of all, contingently rewarding plays an important role. By this, the authors refer to promises and rewards for followers when successfully fulfilling tasks and achieving goals. Van Vugt and Ahuja (2010) add that, consequently, punishment for not successfully achieved tasks, are implied. The second determining factor lies in the activity of managing by exception. According to Avolio and Bass, transactional leaders observe their sub-ordinate's performance, so they are able to act accordingly and eventually corrective. Transactional leadership is moreover suggested to be of a structured and rather short-term nature (Van Vugt & Ahuja, 2010). The authors conclude an instrumental and formal exchange between leader and followers, implying an obvious hierarchy of command.

The negative version of such leaders is the nontransactional passive leader. Those avoid decisions and are not present when they are needed (Bass, 1985). As mentioned before, the

² Adopted from Bass (1985)

laissez-faire leadership style belongs to the FRLM, too. Avolio and Bass (2001) identify this style as “avoidance or absence of leadership” (p.4). The authors additionally state that it appears as the most ineffective leadership style, as several studies have proofed. Figure 2 demonstrate how the authors categorize the mentioned parts of both leadership styles. Additionally, it is to observe the degree of activeness that is required from the leader, depending on the executed style.

Concluding, it is to say that the FRLM explains two contrary leadership styles by defining the roles of both, leaders and followers. Nevertheless, as Bass (1985) points out, the quality of a leader is in the practise of both styles, with the transformational part being predominant. According to Avolio and Bass (2001), the transformational factors of leadership require higher activity, but appear more effective at the same time. Laissez-faire is highly ineffective with a high degree of passiveness.

4.2. Leader-Follower Relationship

In the analysis of interpersonal communication in leadership, the leader-follower relationship is crucial to be examined. Looking at transformational leadership once again, the appearing leader-follower relationship is based on trust and empathy (Bass, 1985). In addition, the leader is ideally regarded as role model and mentor, leading to followers wanting to become leaders (Van Vugt & Ahuja, 2010). Thus, strict hierarchies do not exist in the transformational style.

The transactional leader-follower relationship is contrary defined by a controlling and commanding manner on the part of the leader. The roles and tasks are clearly communicated; a leader does not necessarily have the function of a role model.

In regard to research on the importance of a positive leader-follower relationship, it has been ascertained that ethical leadership with a strong relationship between both parties leads to positive job outcomes (Ruz, Ruz, & Martínez, 2011). Offerman (2004) reveals that in order to evaluate the effectiveness of leadership, one has to analyse to what extend followers are motivated to contribute in their best possible way to an organization’s success. His assumption is conforming to Ciulla’s (2009) idea that positive attitudes and behaviours of leader and followers help the leadership’s effectiveness. Bass and Stogdill (1990) state that leadership always had a relational component, but was firstly considered

from the transactional perspective. In that case, it is a matter of exchange, in which both, leader and follower, obtain something that has been negotiated before. Only concepts of transformational and servant leadership, years later, helped the improvement of the relationship (Ruz et al., 2011). The difference of the new approaches was mainly that they were not limited to followers' expected formal behaviour. Consequently, both parties in the relationship started to be considered equally. Since transformational leadership motivates followers to go beyond expectations, the relationship, according to Cardona, Lawrence and Bentler (2016), is founded on social aspects of exchange. It, additionally, leads to the satisfaction of needs of a higher degree, such as self-fulfilment and concern for a common wellbeing (Bass & Steidlmeier, 1999).

Ruz, Ruz and Martínez (2011) conclude that a positive leader-follower relationship represents a reason for followers to implement their leader's will voluntary. Hence, ethical leadership causes a greater trust in the leader and, consequently, better job response. It implies not only the sub-ordinates own wellbeing, but also loyalty when it comes to the leader's will.

Putting it all together, it becomes clear that a positive leader-follower relationship is fundamental for an organization's effectiveness. Especially in transformational leadership, the relationship plays an important role, as low hierarchies and regular exchange characterize the interaction. Goleman, Boyatzis and McKee (2002) consider followership as a mirror of leadership, implying the high relevance it has.

4.3. Gender and Leadership

Gender-related research on leadership has become more frequent over the years, as the ability of leading in a diverse environment is increasingly important (Ayman & Korabik, 2010). There are various ways of analysing leadership, such as the style, behaviour or effectiveness. Korabik and Ayman (2007) developed a combination of the most common perspectives in the research of gender and leadership. As they explain, there exist three views on the topic: intrapsychic, social structural and interpersonal interaction. The intrapsychic perspective refers to the internal characteristics of a leader on the intrapsychic level. Taking gender into consideration, intrapsychic processes about gender identity or gender role (see 3.1.1 and 3.1.2) come into play. Studies that were conducted from a social structural perspective focus on the roles men and women have within a society (Eagly,

Wood, & Diekmann, 2000). As the evolutionary approach regards men's role as more conform to leadership requirements, it has led to prejudices against female leaders (Eagly & Karau, 2002). In addition, the categorization of gender as status characteristic has strengthened such theories (Ridgeway, 2001). Thirdly, the interpersonal interaction perspective defines how leaders interact with their co-workers and subordinates. Applying it on the gender topic, researchers point out that men and women have different ways of interacting socially, depending on the gender of the other person (Korabik & Ayman, 2007). In their integrated model, the authors consequently consider leadership as "a social interaction between leaders and their supervisors, peers, and subordinates" (Korabik & Ayman, 2010, p. 160). They additionally explain that intrapsychic processes in all participants affect the interaction. Whereas those processes are not necessarily observable, beliefs about status characteristics and expected role behaviour might appear as more obvious. However, situational cues are not to be disregarded.

Eagly and Johnson (1990) conducted a study analysing the existence of gender differences in leadership styles. Their findings revealed men holding a more autocratic and directive leadership style, while women were stronger related to an interpersonal style. Women's leadership style therefore appeared as more democratic and participative. Moreover, several studies link women to a rather transformational leadership and men to a transactional one (Eagly, Johanssen-Schmidt, & Van Engen, 2003). These outcomes go along with men being related to be stronger task-oriented and women relational-oriented (Ayman & Korabik, 2010). Transactional leadership rewards for good performance, on the other hand, were more strongly undertaken by women (Eagly et al., 2003). Resuming, it is to state that there are researchers stating a clear difference between male and female leaders, whereas others do not happen to find those. Eagly and Carli (2007) differentiate further by arguing that men and women emerge as leaders in those situations that are more conform to their social roles.

Coming back to chapter 3.1.3, androgyny has been a topic of interest when studying gender and leadership. Lord, De Vader and Alliger (1986) conducted a study proofing that those participants showing a rather dominant and masculine nature were more likely to occur as leaders. This statement accords with what Gershenoff and Foli (2003) point out in

their work: In groups of only women, those who appeared as more androgen usually emerged as leaders. In gender-mixed group, in contrast, it was not explicit to see.

To summarize, one can state that researchers have noted different tendencies in the leadership style of men and women. Since various leadership theories exist, there are many ways of analysing the effect gender has on it. However, it becomes clear that situational cues affect the intensity of appearing differences. Furthermore, it appears that gender and leadership is an increasingly more frequent research subject compared to many years ago.

4.3.1 Gender Distribution in Leadership Positions in Portugal

When dealing with gender distribution among leadership positions in specific countries, the ‘She Figures’ study of the European Union gives an overview of the current situation of gender equality. The latest study was published in March 2019, using data that originates from Eurostat, the statistical office of the EU (European Commission, 2019). The statistics, first released in 2003, refer to gender-related data in education, research, earnings as well as scientific employment. In regard to the distribution of men and women in higher education systems, one can observe a higher participation of women than men in Portugal. The proportion of women among doctoral graduates in 2016 was at 55% in Portugal (European Commission, 2019, p.19). In addition, the difference of male and female participants in higher education is small compared to other European countries. In contrast to this, the concentration of women in so-called grade-A positions in Portugal is low (26.3%) (European Commission, 2019, p.119). However, it shows an increase within the last years, since the percentage in 2013 was at 24.8%.

The European Institute for Gender (EIGE) provides studies particularly concerning the proportion of men and women in different positions of various sectors. Looking at 2019, the results show that the percentage of women in executive positions in all business sectors of the largest listed companies in Portugal is at 14.6%. In comparison with the EU average, it is 3% less (EIGE, 2020). Moreover, looking at the percentages of female and male board members in the largest listed companies in Portugal 24.8% are women and 75.2% are men (EIGE, 2020). Presidents, however, are 94,1% male and 5,9% female. The EU average is at 92.6% of male presidents and 7.4% of female ones (EIGE, 2020).

When considering the career path of men and women, it can again be stated that the proportion of women in early high education stages, such as undergraduate programs, is remarkably high and decreasing with further steps in the direction of leadership positions. However, comparing the results of 2012 with the ones of 2019, it is to point out that there was an increase of 15% in the proportion of women among the board of directors, increasing from 7% to 22% in Portugal (European Commission, 2019).³

Emphasizing the most relevant aspects of conducted research, it is to see that there is a development towards gender equality, rather than a regress. However, it is to state that there exists a noticeable decrease of the proportion of women from career preparing stages to the actual execution of leadership positions. Studies show that Portugal is below the European average when it comes to women in grade-A positions. The reasons for that vary as several studies proof. A stronger commitment to family and household and less ambition to follow a career are some of them to be mentioned (Commission for Citizenship & Gender Equality, 2017). Since this dissertation focuses on the differences in the interpersonal communication among male and female leaders in Portugal, the reasons for the numbers are not further analysed.

4.4 Leadership Personality

Reviewing theoretical approaches of leadership emergence and style, leadership personality represents another relevant aspect of leadership interaction. Especially when it comes to the comparison of male and female leaders, some researchers state differences in the personality traits. In addition, some researchers point out a certain personality as condition for a good leader, whereas others argue that even personality traits can be worked on. While the big five trait theory is founded on specific characteristics a leader possesses, the charismatic approach refers to successful influence tactics and eloquence. Persuasion and charisma are, according to this approach, more important than expertise (Van Vugt & Ahuja, 2010). Linked to the charismatic leadership theory, is the idea of Emotional Intelligence (EI) as crucial attribute in a leader's character. Researchers argue that EI is correlated to a high level of effectiveness and appears especially relevant in the transformational leadership style (Goleman, 2004). Emotional skills are nowadays at least

³ All statistics are attached in the Appendix.

as important as technical ones, as they strengthen follower's trust and motivation. Consequently, the big five traits, rooted in ELT and EI which has become more of a focus in recent research are to be discussed in the following. In addition, it is to understand whether there exist particular gender differences in the mentioned fields.

4.4.1 The Big Five Traits

Coming back to the question whether leaders are born or whether one can learn to be a good leader, the five-factor model of personality is to be mentioned. Agreeableness, extraversion, neuroticism, conscientiousness and openness to experience (Digman, 1990; Costa & McCrae, 2012), are suggested to define an adequate leadership personality. In addition, the model has been applied on the effectiveness of leadership. Judge, Bono, Ilies and Gerhardt (2002) assume that extraversion and conscientiousness have the strongest influence on a leader's effectiveness, whereas the other three traits are more dependent on situational factors. Other psychologists argue that honesty/humility should be added as a sixth trait (Van Vugt & Ahuja, 2010). Explaining that the strongest correlation with leadership appears in extraversion, followed by openness to experience, Van Vugt and Ahuja draw a connection to the ELT. Nevertheless, the authors point out that agreeableness needs to be considered more detailed, as dominance and ambition, being contrary, are helpful characteristics of a leader, too.

Since there have been studies conducted in different cultures, it is to observe that the outcomes might differ strongly. Consequently, the cultural context plays a role and makes the model not necessarily universally applicable. In general, it is to state that some authors criticize the model of being too generalized, as it may neither predict any outcomes, nor set standards (Block, 1995; Hough, 1992). Hence, it is to state that the Big Five Traits approach is controversial.

Eagly and Carli (2007) make notice of a high relevance in terms of gender-related leadership. The authors determine intelligence as another crucial trait, being equal for men and women. Costa, Terracciano and McCrae (2001), further conducted a study showing extraversion being identical for both genders. However, the researchers defined sub-traits, which are different for men and women. While men showed a stronger development in the sub-traits assertiveness and excitement seeking, women were more involved in warmth, positive emotions and gregariousness (Costa et al., 2001). Nevertheless, no gender had an

appearing advantage in the trait of extraversion, which leads to the trait approach being gender neutral.

Putting all existing theories together, the Five Traits theory defines certain behavioural attributes a good leader is supposed to possess. However, studies have proved the necessity of the contextual consideration. In specific cultural environments or situations, some traits might appear more relevant than others. In addition, other characteristics, not included in the approach, may be important.

4.4.2 Emotional Intelligence

Emotional Intelligence is a topic of relevance when it comes to the existing relationship with transformational leadership as well as with gender differences. In the beginnings of measuring intelligence, the Intelligence Quotient (IQ) was the indicator to be applied. In early leadership studies, researchers stated an influence of intelligence on leadership effectiveness (Lord, et al., 1986). With time, social skills and Emotional Intelligence occurred to be increasingly important. As a consequence, two models of EI were developed. The ability model, introduced by Salovey and Mayer (1990), explains EI as the combination of three mental processes. According to the researchers, the expression of emotion, the control of it and the use in an adaptive manner are the existing components (Schulze & Roberts, 2005). In addition, Salovey and Mayer differentiate between the perception and handling with one's own emotions and the ones of others.

Bar-On (2006), Goleman (2011) and Weisiger (1998) on the other hand had a broader understanding of the term, developing mixed models of EI. The researchers refer to it as the definition of personality attributes that act as predictors for one's success in different contexts (Mandell & Pherwarni, 2003). Consequently, EI rather contains success related abilities and competencies.

Combining the idea of EI with the transformational leadership style, several studies were conducted. Goleman (2011) argues that an effective leader is likely to have a high degree of EI. From his point of view, analytical skills and expertise are not sufficient to be a great leader. Especially in high hierarchical ranks, where expertise aligns among people, EI becomes increasingly relevant. Bass (1990) supports this idea by arguing that transformational leaders should hold various types of intelligence, including social and

emotional intelligence. As he states, they represent the base for inspiration and relationship building, appearing as highly important in transformational leadership.

Regarding gender differences in EI, research is limited. While Goleman (2011) states that men and women have each their individual profiles of EI, other researchers point out gender-related differences. Mayer, Caruso and Salovey (1999) found out that women had higher scorings when measuring EI. Considering these outcomes in the face of transformational leadership, it can be linked back to the controversy of women being more transformational than men (see 4.3.).

To summarize, it can be stated that research confirms a link between EI and transformational leadership, as it appears crucial for a transformational leader's effectiveness. When it comes to gender differences in this particular leadership style, outcomes are controversial. Whereas some authors consider women as more emotional intelligent than men, others do not state differences in the context of transformational leadership.

4.5. Shared Leadership

Since one research question of the dissertation concerns the concept of shared leadership between genders, it is relevant to review existing literature on the topic in general. New leadership models point out that the effectiveness of an organization, including the dynamic of constant relationship building, is not depending on only one successful leader (Pearce & Conger, 2002). Instead, as the authors explain, it is based on interdependencies of leadership practices on different levels. This perception led to new approaches of shared leadership, implying the intention of transforming an organization's structures, routines and relationships. Especially those models that consider leadership as a rather relational matter, support shared or distributed leadership as a process, dependent on social interactions and the creation of networks of influence within an organization (Pearce & Sims, 2000). Whereas traditional leadership literature focuses on individual leaders and vertical hierarchical structures, shared leadership models criticize this perspective (Pearce & Conger, 2002). The traditional idea of leadership is directed towards strategic decision-making processes that are followed by the effective implementation of the necessary influence and alignment of all parts of an organization (Northouse, 2001). Shared leadership theories contradict this approach, since it focuses only on those leaders at the

top, disregarding situational influences and informal leadership (Pearce & Conger, 2002). Instead, it is considered as a group-level phenomenon (Spillane, Halverson, & Diamond, 2001; Yukl, 2005). Pearce (2004) further argues that shared leadership is a reasonable concept whenever change occurs. West and Farr (1989) demonstrate a similar idea, as outcomes of a shared leadership style include innovative behaviour. Consequently, it helps when adaptation to change is necessary. Pearce (2007), in addition, conducted a study on shared leadership that resulted in a certain level of stress reduction.

To resume, it can be stated that shared leadership understands leadership as a set of practices and should be handled by people at all levels (Badaracco, 2002). The approach is clearly focused on relational aspects of leadership. Although the idea of shared leadership can be found in history, it is rather classified as a modern idea of leadership. As it implies decentralized interaction, skill development and collective task distribution, social interaction plays a fundamental role (Wood, 2005). The leadership model is related to stress reduction, innovation and creativity in employee's behaviour. Consequently, it refers to growth and competitive advantages (Ensley, Hmieleski, & Pearce, 2006). However, some researchers argue that the concept is not adequate for every organization, as it may appear difficult to implement it in existing structures (Bligh, Pearce, & Kohles, 2006). In addition, researchers agree that shared leadership is a topic to be further studied, as only little literature exists.

Chapter 5
EMPIRICAL METHODOLOGICAL DESIGN

5. EMPIRICAL METHODOLOGICAL DESIGN

5.1 Research Instruments

For the collection of the aimed data, mixed methods were applied. By choosing both, an online survey and telephone interviews, trends could be observed and the depth of the given answers was ensured. The online survey therefore showed the distribution of trends in the field of gender-related communication in transformational leadership. The telephone interviews supported the clarification of particular questions that needed a deeper understanding in the process of the data analysis. Both research instruments were in coincide with the theoretical framework, meaning that all questions were designed according to the three parts of the theoretical chapters: Communication, Gender and Leadership. Despite the percentages drawn from the survey, the interpretation of the collected data is interpretative. Both research methods were chosen according to their various advantages and appear adequate for the context of the topic.

5.1.1 Online Survey

The use of an online survey appears reasonable in the context of the dissertation, as it implies various advantages. First of all, it allows overcoming geographical boundaries, which represents a highly relevant reason, since the author is not in Portugal in the period of the data collection. Furthermore, it appears as cost and time efficient, as respondents enter their data directly into a database. It follows that the researcher is in control of the accuracy of the data, being able to eliminate possible errors (Smith, 1997). The high level of control is also valid in terms of the aimed responses. By using tools, such as check boxes, one can navigate the extent of the needed answers. In addition, they allow an easy interaction between the author and respondents, once a clear and user convenient access is ensured (Topp & Pawloski, 2002).

Online surveys have certain limits that need to be considered carefully when choosing the right research method. One of them consists in the necessity of a certain technical knowledge. Especially when it comes to the questioning of digital immigrants, online surveys occur not always as the suitable tool. Technical knowledge is equally important for the researcher in order to keep the collected data safe. Consequently, concerns about the safety of their inserted personal information on the side of the participants might arise.

This leads to the question of the ownership of data. Since the researcher is not physically present when respondents answer the questions, it is impossible to control the identity (Smith, 1997). Furthermore, fatigue can play a role and lead to participants interrupting the responding of the questions. It may be problematic that respondents don't have the opportunity to clarify appearing incomprehensibilities, again, leading to a possible interruption.

Considering advantages and challenges of online surveys for the particular case of this dissertation, it still appears as reasonable research tool. The questions were formulated according to the structure of the theoretical framework. It was further of great importance to keep the questions short, simple and rather closed and avoid social desirability in the formulation. This allowed a qualitative analysis in combination of existing theories and concepts with the own research outcomes. Since gender in leadership might be considered as a rather sensitive topic, an online survey ensures anonymity, which may be important for some participants. Finally, since it is an asynchronous research method, participants have time to think about the questions, leading to a higher quality in the responses.

5.1.2 Telephone Interview

The telephone interview in research is defined as “a strategy for obtaining data which allows interpersonal communication without a face-to-face meeting” (Carr & Worth, 2001, p.511). Like every research instrument, certain advantages as well as disadvantages appear relevant to be considered. One of the advantages consists in the high response rate telephone interviews usually include (Robson, 1993). In addition, the opportunity for the interviewer to react to possible misunderstandings of questions is given. Especially in the comparison with face-to-face interviews, telephone interviews have a smaller rate of social desirability in the responses (Carr & Worth, 2001). Another important reason for the decision in favour of telephone interviews is the cost-effectiveness. Effort and time make those interviews more convenient for both, interviewer and participants. Travel costs for the interviewer, thus, are avoided. The last advantage worth mentioning is the pace of the data collection process (Lavrakas, 1987). By recording the interview, the researcher has immediate access to the data.

