

## FEMALE LEADERSHIP DEVELOPMENT

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*The article discusses the results of a study of the development of leadership qualities of female students. For this, a series of trainings aimed at the formation and development of responsibility, the acquisition of self-organization skills, planning activities, the ability to make decisions in conditions of high uncertainty and the development of communication skills was developed.*

**Introduction.** Women's leadership today does not surprise anybody. A woman can be a leader, and we have a number of successful examples. Women, as heads of state structures, enterprises, and corporations have convincingly proved their ability to lead, create a successful business. In 2016, a Peterson Institute for International Economics survey of over 21,000 firms from 91 countries found that increasing female leadership representation in profitable firms from 0 to 30 % is correlated with 15 % increase in net revenue margin [5]. Women still have the challenge to make what men make for the same job and to attain the promotion that will place them in leadership roles.

Having overcome the influence of stereotypes that being a good mother and a good wife is the only life goal of a woman, for the first time in hundreds of centuries, women open new horizons, conquer new heights. Women have made progress and they can make more.

According to J. Jorstad, leadership is not included in the system of life values of many women. Hence, there is an opinion that female leaders are inferior to male leaders in leadership effectiveness, since they have less power, influence and resources. However, as it was shown by E. Maccoby and C. Jacklin, with longer practice, women can flourish in leadership roles and be equal to men in leadership. E. Egli and C. Johnson found that women were more eager to get a leadership position [2].

**Task formation and methods of research.** Two groups of students of PSU took part in our study (experimental and control groups). The students are 17-18 years old.

The aim of our study was the development of female leadership qualities. We have developed a series of trainings. At the first stage of our study, we carried out some tests in the experimental and control group using the following methods: "Verbal diagnosis of self-assessment of a personality" and a questionnaire "Self-assessment of leadership".

The trainings with the experimental group were aimed at forming and developing responsibility, acquiring self-organization skills, planning activities, making decisions in conditions of high uncertainty, and developing communication skills. After that, retesting was performed using the previously described techniques.

**Results, their discussion and perspectives.** When analyzing the data, we found that most of the girls in the experimental group (67%) increased the level of self-esteem of leadership and personal self-esteem, 33% had minor changes.

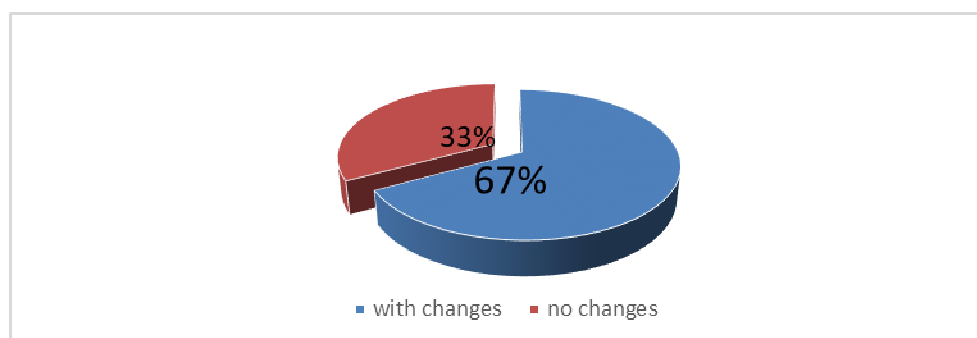


Figure 1. – Result of the experimental group

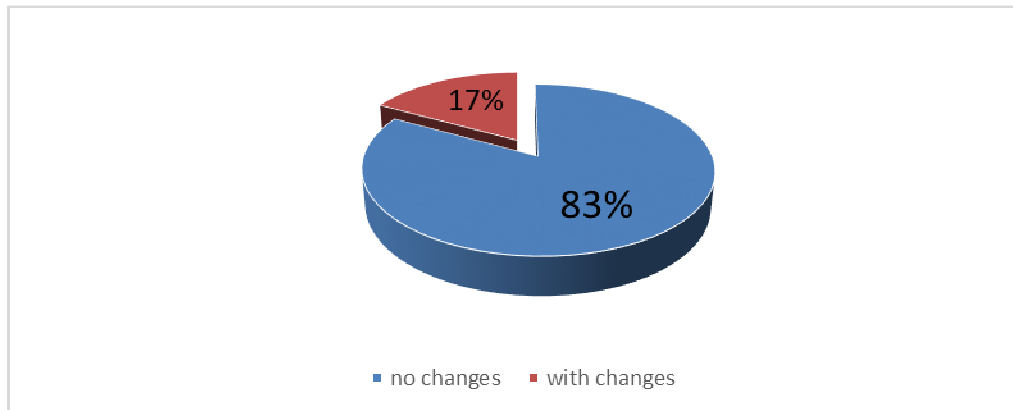


Figure 2. – Result of the control group

These results can be explained by the fact that the qualities we have identified belong to the leadership category and their development leads to an increase in the level of self-esteem, both of leadership and of the individual as a whole. Adequate self-esteem significantly expands the limits of the leader's capabilities, because of which he can acquire new positive life experiences.

