

**THE STUDY OF LEADERSHIP POWER IN WOMEN,
INFLUENCING JOB SATISFACTION AND PERFORMANCE
IN TEAM MANAGEMENT**



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**THE STUDY OF LEADERSHIP POWER IN WOMEN,
INFLUENCING JOB SATISFACTION AND PERFORMANCE
IN TEAM MANAGEMENT**

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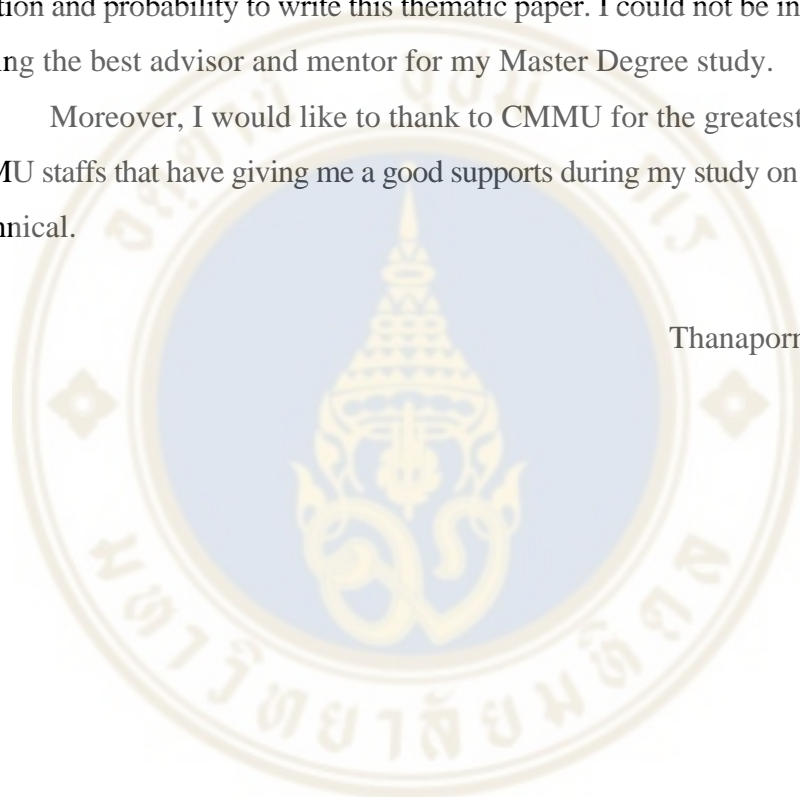
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ABSTRACT

The purpose of this thematic paper is to explore and investigate the fact that women can be better leader than men by analyzing through the transformational leadership framework. All data were collected by interview the open-ended questions and discussion. As a result from the interview, transformational leadership style is suite the women and men leader. By the discussion of 4 main factors analysis: invigorate others, participation encouragement, crisis management and power and information sharing shows that among the same situation women leader did a better job. Moreover, women leadership style as mentioned can enhance employee's job satisfaction, job performance and motivation. This would be a benefit for all business and industries to arrange training or coaching session to develop the leadership skills and adopt to the transformational leadership style for a better accomplishment.

KEY WORDS: Transformational Leadership/ Women Leadership Style/ Job Performance/ Job Satisfaction/ Team Management

23 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	3
2.1 Problem	3
2.2 Researches Review	3
2.2.1 Inspirational Motivation	4
2.2.2 Individualize Consideration	4
2.2.3 Intellectual Stimulation	4
2.2.4 Idealized Influence	5
2.3 Propositions for Qualitative Research	5
CHAPTER III RESEARCH METHODOLOGY	7
3.1 Factor Analysis	7
3.1.1 Invigorate others	8
3.1.2 Participation encouragement	8
3.1.3 Crisis Management	8
3.1.4 Power and information sharing	8
3.2 Interview Questions	8
3.2.1 Inspirational Motivation	8
3.2.2 Individualize Consideration	9
3.2.3 Intellectual Stimulation	9
3.2.4 Idealize Influence	9
CHAPTER IV FINDINGS DISCUSSION	10
4.1 Interview Analysis	10
4.1.1 Invigorate others	10
4.1.2 Participation encouragement	11
4.1.3 Crisis Management	12

CONTENTS (cont.)