One of the disadvantages of telephone interviews, however, refers to the lack of visual hints, including non-verbal communication aspects (Robson, 1993). These can appear relevant in the interpretation of the responses, which limits the research method. Furthermore, it is crucial to avoid fatigue during the conversation, which usually occurs when an interview is longer than 20-30 minutes (Lavrakas, 1987). Technical disturbances or misunderstandings due to language issues are moreover to be regarded. For the participants as well as for the interviewer speaking in another language than the mother tongue might limit the outcomes (Carr & Worth, 2001).

For this dissertation, semi-structured telephone interviews of approximately ten minutes were used. By setting this time limit, it was aimed to avoid fatigue. Semi-structured interviews, additionally allow a certain level of flexibility in the questions. Since the respondents were already familiar with the topic due to answering the survey first, it gave the opportunity to have a more dynamic conversation. Despite the described limitations of this research method, it appears reasonable to complement the online survey by telephone interviews. Since the researcher was not in the same country as the respondents, it allowed gathering qualitative research results. The questions are consequently open ones and framed as an extension of the online survey. The telephone interviews were further held after the online survey was closed in order to identify areas and questions that needed a deeper understanding.

5.2 Population and Sampling

Concerning the participants that were asked to respond to the survey, several aspects were important to be defined. Since the dissertation is addressing the topic in Portugal, one of the conditions for the participants was to find themselves in a Portuguese working environment. Therefore the country of employment was asked in the first part of the questionnaire. Concerning the gender and age, the goal consisted in having diverse respondents. However, the age was of secondary interest, whereas the gender was more relevant in order to obtain the necessary data in the field of transformational leadership and gender. Additionally, it was fundamental to know if the participants are working in transformational or transactional organizations. Consequently, this information was as well asked in the beginning of the survey. Since opinions and perceptions of the topic may

differ within the role of leaders and non-leaders, another important factor was the level of responsibility participants have. Therefore, the self-perceived role within the company was to be filled in. The number of participants for the survey was 100. All completed responses could be used, as all participants work in Portugal. The number of male participants is at 45%, the one of female ones at 55%. The majority of the respondents are between 25-24 years old (54%). 25% are between 18-24. In regard to the leadership style, 63% of the participants work for transformational organizations, 26% for transactional ones and 11% for others. With 59% most of the participants are in non-leading positions, 41% are in leading positions with being responsible for minimum one other person to 10 other people. Additionally, 76% have worked with both male and female leaders, 16% only with male leaders and 7% with only female leaders. Concerning the domination of a gender in leadership positions from the own experience, 66% know more male leaders, 12% more female and 22% state no differences in the distribution. Participants were also asked their opinion towards the statements “Great leaders are born” and “To become a great leader can be learnt”. By this, it was to identify whether the participants had a rather modern or traditional approach towards leadership, linked to the theories in Chapter 4. 80% of the participants had a stronger correspondence with the modern approach (“To become a great leader can be learnt”), 20% think “great leaders are born”.

For the telephone interview people who had already responded to the survey were interviewed. The last question of the survey referred to the willingness to take part in the telephone interview, so that participants could fill in their e-mail address in case they were open to an interview. In order to guarantee different perspectives on the topic, three leaders and three non-leaders were interviewed. In addition, it was ensured that all of the interviewees work in transformational organizations. Two of the leaders are male and one female. Two of the non-leaders are female and one male. All of the interviewees are between 18-35 years old. All of the participants correspond more strongly with the statement “To become a great leader can be learnt” rather than “Great leaders are born”. In addition, all interviewees have experiences with male and female leaders. Some experienced a stronger distribution of men in leadership positions while some don't see a domination of any gender. In the process of the selection of the interviewees, those with different ideas about the topic were chosen. To avoid too similar answers in the interview, it was important to choose participants with clear opinions about the topic. To ensure

anonymity the participants are named P1, P2, P3, P4, P5 and P6, related to the order of the interview.

To resume, it is important to state that the samples of both methods were relatively small. However, since the dissertation is developed in a qualitative framework, the results were useful for the combination with what was already understood from previous research. The fact that the participants belong to the younger age groups lies in the access of the researcher to the same age group and is not considered as problematic for the aim of the dissertation. However, for further research it might be interesting to compare opinions between different age groups and levels of experience.

5.3 Data Collection

The data collection differs with the implementation of surveys and telephone interviews and, thus, needs to be considered separately. In addition, pre-tests allowed the researcher to test the quality of the survey questions first. The collection was extended over several weeks, as the collection of the pre-test was first to be completed. After adjustments, the final survey was published and only after collecting enough responses, telephone interviews were conducted. Since all steps built on each other, the order was important to be followed.

5.3.1 Pre-test of the Survey

Before publishing the survey, a pre-test was conducted. Eight participants from different working specializations, nationalities, gender and age were asked to complete the survey. By afterwards answering questions concerning possible ambiguities and doubts, it allowed the researcher to make adjustments. Especially by choosing the participants in the pre-test from areas that are not necessarily related to communication, a general understanding of the questions was assured. Native English speakers were included to guarantee the accurate use of language. Furthermore, the length as well as ethic concerns were determined.

After filling out the survey, the participants answered a feedback survey (Appendix C). The questions referred to the time needed to fill in the survey and general difficulties that may occur. The results of the pre-test showed that adjustments appeared necessary. Some

of the participants stated that they had a feeling of social desirability. Consequently, a few questions needed to be reformulated, so that there is no impression of a desired answer. In addition, the sentence “there is no right or wrong” was added to the questions, so that the respondents were reassured in their personal evaluation of the topics. The average time to fill in the survey was at 3.9 minutes. Furthermore, all of the test respondents thought of the questions and the layout to be clear. There were no questions objected. The comment of one respondent to add questions referring to previous experiences with male and/or female leaders was taken into consideration and added to the finale survey. Finally, the pre-test appeared as helpful in order to improve the quality and comprehensibility of the questions.

5.3.2 Final Survey

The final survey was, like the pre-test survey, created with Qualtrics Survey Software. The reason for choosing the tool lies in the previous experience with it as well as the common use of it in the context of university related tasks. The survey included fifteen questions in total. All questions were closed-ended to ensure an easy response process. Besides a few questions requiring the choice between “yes” “no” or “maybe”, most of the questions addressed the participant’s personal opinions. To determine the level of agreement with statements towards communication and gender and gender and leadership, a 5-point Likert scale was used. The respondents could choose from “strongly agree” to “strongly disagree”.

The first part of the survey concerned gender-related leadership communication. Respondents were first asked to choose their level of agreement towards the following statement: “The verbal communication style differs with the gender of the leader”, “The non-verbal communication style differs with the gender of the leader”, “The communication effectiveness differs with the gender of the leader”, “Leadership communication is not related to gender”. The statements were all directly linked to the theoretical communication and the gender chapters. It was aimed to understand whether there exist differences in the communication style of female and male leaders and whether it affects the effectiveness.

The second part addressed gender-related differences in leadership in general. Therefore, the respondents had to choose their level of agreement towards the following statements: “The leadership style differs with the gender of the leader”, “The focus on relevant

leadership topics differs with the gender of the leader”, “The leadership effectiveness differs with the gender of the leader”, “Leadership style is not related to gender”. These formulations originated from the analysis with the existing research on leadership and gender. It referred the arguments about women being rather transformational and men transactional. It was thus aimed to understand if the participants experience differences in the particular leadership style of men and women.

In the following, the participants were asked to rate characteristics among their importance for leadership effectiveness. These included “interpersonal communication”, “relationship-building”, “task orientation”, “directive style”, “democratic style”. The participants could choose from five degrees starting with “very important” to “unimportant”. The question was formulated to observe whether the outcomes are conform to existing literature stating that transformational leadership needs more interpersonal communication relationship-building and a democratic style than transactional leadership that is defined to be more directive and task oriented.

A similar approach was taken with the next questions asking participants to rate communication characteristics from “very important” to “unimportant”. Those implied “direct”, “powerful”, “polite”, “personal”, and “inspirational”. The attributes were chosen from the existing literature arguing that women in transformational leadership often appear as more polite, personal while men do as direct and powerful.

The last two questions were directly linked to RQ3. The respondents were asked whether they thought that a team of a male and a female leader would help a company’s communication effectiveness and, secondly, leadership effectiveness. Participants could choose between “yes” “no” and “not sure”. By this, it was aimed to see a tendency in favour or against of gender-mixed team leadership. However, to understand more deeply why a possible tendency exist, the telephone interviews contained more open questions.

After publishing the survey, the link was distributed on Social Network platforms, including LinkedIn, Instagram and Facebook. In addition, all contacts of the researcher fulfilling the conditions of working in Portugal were personally addressed and asked to participate and share the survey. During the data collection no problems have been reported. The design of the survey was mobile friendly, so that participants could answer it from any place. The survey was published on the 28th of May 2020. It was closed on the

10th of June. The response rate was especially high in the first to days, since most of the respondents were contacted in those days.

5.3.3 Telephone Interview

The telephone interviews represented a research method to obtain a deeper understanding of the results and tendencies, drawn from the survey. Therefore, the questions were an extension of the ones asked in the survey and put in an open way. The first question was “Do you think there exist any differences between male and female leaders in the verbal and non-verbal communication style and if so, which ones?” This question was an extension of the first part of the survey to understand better which exact differences, verbally and non-verbally, could be observed. A similar approach was taken for the next question, asking “What do you think are differences between male and female leaders in their leadership style?”. This, again, referred to the existing literature on the topic of gender-relate leadership differences. Thus, it was to observe whether the interviewees considered women having a more transformational approach with a more relational focus in comparison to male leaders. The third question was depended on the fact if the participant was in a leading or non-leading position. In the case of leaders, they were asked: “For you being responsible for people in your company, what do you personally put your focus on when it comes to communicating with them?”. Non-leading participants answered to the questions: “What is the most important factor for you your leader should put the focus in his/her communication on?”. By asking these questions, it was to determine whether leaders and non-leaders have different aspects they consider important in leadership communication. These two interview questions were, thus, directly linked to RQ4.

The last two questions concerned the concept of gender-mixed team leadership and were “Thinking of a team of a male and female leader in a company, do you think it would rather help or hinder the communication process and why?” and “Thinking of a team of a male and female leader in a company, do you think it would rather help or hinder the leadership effectiveness and why?”. These questions represented an extension of the last survey questions that participants could only answer with “yes”, “no” or “not sure”. Consequently, it was relevant to obtain a deeper understanding of why participants may consider the concept as helpful or hindering.

For the telephone interviews, six participants who indicated their willingness to take part were contacted. They were asked whether they were still open to their participation and informed about the procedure. Since the interviews were recorded for the protocol, the participants were once again assured to stay anonymous in the aspects of names, name of the company or precise age. The participants could further decide whether they wanted to see the questions before the actual interview. All respondents expressed feeling more comfortable to read the questions and prepare before the interview. After agreeing to the telephone interview, a date and time was set. The questions asked in the interview were in the same theoretical order as the ones in the survey. Some of the questions were repeated and extended by “why”, so that the respondents could explain their decisions to agree or disagree in the survey. The interviews were done via Whatsapp calls to guarantee no costs for either of the participants. Furthermore, the interviews were recorded with a program, called Audacity. This allowed replaying it later and determining the most relevant content.

5.4 Ethics

As the topic of gender and leadership may be considered as a personal matter or precarious, it was important to ensure that the participants feel comfortable with answering the questions. Therefore, attention was paid to the formulation of the questions of the survey as well as the interview. The questions of the survey simply referred to personal opinions, attitudes and experiences. Only the last questions concerned personal data, as participants were asked if they were open to do a telephone interview and indicate their e-mail address if that was the case. However, the question was voluntary and could be skipped if the respondent wanted to. As the online survey as research tool generally allows the interruption of answering questions at any time, participants were free to stop the survey if they felt like they didn't want to answer it.

For the telephone interviews, it appeared even more important to ensure careful handling of the participants' data. Thus, all participants were asked before if they agreed to the recording of the interview. They were additionally guaranteed that their responses were only to be used in the context of the dissertation. Their names are not mentioned in any part to allow anonymity. Finally, all participants were asked if they had any concerns in

holding the interview and were told to reject questions they did not feel comfortable to answer.

5.4 Data Analysis

Since mixed methods were used to obtain the necessary data, it is to distinguish between both. Whereas the survey allows the observation of quantitative information, the telephone interviews need another approach, containing qualitative results. In the analysis process, both methods were first considered separately. In 5.5 they were then merged in order to see relations and possible oppositions. In chapter 6 all obtained data from the empirical research will be combined with the theoretical content of the dissertation.

For the analysis of the results coming from the online survey, Qualtrics was used (Appendix D). The software allows to access reports showing the specific outcomes. In addition, filters can be added to see the relations between several answers. To combine the results of the survey with those of the telephone interviews, the data was analysed categorically. This allowed the focus on the qualitative content, supported by the numbers, indicating trends. Generally, attention was paid to the percentages of the respondents answering the questions. Since the number of respondents was at 100, it allowed an easy statement about the number of people agreeing or disagreeing with the statements of the survey. Moreover, participants working in transformational organizations were opposed to the whole sample to see possible differences referring to the leadership style.

In order to analyse the data from the telephone interviews, they were first transcribed (Appendix F). In the following, the content analysis by Mayring was applied (Appendix G). This method allows the analysis in a systematic manner and ensures a higher level of reliability and validity for qualitative research results (Mayring, 2000). The formulated research questions and the structure of the theoretical framework built the base for the interpretation of the data. After the transcription of the interviews, a coding agenda was established. By building thematic categories, statements could be allocated. According to Mayring (2000) three steps are essential to deal with the data successfully. First the data was reduced by throwing out fill words and unfinished sentences. In the following, the important aspects were filtered. Silverman (2011) argues that in the coding process content

that may not fit a category might be left disregarded. To avoid this, the relevant content was chosen carefully. After the creation of categories and the coding agenda, the belonging content was collected in a category system. To do so statements, quotes and opinions belonging to the categories were structured according to the categories. Those statements were then analysed and interpreted in the framework of the theoretical context and the outcomes of the survey.

5.5 Results

Gender-related communication differences

Concerning possible gender-related communication differences, the survey, as well as the telephone interviews included questions about the verbal and the non-verbal communication style. In the analysis of the survey results it is relevant to compare the answers of the whole sample (including those working in transactional organizations) with those in transformational companies to be able to answer the research questions in chapter 6 accordingly.

One of the survey questions addressed the participant's level of agreement with the statement "The verbal communication style differs with the gender of the leader." 16% of the respondents "strongly agree", 47% "agree". Looking at only those participants working for transformational organizations, a higher percentage "strongly agrees" (22.22%), 42.86% "agree".

Adding the results of the telephone interviews, participants had different opinions about the question "Do you think there exist any differences in the verbal and non-verbal behaviour?". In regard to verbal differences, P1 stated: "Female leaders are more empathic to a situation. They put the relationship between employees and leader a bit more forward rather than male leaders who usually are more trying to be task-oriented, objective-oriented. This is, again, from my experience. I would understand that this is different for any company or any individual. But yeah, I think there's more human side, as we could say, coming from female leaders, at least in my company". P2 argued: "I think that the female communication has more empathy. I believe they have a form of communication that portrays that. I think this is a big trait and a big advantage that women have in a work environment." P3, in contrast, explained: "I think that nowadays they're not really that much of a differences in the verbal communication style of female and male leaders." P4

stated: “Compared to men, women are softer, more empathetic in the way they communicate with employees and in general, the whole behaviour.” P5 did not refer to any differences in the verbal communication behaviour of female and male leaders. P6 has the opinion: “I do think the male leaders are normally are a bit calmer in the way they lead in general. But this is very general. But a bit more calm and a bit more straight to the point. I find it very hard to generalize. It depends on the situation and it really depends on the circumstances. I think the two bosses, that I had, they were calm leaders, but when something went wrong, they would explode much faster than as a male leader maybe would do in a similar situation.”

In terms of non-verbal differences between different genders, the participants generally showed a stronger agreement. 16% of all participants “strongly agree”, 56% “agree”. In the case of those from transformational companies, 19.05% “strongly agree” and 57.14% “agree”. Again, those being part of transformational organizations appear as more convinced of gender-related differences in the non-verbal communication behaviour of leaders. The percentages of those disagreeing and strongly disagreeing are also slightly lower than those of the participants in transformational organizations.

In regard to the telephone interviews, the respondents recognize more differences in the non-verbal communication between male and female leaders than in the verbal communication. P1 said: “ I wouldn't say I noticed something specific. I mean, maybe it was a bit different as I have a very emotional CEO who happens to be Italian by the way, so he's always doing a lot of gestures, but apart from this, I can't really tell the difference. It's more verbal if I can notice a difference”. P2 explains: “I think there's a lot of differences that exist. I think image as well is the physical appearance as the way they dress. I believe there's a process that all women go through as defined. What suits? How do I deal with this? How do I communicate, especially being in that environment where everyone's a man. I think they go through a process, but eventually they find a way of communicating verbally and nonverbally. And it's inherently; I think it's different. In general, I believe it's different, especially because they have this empathy and I think they can portray that without losing that firmer grip.” P3 confirmed this by saying: “I definitely think that there is a difference in the non-verbal communication. Specifically, because I think that we can have two realities. We either can have a male leader that society-wise is

really closed, or we can have someone that doesn't want to give too much or be too physical or too confident because of having a fear of being misunderstood or having some problems. I think that from my experience, the female leaders that I had contact with are a lot more physical if I can say it like that. They give you hugs and they seem more empathic. But I don't know if it's exactly a thing of gender. It's more a thing of up bringing in Portugal. It's not like women are really physical with each other and even with men, but when it's the other way around, it can be seen like a womanizer. So, I think that a lot of people don't do it just for the fear of being misunderstood, because on the side of the employee, there are also people that don't mind it at all and are very physical. But there are others that are not like that". P4 notes: "In my opinion, men are more direct and also have a more intense gesture sometimes. It depends on the situation." P6 didn't refer to any existing differences in the non-verbal communication behaviour, P5 argued: "I would say it's really more like just body language. So in general, I mean, obviously these are generalized comments, but masculine leaders, I find just have a bit more of like a dominant body language. They are leading to more of like I wouldn't say necessarily intimidation, but there's that element that's present."

When it comes to the communication effectiveness of male and female leaders, the majority of the respondents "disagrees" (36%) or "strongly disagrees" (10%). However, 27% "neither agree nor disagree", 27% in total "agree" and "strongly agree". These results indicate a stronger insecurity about the communication effectiveness depending on the gender of the leader, rather than differences in the style. For the participants of transformational organizations, there appears a stronger level of disagreement and strong disagreement (49.21% in total). However, 25.40% "neither agree nor disagree". Consequently, there is a similar trend as for the whole sample.

For the last part of the communication topic in the survey the participants had to decide how strongly they agree with the statement "Leadership communication is not related to gender." In the results, the proportion of those agreeing or strongly agreeing is only slightly less than the one of those disagreeing and strongly disagreeing. This outcome underlines the tendency towards gender-related communication differences in leadership. Nevertheless, it shows that this tendency is not strong and still leaves participants without a dominant opinion. Those in transformational organizations, again, show a stronger agreement towards leadership communication being gender-related (46.04%).

| # | Question | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Total |
|---|---|----------------|--------------|----------------------------|--------------|-------------------|-------|
| 1 | The verbal communication style differs with the gender of the leader. | 16.00% 16 | 47.00% 47 | 17.00% 17 | 17.00% 17 | 3.00% 3 | 100 |
| 2 | The non-verbal communication style differs with the gender of the leader. | 16.00% 16 | 56.00% 56 | 15.00% 15 | 11.00% 11 | 2.00% 2 | 100 |
| 3 | The communication effectiveness differs with the gender of the leader. | 3.00% 3 | 24.00% 24 | 27.00% 27 | 36.00% 36 | 10.00% 10 | 100 |
| 4 | Leadership communication is not related to gender. | 20.00% 20 | 26.00% 26 | 12.00% 12 | 36.00% 36 | 6.00% 6 | 100 |

Figure 3: Survey Results Communication

| # | Question | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree | Total |
|---|---|----------------|--------------|----------------------------|--------------|-------------------|-------|
| 1 | The verbal communication style differs with the gender of the leader. | 22.22% 14 | 42.86% 27 | 15.87% 10 | 15.87% 10 | 3.17% 2 | 63 |
| 2 | The non-verbal communication style differs with the gender of the leader. | 19.05% 12 | 57.14% 36 | 11.11% 7 | 11.11% 7 | 1.59% 1 | 63 |
| 3 | The communication effectiveness differs with the gender of the leader. | 4.76% 3 | 20.63% 13 | 25.40% 16 | 36.51% 23 | 12.70% 8 | 63 |
| 4 | Leadership communication is not related to gender. | 20.63% 13 | 23.81% 15 | 9.52% 6 | 38.10% 24 | 7.94% 5 | 63 |

Figure 4: Survey Results Communication (transformational)

Gender-related leadership differences

The next part of the survey as well as of the interview dealt with gender-related leadership questions. The majority of the survey participants “strongly agree” (18%) and “agree” (45%) with the statement that the leadership style differs with the gender of the leader. The percentage of the transformational led respondents was lower with 22.22% strongly agreeing and 38.10% agreeing, but still made up for more than the half of the participants thinking that leadership style differs with the gender of the leader.

