

Gender differences in leader personality

*Jean-Luc Laurent
Senior Manager
Hudson Belgium*

Hudson
Great people. Great performance.

Agenda

- 1 Hudson Belgium
- 2 Some statistics
- 3 Research study
- 4 Implications
- 5 Recommendations

1

Hudson Belgium

RECRUITMENT &
SELECTION

INTERIM
MANAGEMENT &
CONTRACTING

LEADERSHIP
DEVELOPMENT

JOB GRADING

ASSESSMENT &
DEVELOPMENT
CENTERS

CAREER
GUIDANCE

COMPETENCY &
PERFORMANCE
MANAGEMENT

REWARD
MANAGEMENT,
COMPENSATION &
BENEFITS

Hudson

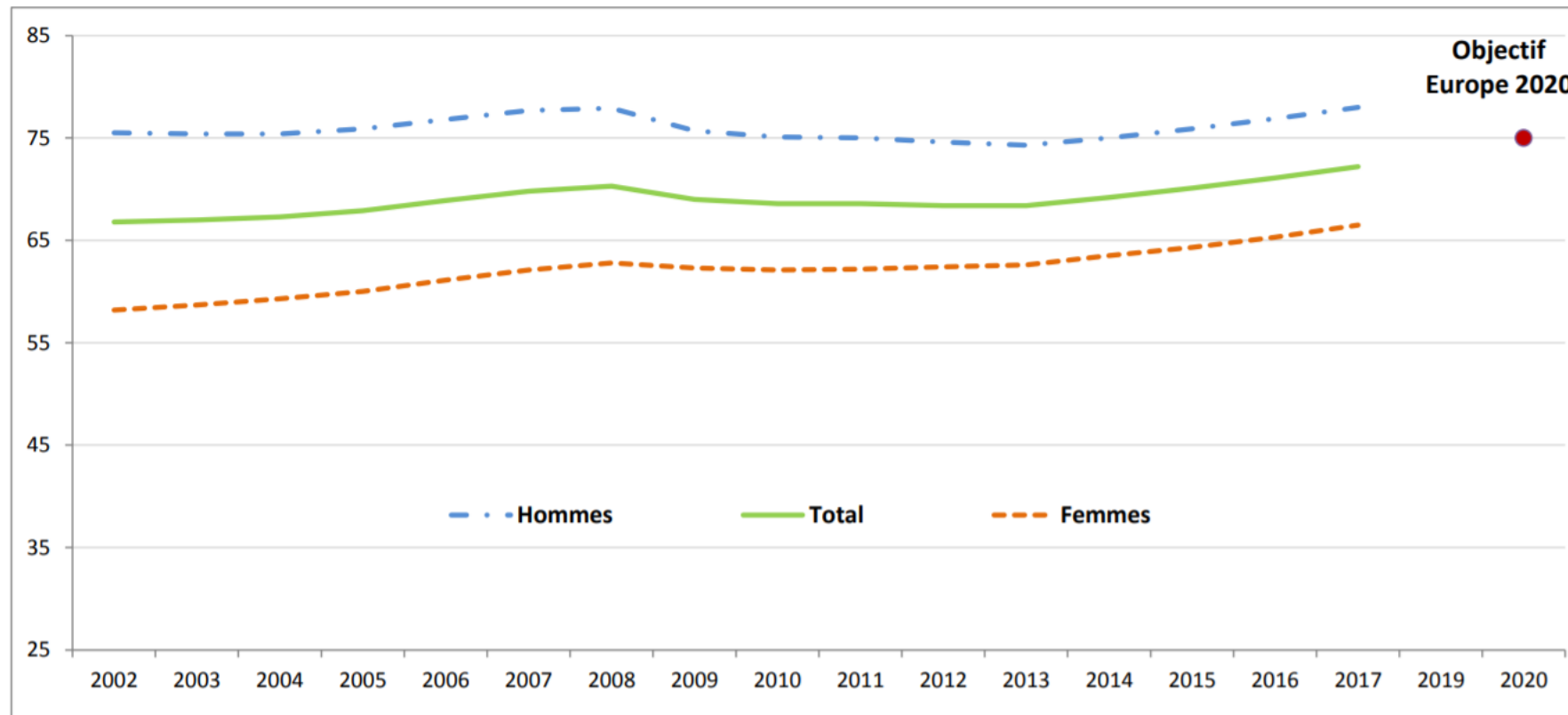
- Since 1982 : more than 35 years experience
- Market leader with a strong reputation
- 5 regional offices in Belgium: Brussels, Gent, Antwerp, Hasselt & Louvain-la-Neuve
- Over 250 people of which over 100 consultants
- More than 85% loyal customers
- Research & Development Center located in Belgium
- Partner with universities & top business schools e.g. Vlerick Business School, Louvain School of Management...

2

Some statistics



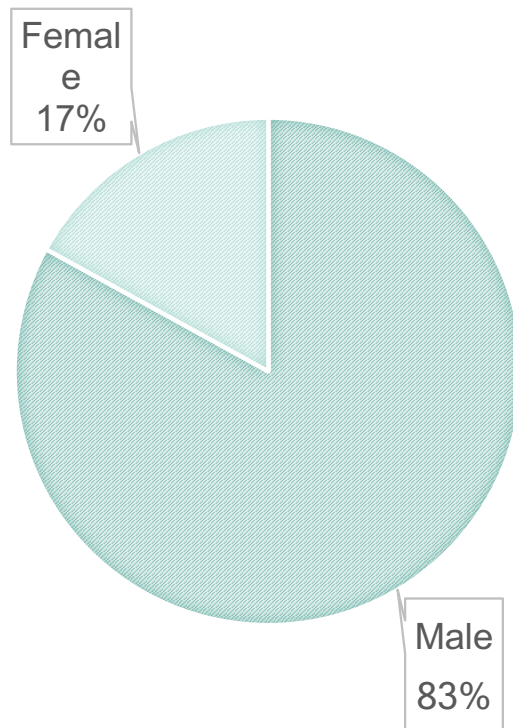
Employment rate for men and women aged 20-64 (in%)



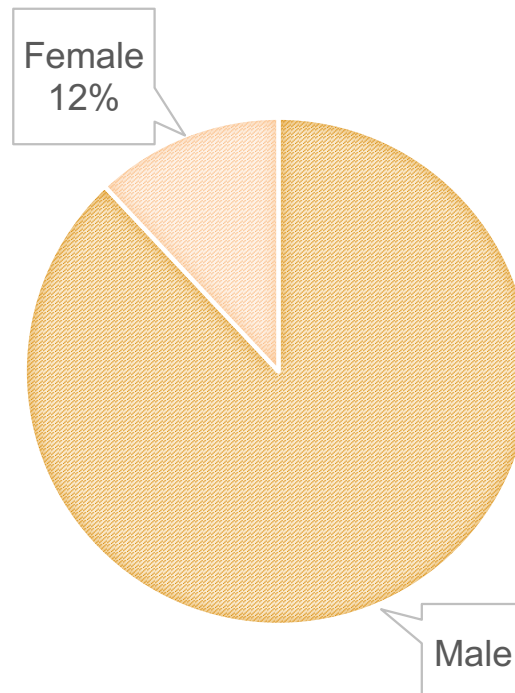
WOMEN IN MANAGEMENT (2016)



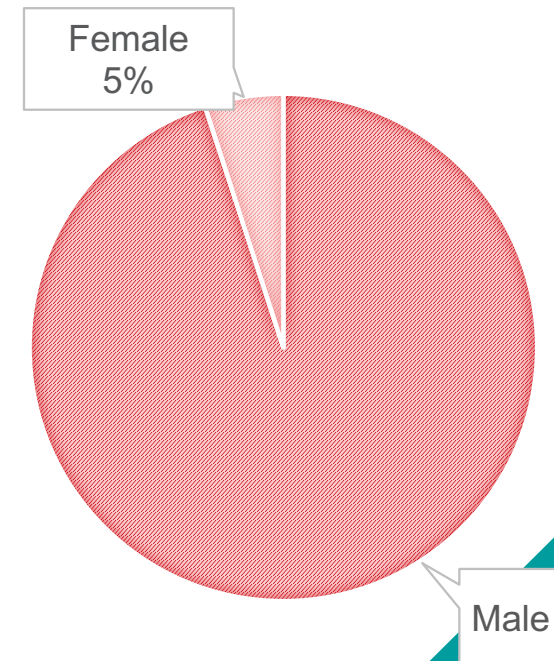
BOARD



C LEVEL



BEL20 CEOs





62 WINNERS

Trends
Manager
VAN HET JAAR 2017



4 WINNERS

SINCE 1985

IN 33 YEARS, **ONLY 4 WOMEN** HAVE BEEN ELECTED AS 'MANAGER OF THE YEAR'.

