

Female Leadership in Australia

What does it look like and how does it differ from their Male counterparts?

May 2008



MAKING A REAL DIFFERENCE

New Research on Female Leadership in Australia and how it differs to their Male counterparts

About the STEPS Leadership Programs Study

The Women's Leadership study was undertaken by Peter Berry Consultancy in partnership with Steps Leadership Programs. The women and men in this study were selected on the basis of their position within their organisation. We collected data on CEOs, their direct reports, managers and supervisors. The participants came from both the private and public sectors, from small, medium and large companies, both national and multinational corporations. Some of the industries include Aviation, Insurance, Construction, Wholesale Retail, Government, Recruitment, Banking and Finance, Food Services, Customer Service, Manufacturing and Distribution, Beauty Industry, Law, Consulting and Publishing to name a few. The data was collected from participants who had completed one, two or three of the Hogan Personality Inventories, namely, the Hogan Personality Inventory, the Hogan Development Survey and the Motives, Values and Preferences Inventory.

Peter Berry Consultancy was responsible for the administration and collection of the Australian data both via individual recruitment or from the Australian Hogan research data.

About Steps Leadership Programs

Steps Leadership Programs is in the business of expanding your talent pool by developing new and emerging women leaders. In business for over 15 years, more than 1,000 professionals have turned to Steps for individual coaching and experiential group learning that they could not find anywhere else. Steps offer a unique series of practical leadership development programs for new managers, senior executives and board directors planning the next step in their career. Through a range of networking events, workshops and programs, our clients embark on a journey of self awareness to provide them with practical strategies to realise their true potential. The programs focus specifically on the behavioural aspects of leadership and management, enabling individuals to leverage their skills to build on existing leadership capabilities and perform at the next level. By participating, individuals are provided with the opportunity to accelerate the leadership learning process in a secure and confidential environment, with peers from a range of different organisations and cultures. The Steps Community is an active network of Alumni, facilitators, coaches, speakers and role models. Steps Leadership Programs supports women by helping them build networks, find coaches and mentors, and meet aspiring role models. For more information, visit <http://www.steps-programs.com>



About Hogan Assessment Systems

Hogan Assessment Systems is an international research-based consulting firm that uses its own personality assessments to help organizations select employees and develop leaders. Because of its proven ability to predict employee performance, the Hogan Personality Inventory is considered the industry standard for measures of normal personality. The Hogan Development Survey is a validated survey that assesses characteristics associated with derailment and managerial dysfunction. The Hogan Motives Values Preferences Inventory looks at people's core values and drivers essential for organisation and cultural fit. Hogan Assessment Systems has worked with more than 1,500 companies worldwide and has performance data for more than 400 jobs, ranging from customer service roles to CEO.



Hogan assessments are used by over 50 percent of the Fortune 500 companies, of which 75 percent are multi-national organisations. The assessments are also used by Australasian brands, including BHP, Qantas, Ingeus, BP, Maggie Beer, The College of Law, Minter Ellison, Sydney Water, Harvey Norman, Blue Star Print, AMP Capital, Challenger, Mars, Ella Bache, Sara Lee, Melbourne Business School and The Executive Connection. For more information, visit www.hoganassessments.com

About Peter Berry Consultancy

Peter Berry Consultancy is a multidisciplinary consulting organisation specialising in profiling and consulting services that make a real difference in leadership, business planning, people and culture.



Peter Berry Consultancy has been operating since 1990 working with blue-chip organisations including Toyota, Coca-Cola, Nestlé, Toll, BUPA, General Electric and Qantas. Peter Berry Consultancy has strong linkages to the Melbourne Business School and The Executive Connection. Peter Berry consultancy represents Hogan Assessment Systems in Australia and has undertaken research projects on Leadership, Employee Engagement Customer Service and Safety. For more information, visit www.peterberry.com.au

Hogan Assessment Systems Background Information:

Hogan Assessment Systems has three primary inventories:

- the Hogan Personality Inventory ('The Bright Side of Personality')
- the Hogan Development Survey ('The Dark Side of Personality')
- the Motives, Values, Preferences Inventory ('The Inside of Personality').

The Hogan Personality Inventory (The Bright Side)

We define the Bright Side using the Hogan Personality Inventory. The HPI is an inventory of normal personality, based on the Five Factor Model, developed with employed adults, and designed to predict career success. The HPI has been used to study every job in the U.S. economy, and rests on an archival database of over 1,000,000 cases. There is a well-defined HPI profile of successful business leadership. Table One describes and defines the scales of the HPI.