Whether the focus on relevant leadership topics differs with the gender of the leader was not of a clear tendency among the participants. Even though 36% “agree”, 21% “disagree” and 31% “neither agree nor disagree”. A similar distribution could be observed for the transformational led participants with 38.10% agreeing and 22.22% equally neither agreeing nor disagreeing and disagreeing. The third question of the online survey referred to the leadership effectiveness differing with the gender of the leader. With 41% of all participants disagreeing and 20% strongly disagreeing the majority does not approve the dependence of leadership effectiveness on the leader’s gender. The distribution for the transformational led people is at 39.68% disagreeing and 23.81% strongly disagreeing with the statement and therefore similar to the overall sample.

| # | Question | Strongly agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | | Total |
|---|--|----------------|----|--------|----|----------------------------|----|----------|----|-------------------|----|-------|
| 1 | The leadership style differs with the gender of the leader. | 18.00% | 18 | 45.00% | 45 | 15.00% | 15 | 18.00% | 18 | 4.00% | 4 | 100 |
| 2 | The focus on relevant leadership topics differs with the gender of the leader. | 9.00% | 9 | 36.00% | 36 | 31.00% | 31 | 21.00% | 21 | 3.00% | 3 | 100 |
| 3 | The leadership effectiveness differs with the gender of the leader. | 1.00% | 1 | 12.00% | 12 | 26.00% | 26 | 41.00% | 41 | 20.00% | 20 | 100 |
| 4 | Leadership style is not related to gender. | 13.00% | 13 | 24.00% | 24 | 18.00% | 18 | 40.00% | 40 | 5.00% | 5 | 100 |

Figure 5: Survey Results Leadership

| # | Question | Strongly agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | | Total |
|---|--|----------------|----|--------|----|----------------------------|----|----------|----|-------------------|----|-------|
| 1 | The leadership style differs with the gender of the leader. | 22.22% | 14 | 38.10% | 24 | 15.87% | 10 | 19.05% | 12 | 4.76% | 3 | 63 |
| 2 | The focus on relevant leadership topics differs with the gender of the leader. | 14.29% | 9 | 38.10% | 24 | 22.22% | 14 | 22.22% | 14 | 3.17% | 2 | 63 |
| 3 | The leadership effectiveness differs with the gender of the leader. | 1.59% | 1 | 11.11% | 7 | 23.81% | 15 | 39.68% | 25 | 23.81% | 15 | 63 |
| 4 | Leadership style is not related to gender. | 14.29% | 9 | 22.22% | 14 | 14.29% | 9 | 41.27% | 26 | 7.94% | 5 | 63 |

Figure 6: Survey Results Leadership (transformational)

In the telephone interviews, the participants were asked whether they noticed differences in the leadership style of men and women. P1 pointed out:” I would link this to what I previously said. In my opinion, the fact that I saw women in leadership positions trying to emphasize the human relationships when interacting with employees, I'd say that the leadership style is more based on communication and trying to understand the other people's needs, considering issues and challenges. Both points are quite related. It's the same what I said previously as well, but male leaders are usually more into task deliveries and performances.” P2 goes into a similar direction, explaining: “I think it goes with the whole empathy trait of women that I believe they have. You know, inherently obviously and I'm talking a very general way, but I truly believe women can be more empathic towards to their peers and their workers and their subordinates and so on. I think that they can be more understanding. And like I said, without losing any of the efficiency, any of the effectiveness, because they can still lead managerially. They can do the same exact things that anyone can do, obviously, and they can do this in so many ways. That is with all those different Leadership styles that exist, the more autocratic, democratic and so on. I think they can adapt and choose any type of leadership style that suits them. And they can do this in so many ways, in many ways better because they have this trait on them that's just empathy. And that resonates with everyone in the organization because we ultimately want to be treated with some form of empathy. And when this is seen, I think it's very valued. And without, you know, losing the sternness”. P3 noted: Well, I think that inevitably we

have from my experience, again, what I see is that men are all but more factual, but don't really have that sensibility to some things, for example 'You're not acting like yourself today, are you ok?' From my experience, women have more sensibility to see when their employee is not on the best of their days rather than men that are more factual. But once again, I don't really think that it's a gender thing. I think it's an upbringing thing. People develop their personalities in a certain way and are taught to act in a certain way, and then that's reflected in the way they deal with each other." P4, additionally, said: It kind of goes along with the communication, so I feel like that men are more task-orientated. And women, well, they kind of pay more attention to relationship building; they are more into a personal approach. But again, it depends on the situation and also on the characters of women or men. In general, I feel like that sometimes there even is an androgyny for women in leadership positions, because they sometimes appear particularly strong and not too emotional, probably because of the fact that they seem softer than men". P5 described the differences as followed: "In general, I would say women tend to have a better holistic vision. They are more sensitive of culture and making sure that everybody on the team is being taken care of, sharing their opinions heard and giving an opportunity to contribute. Whereas male leaders are more myopically focused on what it takes to succeed. So how are we as a team going to get to that goal without really a lot of patience for feelings or details of everybody else, that's along for the ride". P6 defined her experience with the words: "It's a bit like I said before, that males maybe have a more straight forward way of telling you things without hurting your feelings, without making a scene about it. Let's say, a calmer way of giving your feedback. This is what I feel, but like I said, it's hard for me to say this is the main difference because female leaders did this. There are also female leaders who have that calm way of giving feedback and telling you something is wrong. But mainly with women I had some experiences where it can go in a very rough or personal way".

Relevant aspects of interpersonal communication in transformational leadership

In the following, the participants were asked to classify the following characteristics among their importance for effective leadership: Interpersonal communication, relationship-building, task orientation, directive style, and democratic style. The results

show that interpersonal communication appears as “very important” to most participants. Almost as important is relationship-building, followed by task orientation. A democratic style was mostly categorized as “important” and “moderately important”, a directive style appears as least important of all characteristics, however, still mostly chosen as “important” and “moderately important”. None of these attributes was considered “unimportant.” The order of the characteristics among their importance is the same for the participants from transformational organizations. No significant difference could be observed in comparison with the whole sample.

The respondents were further to choose the following characteristics among their importance for effective interpersonal communication: direct, powerful, polite, personal, inspirational. Most classified as “very important” was polite, followed by inspirational. A direct communication with the leader was considered more often as “important”. Powerful and personal communication was rated as “important” by most respondents, but also scored 33% and 31% of “moderately important”. As for the transformational led participants, the order of the “very important” attributes is the same.

| # | Question | Very important | Important | Moderately important | Of little importance | Unimportant | Total | | | | | |
|---|-----------------------------|----------------|-----------|----------------------|----------------------|-------------|-------|-------|---|-------|---|-----|
| 1 | Interpersonal Communication | 67.00% | 67 | 30.00% | 30 | 3.00% | 3 | 0.00% | 0 | 0.00% | 0 | 100 |
| 2 | Relationship-building | 61.00% | 61 | 30.00% | 30 | 9.00% | 9 | 0.00% | 0 | 0.00% | 0 | 100 |
| 3 | Task orientation | 47.00% | 47 | 41.00% | 41 | 11.00% | 11 | 1.00% | 1 | 0.00% | 0 | 100 |
| 4 | Directive style | 27.00% | 27 | 37.00% | 37 | 31.00% | 31 | 4.00% | 4 | 1.00% | 1 | 100 |
| 5 | Democratic Style | 31.00% | 31 | 40.00% | 40 | 24.00% | 24 | 5.00% | 5 | 0.00% | 0 | 100 |

Figure 7: Survey Results Factors Leadership

| # | Question | Very important | Important | Moderately important | Of little importance | Unimportant | Total | | | | | |
|---|-----------------------------|----------------|-----------|----------------------|----------------------|-------------|-------|-------|---|-------|---|----|
| 1 | Interpersonal Communication | 69.84% | 44 | 30.16% | 19 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 63 |
| 2 | Relationship-building | 63.49% | 40 | 28.57% | 18 | 7.94% | 5 | 0.00% | 0 | 0.00% | 0 | 63 |
| 3 | Task orientation | 44.44% | 28 | 46.03% | 29 | 7.94% | 5 | 1.59% | 1 | 0.00% | 0 | 63 |
| 4 | Directive style | 23.81% | 15 | 39.68% | 25 | 31.75% | 20 | 3.17% | 2 | 1.59% | 1 | 63 |
| 5 | Democratic Style | 33.33% | 21 | 38.10% | 24 | 26.98% | 17 | 1.59% | 1 | 0.00% | 0 | 63 |

Figure 8: Survey Results Factors Leadership (transformational)

In the interviews, the non-leading participants were asked what was most important to them in the communication with their leader. Leading participants were asked where they put their focus on when it comes to communicating with their sub-ordinates. P1, being in a non-leading position explained: “You know, I'd say it's unrelated to the fact I'm not in a leading position. It's about the fact that I prefer to communicate. I'd say that's looking for someone that I can exchange with. So, someone that will listen to the challenges I have, who is available to communicate, and that helps me to progress towards my objectives. So to link this to the gender debate, I'd say I link it more to the female leading position in my company, because that's where I usually get this kind of discussions rather than just, you know, task- focused”. P3 further stated: “Well, for me personally, to feel comfortable, the most important thing is to feel understood. To know that my leader knows what's going on in my life and if I'm having tons of work or if I am with little work and to see that they are really concerned about it. Not about my results, but about me personally. For me, that's really, really important to feel that they are concerned about me and that I'm not just a worker. I'm a human being. And if I need something or something is up, I know that I can count on them”. P4 mentioned: “For me personally, it is important that the leader has a personal relationship with me. So, that that he or she sees me as an individual and not only as one of many employees and also takes me seriously in any kind of issues. And it is also important for me that I can bring my personal opinions into the conversation, so, a democratic leadership style. Besides, I feel it's important that you can talk about goals and your challenges”.

Looking at the participants in leading positions, transparency, sensibility and empathy appear as most important aspects in the communication process with their sub-ordinates. P2 said: "I believe, listening is very important when you have a team. You need to be able to listen. You need to be able to put yourself in their shoes. You need to be able to understand what they're going through, what are the difficulties, why they're going through this and why can't they do this? And why are some doing better than others? And how can I communicate that? I think we need to understand the team that we have. Sometimes we may have a very young team and we need to adapt the form of communication. Sometimes we have an older team or different ranges of experiences. So, we all have to adapt towards the team that we're speaking for. We need to be able always to be clear and concise and objective. I think communicating has to be clear". P5, additionally, pointed out: "For me, I tend to really focus on meeting the organization as a meritocracy. So, making sure that wherever I can be, wherever it's appropriate, I'm radically transparent. Make sure that I can communicate with the team as much as possible to explain why I'm making the decisions I'm making and what's influencing those decisions being made. And then also giving the team an opportunity to share their thoughts and issues they have with my decision making process. And that way I find it doesn't really matter what the topic is. We're discussing whether it's a payment, equity, the approach to strategy, different investors we might be working with or just something as simple as, where we're doing that next employee offsite. The more you can communicate the logic behind decisions, the more of an inclusive environment it creates on the team and the more trust that everybody feels". P6 emphasized: "I think it's very important to not make people feel criticized about certain things that went wrong. First, make them understand what is wrong and where it went wrong. Explain that it's not necessarily their fault, but show them maybe if you don't like it, another way to do things. I think it's very important to make them understand first by themselves why and how it's going wrong. And then you can start to work together on doing things in a different way. I think the way of talking and being able to give people feedback is essential. And it's very hard".

Gender-mixed team leadership

In the last part of the survey, participants were asked whether they thought of a gender-mixed team leadership as helpful for a company's communication effectiveness. The

majority with 77% thought “yes”, 3% “no” and 20% were “not sure”. Among the transformational led ones, 73.02% answered “yes”, 3.17% “no” and 23.81% “not sure”.

| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---|---------|---------|------|---------------|----------|-------|
| 1 | Do you think a team of a male and a female leader would help a company's communication effectiveness? | 1.00 | 3.00 | 1.43 | 0.80 | 0.65 | 100 |

| # | Answer | % | Count |
|---|-----------------|--------|-------|
| 1 | <u>yes</u> | 77.00% | 77 |
| 2 | <u>no</u> | 3.00% | 3 |
| 3 | <u>not sure</u> | 20.00% | 20 |
| | Total | 100% | 100 |

Figure 9: Survey Results Team Leadership & Communication

| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---|---------|---------|------|---------------|----------|-------|
| 1 | Do you think a team of a male and a female leader would help a company's communication effectiveness? | 1.00 | 3.00 | 1.51 | 0.85 | 0.73 | 63 |

| # | Answer | % | Count |
|---|-----------------|--------|-------|
| 1 | <u>yes</u> | 73.02% | 46 |
| 2 | <u>no</u> | 3.17% | 2 |
| 3 | <u>not sure</u> | 23.81% | 15 |
| | Total | 100% | 63 |

Figure 10: Survey Results Team Leadership & Communication (transformational)

The telephone interview included the question whether the participants thought of gender-mixed team leadership being rather helpful or hindering in the communication process and why. Most interviewees agreed on the concept being beneficial for a company. P1 made the following observation: “We know from a fact, from many, several studies that diversity is positive for companies - different opinions, different point of views. We see the fact that

genders are obviously impact your personality and your way to communicate. So, I believe a more diverse leadership background will definitely impact in a better way your business. Of course, it is dependent on the individuals. It doesn't mean that if you have equally men and female in leadership positions in your company, it is doing well. But I really believe that diversity plays a major role in the performance of your business". P2 went into a similar direction, saying: "It would definitely help. I think both males and females in a position of leadership; they'll have a rate of effectiveness and efficiency in their work. I think the way they get to it might be different in some ways. They'll definitely complement each other. There are definitely differences in the experiences of males and females in a work environment. Given the inherent male dominance work environment that we see. So, women are more sensible towards struggles and hardships of work environment. I think they carry this throughout their leadership style. And I think when we conjugate both types of leadership, I think a lot a lot of good can come from it". P3 stated: "Well, this is really interesting, because this is the case of my company. We have a male and a female leader. And for me personally, I think it's really good, because it's almost like with your parents, you know, there's certain things that you talk about with your mom and there's certain things you talk about with your dad. I think it's exactly the same thing. I think that the combination of both is really good, because we are able to go with that more emotional side of women that are more concerned with other people's feelings and have more sensibility for it. And then we can also go to that more direct way of seeing things. And also, I think that when we are talking about leadership in my area, which is brands and communication, it's really interesting to see how they perceive the same aspect of a business in different ways. So for me, it definitely helps and I would not see any other way. And I think it's really, really good". P4 explained further: "So, from my experience, it's definitely helpful because I imagine having two different people I can talk about different issues. Maybe it's also because I'm a female myself, so I feel like some topics might be more appropriate to talk with another woman, because she might be more empathetic. I think, as I said, it's not necessarily a gender topic. So, it could be two persons from the same gender, but with different approaches. P5 argued: "I tend to believe and this is less specific to gender and more specific to just dividing a leadership role, that you kind of need to have one captain on the ship. Otherwise messages can just become very confused. So, I think that whenever you're in those situations, you're going to end up with some level

of confusion that gets created through two different leaders, each implementing two slightly different standards. So I would say regardless of which preference I'd had, I would go for my least favourite preferred leader or leadership style if it meant that there is at least only one style of management versus two". P6 described her opinion as followed: "I think it would be good that you know that you can go to both, but if they are assuming the same position. If you have two leaders that are on the same page and from there you can go to one or the other because it's kind of the same. But only as long as the two of them are on the same page as well".

To see the value of mixed-team leadership for the leadership effectiveness, participants were asked whether they think it could be helpful to have team of a male and a female leader. In the overall sample 69% answered "yes", 3% "no" and 28% "not sure". In the transformational led sample 71.43% believe it is helpful, 3.17% were not sure and 25.40% thought it would not be helpful.

| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | Do you think a team of a male and a female leader would help a company's leadership effectiveness? | 1.00 | 3.00 | 1.59 | 0.90 | 0.80 | 100 |

| # | Answer | % | Count |
|---|-----------------|--------|-------|
| 1 | <u>yes</u> | 69.00% | 69 |
| 2 | <u>no</u> | 3.00% | 3 |
| 3 | <u>not sure</u> | 28.00% | 28 |
| | Total | 100% | 100 |

Figure 11: Survey Results Team Leadership & Effectiveness

| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | Do you think a team of a male and a female leader would help a company's leadership effectiveness? | 1.00 | 3.00 | 1.54 | 0.87 | 0.76 | 63 |

| # | Answer | % | Count |
|---|-----------------|--------|-------|
| 1 | <u>yes</u> | 71.43% | 45 |
| 2 | <u>no</u> | 3.17% | 2 |
| 3 | <u>not sure</u> | 25.40% | 16 |
| | Total | 100% | 63 |

Figure 12: Survey Results Team Leadership & Effectiveness (transformational)

The last questions of the telephone interview referred to mixed-gender team leadership being helpful or hindering for the leadership effectiveness. Most of the participants answered the question with the previous one, considering communication as essential for the leadership effectiveness of a company. P1 expressed himself in favour of gender-mixed team leadership for the improvement of effectiveness saying: “To me communication is part of the success of a company. Most businesses nowadays are based on teamwork and if communication is not there, there are few chances that your business is going to perform. So, joined by my previous point, I agree on this topic as well”. P2 concluded: “I think there are the different experiences, different personality traits, and different approaches, personal processes that we go through in an organization that really help. I think we are now seeing more women in in organizations as leaders. And this is, unlike before, seen as a very positive, very valuable resource for every company. Not just for show, but for the actual effectiveness and communication towards their peers. I think this is increasingly important nowadays. It adds to the real value to a company and its success”. P3 did not necessarily relate the question to the matter of gender, explaining: “I don't think there's any problem in the matter of gender. I think that in any team being two males, two females, a male and the female, the most important thing is for them to be able to communicate with each other and to get to a point together. I don't think it's related to gender whatsoever. It is related to two people having different targets to see some situation, talking about it and then proceeding

to give the information to their employees. I think that's what helps the effectiveness for them to understand each other rather than being male or female". P4 pointed out: "In my personal opinion, I feel it would definitely help the leadership effectiveness. And it's important that both leaders pursue the same leadership style, because otherwise it could be very confusing, hindering. And they also need to work as a great team together to improve their effectiveness. I feel like it would be good to have both genders. So both strengths combined". P5 differentiated: ". Now, what I would suggest is I'd imagine that question a little bit into a group setting. So if you look at an executive team, for example, where we're not just talking about Co - CEOs, but we're talking about the combination of the C suite. So the CEO, COO of CFO, CMO, I do think that it's extremely important to have diversity across that C suite team. I think that the management team and the leadership team should be as diverse as possible. Because then you end up with different opinions that are influencing how the CEO or how that singular leader is implementing culture and policy within the company. But what's important there is that you have some sort of board of communication to that singular leader with enough responsibility that they're actually being listened to. And I think within that realm, you end up with the most balanced approach towards leadership of company culture and objectives". P6 emphasized on the team aspect, pointing out: "I personally do like working with a team rather than just with one person, because you have different points of view. But I think this is again something personal. Some people are not really team people. But for me yes, because some may feel more comfortable with the one leader and some with the other".