ONE IN FOUR SENIOR ROLES IS HELD BY A WOMAN



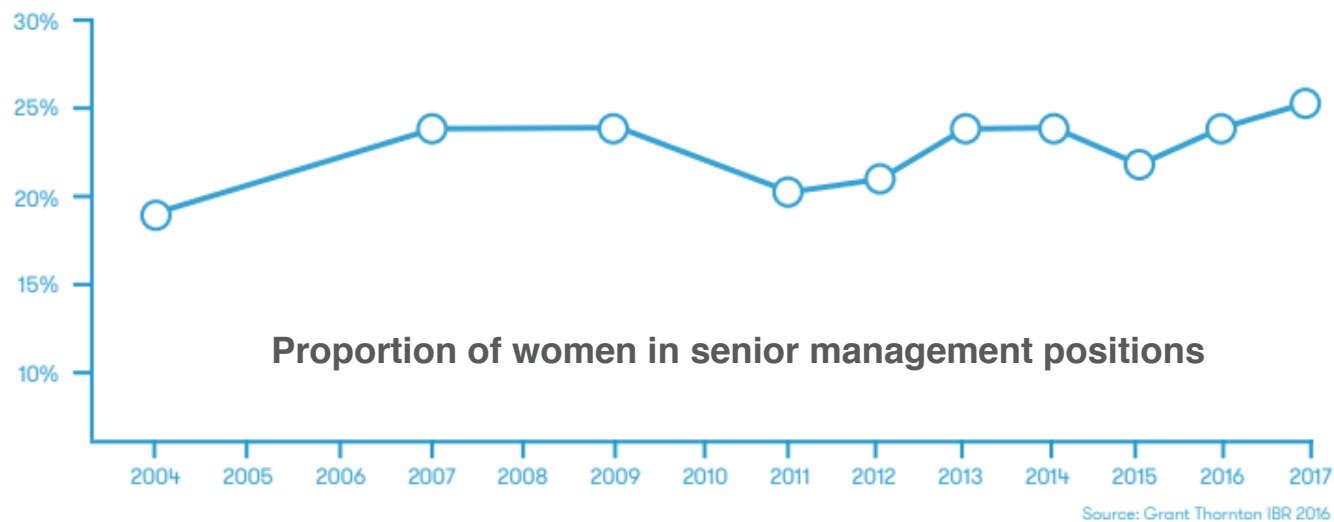
25%

Proportion of senior roles held by women

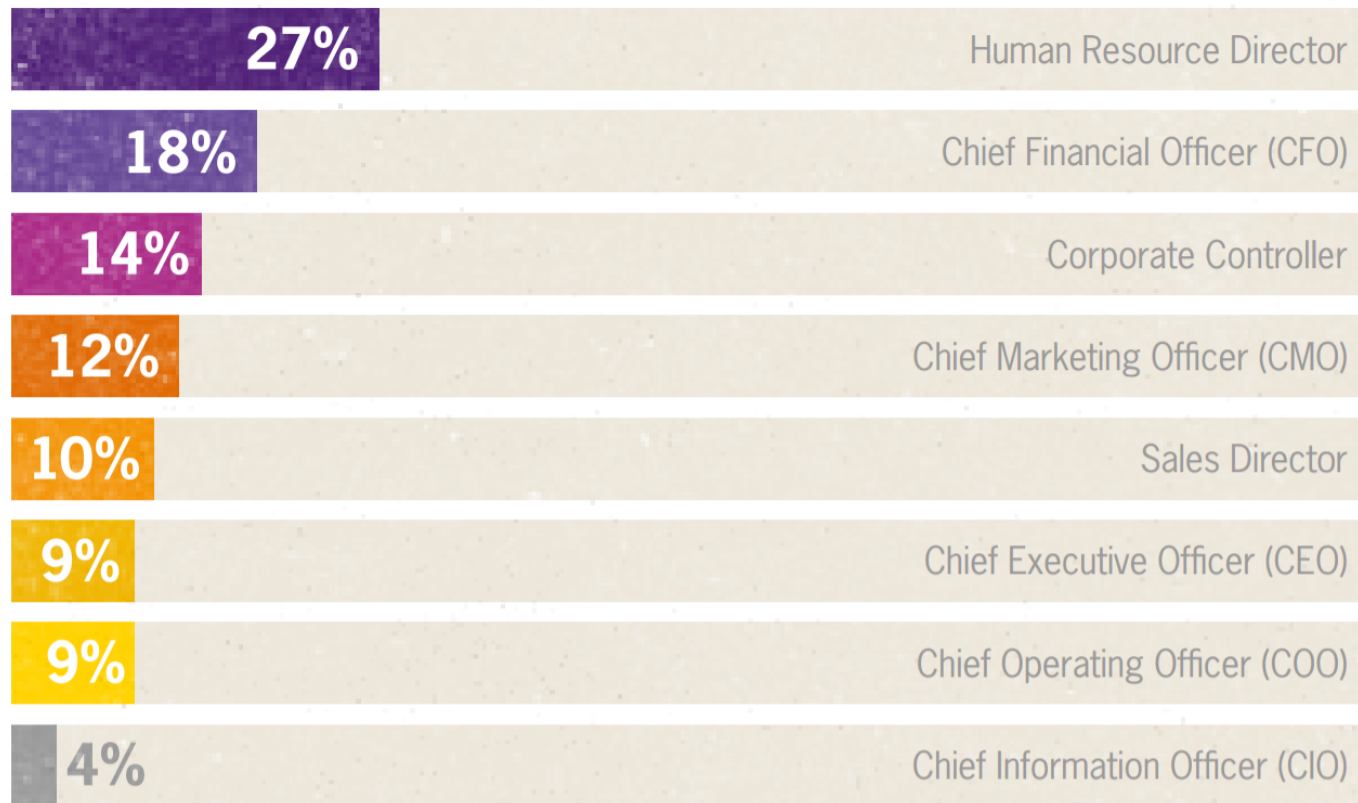


34%

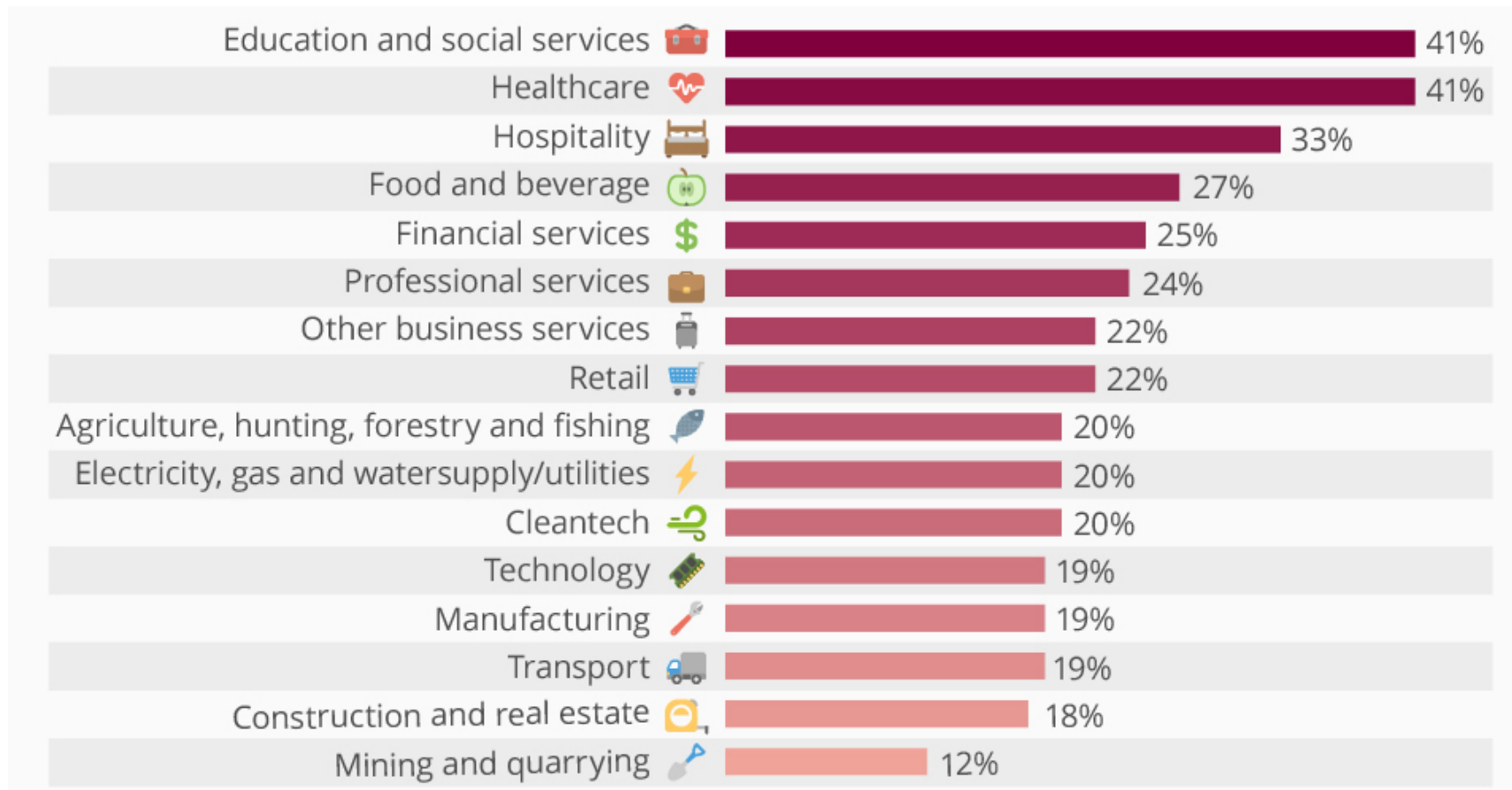
Percentage of businesses with no women in senior leadership¹



