



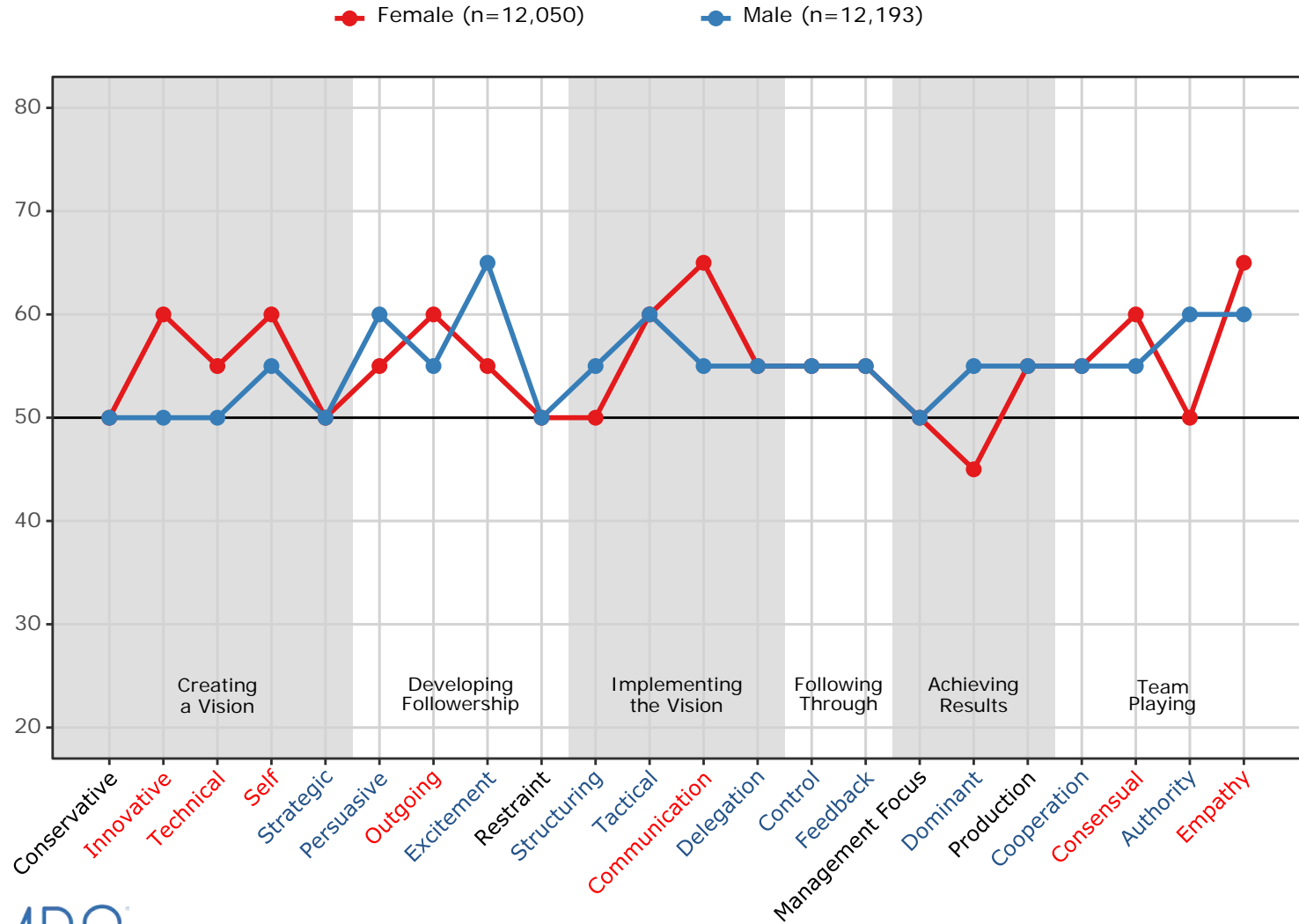
MRG

Observer Ratings and Gender

Evidence from the LEA

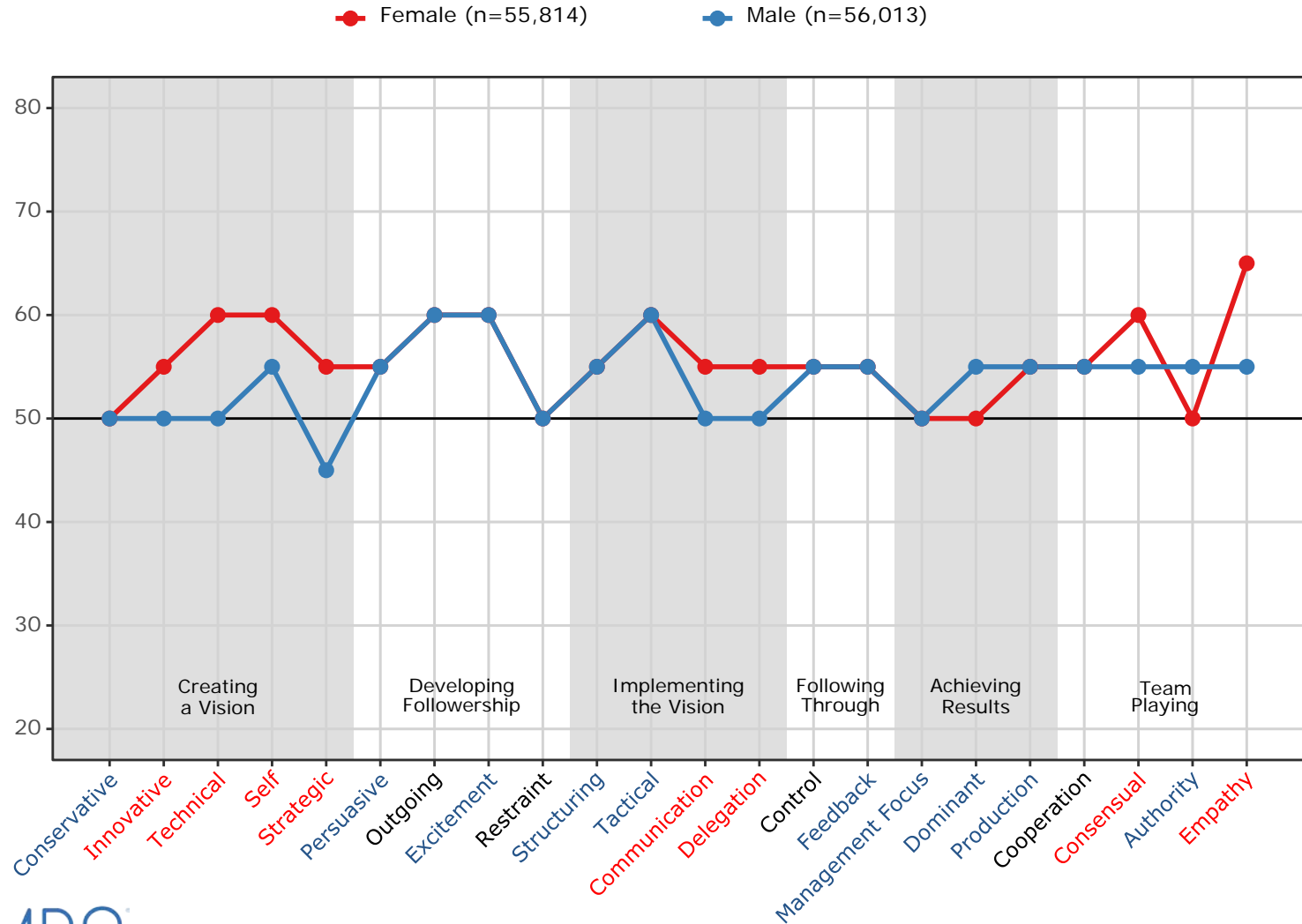
Boss

Leadership Effectiveness Analysis



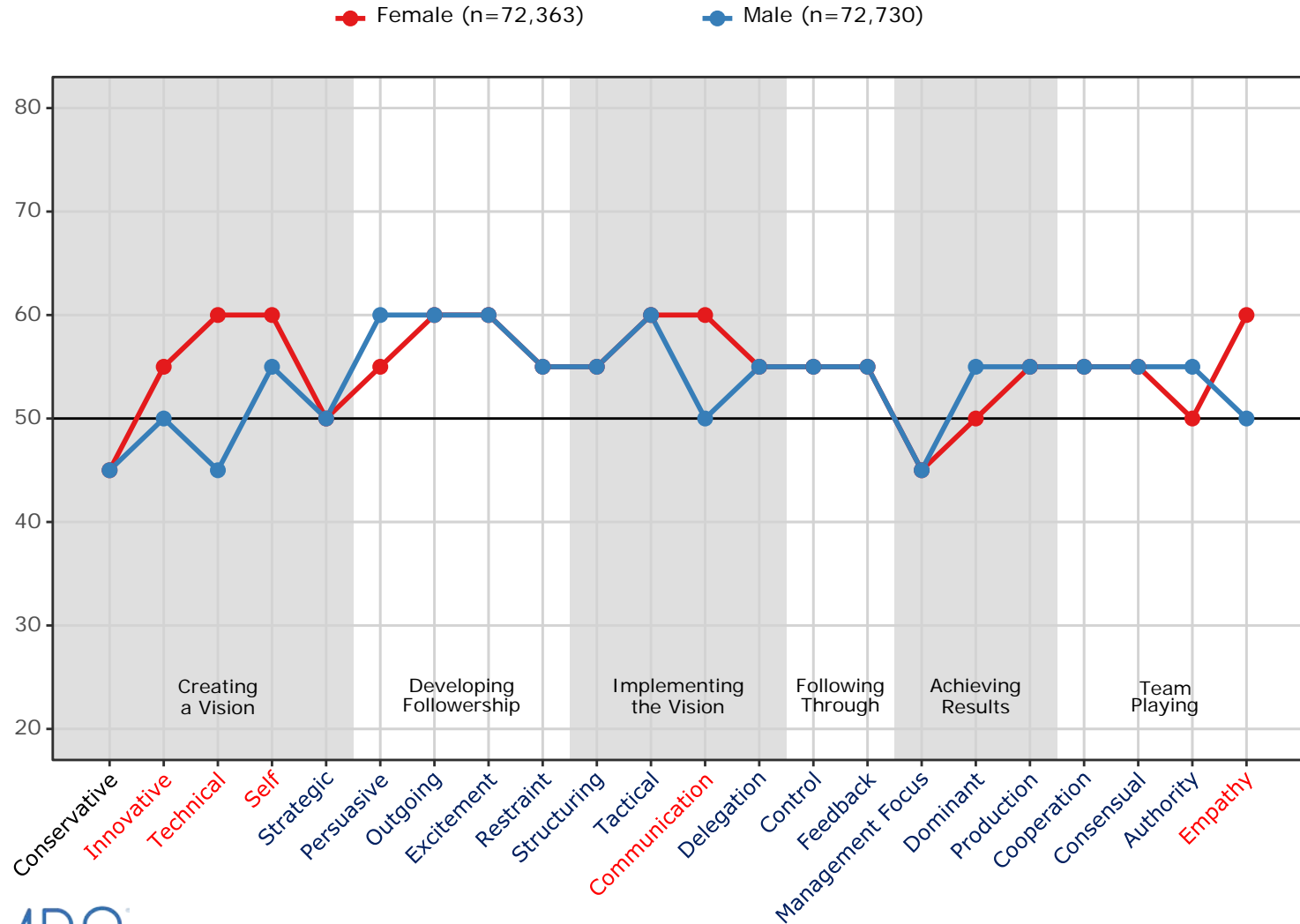
Peer

Leadership Effectiveness Analysis



Direct Reports

Leadership Effectiveness Analysis



Interactions: Does the gender of the boss matter?

Male bosses

- Rate men higher on conservative and strategic
- Rate women higher on dominant

Female bosses

- Rate women higher on structuring and communication

Authority

- Male bosses rate everyone higher on authority than female bosses
- Female bosses rate women higher on authority than they rate men

Interactions: Peers Ratings

Male Peers (observers)

- Rate men higher on conservative and strategic
- Rate men lower on outgoing and empathy
- Rate women lower on innovative and restraint
- Rate women higher on dominant, production, excitement and control
- Give lower technical ratings than female peers, but rate men higher than women

Female Peers (observers)

- Rate men higher on persuasive
- Rate men lower on structuring
- Rate women higher on communication and feedback
- Rate women lower on authority

Interactions: Direct Report Ratings

Male Direct Reports

- Rate men higher on conservative
- Rate men lower on outgoing
- Rate women higher on excitement and feedback
- Rate women lower on strategic and restraint
- Overall give lower technical ratings than women, but rate men higher than women

Female Direct Reports

- Rate women higher on structuring and feedback
- Rate women lower on strategic and production
- Rate men higher on restraint and cooperation

Conclusions

Men and Women have some differences in the way they rate leaders based on the gender of the leader

Follow-up questions...

How much of this is because the leaders interact differently with their observers based on the gender of the observer?

How much of this is because the same behavior is interpreted differently by the observer based on the gender of the leader exhibiting the behavior?