Chapter 6

DISCUSSION AND CONCLUSION

6. DISCUSSION AND CONCLUSION

The combination of the conducted empirical research with the literature on communication, gender and leadership presented in the first chapters, allows answering the formulated research questions, the recognition of limitations as well as suggestions for future research. Throughout the work on existing literature and this conducted research, it became clear that interpersonal communication, especially in transformational leadership, plays a fundamental role. A strong and empathic leader-follower relationship was understood that builds the base for successful exchange and motivation in the organizational context. Since transformational leadership is defined by the concept of mentorship, relationships between leaders and non-leaders are particularly important to create trust. The research process also showed the unequal distribution of genders in leadership positions in Portugal; it was clear in statistics as well as in the experiences related in the survey and in the interviews. Despite the fact that the goal was not to find the exact reasons for this, it is, however, interesting to notice that men still carry out leadership positions more frequently than women.

The first research question focused on understanding if and which differences exist between male and female leaders and how those possible differences refer to verbal as well as non-verbal characteristics in the interpersonal communication. By the outcomes of the empirical research, there appear differences between male and female leaders in the verbal and non-verbal interpersonal communication. Especially the empathic manner of female leaders communicating with their subordinates stood out. As learnt from the research, women in transformational leadership positions have a strongly individual and relational approach in their verbal communication behaviour. Male leaders, in contrast, were proven to communicate more task and goal focused. At this point, a connection with Tannen's Genderlect theory, describing women as more expressive of their emotions and relationships can be stated. The same conformity with Tannen's approach applies for men, being defined as more focused on fact and information sharing. It follows that male leaders often appear as direct, assertive and powerful while women show cooperativeness and politeness in their communication behaviour (Carli, 1999; Basow & Rubenfield, 2003), which was equally experienced by the participants of the empirical research.

In regard to non-verbal differences, it appears that female leaders often hold a more physical and proximate approach, while men were found to be more dominant on their

gestures. The reason for those distinguishing factors were directly linked to stereotypical patterns and expectations. Hence, the connection to Eagly, Wood and Diekmann's (2000) theory of social roles can be drawn. With women historically being responsible for relationship building and interaction and men fulfilling physical tasks, this often shows in today's organizational settings. With certain roles and stereotypical expectations of each other in mind, it may appear difficult for male leaders to show too much of a physical proximity and for women to come across too emotional. This shows an opposite pattern, in which women sometimes try to show a more masculine side and men avoiding taking too much of a feminine approach. Therefore, women in leadership positions can appear as androgen in order to allow more flexibility in their leadership behaviour. As learnt from several studies, a certain level of androgyny can be advantageous, since it allows a wider range of reactive behaviour in particular situations and is more strongly perceived with leadership qualities. Besides the answers to the appearing communication differences of men and women in transformational leadership, it became clear that there is no necessity for evaluation of gender-specific leadership qualities. In contrast, throughout the research process, the differences appear to be complementary rather than of a competitive nature. Having a more critical look at the results of the research, it is important to acknowledge limitations. The outcomes show possible and frequently occurring communication differences, nevertheless, it is not proven whether the gender is the driving factor. Specifically, situational and environmental circumstances can influence the way male and female leaders communicate and are therefore to be considered. From this, it follows that future research should examine the gender-related interpersonal communication differences in a same situational case. It would show in which situations and circumstances, like for example crisis or change, the differences show and in which they don't. This would allow a more precise definition of gender-based communication differences in transformational leadership.

To resume, it can be stated that female and male leaders often show differences in their verbal as well as their non-verbal communication behaviour. Yet, there are many factors that influence these patterns, besides the gender, which leads to the necessity of a stronger isolation of those in order to obtain strongly reliable and clear results. To deal with possible appearing differences in communication between genders, the acknowledgement of such are helpful. As Tannen (1993) suggests, the occurring differences between male

and female conversational partners do not need evaluation, but consciousness. This helps to overcome possible barriers to organizational communication as well as the adaptation process.

Besides the differences in the communication behaviour among female and male leaders, it was to clarify what they mostly use interpersonal communication for. A tendency towards differences in the leadership style of men and women could again be observed by the outcomes of the survey. Whereas women's focus was more associated with a human-related approach, men were said to be more goal-oriented. Nevertheless, the effectiveness of both genders was shown not to be of any differences, regardless of their focus. According to the conducted research, female leaders appear to often use interpersonal communication to discuss personal matters, issues and career developments, whereas male leaders pay more attention to information sharing for goal achievement. Linking the outcomes back to the existing literature, the idea of communication being fundamental for successful leadership (Sethi & Seth, 2009) can be related. This means that communication of goal achievement on the one hand and the establishment of values and culture on the other hand is part of successful leadership communication (Johnson & Hackman, 2018). From this, it follows that a great leader considers both components. In the case of transformational leadership, however, human-oriented communication plays a more important role than in transactional leadership (Macik-Fey, 2007), which was confirmed by the empirical research results. With interpersonal communication and relationship building being very important to the survey respondents and frequent mention by the interviewees, they appear as highly relevant. Since research shows the effectiveness to not be negatively influenced by either the focus on information and goal sharing or the relational approach, the concept of team leadership is to be considered. With male and female leaders showing a tendency of focusing on different leadership aspects more strongly, the question arises whether the completion of those helps the leadership effectiveness. However, it is crucial to point out that the focus on human-oriented topics is as relevant as the task orientation, leading to the necessity of a good leader to combine both to a certain extent. The findings of the dissertation are limited to the fact that situational circumstances are not being considered. For future research, it could therefore be relevant to analyse what specific conditions within an organization ask for an either more relational or informational approach.

The third research question addressed the question of gender-mixed team leadership having a positive impact on the communication effectiveness. According to the obtained results linked to existing literature, gender-mixed team leadership appears a reasonable concept in transformational settings. In regard to the outcomes of the survey and telephone interviews, diversity in leadership is highly important. Especially in terms of experiences and personality traits, having a team of leaders rather than one leader can enhance communication processes and the overall leadership effectiveness. This is mainly based on the fact that a leader team of different genders allows the employees more space for open communication. Having the opportunity to choose the leader to discuss specific issues, it creates a more personal dynamic within the organization. Nevertheless, it is fundamental for the leaders to have the same idea of values and goals in order for the concept to work. If this is not given, shared leadership can as well lead to confusion. Particularly crucial is, thus, the communication between both leaders. Looking again at the literature on the topic of shared leadership, it is to see that especially in such companies where social interaction and the creation of internal networks is important, team leadership can enhance the communication processes. These include the notion of informal leadership being a relevant factor in transformational leadership, according to the conducted research (Pearce & Conger, 2002). The participants of the telephone interviews mentioned the rather informal interaction with the leader, concerning personal issues that may have an effect on the work outcomes, as very essential. In addition, in times of change, a gender-mixed team of leaders appears reasonable to give employees opportunities to choose their suitable conversational partner for specific issues (West & Farr, 1989). Nonetheless, situational factors, as well as the characteristics of an organization, need to be taken into consideration in order to evaluate whether the concept of team leadership is appropriate. A general recommendation for any transformational company cannot be made but it depends on various factors. If the circumstances fit the concept, it can however have a positive impact on the communication effectiveness within the organization. As employees have the opportunity to have conversations with different leaders, depending on the nature of the topic, it stimulates the trust and the openness to address any kind of topic. In regard to future research, it should be understood in which specific cases, the concept of mixed-gender team leadership applies. Criteria such as the size of the company or the sector would be interesting to take into consideration. Moreover, it needs to be analysed whether

the concept of team leadership is necessarily linked to the gender qualities in leadership communication or whether a same gender approach allows for the same positive effects.

Finally, it was the aim to find out whether leaders and non-leaders have a similar idea of interpersonal communication in leadership. To this effect, the survey results stated interpersonal communication to be very important to both, leaders and non-leaders, followed by relationship building. In addition, a polite and inspirational communication approach appeared very important among the participants. Direct and powerful communication behaviours were still considered very important, but less frequently. The survey therefore supports the assumption that relevant aspects of leadership communication are not considered differently among people in leading positions and those in non-leading positions.

A similar result was to observe in terms of the responses in the telephone interviews. Non-leading participants advocated a personal and relationship-based approach, including personal issues, challenges and career development. Furthermore, the opportunity to contribute and express their own opinion was confirmed to be of high importance for non-leaders. The idea of an individual, sensitive manner in leadership communication was equally mentioned as focus among the leaders. Thus, empathy, individuality, transparency and democracy in the leadership communication are attributes that matter to both parties in transformational organizations. Looking at existing research, it conforms to the findings of the survey and telephone interviews.

Emotional Intelligence, as the expression of emotions and appropriate adaption to the other's emotions (Schulze & Roberts, 2005), represents a crucial characteristic of a good leader. As Bass (1985) stated, trust and empathy represent some of the most important attributes in the leader-follower relationship in transformational organizations. Moreover, the five-personality trait approach, especially in terms of agreeableness and extraversion could be supported by the outcomes of the conducted research. It becomes clear that the idea of mentorship in transformational leadership is essential for leadership effectiveness and considered as that by leaders as well as non-leaders. However, this topic is not necessarily one of gender, but more a general factor that plays a relevant role when defining the focus on interpersonal communication in transformational organizations. Consequently, it appears important that leaders and their sub-ordinates express their needs

in terms of communication, so that the establishment of trust, empathy and openness within the organizations is ensured. For future research, it can be interesting to compare the level of relevance of the mentioned factors in transformational and transactional companies. Since there was no significant difference noticed in the conducted research, it should be analysed whether the need for mentorship and an empathic, open communication style is only relevant to those in transformational companies.

In conclusion, it can be stated that verbal and non-verbal differences between female and male leaders occur in transformational organizations. These show specifically in the level of empathy and sensibility on behalf of female leaders, in contrast to male leaders showing a more direct and fact-based communication behaviour. Non-verbally proximity, dominance in the gestures and the way of dressing are frequent appearing differences between both genders in leadership. Not only does the interpersonal communication style vary with the gender of the leader, but also the focus on interpersonal communication in transformational leadership differs. Whereas women often put a stronger focus on relationship building and an individual, personal interaction, men tend to communicate more goal and task focused. However, these assumptions are not only based on gender-related differences and characteristics, but also need to take situational and environmental factors into consideration.

Generally, low hierarchies and constant dynamics of equal exchange characterize transformational organizations. Therefore, interpersonal communication becomes especially relevant. Since the leader inhabits the role of a mentor, the responsibility for motivation and trust creation is not to be underestimated. An individualized approach and inspirational motivation define essential attributes of effective transformational leadership, expressed through interpersonal interaction. Comparing leader's and non-leader's perspectives on relevant aspects of leadership communication, there are no specific differences to take note of. Non-leaders often refer to the wish of an individual and personal approach in order to be perceived as individual with issues and ideas. Sensitivity and empathy appear thus as highly important to non-leaders in leadership communication. Leaders, on the other hand, express the relevance of understanding and sensitivity when it comes to the interpersonal communication with their sub-ordinates. Transparency and a democratic style are additionally crucial to be established in the perception of leaders. Finally, with appearing differences in the way female and male leaders interact with their

sub-ordinates, the concept of gender-mixed team leadership occurs as reasonable. By building a team, the mentioned differences in the communication style can be complementary, given the circumstances are adequate. The concept appears to be beneficial, as subordinates have different leaders to address different issues with. However, team leadership may not be suitable to all transformational companies but is generally considered as more beneficial than hindering. Barriers to its effectiveness appear if the leaders of the team do not complement each other or miss effective communication.

To come to these conclusions, an online survey and telephone interviews were used as research tools. By first conducting the survey, trends in the field of gender and leadership communication could be observed. Since online surveys generally ask for rather closed-ended questions, it needed telephone interviews to obtain a deeper understanding of the results. By choosing participants that had already answered the survey, additional, open-ended questions helped reach the missing information. The survey questions as well as the interview questions were based on the theoretical framework that was established before. By understanding the meaning of interpersonal communication for transformational leadership and reviewing studies that had proven this, a direct link to gender-specific communication behaviour could be drawn. Several studies on gender-specific verbal and non-verbal communication in leadership and theories that are rooted in evolutionary concepts were studied to understand what differences could be observed in the past and how these were explained.

Additionally, it was important to point out the relevance of the topic by looking at statistics stating the gender distribution in leadership positions in Portugal. A direct connection between evolutionary approaches and more modern concepts of leadership were made in the following. Studying evolutionary explanations about appearing differences in leadership of the genders helped the understanding of the behaviours even in today's context. Resuming, it became clear that male and female leaders in transformational leadership show differences in their communication behaviour, verbally, non-verbally and by putting different focuses.

Therefore, team leadership represents a helpful concept in order to enhance the communication and even leadership effectiveness by leaving more opportunities of trust building and motivation creation. In the end, leaders and non-leaders of any gender have the same needs; to be considered individually with a sense of empathy and understanding.

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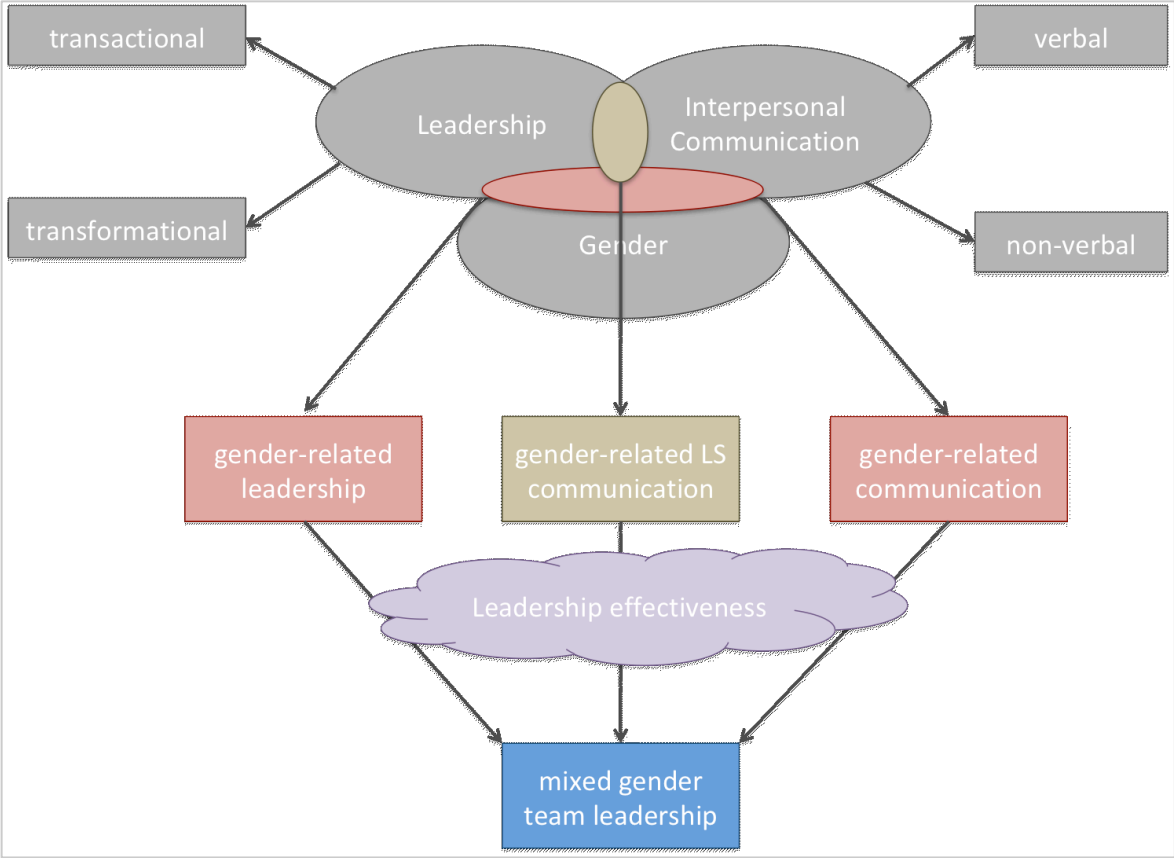
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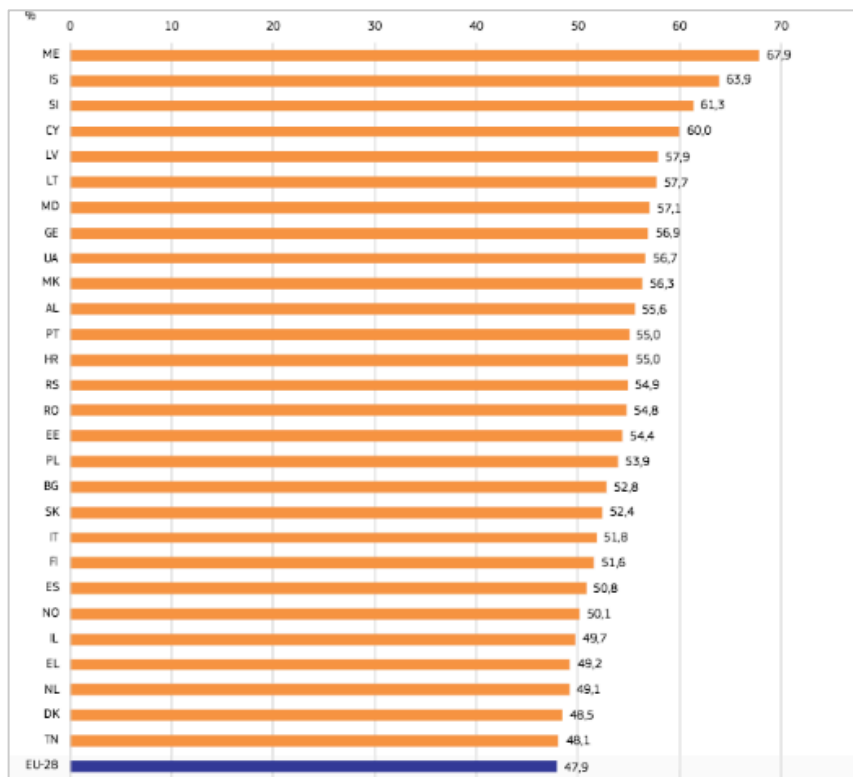
APPENDICES

Appendix A: Concept Map

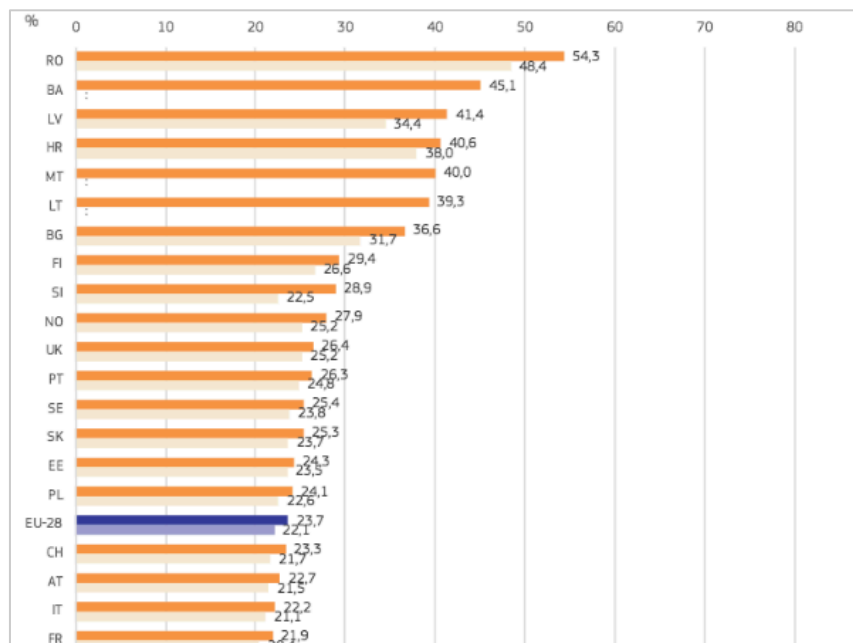


Appendix B: Statistics referred to in 4.3.1

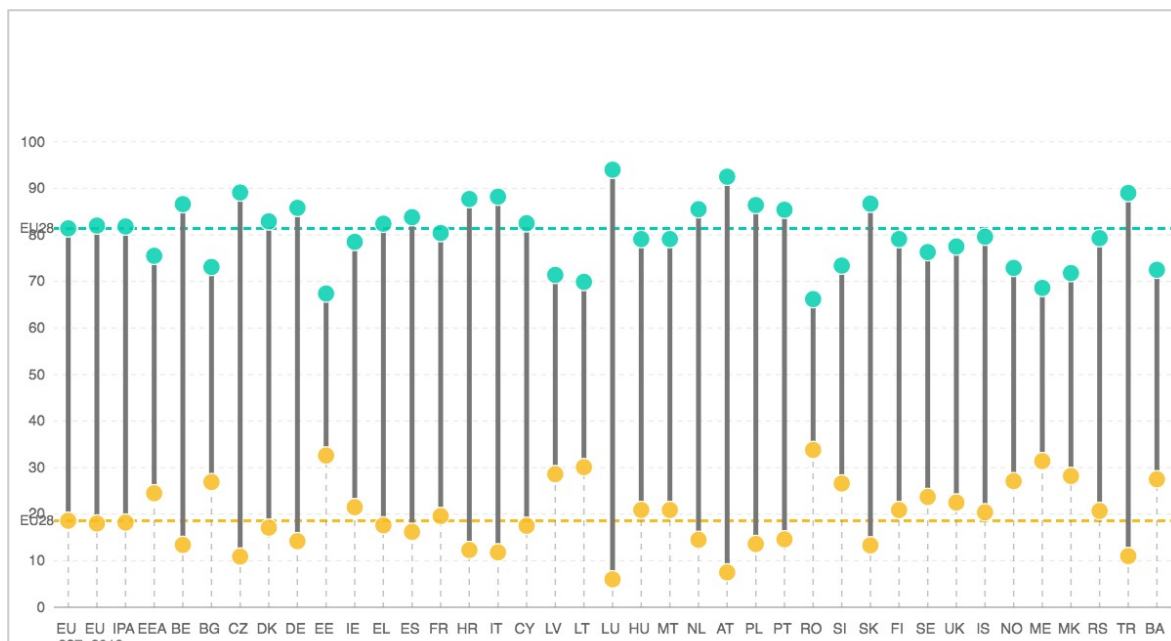
1. Proportion (in %) of women among doctoral graduates, 2016 (She Figures, 2018).



