**ioGender Differences in Management Behaviour and Leadership Style: Implications for Organisational Performance**

**By:**

[Professor Peter Spurgeon](http://ds5.cgpublisher.com/proposals/29/index_html#author-0),

[Dr Vinette Cross](http://ds5.cgpublisher.com/proposals/29/index_html#author-1)

In competitive times, long-term organizational success depends on development of the most competent managers, regardless of gender. The research was conducted in a financial services organization, experiencing rapid change due to international competition, deregulation and technological advance. The aim was to establish reliable evidence linking experience and environment to independent measures of organizational performance in female (n = 79) and male (n = 277) managers matched for levels of management experience, and representative of a cross section of ability.

High Performance Managerial Competencies (HPMCs) are leadership constructs significantly related to five levels of organizational performance. Five assessment centre exercises were used to enable HPMCs to be measured by trained assessors. Data were analysed using two-tailed t-test. Representing high and low interactive situations, and matching levels of managerial experience, made it possible to determine whether significant gender differences in HPMC scores were situation specific and/or occurred at different stages in career development.

Female managers were more competent than males with equivalent middle levels of management expertise, across a range of competencies beyond those specifically identified as ‘feminine’. In high interactive situations females were discouraged from contributing the competency relevant behaviour they were able to exhibit in low interactive situations. Females, with lower levels of experience possessed higher capability in a greater number of genderless competencies. Females had strong cognitive competencies but were unable to use them effectively in high interactive situations. Although female managers were more capable of transformational leadership, this was not expressed in high interactive situations important for the cross-fertilisation of ideas.

Female managers have the capability to become transformational leaders and add significant value to organizational performance. Male dominated culture could inhibit effective team-working and reduce organizational performance. If female managers are given equal development opportunities in a positive diversity climate, organizational performance could be optimized.

<http://ds5.cgpublisher.com/proposals/29/index_html>