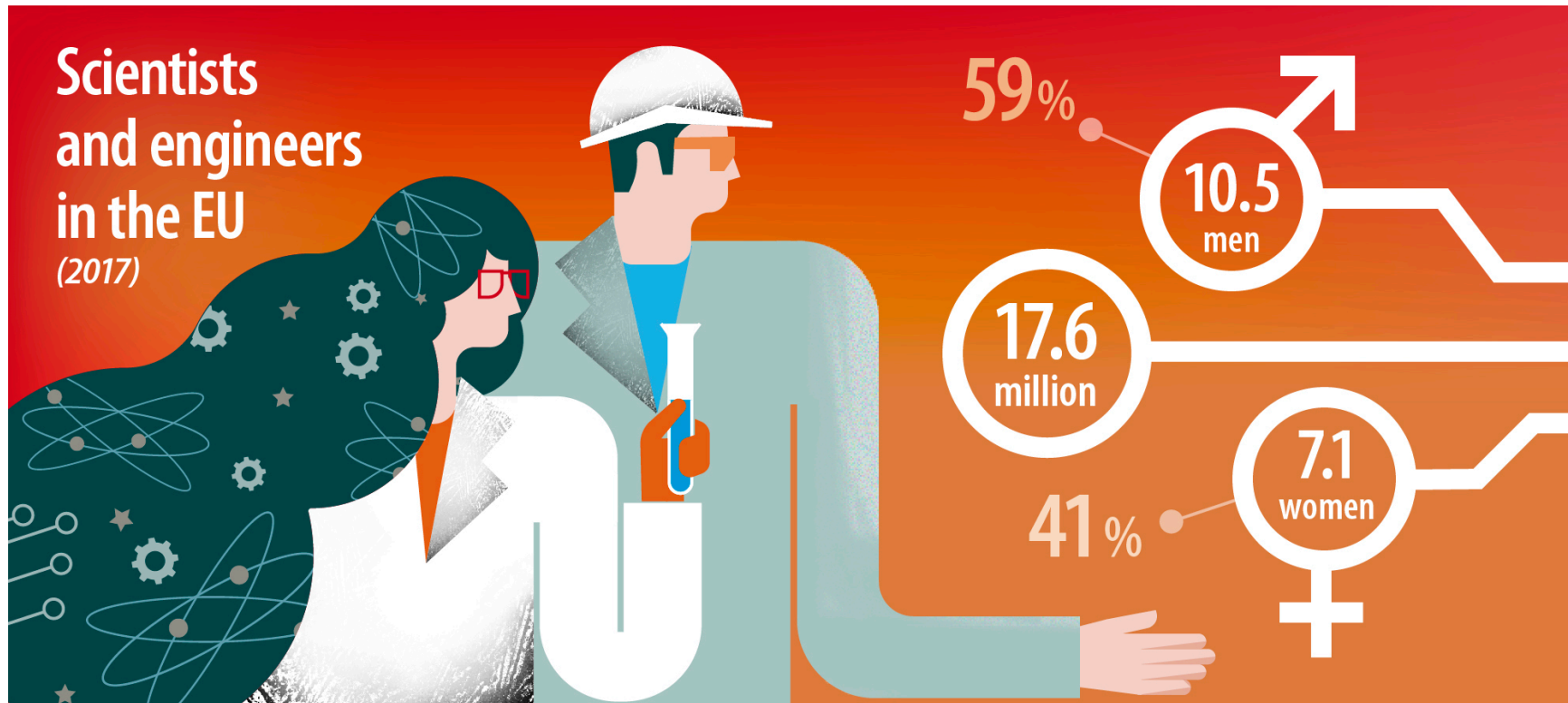
Proportion of businesses where a woman holds the role of



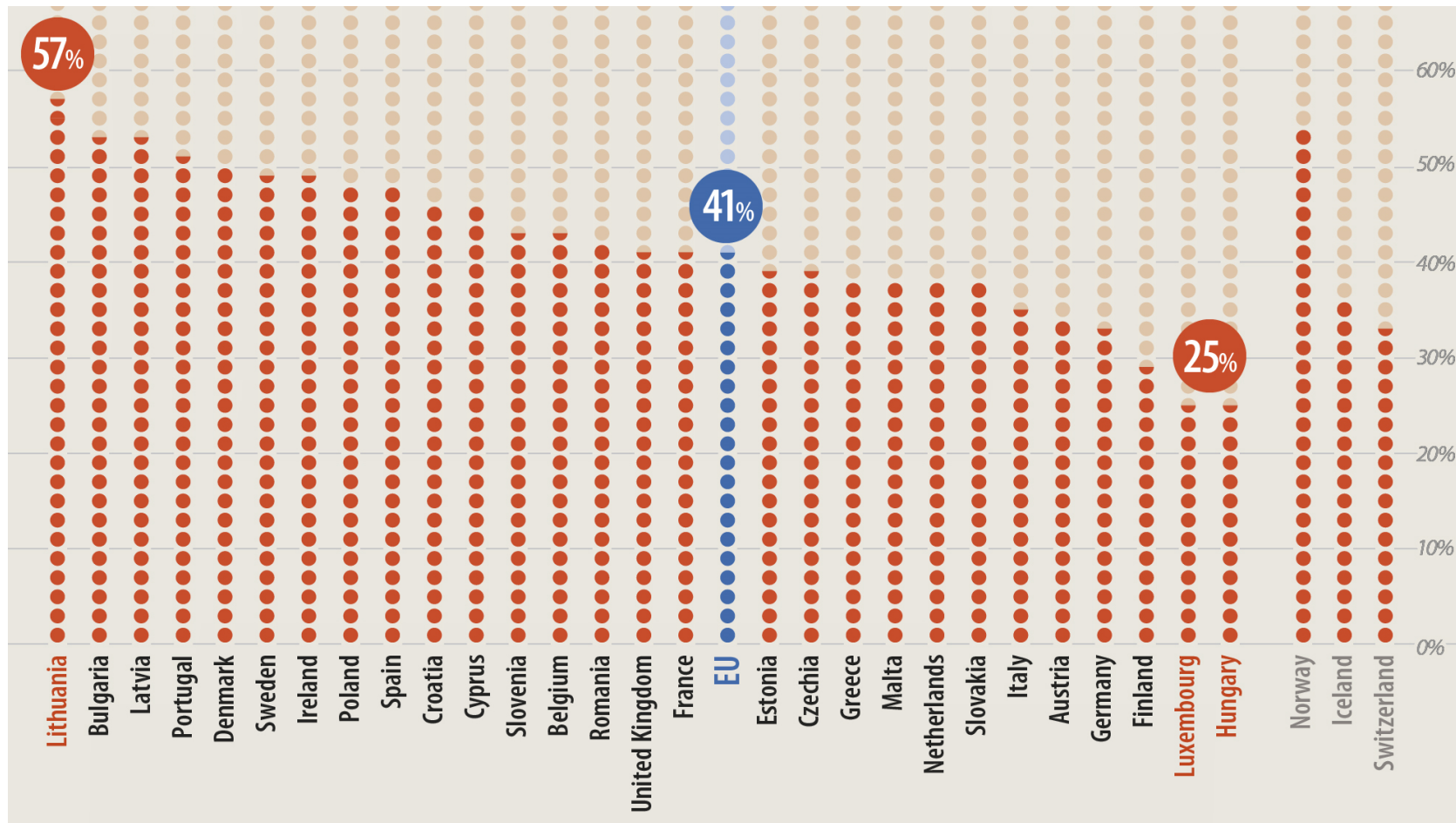
Proportion of senior management roles held by women (by industry)



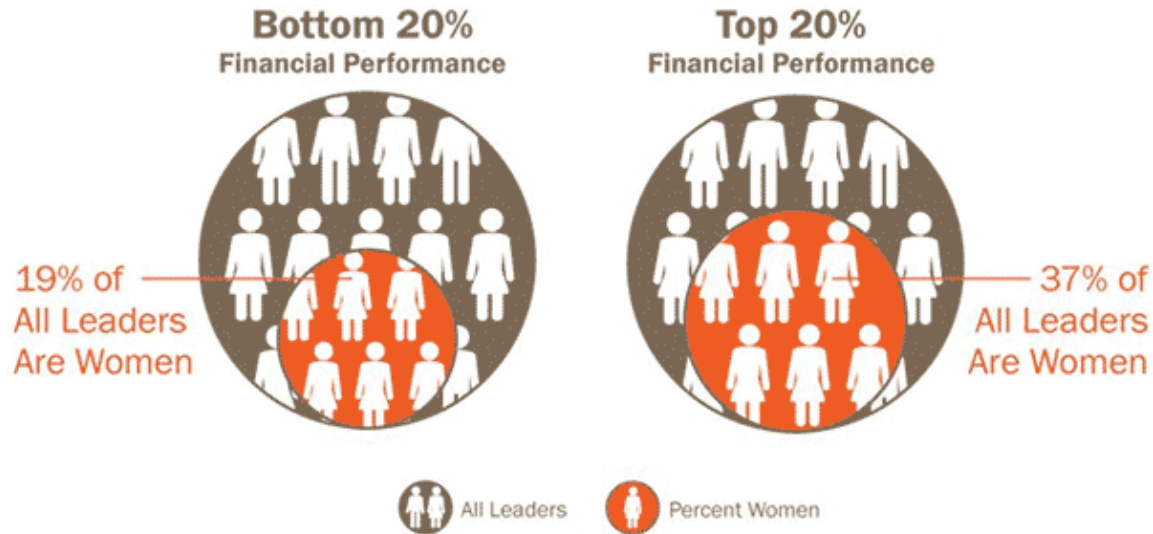
Proportion of women in science



Proportion of women in science



FEMALE-LED ORGANISATIONS PERFORM BETTER



HIGHER ROI

Companies with a female founder had a **63% higher ROI** than investments with all male founding teams



REASONS?