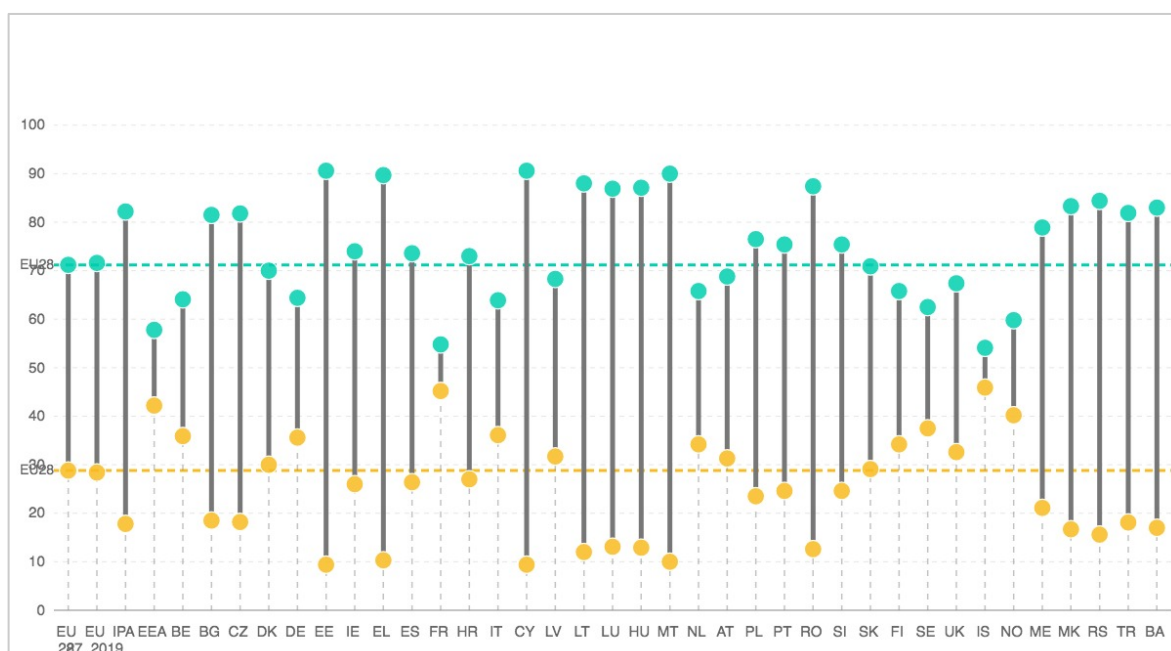
2. Evolution of the proportion (in %) of women among Grade-A positions 2013 vs. 2016, (She Figures, 2018).



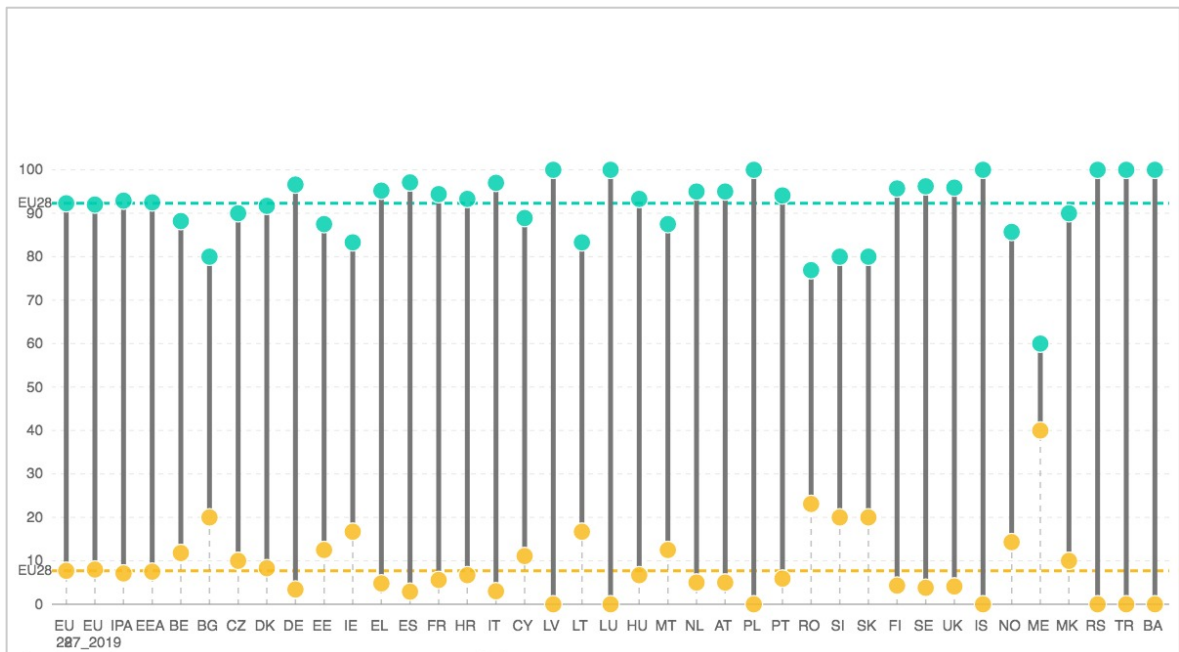
3. Proportion (in %) of women and men in executive positions among all business sectors 2019 (EIGE 2020).



4. Proportion (in %) of women and men in the positions of board member among all business sectors 2019 (EIGE 2020).



5. Proportion (in %) of women and men in the positions of presidents among all business sectors 2019 (EIGE 2020).

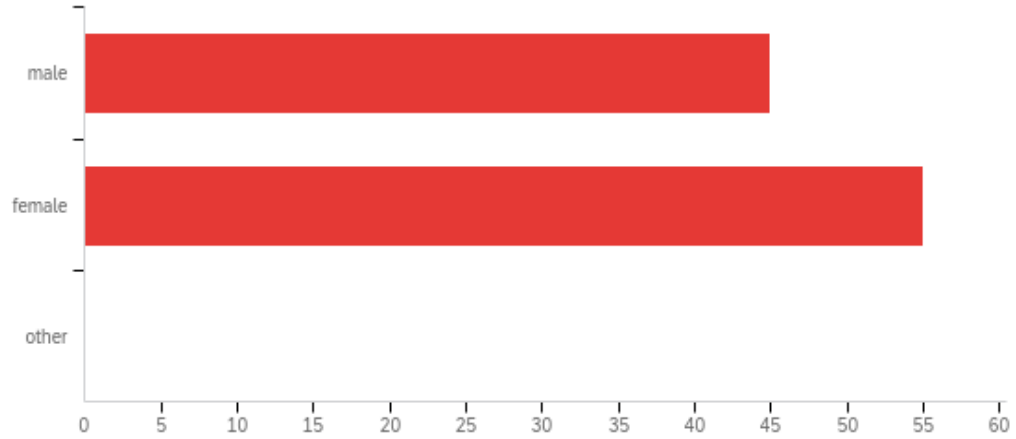


Appendix C: Pilot questionnaire for the survey

1. How long did it take you to complete?
2. Were the instructions clear?
3. Were any of the questions unclear or ambiguous? If so, will you say which and why?
4. Did you object to answering any of the questions?
5. In your opinion, has any major topic been omitted?
6. Was the layout of the questionnaire clear/attractive?
7. Any comments?

Appendix D: Survey Results

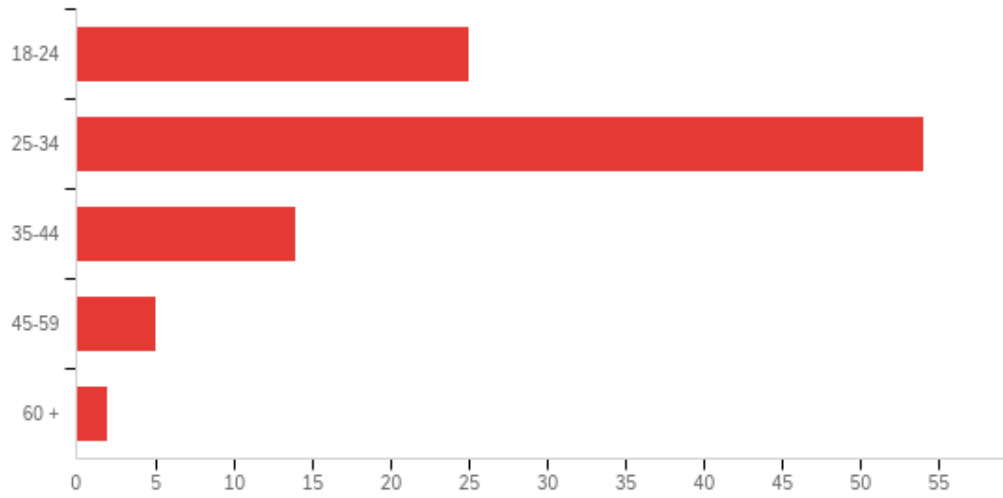
Your gender



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|-------------|---------|---------|------|---------------|----------|-------|
| 1 | Your gender | 1.00 | 2.00 | 1.55 | 0.50 | 0.25 | 100 |

| # | Answer | % | Count |
|---|--------|--------|-------|
| 1 | male | 45.00% | 45 |
| 2 | female | 55.00% | 55 |
| 3 | other | 0.00% | 0 |
| | Total | 100% | 100 |

Your age



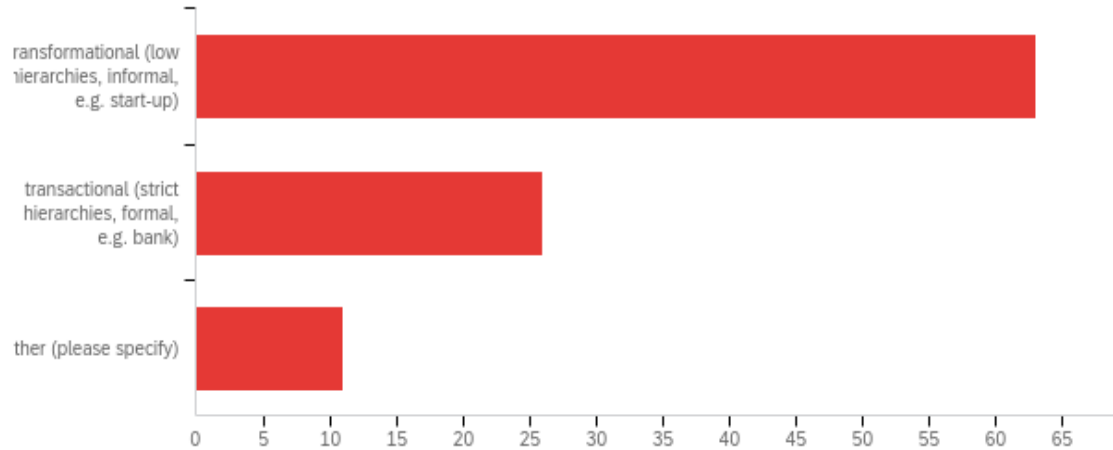
| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|----------|---------|---------|------|---------------|----------|-------|
| 1 | Your age | 1.00 | 5.00 | 2.05 | 0.88 | 0.77 | 100 |

| # | Answer | % | Count |
|---|--------|--------|-------|
| 1 | 18-24 | 25.00% | 25 |
| 2 | 25-34 | 54.00% | 54 |
| 3 | 35-44 | 14.00% | 14 |
| 4 | 45-59 | 5.00% | 5 |
| 5 | 60+ | 2.00% | 2 |
| | Total | 100% | 100 |

Your country of work

Portugal (Count: 100)

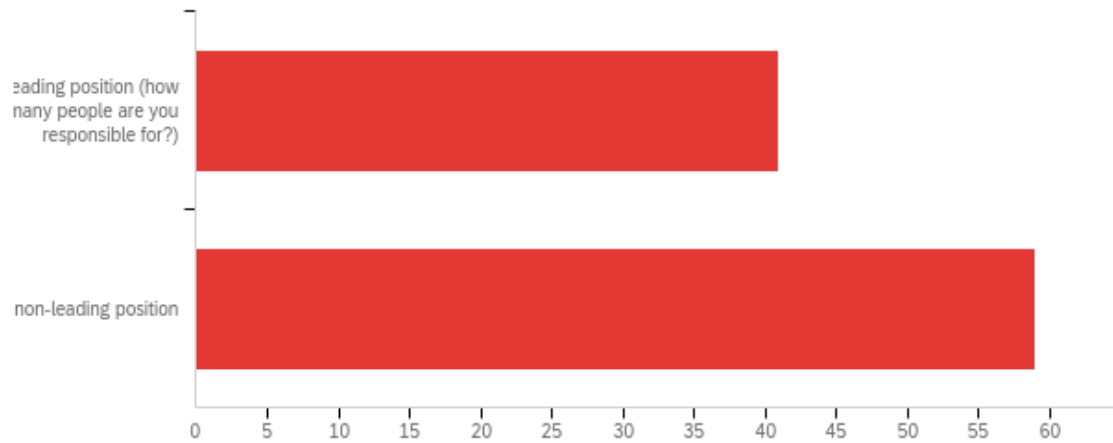
The company you work for is rather



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | The company you work for is rather - Selected Choice | 1.00 | 3.00 | 1.48 | 0.69 | 0.47 | 100 |

| # | Answer | % | Count |
|---|---|--------|-------|
| 1 | transformational (low hierarchies, informal, e.g. start-up) | 63.00% | 63 |
| 2 | transactional (strict hierarchies, formal, e.g. bank) | 26.00% | 26 |
| 3 | other (please specify) | 11.00% | 11 |
| | Total | 100% | 100 |

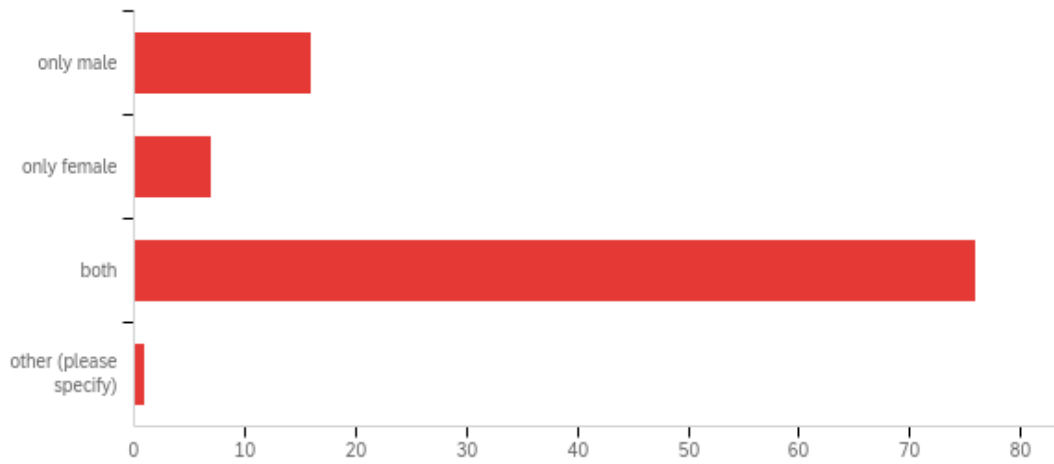
In the company you work for, you have a rather



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | In the company you work for, you have a rather - Selected Choice | 1.00 | 2.00 | 1.59 | 0.49 | 0.24 | 100 |

| # | Answer | % | Count |
|---|---|--------|-------|
| 1 | leading position (how many people are you responsible for?) | 41.00% | 41 |
| 2 | non-leading position | 59.00% | 59 |
| | Total | 100% | 100 |

Have you been working with both, female and male leaders?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---|---------|---------|------|---------------|----------|-------|
| 1 | Have you been working with both, female and male leaders? - Selected Choice | 1.00 | 5.00 | 3.39 | 1.17 | 1.36 | 100 |

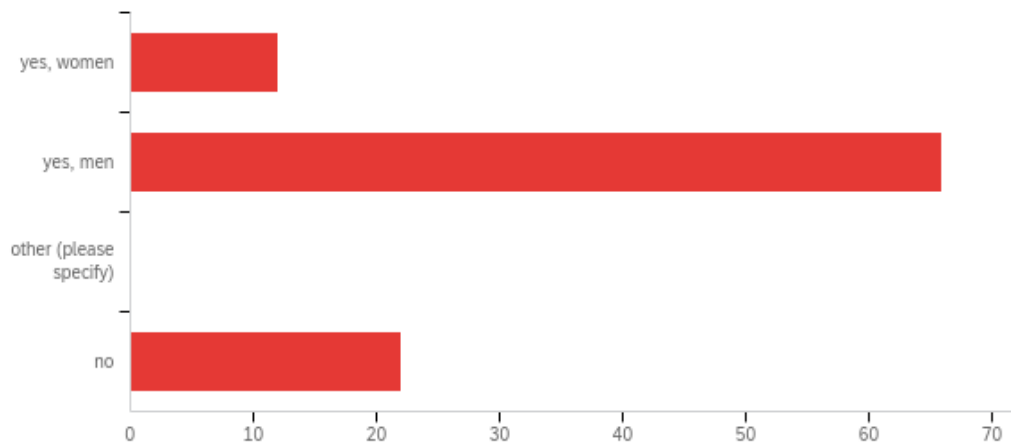
| # | Answer | % | Count |
|---|------------------------|--------|-------|
| 1 | only male | 16.00% | 16 |
| 2 | only female | 7.00% | 7 |
| 4 | both | 76.00% | 76 |
| 5 | other (please specify) | 1.00% | 1 |
| | Total | 100% | 100 |