Table One: HPI Scale Definitions

Scale Name	Definition
Adjustment	Composed, even-tempered, handles pressure well or anxious, worried, moody and easily irritated
Ambition	Competitive, leader-like, self-confident, career focussed or laid back, socially retiring, lacking confidence, struggling
Sociability	Needs or enjoys social interaction, outgoing, talkative, easily approachable or independent, withdrawn and socially reactive
Interpersonal Sensitivity	Perceptive, tactful, warm, sensitive, agreeable or cold, tough, critical, socially withdrawn and task focussed
Prudence	Conscientious, conforming, rule-compliant, reliable or flexible, open-minded, impulsive, non-conforming and risk-taking
Inquisitive	Creative, inventive, full of ideas with a broad range of interests or has very focussed interests, is pragmatic, detail focussed
Learning Approach	Takes pleasure in learning, enjoys staying up to date on business/technical matters or prefers hands on, practical learning

The Hogan Development Survey (The Dark Side)

The Dark Side refers to peoples' interpersonal style when strengths become weaknesses in times of frustration. We define the Dark Side in terms of the Hogan Development Survey. The HDS is the result of our research on leadership, and is designed to assess characteristics associated with managerial derailment and leadership dysfunction. There is a well-defined HDS profile of successful business leadership. Table Two describes and defines the scales of the HDS.

Table Two: HDS Scale Definitions

Scale Name	Definition
Excitable	Concerns seeming moody and hard to please, being enthusiastic about new persons or projects and then becoming disappointed with them
Sceptical	Concerns seeming cynical, mistrustful, and doubting the true intentions of others
Cautious	Concerns the tendency to be conservative, careful, concerned about making mistakes, and reluctant to take initiative for fear of being criticised or embarrassed
Reserved	Concerns the tendency to keep to oneself, to dislike working in teams or meeting new people, and to be indifferent to the moods and feelings of others
Leisurely	Concerns seeming independent, refusing to be hurried, ignoring other peoples' requests, and becoming irritable if they persist
Bold	Concerns seeming unusually self-confident, having strong feelings of entitlement, and being unwilling to admit mistakes, listen to advice, or attend to feedback
Mischievous	Concerns seeming to enjoy taking risks and testing the limits, being easily bored, and seeking excitement
Colourful	Concerns seeming lively, expressive, dramatic, and wanting to be noticed
Imaginative	Concerns seeming to act and think in creative and sometimes unusual ways
Diligent	Concerns seeming meticulous, precise, and critical of the performance of others
Dutiful	Concerns seeming eager to please, ingratiating, and reluctant to take independent action or go against popular opinion

The Motives Values Preferences Inventory (The Inside)

The Inside of personality refers to core values. There are good values and bad values: charity, honesty, and fairness are good values; greed and selfishness (think senior executives at Enron) are bad values. We define values using the Motives, Values, Preferences Inventory and there is a values profile associated with successful business leadership. Table Three describes and defines the scales of the MVPI.

Table Three: MVPI Scale Definitions

Scale Name	Definition
	<i>Motives are associated with....</i>
Aesthetics	Creative/artistic self expression and quality
Affiliation	A desire for and enjoyment of social interaction
Altruistic	Involving concerns about others' welfare and making a difference
Commerce	An interest in business and finance gains
Hedonism	Producing an orientation for fun and pleasure
Power	A desire for success, accomplishment, challenge and career status
Recognition	A need to be recognised, visible and famous
Science	A value of analysis and the pursuit of knowledge and new ideas
Security	A desire for certainty and predictability in life
Tradition	A dedication to ritual and old-fashioned virtues

The HPI, HDS, and MPVI provide well-validated and technically sound measures of the Bright Side, the Dark Side, and the Inside. Hogan has tested executives and senior leaders from major corporations all over the world using these inventories and we have a great deal of statistical data to support the claim that personality drives leadership style, and leadership style drives business unit performance.

Our definition of leadership is best in industry performance, achieved by a highly motivated team. The function of leadership is to set goals and direction and to give meaning and motivation to people to inspire the achievement of the vision. Leadership is a function of personality rather than organisational status. The key to personality is self awareness, self management and relationship management. As Bob Hogan says, "It's about getting along, to get ahead". The purpose of leadership is then to work both "in" and "on" the business so we are achieving continuous improvement and strategic success.

Now let's look at the research results...

2008 Australian Hogan Research

Gender Differences including Executives and Managers

The difference between an Executive and a Manager

For the purposes of this study, we define Executives as CEOs and direct reports to CEOs. We define managers as being further down the organisational structure, typically being middle managers and supervisors. The table below shows the participant numbers across the various groups and profiles.

Table Four: Australian Participant Numbers

	HPI	HDS	MVPI
Female Executive	77	75	73
Male Executive	150	140	133
Female Manager	160	130	137
Male Manager	385	166	206
TOTAL	772	511	549

These numbers provide us with very substantive data for our research purposes. They provide a sound basis for identifying differences between genders and levels of leadership.

The key difference between Executives and Managers can best be summarised as the amount of STRATEGIC DRIVE they have. We see higher scores in Executives for Ambition, Bold, Mischievous, Colourful, Imaginative and Power. The Ambition and Power scores provide confidence, competitiveness, assertiveness, energy around goal orientation and career success in life. The Bold and Colourful scores provide an elevated presence which gives the executive higher impact than managers, in the way they capture attention or impose their strong belief systems on others. They will be noticed by others and take plenty of air time. The higher Mischievous and Imaginative scores provide an edge on being visionary, creative and action-oriented. The Executives will enjoy adventure and thinking outside the square.

This combination of scores gives them tremendous capability around desire, delivery and dominance. They are ambitious, have plenty of drive and are highly motivated. By comparison, the Manager group have a lesser appetite for being driven, strategic and aggressive with their career. They are quite simply, less impassioned.