Women are
too emotional/too
passive/not
ambitious enough
to lead.



Women possess unique
worldviews and
competencies that make
them qualified as
leaders (in ways that
men are not)

3

Research study

RESEARCH PAPER

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Personality characteristics of male and female executives: Distinct pathways to success?



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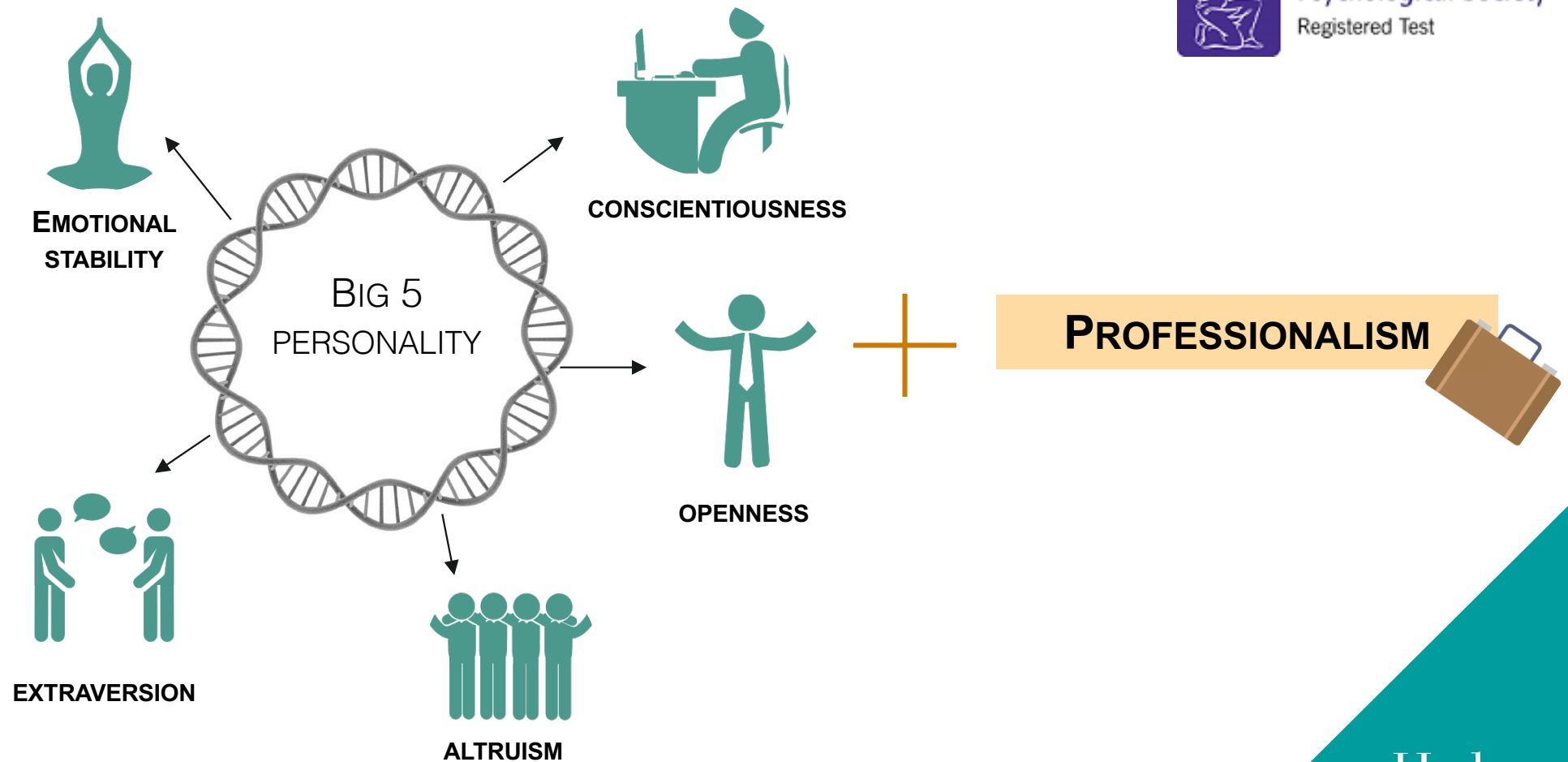
Gender differences

Leadership ascendancy

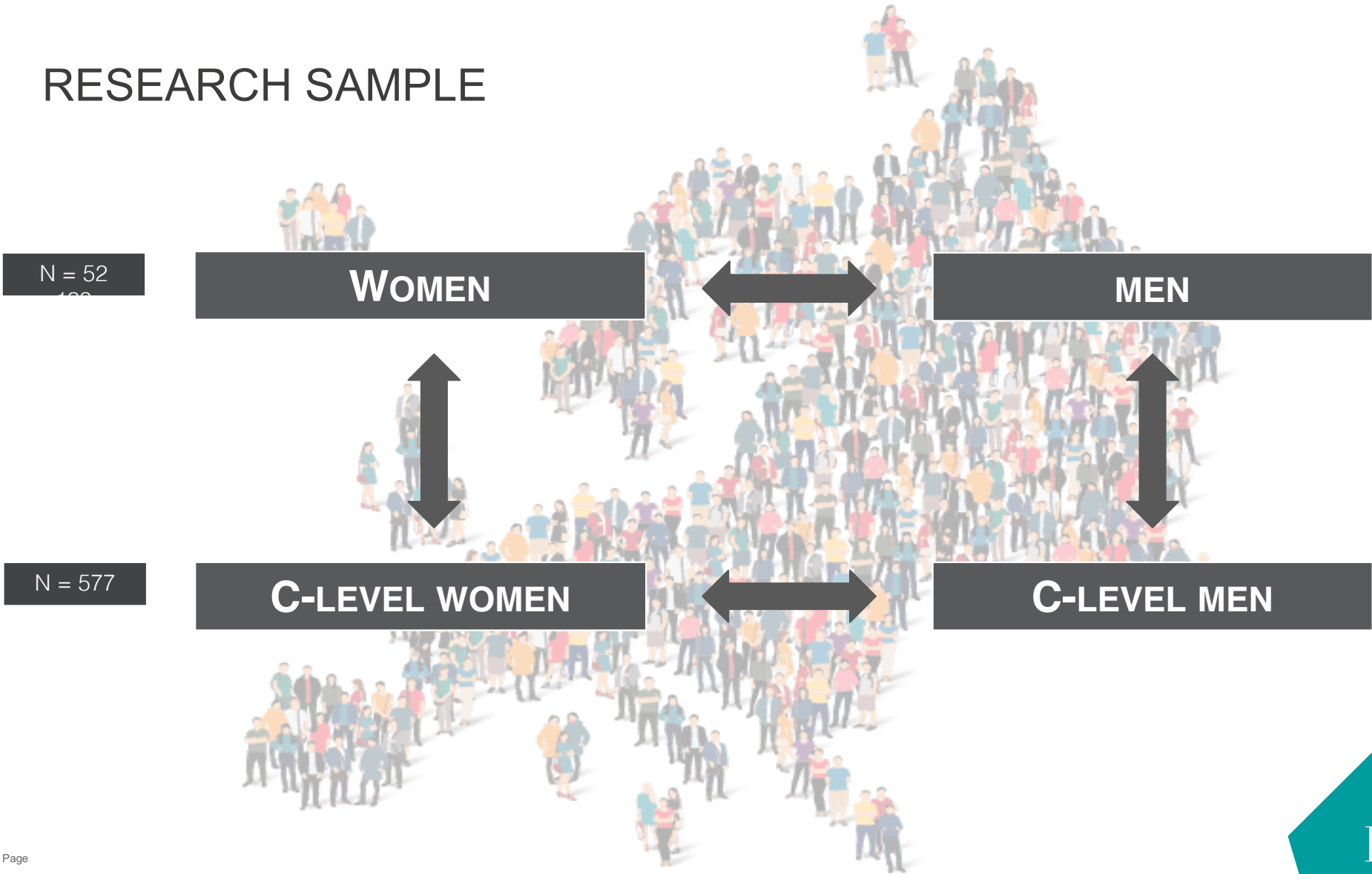
ABSTRACT

It is widely believed that female and male leaders have fundamentally different characteristics and styles, which are thought to explain why organizations with more gender-diverse top management teams perform somewhat better. Unfortunately, few studies have concretely spe-