Experience_5_TEXT - other (please specify)

other (please specify) - Text

mostly women

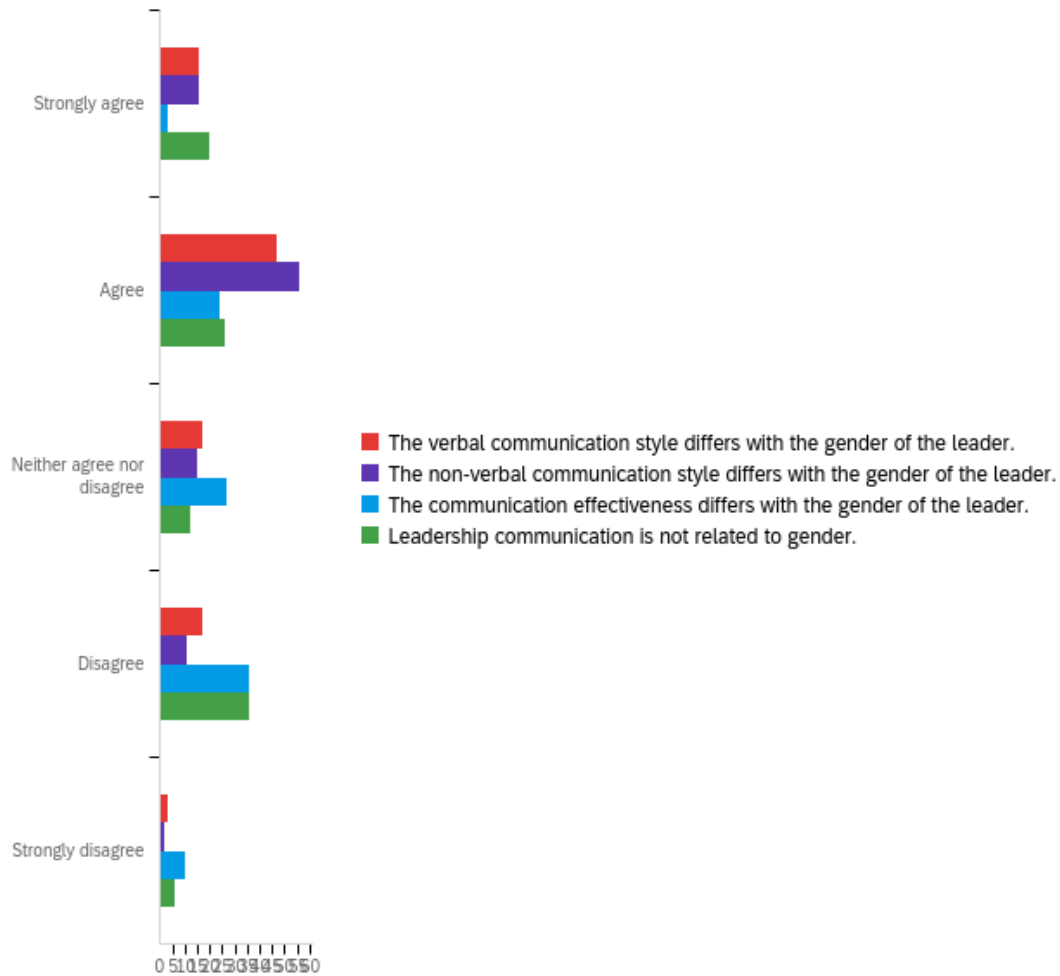
Is there a gender that appeared more often in leadership positions from your working experience?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | Is there a gender that appeared more often in leadership positions from your working experience? - Selected Choice | 1.00 | 6.00 | 2.76 | 1.75 | 3.06 | 100 |

| # | Answer | % | Count |
|---|------------------------|--------|-------|
| 1 | yes, women | 12.00% | 12 |
| 2 | yes, men | 66.00% | 66 |
| 3 | other (please specify) | 0.00% | 0 |
| 6 | no | 22.00% | 22 |
| | Total | 100% | 100 |

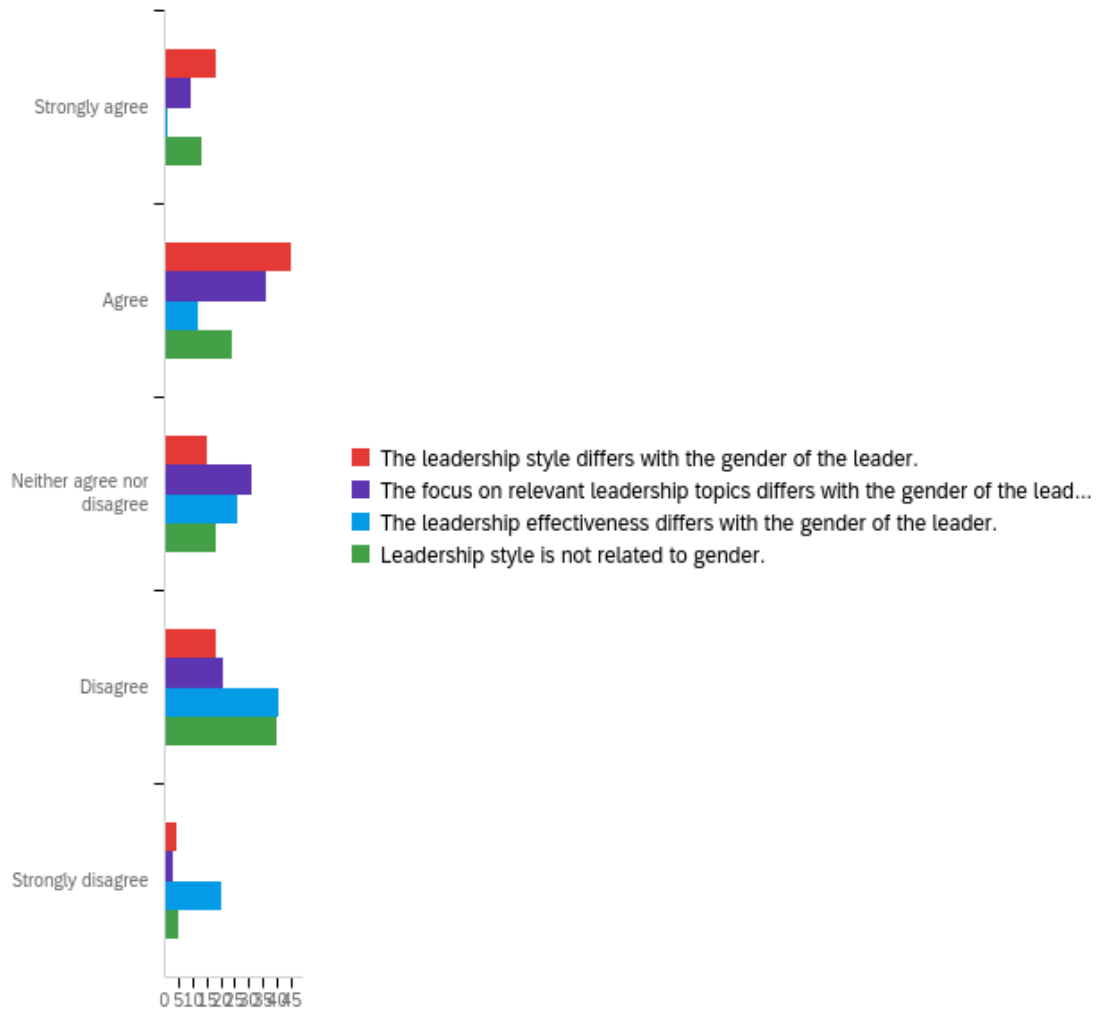
Please evaluate the following statements. There is no right or wrong.



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---|---------|---------|------|---------------|----------|-------|
| 1 | The verbal communication style differs with the gender of the leader. | 1.00 | 5.00 | 2.44 | 1.04 | 1.09 | 100 |
| 2 | The non-verbal communication style differs with the gender of the leader. | 1.00 | 5.00 | 2.27 | 0.93 | 0.86 | 100 |
| 3 | The communication effectiveness differs with the gender of the leader. | 1.00 | 5.00 | 3.26 | 1.03 | 1.05 | 100 |
| 4 | Leadership communication is not related to gender. | 1.00 | 5.00 | 2.82 | 1.28 | 1.63 | 100 |

| # | Question | Strongly agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | | Total |
|---|---|----------------|----|---------|----|----------------------------|----|----------|----|-------------------|----|-------|
| 1 | The verbal communication style differs with the gender of the leader. | 16.00 % | 16 | 47.00 % | 47 | 17.00 % | 17 | 17.00 % | 17 | 3.00% | 3 | 100 |
| 2 | The non-verbal communication style differs with the gender of the leader. | 16.00 % | 16 | 56.00 % | 56 | 15.00 % | 15 | 11.00 % | 11 | 2.00% | 2 | 100 |
| 3 | The communication effectiveness differs with the gender of the leader. | 3.00% | 3 | 24.00 % | 24 | 27.00 % | 27 | 36.00 % | 36 | 10.00 % | 10 | 100 |
| 4 | Leadership communication is not related to gender. | 20.00 % | 20 | 26.00 % | 26 | 12.00 % | 12 | 36.00 % | 36 | 6.00% | 6 | 100 |

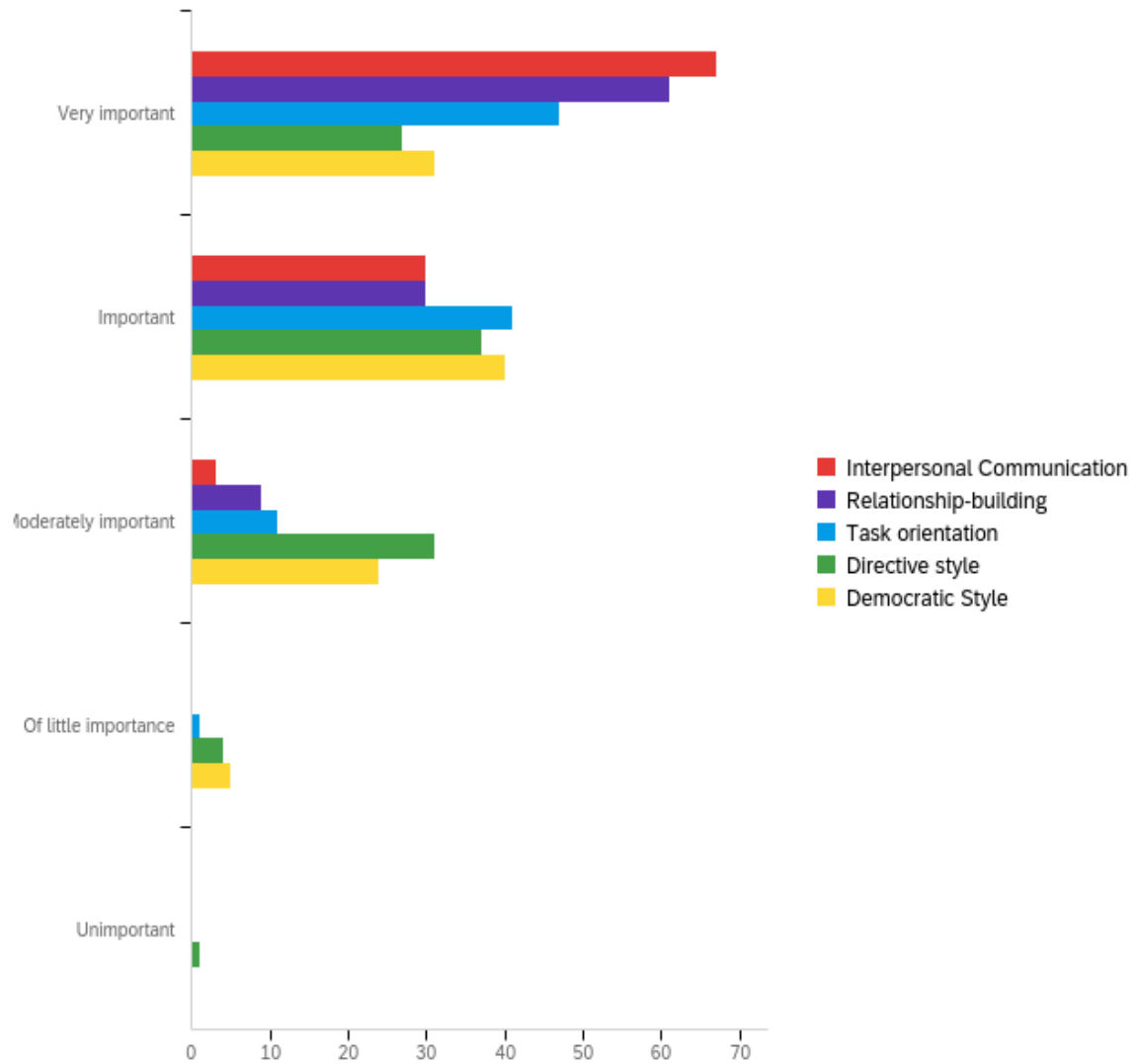
Please evaluate the following statements. There is no right or wrong.



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | The leadership style differs with the gender of the leader. | 1.00 | 5.00 | 2.45 | 1.10 | 1.21 | 100 |
| 2 | The focus on relevant leadership topics differs with the gender of the leader. | 1.00 | 5.00 | 2.73 | 0.99 | 0.98 | 100 |
| 3 | The leadership effectiveness differs with the gender of the leader. | 1.00 | 5.00 | 3.67 | 0.96 | 0.92 | 100 |
| 4 | Leadership style is not related to gender. | 1.00 | 5.00 | 3.00 | 1.17 | 1.36 | 100 |

| # | Question | Strongly agree | | Agree | | Neither agree nor disagree | | Disagree | | Strongly disagree | | Total |
|---|--|----------------|----|--------|----|----------------------------|----|----------|----|-------------------|----|-------|
| 1 | The leadership style differs with the gender of the leader. | 18.00% | 18 | 45.00% | 45 | 15.00% | 15 | 18.00% | 18 | 4.00% | 4 | 100 |
| 2 | The focus on relevant leadership topics differs with the gender of the leader. | 9.00% | 9 | 36.00% | 36 | 31.00% | 31 | 21.00% | 21 | 3.00% | 3 | 100 |
| 3 | The leadership effectiveness differs with the gender of the leader. | 1.00% | 1 | 12.00% | 12 | 26.00% | 26 | 41.00% | 41 | 20.00% | 20 | 100 |
| 4 | Leadership style is not related to gender. | 13.00% | 13 | 24.00% | 24 | 18.00% | 18 | 40.00% | 40 | 5.00% | 5 | 100 |

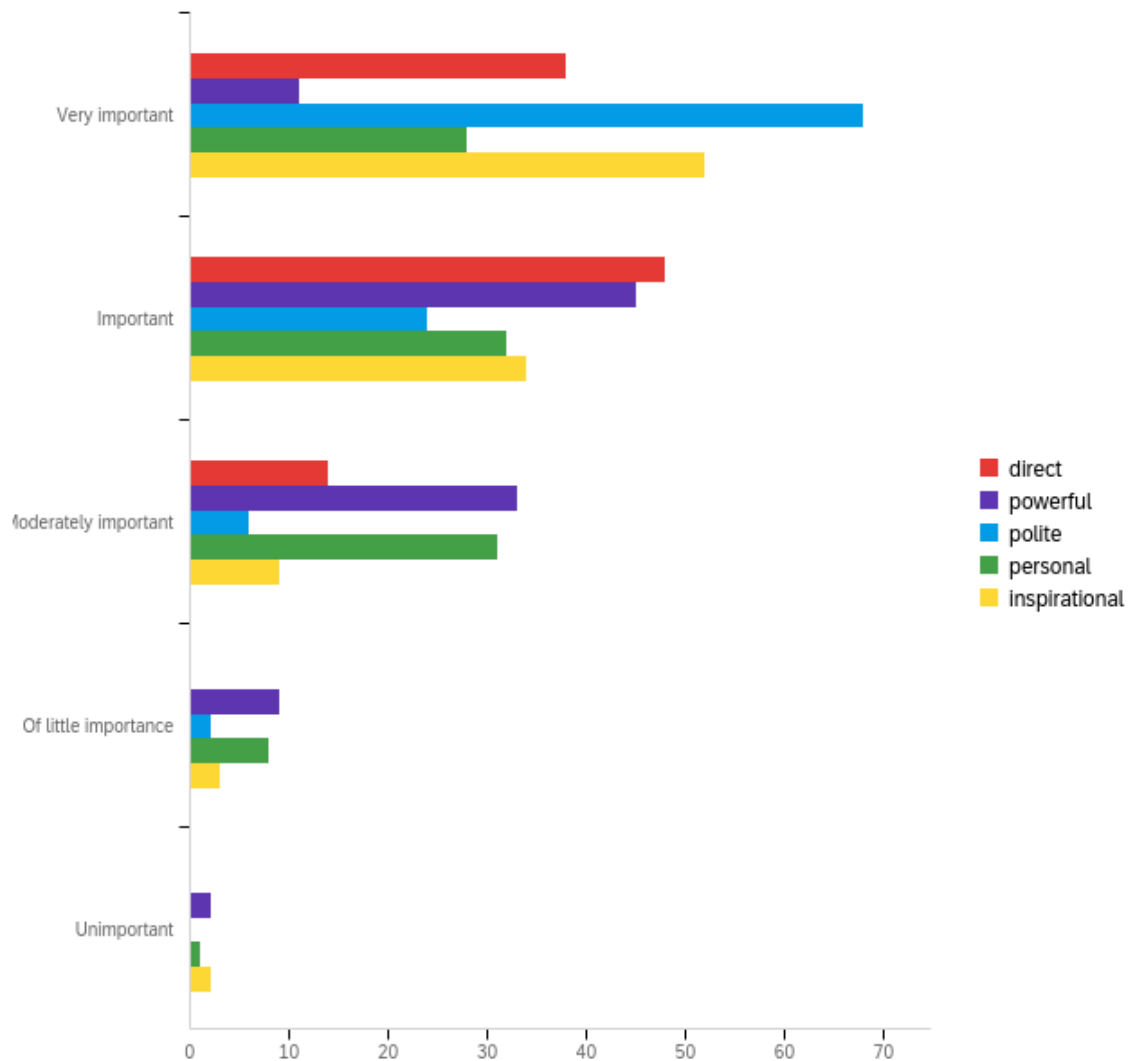
How important are the following characteristics for effective leadership for you?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|-----------------------------|---------|---------|------|---------------|----------|-------|
| 1 | Interpersonal Communication | 1.00 | 3.00 | 1.36 | 0.54 | 0.29 | 100 |
| 2 | Relationship-building | 1.00 | 3.00 | 1.48 | 0.66 | 0.43 | 100 |
| 3 | Task orientation | 1.00 | 4.00 | 1.66 | 0.71 | 0.50 | 100 |
| 4 | Directive style | 1.00 | 5.00 | 2.15 | 0.90 | 0.81 | 100 |
| 5 | Democratic Style | 1.00 | 4.00 | 2.03 | 0.87 | 0.75 | 100 |

| # | Question | Very important | | Important | | Moderately important | | Of little importance | | Unimportant | | Total |
|---|-----------------------------|----------------|----|-----------|----|----------------------|----|----------------------|---|-------------|---|-------|
| 1 | Interpersonal Communication | 67.00 % | 67 | 30.00 % | 30 | 3.00% | 3 | 0.00% | 0 | 0.00% | 0 | 100 |
| 2 | Relationship-building | 61.00 % | 61 | 30.00 % | 30 | 9.00% | 9 | 0.00% | 0 | 0.00% | 0 | 100 |
| 3 | Task orientation | 47.00 % | 47 | 41.00 % | 41 | 11.00% | 11 | 1.00% | 1 | 0.00% | 0 | 100 |
| 4 | Directive style | 27.00 % | 27 | 37.00 % | 37 | 31.00% | 31 | 4.00% | 4 | 1.00% | 1 | 100 |
| 5 | Democratic Style | 31.00 % | 31 | 40.00 % | 40 | 24.00% | 24 | 5.00% | 5 | 0.00% | 0 | 100 |