From a previous study of 55 high achieving CEOs from The Executive Connection (TEC), we know that these scores are indeed the stand out elevations that match an Executive who is growing the business with sound bottom lines. This earlier TEC study also showed that a high score on Commerce matches with a successful entrepreneurial profile.

The Executive profile is one of growing the business. The Manager profile is one of running the business, their bias will be operational, not strategic.

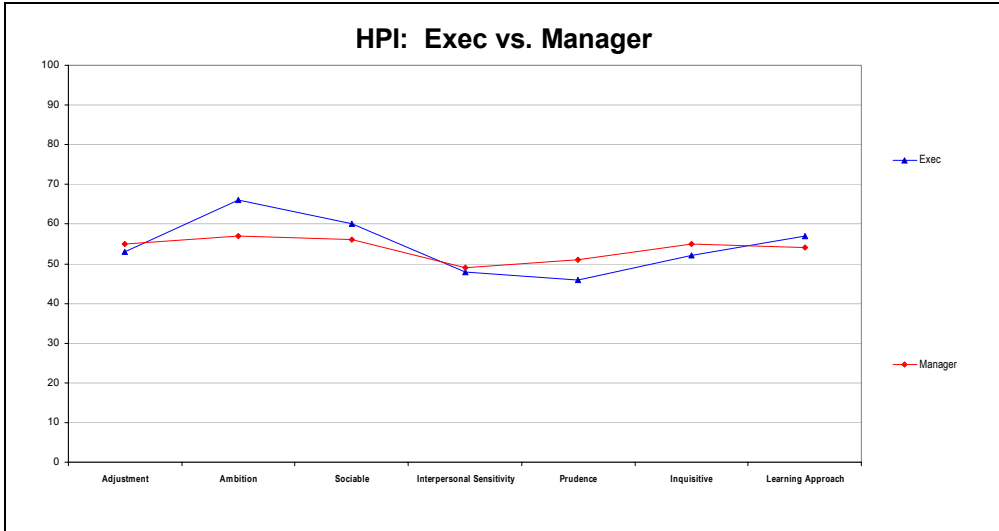
Another difference between Executives and Managers is the risk profile. The Executives have lower scores on Prudence, Diligent, Dutiful and Security. This means that they have a greater appetite for risk and will spend their energy creatively, with less on the detail. This is a profile of innovation and opportunity. Executives are more inclined to challenge the status quo, follow their impulses, rock the boat and be more independent in thought and action.

In the MVPI profile, which measures a person's "hot buttons", the Executives have higher scores. They have stronger impulses for achieving more out of life than managers.

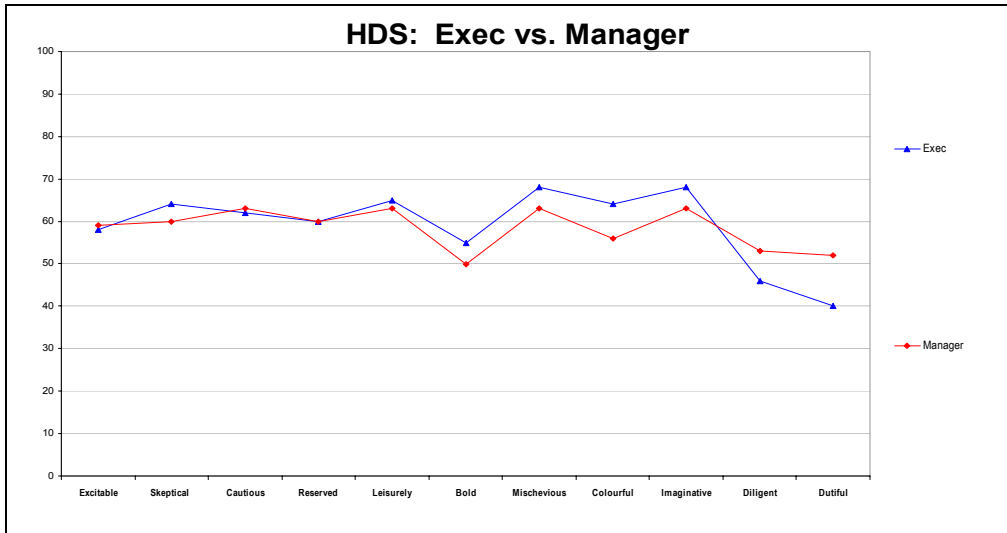
Executives also scored higher in Aesthetics which is a measure of creative/artistic self-expression and a passion around the quality of the product/service experience. The Executives scored lower on Science, which indicates that they prefer intuition, instinct and experience rather than empirical and data-based decisions.

Now let's look at the three Hogan profile graphs...