Business Attitude Questionnaire (BAQ)



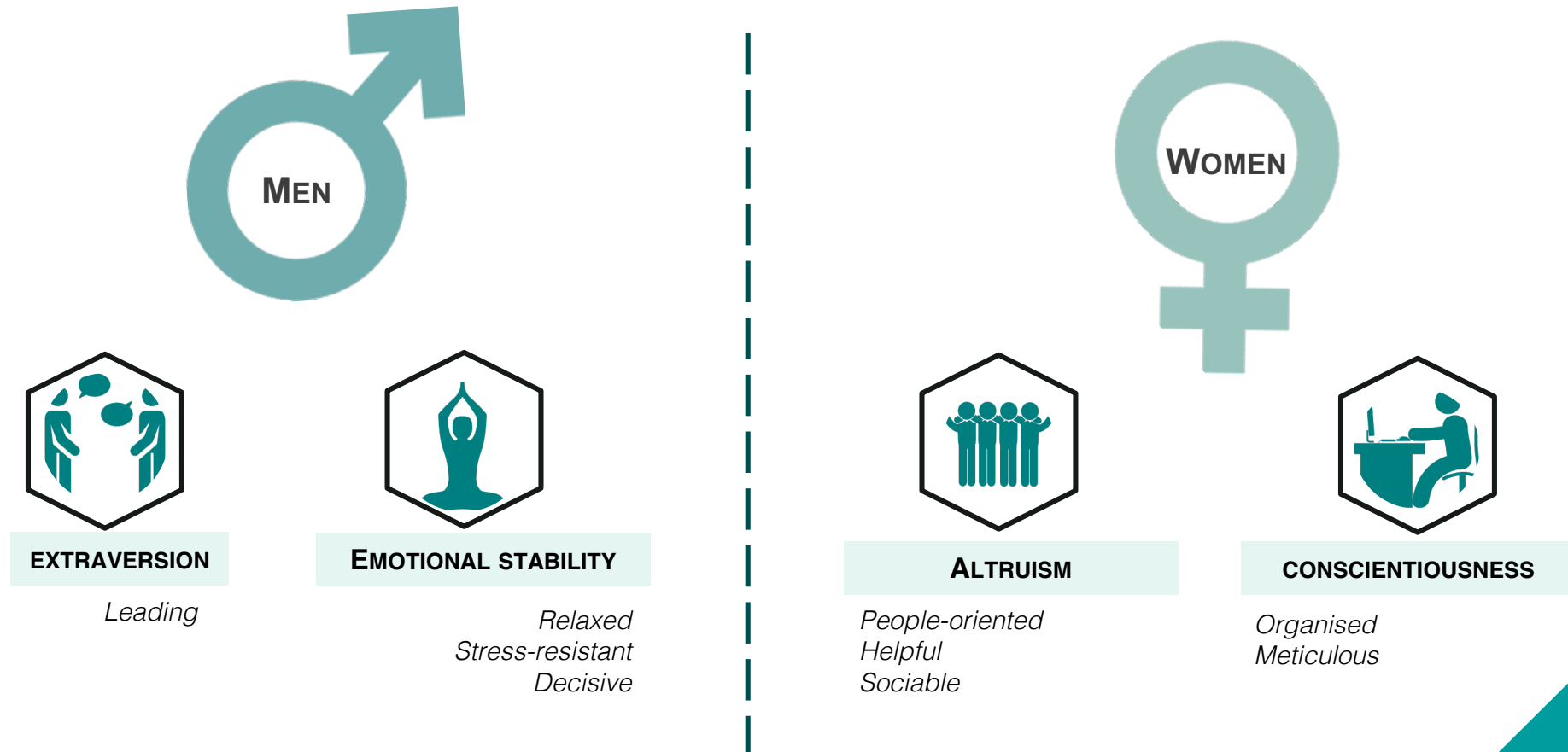
RESEARCH SAMPLE



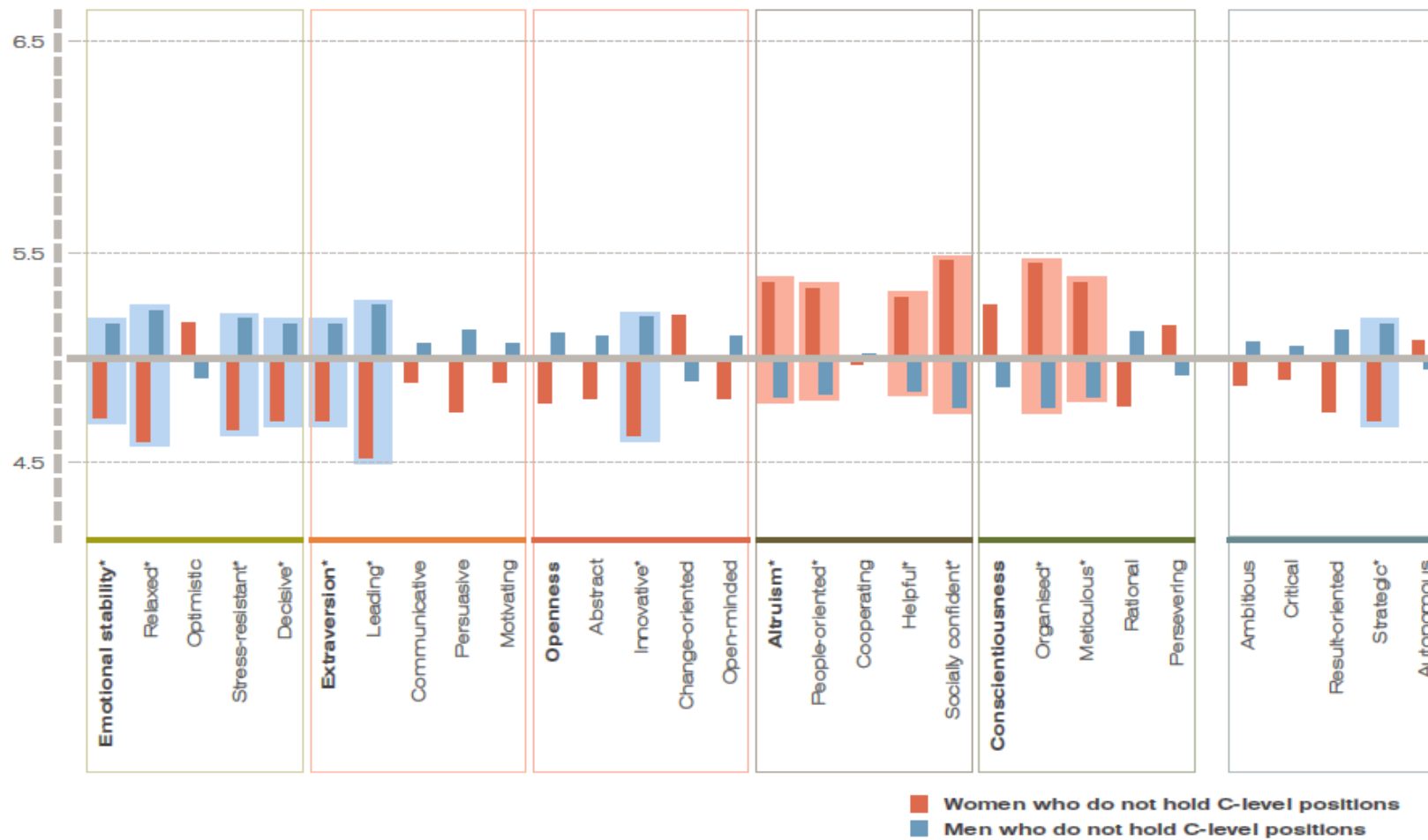
NON-EXECUTIVE ROLES

MEN VERSUS WOMEN

MEN AND WOMEN IN GENERAL (non executive roles)



MEN AND WOMEN IN GENERAL (non executive roles)



C-LEVEL ROLES

MEN VERSUS WOMEN

WOMEN AND MEN IN C-LEVEL ROLES

TWO OF A KIND?