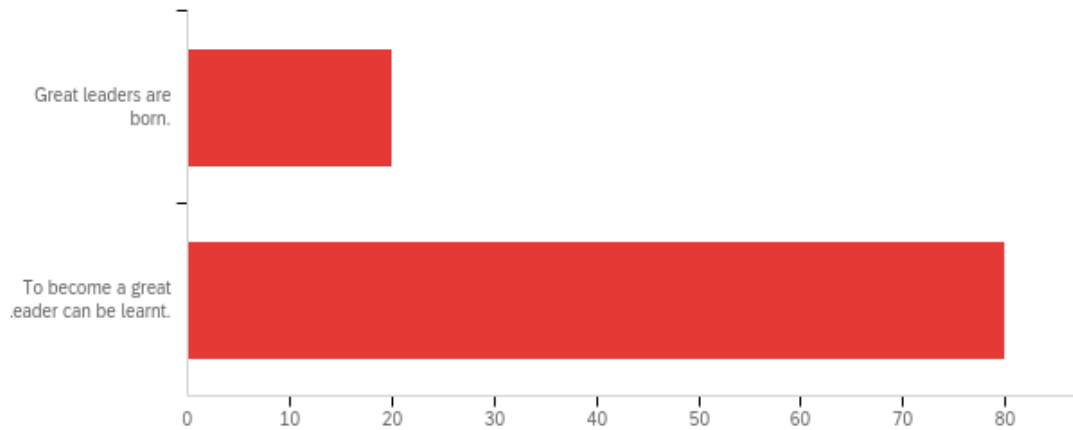
How important are the following characteristics for effective interpersonal communication for you?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---------------|---------|---------|------|---------------|----------|-------|
| 1 | direct | 1.00 | 3.00 | 1.76 | 0.68 | 0.46 | 100 |
| 2 | powerful | 1.00 | 5.00 | 2.46 | 0.88 | 0.77 | 100 |
| 3 | polite | 1.00 | 4.00 | 1.42 | 0.70 | 0.48 | 100 |
| 4 | personal | 1.00 | 5.00 | 2.22 | 0.98 | 0.95 | 100 |
| 5 | inspirational | 1.00 | 5.00 | 1.69 | 0.90 | 0.81 | 100 |

| # | Question | Very important | | Important | | Moderately important | | Of little importance | | Unimportant | | Total |
|---|---------------|----------------|----|-----------|----|----------------------|----|----------------------|---|-------------|---|-------|
| 1 | direct | 38.00% | 38 | 48.00% | 48 | 14.00% | 14 | 0.00% | 0 | 0.00% | 0 | 100 |
| 2 | powerful | 11.00% | 11 | 45.00% | 45 | 33.00% | 33 | 9.00% | 9 | 2.00% | 2 | 100 |
| 3 | polite | 68.00% | 68 | 24.00% | 24 | 6.00% | 6 | 2.00% | 2 | 0.00% | 0 | 100 |
| 4 | personal | 28.00% | 28 | 32.00% | 32 | 31.00% | 31 | 8.00% | 8 | 1.00% | 1 | 100 |
| 5 | inspirational | 52.00% | 52 | 34.00% | 34 | 9.00% | 9 | 3.00% | 3 | 2.00% | 2 | 100 |

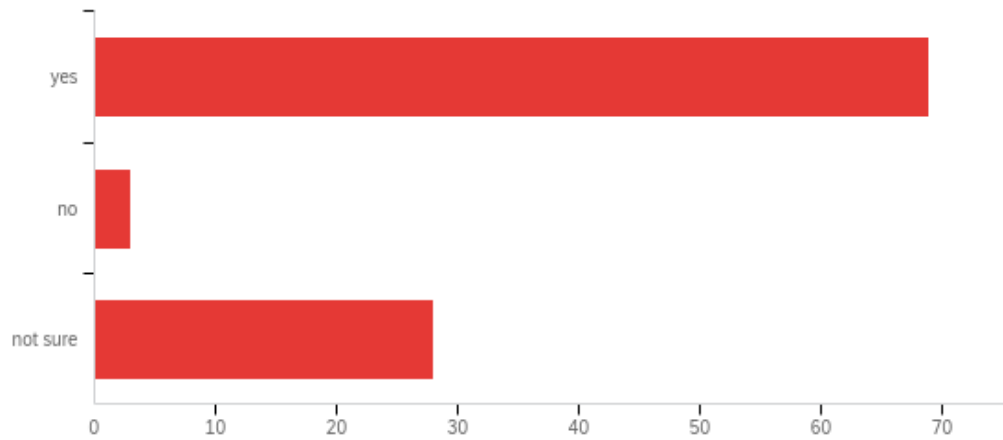
Which statement corresponds more with your opinion?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---|---------|---------|------|---------------|----------|-------|
| 1 | Which statement corresponds more with your opinion? | 1.00 | 2.00 | 1.80 | 0.40 | 0.16 | 100 |

| # | Answer | % | Count |
|---|---|--------|-------|
| 1 | Great leaders are born. | 20.00% | 20 |
| 2 | To become a great leader can be learnt. | 80.00% | 80 |
| | Total | 100% | 100 |

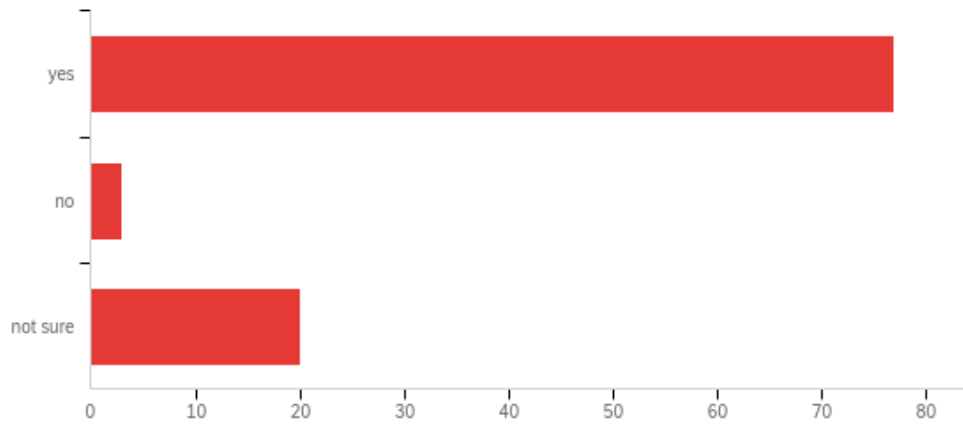
Do you think a team of a male and a female leader would help a company's leadership effectiveness?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|--|---------|---------|------|---------------|----------|-------|
| 1 | Do you think a team of a male and a female leader would help a company's leadership effectiveness? | 1.00 | 3.00 | 1.59 | 0.90 | 0.80 | 100 |

| # | Answer | % | Count |
|---|----------|--------|-------|
| 1 | yes | 69.00% | 69 |
| 2 | no | 3.00% | 3 |
| 3 | not sure | 28.00% | 28 |
| | Total | 100% | 100 |

Do you think a team of a male and a female leader would help a company's communication effectiveness?



| # | Field | Minimum | Maximum | Mean | Std Deviation | Variance | Count |
|---|---|---------|---------|------|---------------|----------|-------|
| 1 | Do you think a team of a male and a female leader would help a company's communication effectiveness? | 1.00 | 3.00 | 1.43 | 0.80 | 0.65 | 100 |

| # | Answer | % | Count |
|---|----------|--------|-------|
| 1 | yes | 77.00% | 77 |
| 2 | no | 3.00% | 3 |
| 3 | not sure | 20.00% | 20 |
| | Total | 100% | 100 |

Would you be open to do a 10 min. telephone interview about the topic of gender, communication & leadership? If so, please indicate your e-mail.

Appendix F: Results Telephone Interviews

Interview Participant 1 on the 12th June 2020

Personal Information

- **Gender:** male
- **Age:** 25-34
- **Country of Work:** Portugal
- **Company:** transformational
- **Position:** non-leading
- **Experience:** both (no gender dominating in leadership positions from personal experience)
- **To be a great leader can be learnt.**

00:00:00

Interviewer: I think it's working. So the first question. Do you think that exist differences in the verbal and nonverbal communication style of female and male leaders? And if you think so, which ones could you think of?

00:00:17

PI: Tough question to answer. To be honest, from my personal experience - I relate to mine - I'd say that I've been noticing some differences. I would say perhaps that's especially verbal communication from female leaders. Female leaders are more empathic to a situation. They put the relationship between employees and leader a bit more forward rather than male leaders who usually are more trying to be task-oriented, objective-oriented. This is, again, from my experience. I would understand that this is different for any company or any individual. But yeah, I think there's more human side, as we could say, coming from female leaders, at least in my company.

00:01:20

Interviewer: Okay, so that would be probably more verbal. What about non-verbal things like the gaze on gestures or anything? Have you ever noticed any difference there or would you say, well, it's more or less the same?

00:01:35

PI: I wouldn't say I noticed something specific. I mean, maybe it was a bit different as I have a very emotional CEO who happens to be Italian by the way, so he's always doing a

lot of gestures, but apart from this, I can't really tell the difference. It's more verbal if I can notice a difference.

00:01:59

Interviewer: Okay, so second question. What would you say are the differences in the leadership style of men and women?

00:02:11

PI: I would link this to what I previously said. In my opinion, the fact that I saw women in leadership positions trying to emphasize the human relationships when interacting with employees, I'd say that the leadership style is more based on communication and trying to understand the other people's needs, considering issues and challenges. Both points are quite related. It's the same what I said previously as well, but male leaders are usually more into task deliveries and performances.

00:03:02

Interviewer: OK, makes sense. So since you are in a non-leading position, what would you say is most important for you, like the communication aspects, the leader should put his or her focus on. What is for you personally important?

00:03:22

PI: Great question. You know, I'd say it's unrelated to the fact I'm not in a leading position. It's about the fact that I prefer to communicate. I'd say that's looking for someone that I can exchange with. So, someone that will listen to the challenges I have, who is available to communicate, and that helps me to progress towards my objectives. So to link this to the gender debate, I'd say I link it more to the female leading position in my company, because that's where I usually get this kind of discussions rather than just, you know, task-focused.

00:04:10

Interviewer: OK. And then if you now think of a scenario where you would have like a male and a female leader in a company, or maybe you've already had experience with that, do you think that would help or rather hinder the communication process? And what could be the reasons for that?

00:04:32

PI: So, yeah, I do experience it now. I'd say it's actually exactly 50 percent of the leadership of the company that is male and the other 50 percent is female. I'm working in

the recruiting industry and this is a topic that comes very often to us. And we know from a fact, from many, several studies that diversity is positive for companies - different opinions, different point of views. We see the fact that genders are obviously impact your personality and your way to communicate. So, yeah, I believe a more diverse leadership background will definitely impact in a better way your business. Of course, it is dependent on the individuals. It doesn't mean that if you have equally men and female in leadership positions in your company, it is doing well. But I really believe that diversity plays a major role in the performance of your business.

00:05:44

Interviewer: OK. So you basically answered my second question already. That would be thinking of a male and female leader in a company. Do you think it would help or rather hinder the leadership effectiveness, like especially when you look so we have the communication process and we have the leadership effectiveness? Do you see any difference? Would you say that in both cases it could be beneficial for your company?

00:06:09

PI: No, definitely in both cases. And, it's linked, at least to me that, communication is part of the success of a company. So, yes, definitely both links. If you don't communicate effectively, depends on the industry, but most businesses nowadays are based on teamwork and if communication is not there, there's a few chances that your business is going to perform. So, yeah, joined by my previous point, I agree on this topic as well.

00:06:46

Interviewer: Okay, perfect. That was it already. Anything else you would like to add or any thoughts on the topic in general?

00:06:56

PI: No, not really. That was great. Thank you.

00:07:00

Interviewer: Thank you. Thanks a lot for your time. And yes, speak soon.

Interview Participants 2 on the 12th of June 2020

Personal Information

- **Gender:** male
- **Age:** 25-34
- **Country of Work:** Portugal
- **Company:** transformational
- **Position:** leading (10 subordinates)
- **Experience:** both (men dominating in leadership positions from personal experiences)
- **To be a great leader can be learnt.**

00:00:00

Interviewer: So the first question would be: Do you think there exists any differences in the verbal and nonverbal communication style of female and male leaders? And if so, which ones could you think of?

00:00:15

P2: Seeing that a female leader, especially being in an environment that's so male-dominant, as they are progressing in their careers, keep getting more male dominance. So, I think they have to learn themselves and adapt towards this environment and understand how to keep true to themselves, to their style. Today, for most communications, most of the examples they have are males. So, this is a process that most females can experience, I believe. And I think in some ways they find a form of communication that suits them better. I think it's always different than for males. I think that the female communication has more empathy. I believe they have a form of communication that portrays that. I think this is a big trait and a big advantage that women have in a work environment. The empathy they can manage and when they can tap into that empathy and still don't lose the assertiveness, that more firm and stern management style that you need and communication style that you need. And I think that is a big advantage that females can have. That shows many times in their verbal communication, even the nonverbal communication. So I think there's a lot of differences that that exist. And I think image as well is the physical appearance as the way they dress. And I believe there's a process that all women go through as defined. What suits? How do I deal with this? How do I communicate, you know, especially being in that environment where everyone's a man. I think they go through a process, but

eventually they find a way of communicating verbally and nonverbally. And it's inherently; I think it's different. In general, I believe it's different, especially because they have this empathy and I think they can portray that without losing that firmer grip.

00:02:59

Interviewer: Great. And what would you say are differences in the leadership style of men and women, or do you think that it goes along a little bit with the communication since communication is a part of leadership? From your experience: Can you state any differences in the particular leadership style?

00:03:18

P2: Yeah. Like I said, I think it goes with the whole empathy trait of women that I believe they have. You know, inherently obviously and I'm talking a very general way, but I truly believe women can be more empathic towards to their peers and their workers and their subordinates and so on. I think that they can be more understanding. And like I said, without losing any of the efficiency, any of the effectiveness, because they can still lead managerially. They can do the same exact things that anyone can do, obviously, and they can do this in so many ways. That is with all those different Leadership styles that exist, the more autocratic, democratic and so on. I think they can adapt and choose any type of leadership style that suits them. And they can do this in so many ways, in many ways better because they have this trait on them that's just empathy. And that resonates with everyone in the organization because we ultimately want to be treated with some form of empathy. And when this is seen, I think it's very valued. And without, you know, losing the sternness.

00:04:46

Interviewer: Okay. And then now for you personally, you have people working under you. Right. So you're in a leading position. So, for you being responsible for people in your company, where do you personally put your focus on when it comes to communication with them? Do you have anything you really pay attention to?

00:05:08

P2: I believe, listening is very important when you have a team. You need to be able to listen. You need to be able to put yourself in their shoes. You need to be able to understand what they're going through, what are the difficulties, why they're going through this and why can't they do this? And why are some doing better than others? And how can I

communicate that? Well, I think we need to understand the team that we have. You know, sometimes we may have a very young team and we need to adapt the form of communication. Sometimes we have an older team or different ranges of experiences. So, we all have to adapt towards the team that we're speaking for. I think ultimately we need to be able to listen. We need to be able always to be clear and concise and objective. I think communicating has to be clear. It has to put everything down in a way that is completely understandable. So there's no room for mistakes. You know, we need to be able to deliver and to say what we want to say as clear as possible. So there are no miscommunications. And I think a lot of it comes from listening to others. Well, let's be receptive of feedbacks so we can better serve them and let out what we want to be left out of information.

00:06:38

Interviewer: OK. And now, thinking of a team of a male and female leader in a company, I'm not sure if you've experienced that already or if not if you could just think of it. Do you think it would help or rather hinder the communication process?

00:06:51

P2: It would definitely help. I think both males and females in a position of leadership; they'll have a rate of effectiveness and efficiency in their work. That's not the question. I think the way they get to it might be different in some ways. And in many ways they'll be the same, you know. But I think there are often parts of male and female that are different. They'll definitely compliment each other. There are definitely differences in the experiences of males and females in a work environment. Given the inherent male dominance work environment that we see. So women are more sensible towards struggles and hardships of work environment. I think they carry this throughout their leadership style. And I think when we conjugate both types of leadership, I think a lot a lot of good can come from it.

00:08:10

Interviewer: Okay. So, I mean, that basically also answered my last question, thinking of a team of a man female leader in regard of leadership effectiveness. Would you also say that could be helpful?

00:08:22

P2: Yes, both communicating and effectiveness. I think there are the different experiences, different personality traits, and different approaches, personal processes that we go through

in an organization that really help. I think we are seeing more women in in organizations as leaders. And this is, unlike before, seen as a very positive, very valuable resource for every company. Not just for show, but for the actual effectiveness and communication towards their peers. I think this is increasingly important nowadays. It adds to the real value to a company and its success.

00:09:26

Interviewer: All right. That was it already. Thanks a lot for your time.

00:09:31

P2: Thank you, Lena.

Interview Participant 3 on the 13th June 2020

Personal Information

- **Gender:** female
- **Age:** 18-24
- **Country of Work:** Portugal
- **Company:** transformational
- **Position:** non-leading
- **Experience:** both (men dominating in leadership positions from personal experiences)
- **To be a great leader can be learnt.**

00:00:00

Interviewer: The first question is: do you think there exist any differences in the verbal and the non-verbal communication style of female and male leaders? And if so, which ones could you think of?

00:00:15

P3: So from my point of view, I think that nowadays they're not really that much of a differences in the verbal communication style of female and male leaders. But I definitely think that there is a difference in the non-verbal communication. Specifically, because I think that we can have two realities. We either can have a male leader that society-wise is really closed, or we can have someone that doesn't want to give too much or be too physical or too confident because of having a fear of being misunderstood or having some problems. I think that from my experience, the female leaders that I had contact with are a

lot more physical if I can say it like that. They give you hugs and they seem more empathic. But I don't know if it's exactly a thing of gender. It's more a thing of upbringing in Portugal. It's not like women are really physical with each other and even with men, but when it's the other way around, it can be seen like something a little bit that can be seen like a womanizer. So, I think that a lot of people don't do it just for the fear of being misunderstood, because in the side of the employee, there are also people that don't mind it at all and are very physical. But there are others that are not like that. I don't know if you want anything else about nonverbal communication.

00:02:05

Interviewer: No. That's completely fine. And this is what you had from your experience. That's perfect. So, in regard of leadership, what would you say are differences in the leadership style of men and women? Or would you say it's basically the same? Do you notice any differences?

00:02:26

P3: Well, I think that inevitably we have from my experience, again, what I see is that men are all but more factual, but don't really have that sensibility to some things, for example 'You're not acting like yourself today, are you ok?' From my experience, women have more sensibility to see when their employee is not on the best of their days rather than men that are more factual. But once again, I don't really think that it's a gender thing. I think it's an upbringing thing. People develop their personalities in a certain way and are taught to act in a certain way, and then that's reflected in the way they deal with each other.

00:03:17

Interviewer: Okay, makes sense. Since you're not in a non-leading position, what is for you personally most important in the communication that the leader you have should put his or her focus on, like communication wise what is important to you to feel comfortable within the organization.

00:03:41

P3: Well, for me personally, to feel comfortable, the most important thing is to feel understood. To know that my leader knows what's going on in my life and if I'm having tons of work or if I am with little work and to see that they are really concerned about it. Not about my results, but about me personally. For me, that's really, really important to feel that they are concerned about me and that I'm not just a worker. I'm a human being.

And if I need something or something is up, I know that I can count on them. That's the most important thing for me.

00:04:24

Interviewer: Okay. And now if you think of a team of a male and female leader in a company, I don't know if you've experienced that or otherwise just think of it. Do you think you it could rather help or hinder the communication process?

00:04:38

P3: Well, this is really interesting, because this is the case of my company. We have a male and a female leader. And for me personally, I think it's really good, because it's almost like with your parents, you know, there's certain things that you talk about with your mom and there's certain things you talk about with your dad. I think it's exactly the same thing. For example, in my company, we are divided in different teams. They are responsible for different teams, but there are certain subjects that I know 'Oh, this is more something that I should talk with my female leader and this is something I should talk more with my male leader.' I think that the combination of both is really good, because we are able to go with that more emotional side of women that are more concerned with other people's feelings and have more sensibility for it. And then we can also go to that more direct way of seeing things. And also, I think that when we are talking about leadership in my area, which is brands and communication, it's really interesting to see how they perceive the same aspect of a business in different ways. So for me, it definitely helps and I would not see any other way. And I think it's really, really good.

00:05:57

Interviewer: OK, perfect. You basically answered the second question as well, concerning the team of a male and female leader in terms of leadership effectiveness, because now we were talking about communication. Let's see, you said, communication wise, there are certain topics I'd rather address with my female leader and others with my male leader. What about the leadership effectiveness? Do you think it's also helpful? Or would you say maybe there are also some problems coming with it?

00:06:28

P3: I don't think there's any problem in the matter of gender. I think that in any team being two males, two females, a male and the female, the most important thing is for them to be able to communicate with each other and to get to a point together. I don't think it's related

to gender whatsoever. It is related to two people having different targets to see some situation, talking about it and then proceeding to give the information to their employees. I think that's what helps the effectiveness for them to understand each other rather than being male or female. I really don't think it influences it.