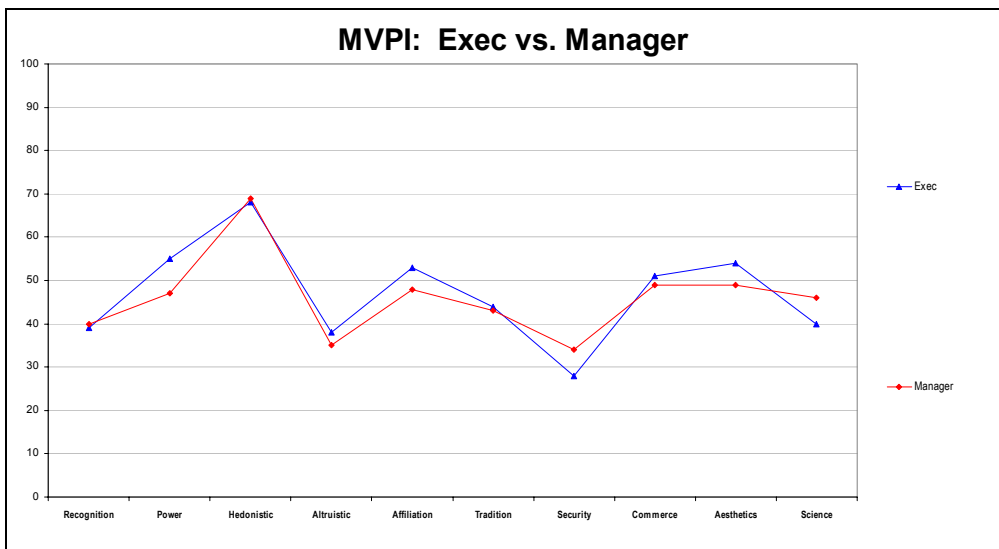
HPI



HDS



MVPI



Differences between Australian Female and Male Executives

Let's start to identify the gender differences by firstly looking at the Executives. We will examine the difference between Managers later.

1. On the key issue of STRATEGIC DRIVE, Females scored higher than males on Ambition, Bold, Mischievous, Colourful and Imaginative. They will be more confident, competitive, visionary and have a stronger presence. Females and Males scored the same on Power, which is a key indicator of goal orientation and career assertiveness. This is key in understanding how they got to be Executives in the first place. The one category which the Males scored higher is Commerce, which is an interest in financial matters, revenue and profits. The Males are 12 points higher than the Females. For men, money rules. Males measured success in financial terms. Females are driven by motivations other than money. Overall, Females have a stronger personality type for the role of a Senior Executive.
2. For RISK TAKING the scores for Prudence and Dutiful are very close, but the Females score lower on Diligent, Cautious and Security. This suggests that they are more prepared to take risks and may not put so much effort into being planful or careful. Females will be more inclined to chance their arm with their ideas and passions. They will challenge the status quo and will take pleasure in improving or growing a business. Risk taking is important if organisations want success with change management, achievement of strategic goals, change culture and innovation. Risk taking is the opposite of 'business as usual'.
3. In PEOPLE SKILLS, Females have scored higher in Sociable, Interpersonal Sensitivity, Affiliation and a significantly lower score on Reserved. These four scores create a clear pattern of Females having stronger People Skills. They need and enjoy companionship, will be more diplomatic and thoughtful in their relationships, will care about people and have a strong sense around the importance of teams, networks and communities. The lower scores for the Males show that they will be more task-focused and have a preference with getting on with the job without being bothered with some of the people issues. Sometimes the Males will present as blunt, abrasive, cold, distant and insensitive, however they will be more inclined than Females to tackle poor performers and get involved in conflict.

Females will have an edge in building emotional connections, trust and loyalty with others. For organisations that want to be an employer of choice where employees feel valued and morale is high, the Females start in front of the Males. This will help organisations in the attraction and retention of talent. For organisations that are serious about building a customer relationship management culture with clients, Females are ahead of Males. For organisations using a Balanced Score Card philosophy, Males are stronger around the financial metrics, while Females are superior in the non-financial measures. If breaking down 'silos' and getting different work areas to help each other (internal customer focus) is important, Females are on the front foot. If strategy, execution and trust are the key to high performance, then Females are certainly well placed to deliver superior relationships based on their ability to build trust.