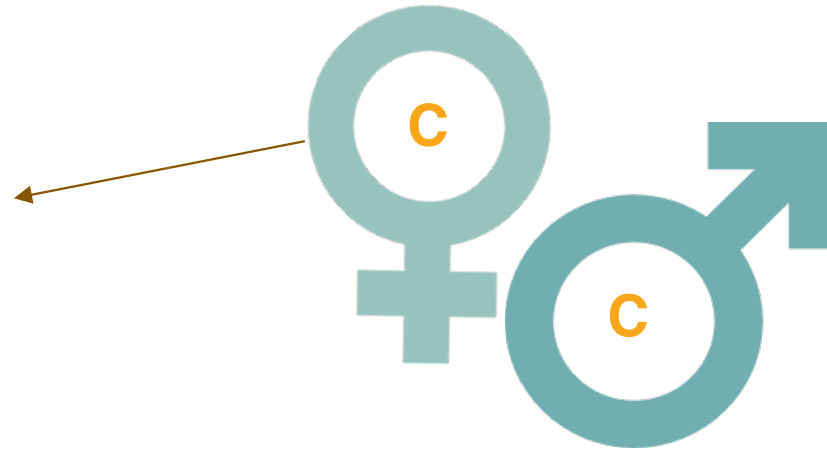


ALTRUISM

More people-oriented

More sociable

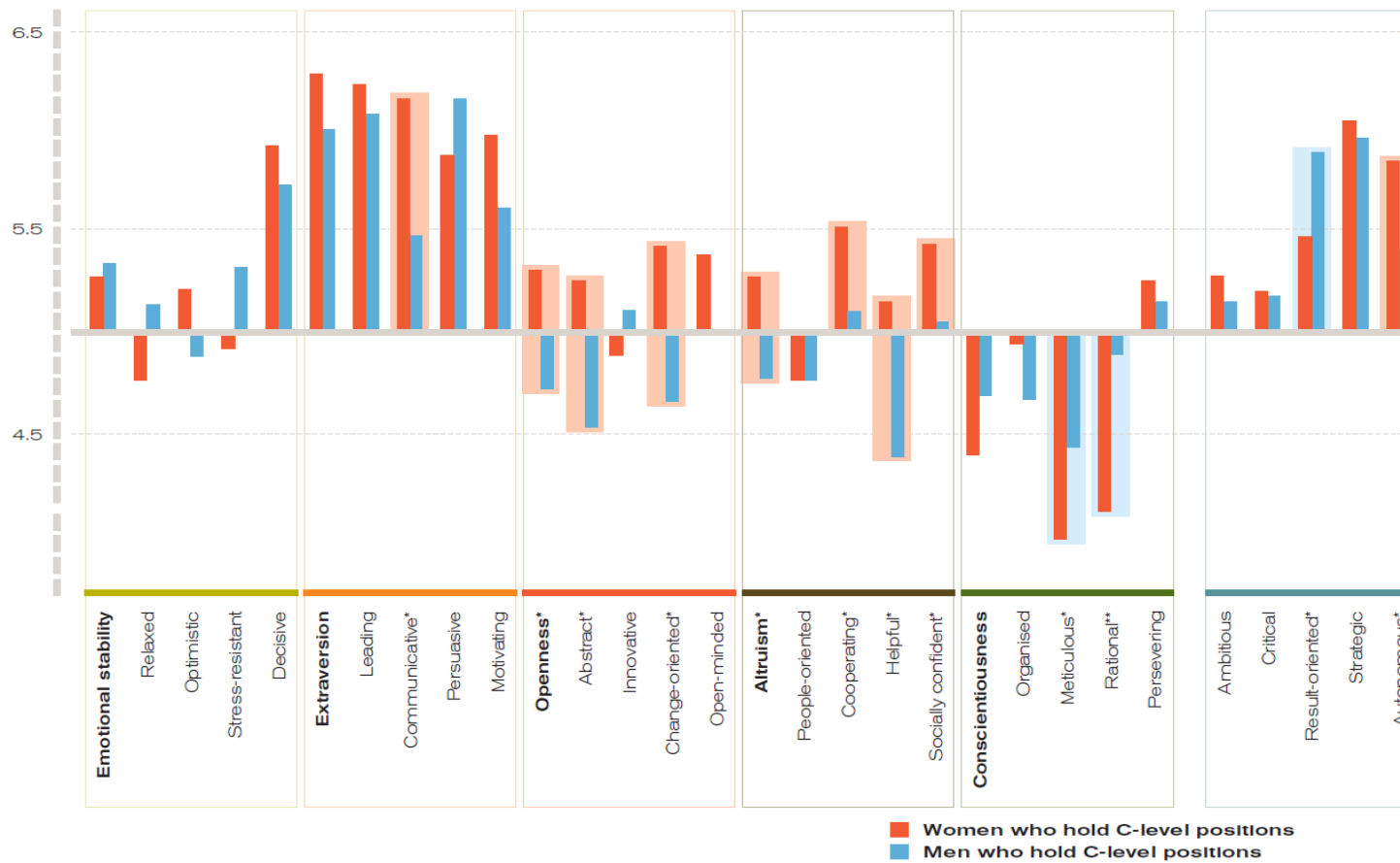
More helpful



- ✓ Many gender-linked differences either greatly attenuated or absent
- ✓ Both men and women in C-level positions demonstrate a similar pattern of 'classically masculine' personality traits

C-LEVEL WOMEN AND MEN

TWO OF A KIND?



MALE

C-LEVELS VERSUS MEN IN GENERAL

MALE C-LEVELS VERSUS MEN IN GENERAL



LARGE
DIFFERENCES

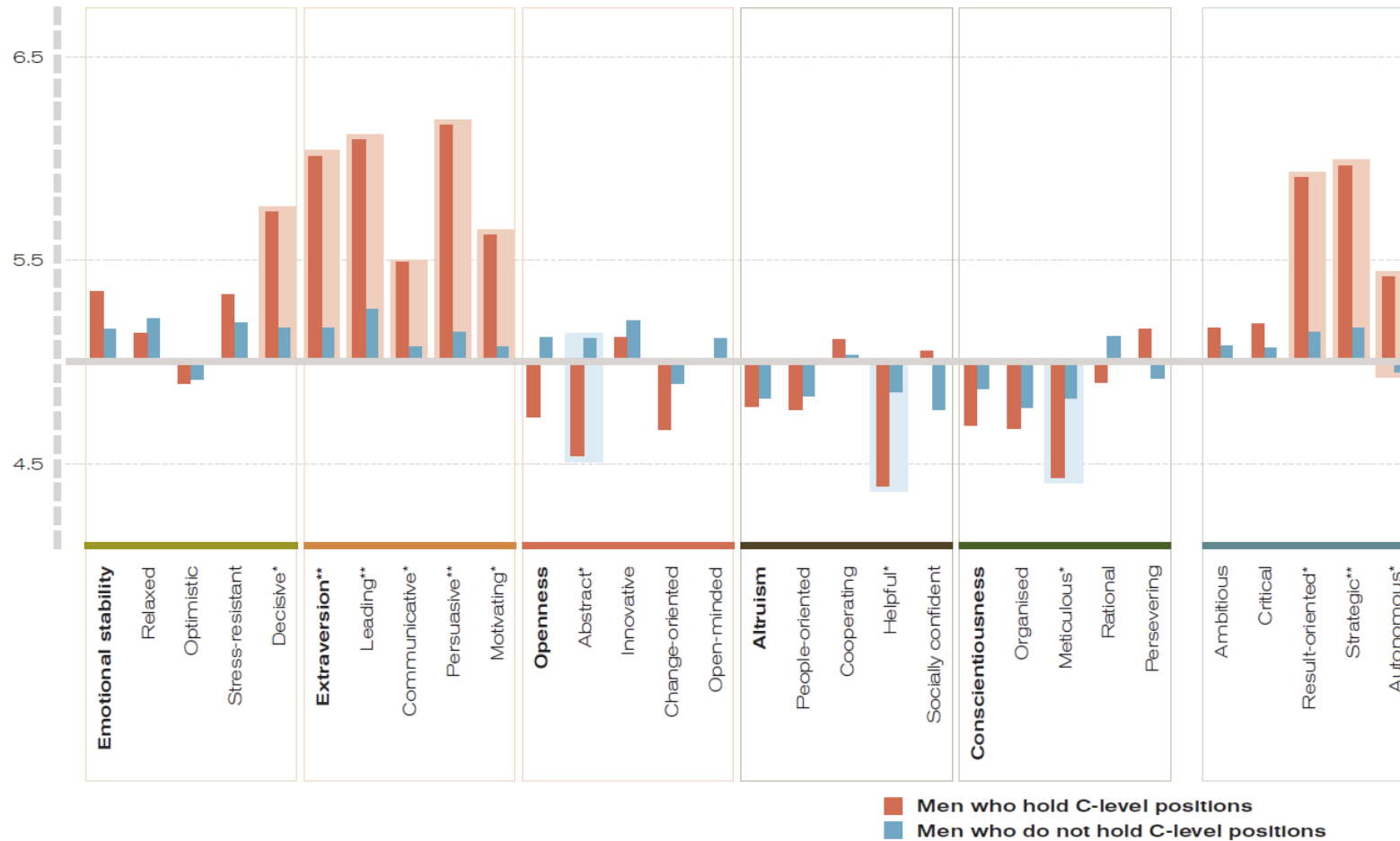


- ✓ C-level score much higher on classically 'masculine' (or 'agentic') traits related to Extraversion and Emotional Stability
- ✓ Executives score much higher on professionalism facets like Results-Oriented, Strategic, and Autonomous.