00:07:06

Interviewer: OK. That's interesting. All right. That was it already. Thanks a lot for your time.

00:07:12

P3: You're welcome.

Interview Participant 4 on the 15th June 2020

Personal Information

- **Gender:** female
- **Age:** 25-34
- **Country of Work:** Portugal
- **Company:** transformational
- **Position:** non-leading
- **Experience:** both (men dominating in leadership positions from personal experiences)
- **To be a great leader can be learnt.**

00:00:00

Interviewer: The first question is: Do you think they exist differences in the verbal and the non-verbal communication style of female and male leaders? And if so, which ones could you think of?

00:00:13

P4: In my opinion, yes, in the case of verbal and nonverbal. In my opinion, men are more direct and also have a more intense gesture sometimes. It kind of depends on the situation. Compared to men, women are softer, more empathetic in the way they communicate with employees and in general, the whole behavior.

00:00:43

Interviewer: OK, good. Then the second question, what would you say are the differences in the leadership style of men and women?

00:00:55

P4: It kind of goes along with the communication, so I feel like that men are more task-orientated. And women, well, they kind of pay more attention to relationship building, like they are more into a personal approach. From my experience, in the way they talk to their employees. But again, it depends on the situation and also on the characters of women or men. But in general, I feel like that sometimes even there is an androgyny for women in leadership positions, because they sometimes even appear particularly strong and not too emotional, probably because of the fact that they seem more soft than men.

00:01:54

Interviewer: OK. Makes sense. So, since you are in a non-leading position, what is most the most important aspect for you in the communication with your leader? What is important for you that the leader should pay attention to?

00:02:10

P4: For me personally, it is important that the leader has a personal relationship with me. So, that that he or she sees me as an individual and not only as one of many employees and also takes me seriously in any kind of issues. And it is also important for me that I can bring my personal opinions into the conversation, so, a democratic leadership style. Besides, I also feel it's important that you can talk about goals and your challenges.

Interviewer: And now thinking of a team of a male and a female leader in a company. I don't know if you've experienced that. If not, just imagine it. Do you think it would rather help or rather hinder the communication process? And why is that?

00:03:06

P4: Well, I think it depends. So, from my experience, it's definitely helpful because I imagine having two different people. I can talk about different issues. Which is good. Maybe it's also because I'm a female myself, so I feel like some topics might be more appropriate to talk with another woman, because she might be more empathetic. But I'm not sure. I mean, I think, as I said, it's not necessarily a gender topic. So, yeah, that could be two persons from the same gender, but with different approaches. I mean, just because of what I said. I feel like it doesn't really matter if they have the same gender. But from my personal experience, I still would prefer to have a woman and a man, because I still have in my mind that the woman would understand me better in specific approaches than the men would do. I'm not sure if it's really the case of it's just my personal experience or opinion.

00:04:17

Interviewer: OK. Now, thinking of a team of a male and female leader in a company. Do you think it would rather help or hinder the leadership effectiveness and why? Because now we just yeah, we talked about the communication process, but now the focus more on the leadership effectiveness in general. What is your opinion there?

00:04:39

P4: Well, it's actually the same as the last question. In my personal opinion, I feel it would definitely help the leadership effectiveness. And it's important that both leaders pursue the same leadership style, because otherwise it could be very confusing, hindering. And they also need to work as a great team together to improve their effectiveness. But again, why I would feel like it would be good to have both genders, because, as I said, as a woman, sometimes I feel like you're more emotional, probably than men. And it's good you have a woman as a leader to talk about specific topics or issues. You know, I would feel more comfortable or less comfortable to talk to a man, because I mean, they wouldn't understand. So, that's why I feel like it would be good to have both genders. So both strengths combined.

00:05:44

Interviewer: Makes sense. So, that was it already. Thanks a lot for your time. And have a great day.

Interview Participant 5 on the 25th June 2020

Personal Information

- **Gender:** male
- **Age:** 35-44
- **Country of Work:** Portugal
- **Company:** transformational
- **Position:** leading (5 sub-ordinates)
- **Experience:** both (men dominating in leadership positions from personal experiences)
- **To be a great leader can be learnt.**

Interviewer: So the first question is, do you think there exist differences in the verbal and nonverbal communication style of female and male leaders? And if so, which ones could you think of?

00:00:19

P5: I would say yes. I'm just thinking of specific examples of where the nonverbal communications would be different.

00:00:31

Interviewer: I mean, nonverbal could be gestures, gaze, even the way they dress. The voice would be rather verbal.

00:00:43

P5: Yeah, yeah, I would say it's really more like just body language. So in general, I mean, obviously these are generalized comments, but masculine leaders, I find just have a bit more of like a dominant body language. They are leading to more of like I wouldn't say necessarily intimidation, but there's that element that's present.

00:01:29

Interviewer: So, second question. What would you say are differences in the leadership style of men and women in general?

00:01:49

P5: In general, I would say women tend to have a better holistic vision. They are more sensitive of culture and making sure that everybody on the team is being taken care of, sharing their opinions heard and giving an opportunity to contribute. Whereas male leaders are more myopically focused on what it takes to succeed. So how are we as a team going to get to that goal without really a lot of patience for feelings or details of everybody else, that's along for the ride.

00:02:36

Interviewer: And since you are in a leading position. For you, being responsible for people in your company, what do you personally put your focus on when it comes to communicating with them?

00:02:48

P5: Sure. So, first off, I have a lot of feminine energy. My leadership style very much reflects that. For me, I tend to really focus on meeting the organization as a meritocracy. So making sure that wherever I can be, wherever it's appropriate, I'm radically transparent.

Make sure that I can communicate with the team as much as possible to explain why I'm making the decisions I'm making and what's influencing those decisions being made. And then also giving the team an opportunity to share their thoughts and issues they have with my decision making process. And that way I find it doesn't really matter what the topic is. We're discussing whether it's a payment, equity, the approach to strategy, different investors we might be working with or just something as simple as, you know, where we're doing that next employee offsite. And the more you can communicate the logic behind decisions that are being made, the more of an inclusive environment it creates on the team and the more trust that everybody feels.

00:04:21

Interviewer: And now thinking of a team of a male and female leader in a company, I don't know if you've experienced that. If not, then just think about it. Do you think it would rather help or hinder the communication process?

00:04:53

P5: I tend to believe and this is less specific to gender and more specific to just dividing a leadership role, that you kind of need to have one captain on the ship. Otherwise messages can just become very confused. So I think that whenever you're in those situations, you're going to end up with some level of confusion that gets created through two different leaders, each implementing two slightly different standards. So I would say regardless of which preference I'd had, I would go for my least favorite preferred leader or leadership style if it meant that there is at least only one style of management versus two.

00:05:50

Interviewer: You basically answered the last question already, which was thinking of a team of a male and a female leader. Do you think it would rather hinder the leadership effectiveness or help the leadership effectiveness? So you would probably say rather hinder the leadership effectiveness. If you have two different leaders with not really the same approach. Right?

00:06:14

P5: Right. Now, what I would suggest is I'd imagine that question a little bit into a group setting. So if you look at an executive team, for example, where we're not just talking about Co - CEOs, but we're talking about the combination of the C suite. So the CEO, COO of CFO, CMO, I do think that it's extremely important to have diversity across that C

suite team. So I think that the management team and the leadership team that should be as diverse as possible. Because then you end up with a bunch of different opinions that are influencing how the CEO or how that singular leader is, you know, then implementing culture and policy within the company. But what's important there is that you have some sort of board of communication to that singular leader saying “no, I actually think about this problem this way, or my opinion on this is this or this” with enough responsibility that they're actually being listened to. And I think within that realm, you end up with the most balanced approach towards leadership of company culture and objectives.

00:07:31

Interviewer: That makes sense. Well, that was it already. Thanks a lot for your time.

Interview Participant 6 on the 27th July 2020

Personal Information

- **Gender:** female
- **Age:** 25-34
- **Country of Work:** Portugal
- **Company:** transformational
- **Position:** leading (3 sub-ordinates)
- **Experience:** both (men dominating in leadership positions from personal experiences)
- **To be a great leader can be learnt.**

00:00:00

Interviewer: I'm going to start with the first question. So, do you think that there exist differences in the verbal and nonverbal communication style of female and male leaders? And if so, which ones could you think of?

00:00:13

P6: I find it very hard to find these differences because I didn't have a lot of bosses in my life. And if I think of leaders, I also think of teachers or a professor. Can I use those as well?

00:00:29

Interviewer: Yeah, of course.

00:00:34

P6: I do think the male leaders are normally are a bit calmer in the way they lead in general. But this is very general. But a bit more calm and a bit more straight to the point. But I find it very hard to generalize. It depends on the situation and it really depends on the circumstances. But I think like the two bosses, that I had, they were also calm leaders, but when something went wrong, they would explode much faster than as a male leader maybe would do in a similar situation, but like I said, this is the example of the two female leaders that I had.

00:01:29

Interviewer: So to put it in other words, you would say that maybe female leaders act a bit more emotional?

00:01:36

P6: Yeah. Maybe like accumulating more things that were wrong instead of saying it straight away in a calm way and then exploding at a certain point. This happened quite a few times. But yeah, I find it hard to generalize because this probably can happen as well with male leaders, of course.

00:02:05

Interviewer: Yeah. Perfect. I mean it's really based on your experiences anyway. So, the second question is: what would you say are differences in the leadership style of men and women? So, before we were talking about the communication behavior, like the way they express themselves and then now it would be more the leadership style in general. Could you say or did you experience any differences between the genders?

00:02:34

P6: Yeah, it's a bit like I said before, maybe that the male maybe have a more straight forward way of telling you things without hurting your feelings, without making a scene about it. Let's say, a calmer way of giving your feedback. This is what I feel, but like I said, it's hard for me to say this is the main difference because female leaders did this. There are also female leaders who have that calm way of giving feedback and telling you something is wrong. But mainly with women I had some experiences where it can go in a very rough or like personal way.

00:03:30

Interviewer: And did you have the feeling it was the thing between woman and woman? Or did they talk differently to men, for example?

00:03:58

P6: No, I think it was also maybe more personal as it was between women. It gets a bit more competitive. I think this is actually a very important factor.

00:04:17

Interviewer: OK. So, the next question is: You being responsible for people in the company, where would you personally put your focus on when it comes to communicating with them?

00:04:38

P6: I think it's very important to not make people feel criticized about certain things that went wrong. First, make them understand what is wrong and where it went wrong. Explain that it's not necessarily their fault, but show them maybe if you don't like it, another way to do things. I think it's very important to make them understand first by themselves like why and how it's going wrong. And then you can start to work together on doing things in a different way. I think the way of talking and being able to give people feedback is essential. And it's very hard.

00:05:28

Interviewer: I can imagine. Okay. And now, if you think of a team of a male and female leader in a company, so let's say you don't just have a male leader or a female leader, but you have both. You have a team. Do you think it would help or rather hinder the communication process?

00:06:12

P6: I think it would be good that you know that you can go to both, but if they are assuming the same position. If you have two leaders that are on the same page and from there you can go to one or the other because it's kind of the same. But only as long as the two of them are on the same page as well.

00:06:38

Interviewer: So, yeah, that is basically also the last question. So now I was asking about the communication, if it helped or hindered. And the last question would be, again, the

same scenario in terms of leadership effectiveness for the whole company. Do you also think it would help to have a team or would you think, that this is a different case.

00:07:02

P6: I personally do like working with a team rather than just with one person, because you have different points of view. But yeah, I think this is again something personal. Some people are not really team people. But for me yes, because maybe some feel more comfortable with one leader and some with the other.

00:07:37

Interviewer: And then it could be good to have a male and a female leader, because in the end they do complement each other in a way. Let's say for females, they are maybe a bit more emotional, like you said, with certain topics. So sometimes it might be better to speak to the male leader, but then with other topics it could also be helpful to have somebody that is really emotional, let's say.

00:07:56

P6: Yeah, exactly. Complementary.

00:08:00

Interviewer: So that was the last question. Thank you.

Appendix G: Content Analysis Telephone Interviews

| Category | Definition | Examples | Coding Rules |
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| Gender-related communication differences - verbal | Do people see differences in the verbal communication style of male and female leaders and if so, which ones. | <p>“Female leaders put the relationship between employees and leader a bit more forward rather than male leaders who are usually more task-oriented and objective-oriented.” (P1)</p> <p>“I think that the female communication has more empathy.” (P2)</p> <p>“I think that nowadays they're not really that much of a differences in the verbal communication style of female and male leaders.” (P3)</p> <p>“Compared to men, women are softer, more empathetic in the way they communicate with employees and in general, the whole behaviour.” (P4)</p> | <p>Statements about the existence of differences</p> <p>Explanations which ones</p> |

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| | | <p>“I do think the male leaders are normally are a bit calmer in the way they lead in general. But this is very general. But a bit more calm and a bit more straight to the point. But I find it very hard to generalize. It depends on the situation and it really depends on the circumstances.” (P6)</p> | |
| <p>Gender-related communication differences – non-verbal</p> | <p>Do people see differences in the non-verbal communication style of male and female leaders and if so, which ones.</p> | <p>“I wouldn't say I noticed something specific” (P1)</p> <p>“That shows many times in their verbal communication, even the nonverbal communication. I think there are a lot of differences that that exist. I think image as well is the physical appearance as the way they dress.” (P2)</p> <p>“I definitely think that there is a difference in the non-verbal communication (...) From my experience, the female leaders that I had contact with are a lot more physical. They give you hugs and they seem more empathic. (P3)</p> | <p>Statements about the existence of differences</p> <p>Explanations which ones</p> |

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| | | <p>“In my opinion, men are more direct and also have a more intense gesture sometimes. It depends on the situation.” (P4)</p> <p>“I would say it's really more like just body language. So in general, masculine leaders, I find just have a bit more of like a dominant body language.” (P5)</p> | |
| Gender-related leadership differences | Do people see differences in the leadership style of male and female leaders and if so, which ones. | <p>“I saw women in leadership positions trying to emphasize the human relationships when interacting with employees. I'd say that the leadership style is more based on communication and trying to understand the other people's needs, considering issues and challenges (...)</p> <p>Male leaders are usually more into task deliveries and performances.” (P1)</p> <p>“I truly believe women can be more empathic towards to their peers and their workers and their subordinates. I think that they can be more understanding. And like I said, without losing</p> | <p>Statements about the existence of differences</p> <p>Explanations which ones</p> <p>Relations between leadership and communication</p> |

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| | | <p>any of the efficiency, any of the effectiveness, because they can still lead managerially.” (P2)</p> <p>“From my experience, women have more sensibility to see when their employee is not on the best of their days rather than men that are more factual.” (P3)</p> <p>“I feel like that men are more task- orientated. And women, well, they kind of pay more attention to relationship building, like they are more into a personal approach (...) In general, I feel like that sometimes there is even an androgyny of women in leadership positions, because they sometimes appear particularly strong and not too emotional, probably because of the fact that they seem more soft than men.” (P4)</p> <p>“In general, I would say women tend to have a better holistic vision. They are more sensitive of</p> | |
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| | | <p>culture and making sure that everybody on the team is being taken care of, sharing their opinions heard and giving an opportunity to contribute. Whereas male leaders are more myopically focused on what it takes to succeed.” (P5)</p> <p>“Yeah, it's a bit like I said before, maybe that the male maybe have a more straight forward way of telling you things without hurting your feelings, without making a scene about it. Let's say, a calmer way of giving your feedback (...) I think it was also maybe more personal as it was between women. It gets a bit more competitive.” (P6)</p> | |
| Relevant aspects of interpersonal communication in transformational leadership | What are the most important leadership communication aspects for non-leaders | “I'd say that's looking for someone that I can exchange with. So, someone that will listen to the challenges I have, who is available to communicate, and that helps me to progress towards my objectives.” (P1) | Statements about what matters most in leadership communication for non-leaders and leaders Appearing differences |

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| | | <p>“For me, it's really, really important to feel that they are concerned about me and that I'm not just a worker. I'm a human being. And if I need something or something is up, I know that I can count on them.” (P3)</p> <p>“For me personally, it is important that the leader has a personal relationship with me. So, that that he or she sees me as an individual and not only as one of many employees and also takes me seriously in any kind of issues. And it is also important for me that I can bring my personal opinions into the conversation, so, a democratic leadership style.” (P4)</p> <p>“You need to be able to listen. You need to be able to put yourself in their shoes. You need to be able to understand what they're going through, what are the difficulties (...)” (P2)</p> | <p>between the groups in the focus</p> |
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| | <p>What are the most important leadership communication aspects leaders put their focus on</p> | <p>“For me, I tend to really focus on meeting the organization as a meritocracy. So making sure that wherever I can be, wherever it's appropriate, I'm radically transparent. Make sure that I can communicate with the team as much as possible to explain why I'm making the decisions I'm making and what's influencing those decisions being made. And then also giving the team an opportunity to share their thoughts and issues they have with my decision making process (...) And the more you can communicate the logic behind decisions that are being made, the more of an inclusive environment it creates on the team and the more trust that everybody feels.” (P5)</p> <p>“I think it's very important to not make people feel criticized about certain things that went wrong (...) I think the way of talking and being able to give people feedback is essential. And it's very hard.” (P6)</p> | |
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| <p>Gender-mixed team leadership – communication effectiveness</p> | <p>Does gender-mixed team leadership help or hinder the communication process and how</p> | <p>“We see the fact that gender has obviously impact on one’s personality and the way to communicate. So, yeah, I believe a more diverse leadership background will definitely impact in a better way your business.” (P1)</p> <p>“But I think there are often parts of male and female that are different. They’ll definitely compliment each other” (P2)</p> <p>“It’s really good, because it’s almost like with your parents, you know, there’s certain things that you talk about with your mom and there’s certain things you talk about with your dad.” (P3)</p> <p>“I think it depends. From my experience, it’s definitely helpful, because I imagine having two different people means I can talk about different issues. Which is good. Maybe it’s also because I’m a female myself, so I feel like some topics</p> | <p>Identifications of appearing advantages or problems concerning the communication</p> |
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| | | <p>might be more appropriate to talk with another woman, because she might be more empathetic.” (P4)</p> <p>“I tend to believe and this is less specific to gender and more specific to just dividing a leadership role, that you kind of need to have one captain on the ship. Otherwise messages can just become very confused. So I think that whenever you're in those situations, you're going to end up with some level of confusion that gets created through two different leaders, each implementing two slightly different standards.” (P5)</p> <p>“I think it would be good that you can go to both, but if they are assuming the same position. If you have two leaders that are on the same page and from there you can go to one or the other because it's kind of the same. But only as long as the two of them are on the same page. (P6)</p> | |
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| <p>Gender-mixed team leadership – leadership effectiveness</p> | <p>Does gender-mixed team leadership help or hinder the leadership effectiveness and how</p> | <p>“It’s linked, at least to me that, communication is part of the success of a company. So, yes, definitely both links.” (P1)</p> <p>“I think there are the different experiences, different personality traits, and different approaches, personal processes that we go through in an organization that help.” (P2)</p> <p>“I don't think there's any problem in the matter of gender. I think that in any team being two males, two females, a male and the female, the most important thing is for them to be able to communicate with each other and to get to a point together.” (P3)</p> <p>“In my personal opinion, I feel it would definitely help the leadership effectiveness. It's important that both leaders pursue the same</p> | <p>Identifications of appearing advantages or problems concerning the leadership effectiveness</p> |
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| | | <p>leadership style, because otherwise it could be very confusing, hindering. And they also need to work as a great team together to improve their effectiveness. But again, why I would feel like it would be good to have both genders, because, as I said, as a woman, sometimes I feel like you're more emotional, probably than men.”</p> <p>“Now, what I would suggest is I'd imagine that question a little bit into a group setting. So if you look at an executive team, for example, where we're not just talking about Co - CEOs, but we're talking about the combination of the C suite. So the CEO, COO of CFO, CMO, I do think that it's extremely important to have diversity across that C suite team. I think that the management team and the leadership team that should be as diverse as possible. Because then you end up with a bunch of different opinions that are influencing how the CEO or how that singular leader is, then implementing culture and policy within the</p> | |
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| | | <p>company.” (P5)</p> <p>“I do like working with a team rather than just with one person, because you have different points of view. I think this is again something personal. Some people are not really team people. But for me, yes, because maybe some feel more comfortable with one leader and some with the other.” (P6)</p> | |
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