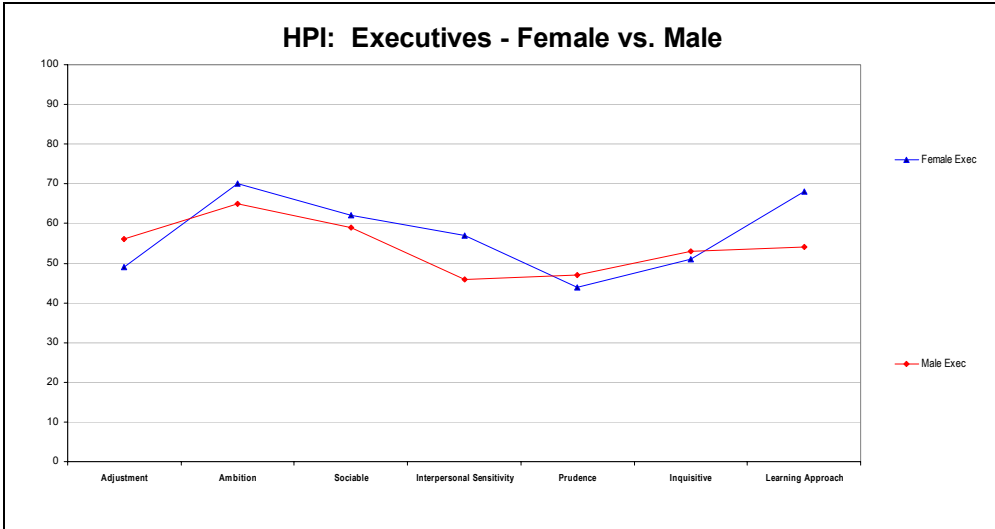
4. EMOTIONAL STABILITY is measured by Adjustment and Excitability. Differences in scores are very minor. Males and Females will both present equally as having composure and some healthy anxiety. They will be emotionally mature, focused, attentive and energised.
5. The Female HOT BUTTONS in the MVPI profile differ from Males mainly in Aesthetics and Altruistic. They are more concerned with creative/artistic expression, quality, look touch and feel and how their organisation can help others and make a difference to stakeholders and communities. They also scored significantly higher on Recognition; they place a higher premium on fame, visibility and publicity. They need more acknowledgements for their efforts and ideas. On the other hand, the Males are more concerned with functionality, using their core expertise and getting on with the job. Both sexes scored the same on Power. Males are ahead on Commerce and Science. Overall, Females have achieved higher scores in this profile, suggesting that they are looking to get a lot out of their lives and careers. It also suggests that Females are more driven by values than men.

6. INNOVATION has been one of the buzz words in business for several years. Females again present better in the profiles. They have scored higher on Aesthetics, Learning Approach, Ambition, Mischievous and Imaginative. They have scored lower on Security and Cautious. This combination suggests that they will be creative, visionary, competitive, well-read and up to date, matched with a propensity to take a chance. They will be more stimulated by opportunities to think outside the square and drive new services/products and new markets.
7. CONTROL AND COMMAND has been the hierarchical basis of scientific management for the last 100 years. Males have won the battle for this title. They have less people skills because they put their energy into organisational performance. They are task focused and more comfortable with getting the job done rather than bothering too much with relationships. Their lower scores for STRATEGIC DRIVE and INNOVATION means they will be working more “in” the business than “on” the business. Males are more comfortable with hierarchies, titles, silos and processes. “When I say jump, you say how high?” If you are looking for hard nosed, “take no prisoners” performance, then Males have the stronger profile. Males have scored higher on CONTROL AND COMMAND and BOTTOM LINE DOLLARS. Because they dominate executive positions, these two factors will set the tone of the culture for the whole of the organisation.
8. Males believe that BOTTOM LINE DOLLARS is the only game in town. Their higher Commerce score shows that their key motive and preference in life is around revenue, budgets and profit. At work and at home, they will be driven by financial opportunities. While Females have other motivations for putting in the long hours, Males are focussed on dollars. In the private sector and in other organisations concerned with fiscal performance, this will give Males an advantage.

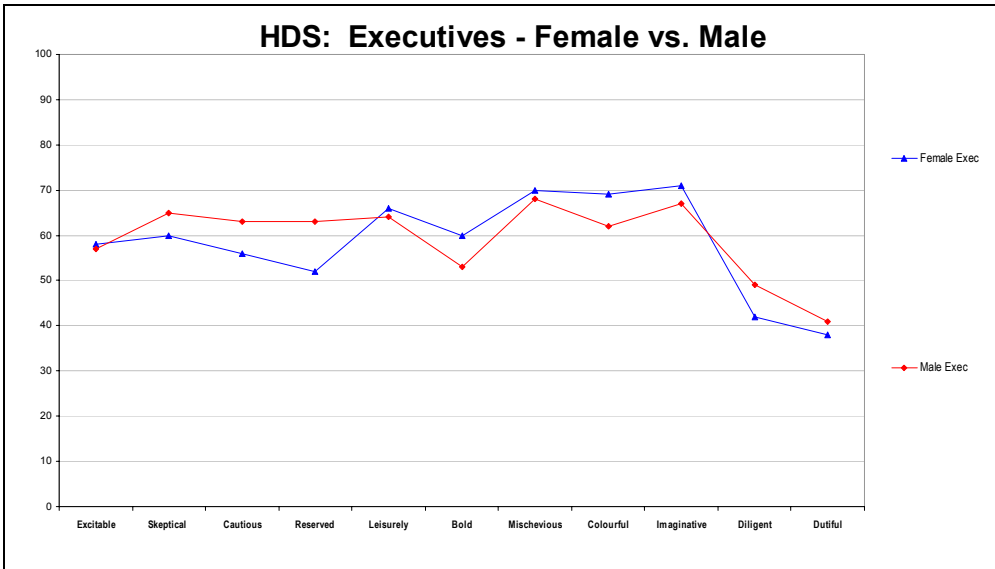
In these eight categories, Females are ahead on five, Males ahead on two and there is a draw on one. Beauty is in the eyes of the beholder and you will need to put your own weighting on which of these categories lends itself better to different industries.

Now let's look at the three graphs...