MALE EXECUTIVES VERSUS NON-EXECUTIVES



LARGE
DIFFERENCES

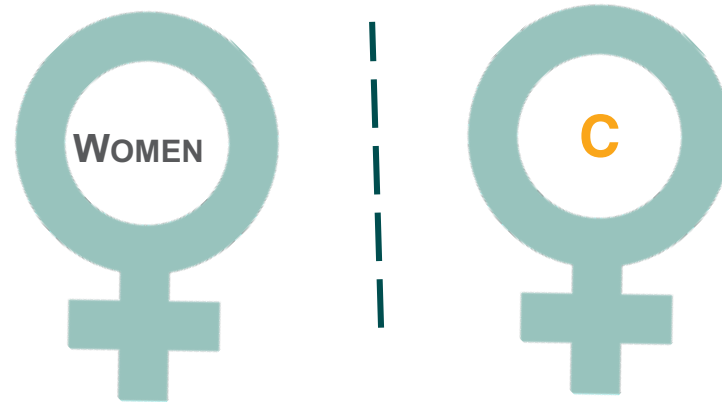


FEMALE C-LEVELS VERSUS NON-EXECUTIVES

FEMALE EXECUTIVES VERSUS NON-EXECUTIVES



VERY LARGE
DIFFERENCES

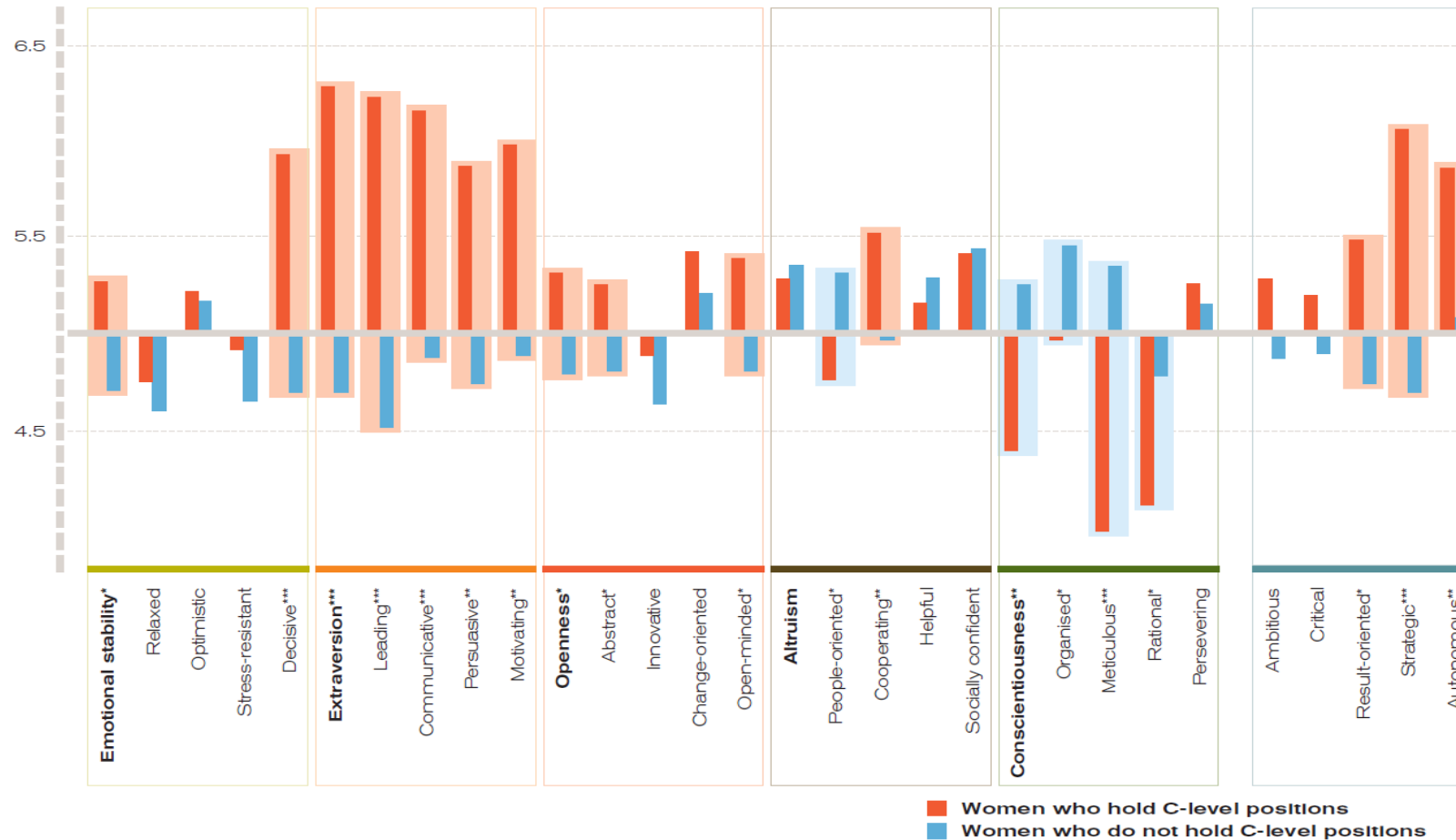


- ✓ Similar overall pattern of differences as men, but the contrasts are even sharper
- ✓ Executive women are almost the exact opposite of an average woman

FEMALE EXECUTIVES VERSUS NON-EXECUTIVES



VERY LARGE
DIFFERENCES



IN CONCLUSION



Gender differences in personality are **smaller among C-levels** than among lower level employees



C-levels (male and female) are characterised by **typically 'masculine' (or agentic)** personality features



This pattern is **more strongly pronounced among women** than among men



Nevertheless, female C-levels exhibit a **'female touch'** that is apparent in the Openness and Altruism domains

4

Implications

Stereotypically 'masculine' or 'agentic' traits predict the attainment of senior level roles



Help women develop these 'agentic' traits?



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Both genders face a **backlash** for breaking gender stereotypes



VS



Hudson



Female-led firms perform better??

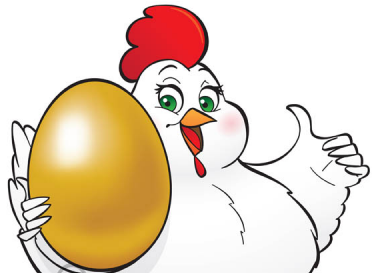
Broader benefits of
equitable organisational
culture

Hudson

5

Recommendations

Indicator 1 : Employee Engagement Level



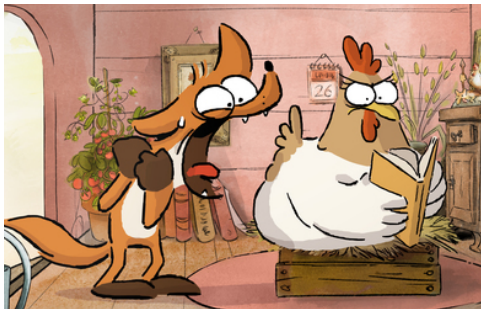
“Engaged”

10 %



“Not Engaged”

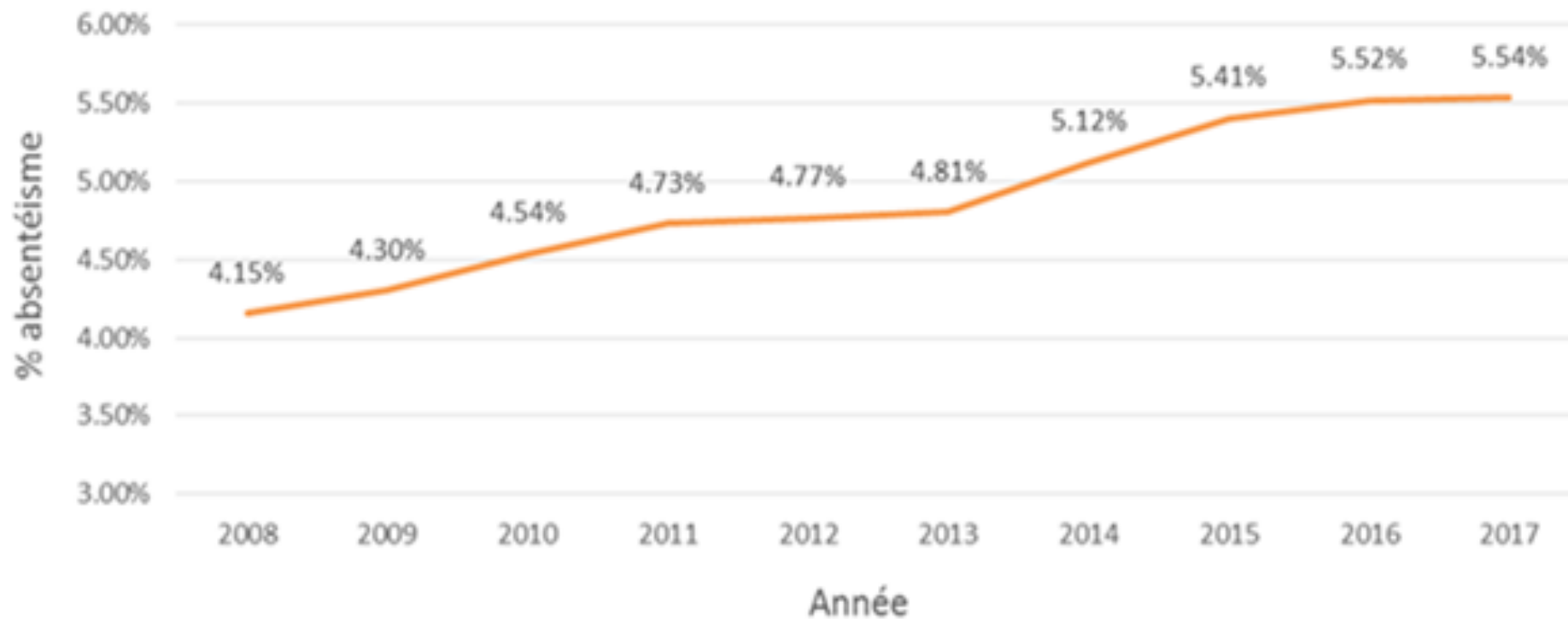
65%



“Actively
Disengaged”

25%

Indicator 2 : Absenteeism



Etude SD Worx, 620.000 travailleurs employés dans près de 18.000 entreprises belges du secteur privé.