K. Bartol and D. Martin stated that a female leader in men's business world could play one of four roles:

1) "mothers" - they expect emotional support from her, not business activity; 2) "seductress" for the boss, which causes resentment among male colleagues; 3) "toys, talisman" - nice, but not a business woman who brings good luck; 4) "Iron Lady", having non-female cruelty, as a result of which they are most isolated from the group. All these roles prevent women from taking an equal position among men and reduce their career opportunities [2].

When promoting for a management position, requirements for women are more demanding than for men. The rule that a woman should be twice as good as a man works. A woman is more likely to take a middle management position, while top management positions are unconditionally given to men. Thus, there were not a single woman in the list of 200 highly paid executives in the US economy and production. At the same time, on average management, women occupied half of all the places [1].

With the same level of qualifications with a man, women most often find themselves lower in the ranks. For women, the path to power is associated with overcoming numerous obstacles, while for men with the realization of numerous possibilities [3].

A commonly cited Hewlett-Packard study on internal hiring practices found that men often apply for a job when they meet 60 % of the qualifications, but women apply only if they meet 100 % of them [4].

In this regard, there is a concept of "glass ceiling". This metaphor reflects the fact that in many organizations there seems to be an invisible ceiling above which women cannot advance.

The reason for the more frequent presence of a "glass ceiling" for women may be that good work of women is rarely attributed to their abilities, and the characterization of the worker as "capable" positively correlates with his career prospects.

In achieving high professionalism, women are hampered by their focus on family and children. R. Valdez and B. Gutek found that women leaders are much more likely to be unmarried than those who do not occupy leadership positions. At the same time, the more responsible the work and the more preparation it requires, the more childless women are engaged in this work, and the less among them women with three or more children [3].

In another study, it was shown that there are more married male managers (86%) than married female managers (45%); there are more men with children (62% vs 20%) [2].

There is also a prejudice of male leaders against women with children. This prejudice reflects the accumulated experience of many generations, saying that women more often than men are forced to interrupt their work due to pregnancy, caring for sick children. Therefore, employers reasonably assume that a woman, unlike a man, can quit at any time. Hence, only women who have repeatedly confirmed their dedication to the cause are appointed to leadership positions. The same criterion exists for the appointment to the leadership position of men [1].

The skepticism of the society towards the ability of women to be leaders make them to resort to defensive strategies: a) spend more time and effort at work; b) use specifically female ways of conducting business negotiations with men (coquetry, belittling their abilities); c) apply the "mask" - the desire to hide their emotional and personal life, so as not to get the label of an inefficient employee.

According to A.E. Chirikova, most women tend to believe that female leaders have some advantages over male leaders. The same opinion is shared by men. A group of Western European scientists collected data in more than ten countries, they found that most men recognized that being a boss, women are less likely to "break down", it is easier to deal with any issues, they do not depend much on their mood and they take more care about their subordinates [3].

Women leaders can establish high business relationships not only with women, but also with subordinate men. Women leaders on an equal basis with men are able to motivate subordinates for over-achievement. Women leaders are as task oriented as men leaders. Women are usually distinguished by perseverance, responsiveness, desire to reach the limits of the possible; women have a great social orientation. In women's groups, good interpersonal relationships are most appreciated.

**Conclusion.** Based on the results of our research, we can say that leadership can be learned, that it is a skill that can and should be developed in female students. To do this, you need to pay attention to independence of an individual, flexibility of one's thinking and sociability.

A. Eagly recently stated that her studies show that women are more likely than men to possess the leadership qualities that are associated with success. That is, women are more transformational than men - they care more about developing their followers, they listen to them and stimulate them to think "outside the box," they are more inspirational, and they are more ethical [6].

Dr. Bernard Bass, who developed the current theory of transformational leadership, predicts that in the future women leaders will dominate simply because they are better suited to the 21st century leadership/management than are men [6].

Young women need to identify their unique talents, understand what they bring to their work environment to best enable success, and then, make sure that their voice is heard.

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