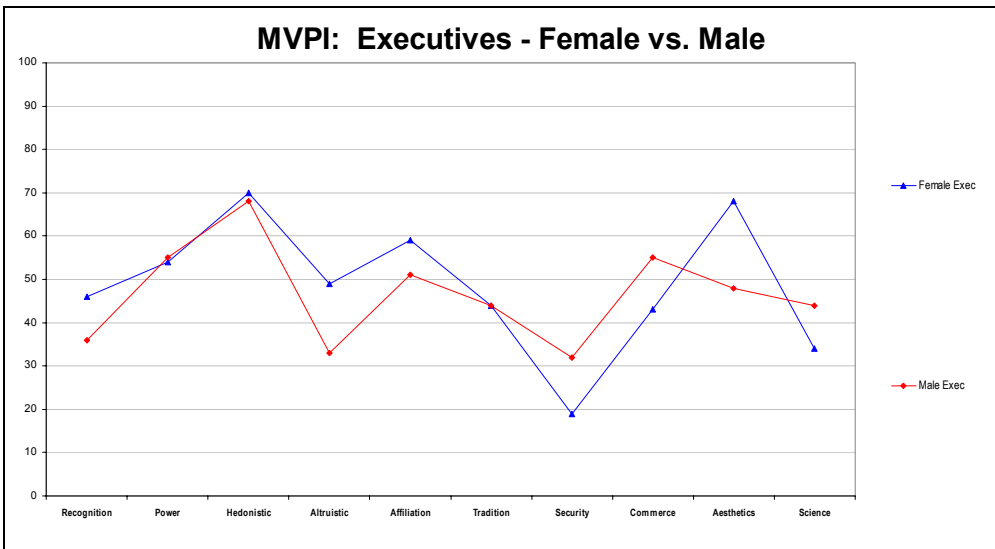
HPI



HDS



MVPI



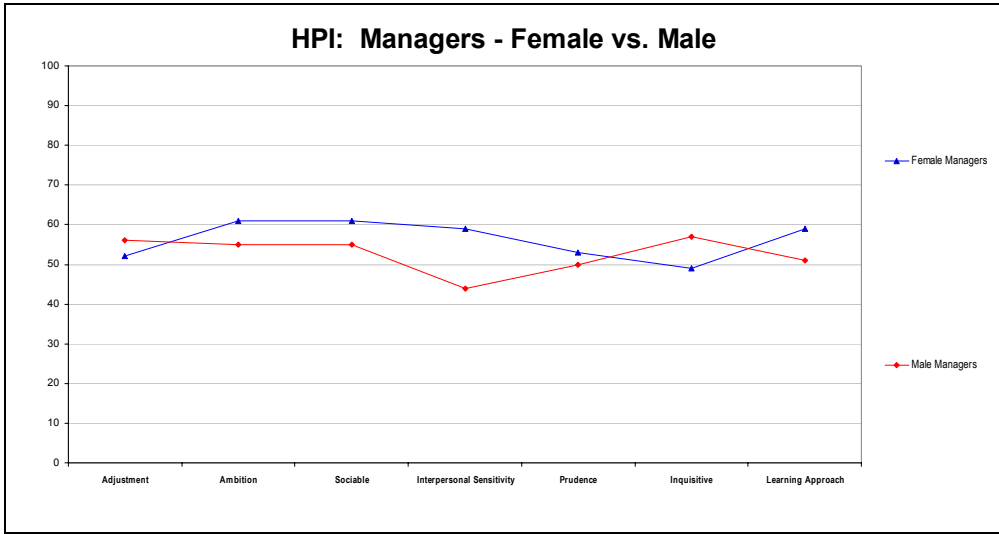
Differences between Australian Female and Male Managers

1. Female Managers have more STRATEGIC DRIVE. They have scored higher on Ambition, Bold, Mischievous, Colourful and Imaginative. However Males are clearly in front on Power and Commerce. Power relates to delivery, dominance, control and career progression. In the Executive comparison, Females and Males had similar Power scores, but the variation here is striking. For Female Managers to progress to Executives, they may have to compensate for the lower power score by being more assertive and strategic around career management. Some high performers are the quiet achievers... they sit back and expect to be noticed for their contribution. But often the “squeaky wheel gets the oil”... and it just might be the Male Manager that’s making the noise!
2. For RISK TAKING, Prudence, Dutiful and Diligent are very similar for both sexes. Females have scored lower on Security and Cautious which gives them a slightly higher risk taking profile. Females will be a little more inclined to look for opportunities to improve organisational performance.
3. In PEOPLE SKILLS, Females have scored higher on Sociable, Interpersonal Sensitivity and Affiliation and lower on Reserved than Males. A perfect result for the Females in terms of their ability to strike up trusting relationships where people are likely to feel more valued. If you are looking to establish emotional connections with stakeholders for longevity of relationships, then Females have an advantage.
4. In EMOTIONAL STABILITY, the scores for Adjustment and Excitable are similar. No winner here!
5. Females have higher scores around the HOT BUTTONS in the MVPI profile. They want more than Males out of life and careers. Values are more significant for Females.
6. The INNOVATION category goes to the Females. They have scored higher on Aesthetics, Learning Approach, Ambition, Mischievous and Imaginative. They have scored lower on Security and Cautious to complete the pattern.
7. CONTROL AND COMMAND goes to the Males. They have lower scores around People Skills and Teamwork. They also scored lower for their Presence and Vision. They are at peace with themselves when “running the business”. The Male higher score on Power shows that they like to be in control and are capable of being assertive, even aggressive.
8. Males have won the BOTTOM LINE DOLLARS score in Commerce. Money is a key driver for Males, while Females are perhaps driven by more nobler purposes.