De manière générale, dans votre carrière, votre travail vous a-t-il déjà causé des problèmes psychologiques graves (dépression, burn-out...)?

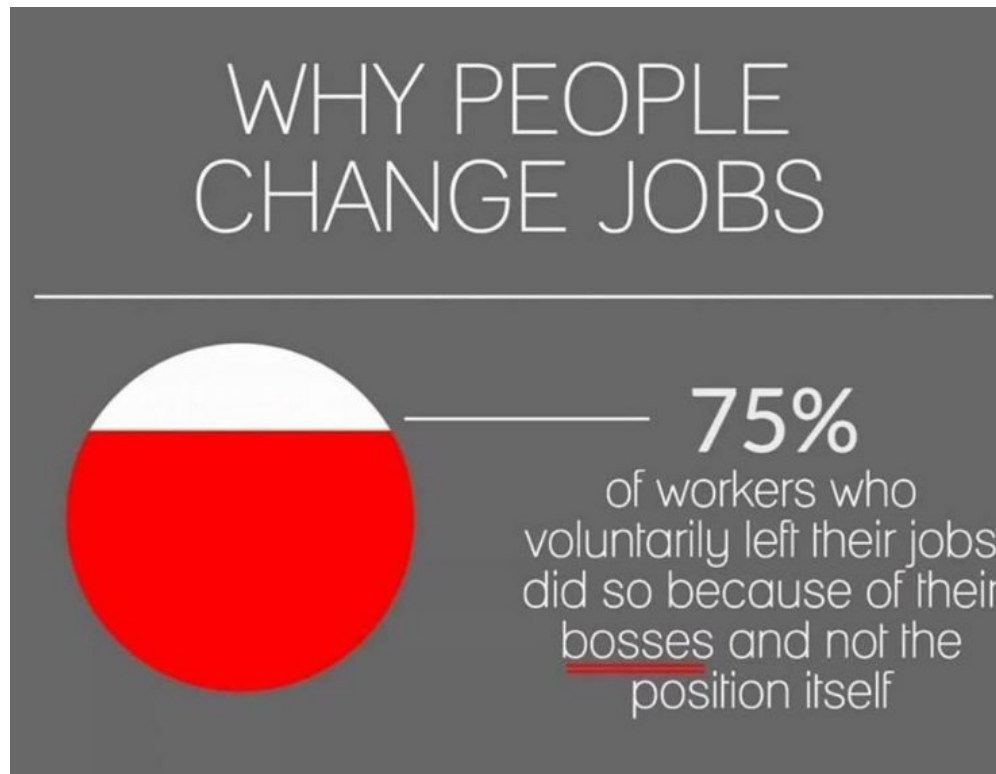


Rappel : seules les entreprises de +100 salariés ont été interrogées dans cette enquête.

Cegoci - Baromètre Climat social 2017

Hudson

Indicator 3 : Turnover



Final recommendations

1. Foster a new managerial culture & adapt the classical leadership profiles
2. Modify executive selection / promotion processes
3. Prevent bias and stereotypes, especially gender-related.

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Senior Manager



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Hudson

Annexes

Personality domains of Hudson's Business Attitudes Questionnaire (BAQ)

EMOTIONAL STABILITY

- Not easily upset, even tempered, calm, relaxed, and approaches stressful situations without tension.

EXTRAVERSION

- Socially confident, "outwardly oriented", and talkative. Acts energetically. Takes on a more dominant, leading role.

OPENNESS

- Creative, open-minded. Enjoys variety and change. Unconventional, does not necessarily conform to existing rules and customs.

ALTRUISM

- Enjoys other people's company. Establishes (new) contacts easily, gets on well with everyone. Respects others, inclined to cooperate and help.

CONSCIENTIOUSNESS

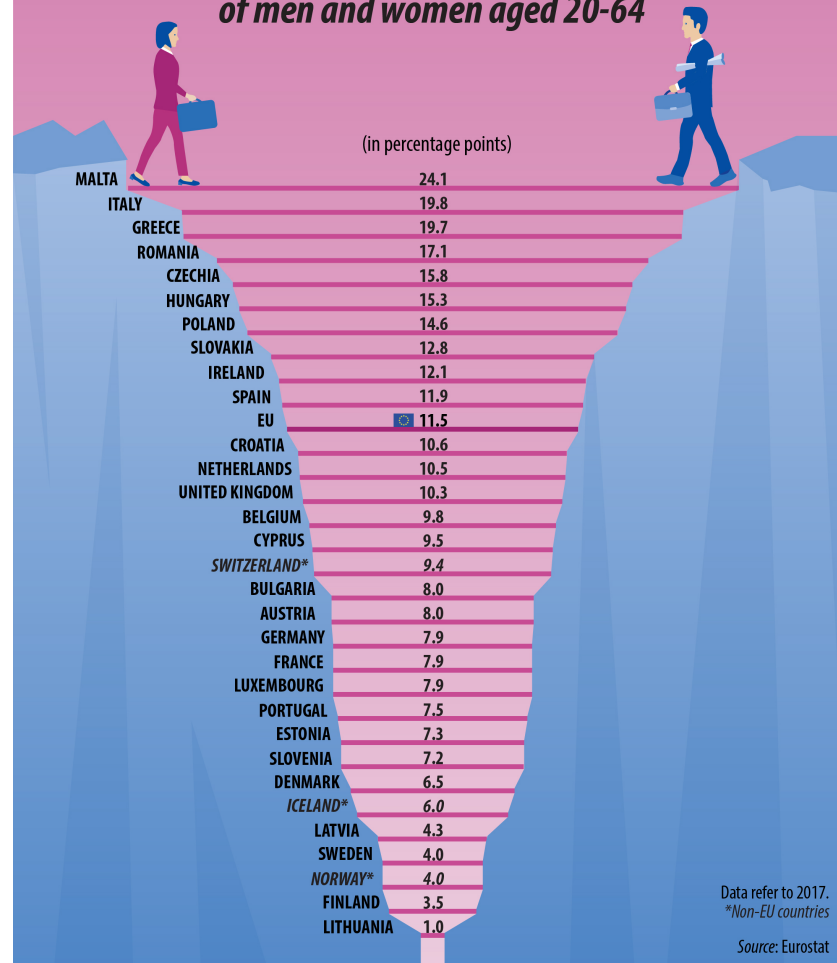
- Follows prescribed rules, plans, organizes and completes tasks accurately. Does the things one should do. Focuses on details.

PROFESSIONALISM

- Separate facets: critical, ambitious, result-oriented, strategic and autonomous.

Gender employment gap:

*Difference between the employment rates
of men and women aged 20-64*



huit actions prioritaires de l'initiative #StOpE

1. Afficher et appliquer le principe de tolérance 0
2. Informer pour faire prendre conscience des comportements sexistes (actes, propos, attitudes) et de leurs impacts
3. Former de façon ciblée sur les obligations et les bonnes pratiques de lutte contre le sexisme ordinaire
4. Diffuser des outils pédagogiques aux salariés pour faire face aux agissements sexistes en entreprise
5. Inciter l'ensemble des salariés à contribuer à prévenir, à identifier les comportements sexistes et à réagir face au sexisme ordinaire
6. Prévenir les situations de sexisme et accompagner de manière personnalisée les victimes, témoins et décideurs dans la remontée et la prise en charge des agissements sexistes
7. Sanctionner les comportements répréhensibles et communiquer sur les sanctions associées
8. Mesurer et mettre en place des indicateurs de suivi pour adapter la politique de lutte contre le sexisme ordinaire

Le sexisme *dit* ordinaire

initiative
#StOpE

« Tu te sens capable d'assumer cette tâche ?
Qu'en pense ton conjoint ? »

« Elle est encore enceinte.
Elle les enchaîne. »

« Dis-donc, Mélanie, la négociation va être dure. Tu veux que je te
fasse une piqûre de testostérone ? »

« Je tente de promouvoir des femmes, bien que les
dossiers soient techniques ! »

« Viens avec nous, il faut bien qu'il y ait une femme.
Tu seras notre atout charme ! »

« Ah c'est vrai, j'oublie tout le temps, on ne peut pas
compter sur elle le mercredi. »

Accenture – AccorHotels – AccorInvest – Air France – Aviva – Axa – BNP Paribas – Ecole Polytechnique – EDF – Christian Dior Couture – Engie – EY – France TV – HPE – IBM – Lenovo
L'Oréal France – Lagardère – LVMH – Michelin – Orange – PageGroup – Schneider Electric – Siemens – Société Générale – SNCF – Solvay – Suez – The Adecco Group – Total

La parité entre les femmes et les hommes au travail prendra encore plus de 2 siècles