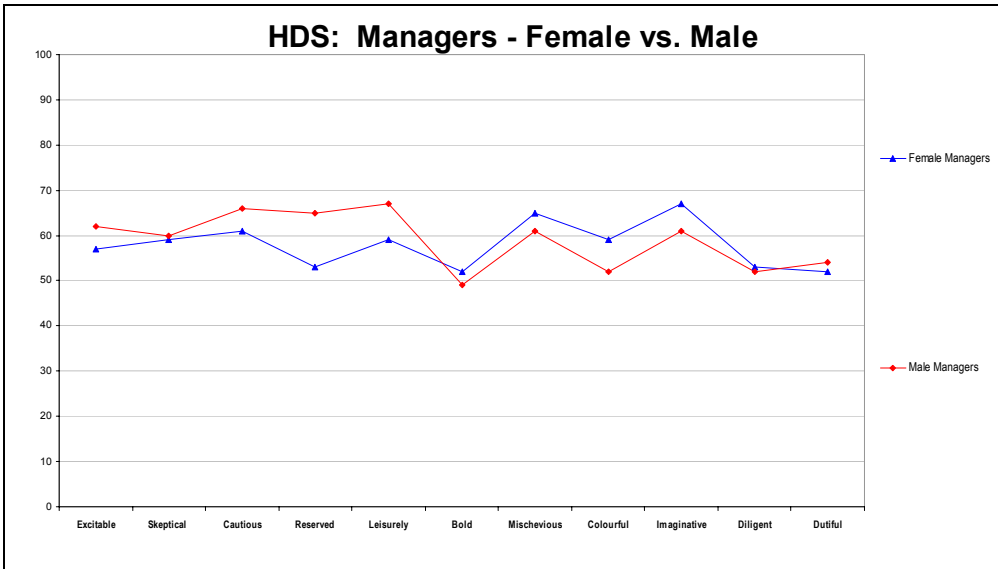
The score line again reads, five for Females, two for Males and one draw.

Now let's look at the three graphs...

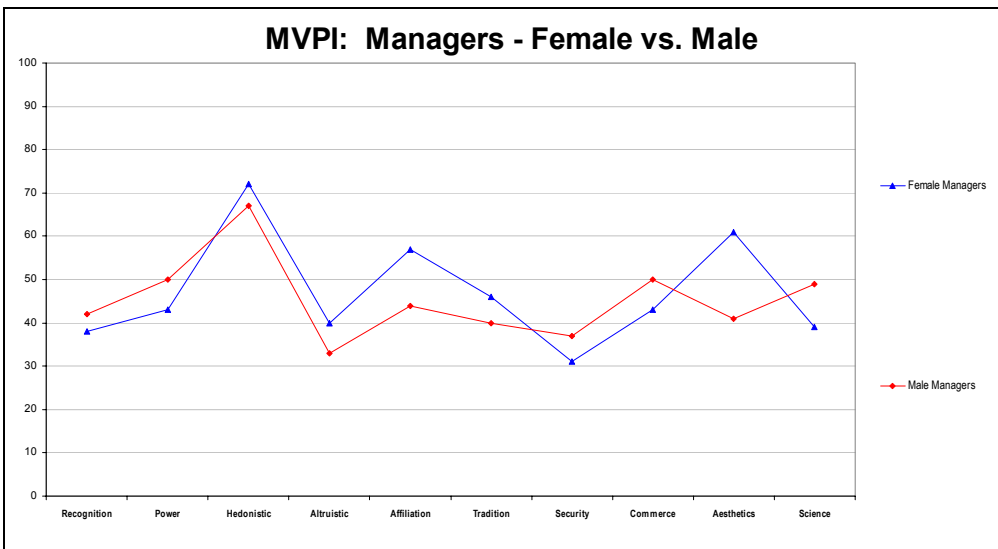
HPI



HDS



MVPI



Case Studies

The averaging process used with the data in this report does not do justice to the rich tapestry of individuality that exists in the individual reports for all of these Executives and Managers. It is so important to treat each person as a unique human being when using personality profiling to firstly understand and then develop their capability and contribution.

Let's take a quick look at two high profile female Chief Executives - Maggie Beer and Karen Matthews.

Maggie Beer

Maggie Beer is the driving force of Maggie Beer Products in the Barossa Valley, SA. She has run many wonderful businesses over the years, all related to the food experience. She is famous for her books and television shows and is greatly admired and loved by people in the industry.

Maggie's MVPI HOT BUTTON is Aesthetics at 95%! Her Commerce score is 9% and her Recognition score 12%. She continues to work 24-7 globally to grow her business and the motivation is neither money nor fame. It is about taking the quality of the food experience to the world. She scored 100% for Learning Approach and very high in the STRATEGIC DRIVERS. She has a forceful personality and a never ending passion for new business and new business opportunities. Her hot and cold buttons are very obvious.

Karen Matthews

Karen Matthews is the dynamic leader of the Ella Bache Team. Karen is producing great business results and has won a number of awards. Her HOT BUTTONS are 100% for Recognition and Power and 99% for Affiliation. Karen scored 1% for Security and Science. We certainly know what motivates her and what does not motivate her. Her Ambition score is 100% and she scored very high in all the STRATEGIC DRIVERS. She also has a full suit of scores for PEOPLE SKILLS.

Indra Nooyi

Indra Nooyi is the CEO of PepsiCo and is widely admired in many parts of the world as an individual and the head of a company that is busy reinventing itself. Indra is moving Pepsi from sugar drinks into the healthier, faster growing non-carbonated beverages and snack foods. Her motto is "performance with purpose". She talks about balancing the profit motive with making healthier snacks, striving for a net-zero impact on the environment and taking care of the workforce. At the 2008 World Economic Forum she spoke of the importance of using corporations as a productive player in addressing some of the big issues facing the world. Henry Kissinger thinks her next career move will be a big Washington Post, possibly a cabinet job. (Fortune Magazine 3/3/2008)

Hogan profiling can be used for selection, development, team building, organisational analysis and coaching. All individuals are different and high performing teams need to be aware of these differences and leverage from them.

Hot Buttons

The HOT BUTTONS of the Chief Executive and the Executive team will have a great impact on the culture of the organisation. It will be important to understand the culture so that people have awareness and enjoyment around the key values and behaviours. The following examples provide some clues on different cultures.

A culture characterised by high Power is aggressive, competitive, and results oriented. It keeps track of its performance *vis-à-vis* the competition, it sets ambitious goals for itself, it minimises wasted motion, meetings, and pointless discussions, and evaluates itself on what it is able to accomplish. The heroes of the organisation will be those who have contributed the most in a substantive, measurable way. The pariahs will be the lazy and/or ineffectual.

A high Hedonism culture is characterised by an ethos of “work hard/play hard”; people strive to perform at a high level, and then periodically take time to relax, celebrate, and have a good time together. There is a clear awareness that having fun is as much a part of the culture as effortful striving, and there may even be a “party budget”. The heroes of the organisation will be those who are the most fun to be around. The pariahs will be “wet blankets”.

A high Affiliation culture is one with a near compulsion for social interaction. The official and unofficial practices and procedures will be designed to maximise social contact. This includes calling lots of scheduled and unscheduled meetings, frequent communication within and between units and organising the office space so as to encourage interaction. The heroes of the organisation will be those who are most popular; the pariahs will be the loners.

A high Commercial culture will emphasise profitability and cost containment. The heroes of the culture will be “rain makers”—persons who raise money and develop business—and people who devise new and effective methods for reducing costs. There will be a constant, relentless focus on the “bottom line”, sometimes over the short run and possibly at the expense of the long term. The heroes of the organisation will be those who generate revenues and cut costs; the pariahs will be the spendthrifts.

A high Aesthetics culture will be characterised by a self-conscious attention to style, appearance, quality, and “good taste”. The furniture, wall coverings, rugs, and rest rooms will be high quality, often the result of advice from external consultants. Stationery, logos, reception areas - all aspects of the public face of the organisation - will be carefully designed to send a message to clients and staff regarding quality and standards of style. The heroes of the organisation will be those with the best taste; the philistines will be the pariahs.

Conclusions

1. Executives clearly have a stronger profile than Managers. This is why they are Executives and Managers are Managers.
2. Females have a stronger leadership profile than Males. They have more STRATEGIC DRIVE, RISK TAKING, PEOPLE SKILLS, HOT BUTTONS AND INNOVATION in their DNA. Males, on the other hand, are ahead on CONTROL AND COMMAND and BOTTOM LINE DOLLARS.
3. Successful leadership can be defined as best in industry organisational performance, achieved by a highly motivated team. Therefore the purpose of leadership is to create vision and purpose and the passion and energy from people to deliver the goals. Leadership is a function of personality. Personality profiling can add value in understanding self and teams and building productive relationships with stakeholders to outperform others.
4. For Female managers looking to progress to an executive position, they may need to compensate for the lower Power score. This can be done by setting clear stretch goals every year around career advancement, networking and opportunities for self display.

Authors

Peter Berry is the Managing Director of Peter Berry Consultancy Pty Ltd. He has over 30 years experience in Human Resources. He is an associate of Melbourne Business School and is regarded as one of Australia's top speakers on leadership, business planning, people and culture.

Shayne Nealon is a partner in Peter Berry Consultancy. Shayne has had 25 years experience in Human Resources, Industrial Relations and Change Management with a customer service and safety focus. Shayne has held senior positions in Qantas and now consults to industry on workplace improvement, recruitment and a range of HR and IR issues.

Kim Pluess is a registered Psychologist at Peter Berry Consultancy. She works closely with the Hogan Personality Tools both directly with clients as well as conducting ongoing research. She has worked both in the Human Resources Industries and in Healthcare prior to working at Peter Berry Constancy.