	Page
4.1.4 Power and information sharing	13
CHAPTER V CONCLUSION AND RECOMMENDATION	15
5.1 Conclusion	15
5.2 Recommendation	15
REFERENCES	17
APPENDICES	18
Appendix A: Questionnaire	19
BIOGRAPHY	23



CHAPTER I

INTRODUCTION

Nowadays women have involved in many important part of many industries around the world and also in Thailand, we can see more women who become a leader and come across the boundary about gender differences. As we can see that the role of women from the past until now has changed. Women can do lots of thing as men did and sometimes better. For some change in field of business, women become leader and accomplished beyond the expectation. That is because today business need more compromising way of management as well as the relationship-oriented together with task unification. But women nature seems to be difficult to deal with hard time and crisis occurred because many research shows that women still lack of confident, lack of suitable of role model and power sharing.

By the point of women problem personality, I did agree before but when I study more on management field, I saw that women today is more difference from the past. For example, growing in career path, higher education which is same and higher than men. To be successful leader in today business is hard whether men or women because of the different leading style, management technique and the important is to be an ideal leader to be able to lead the team. Good leader required to think differently with understanding.

Since leader is the one who can make a difference by having a new idea to implement the effective working plan. Women by nature has unique socialization skill and act different from men which bring the better working atmosphere and experience. The employee knows the difference while working with different leader, women leader can make working environment smoother and relaxing because of their compromising style of management is exactly what the employee wants for the sustainability success of the team and organization.

In the point that I am also a woman, I see the high competitive among women and I am positively thinking and try to convince others that women are top. I do not reject that gender different can affect the team and working management but I found it very interested to study this point and find out how women can be better leader.

However, this paper is mainly focusing on the study of how transformational leadership in women is way better than men by analyzing through the team management accomplishment, participation encouragement, crisis management, invigoration and power and information sharing.



CHAPTER II

LITERATURE REVIEW

2.1 Problem

Today business, we can see that women get involved in many industries and become a successful leader but the point is how those women become a good leader?

There are many interesting issues about the women's way of leading compare to men and also the different among gender that become the main issue and still not clearly conclude what the exactly different point between men and women leadership style so the problem that I want to figure out "How women can be better leader than men?"

Therefore to see that differences, I would like focus on women's leadership style and other factors to cover all the area that can answer the objective of this study which are:

- Study the change and development of women leadership from the past until present
- Study the women leading style in team management
- Study the factors that influence employee's job satisfaction and motivation
- Study whether women can be a better leader in today business

2.2 Researches Review

From the previous studies show that there are several factors influenced the way of leading especially in a focus of women. In the past, women in Thai society does not have much opportunities to act in a role of leader because of several reasons. First about the personality "The Feminism" would not be able to show the strong, powerful and controllable over others. In the other hand, women nature skills which are kindness, empathy are more supportive in terms of team working style in nowadays and it is match with the way of Transformational Leadership should be.

They used several theories to support their finding factors that can identify the differences way of leading between men and women. These research utilized the Leadership Theory “Transformational Leadership” which is the way of behave to raise and/or improve a self-value and help empower each other with 4 components as following:

2.2.1 Inspirational Motivation

Women are concentrated in encourage participation in terms of work, especially as a team management. By help the follower to think positively and see the big picture in the same way which this stage need some relationship-oriented based to motivate people to come across the obstacles and build the creativity.

2.2.2 Individualize Consideration

Building a kindness towards an employee satisfaction is the strongest point of women whether in the past or today. As the role of women that you have seen in the past career such as a teacher, a nurse or a mother which concerned on empathy among people. As a good leader, understanding the different need in deed in a different people is also important.

The study saying that Men concerned on a task, just made people do things that he wanted done but not really care of how the employee power or/and potential they can be. While Women try to understand, advise and coach each of employee to bring out the best in individual and organization.

2.2.3 Intellectual Stimulation

Women and Men are more likely to perform this stage equally but in the different way power usage. Creativity, reframing the perception towards the problem, thinking and solving problem systematically and support their follower to get the job done. Men tended to force, depress and criticize when follower think in the different way. While women consider problem and find the answer of it by listen more on the follower site and find the best alternative way to get through the obstacle.

The thing that make women tended to be more efficiency in this stage is the “Emotional Intelligence”. When have a problem or the situation that it comes to an emotional aspects, women have an advantage over men and create more trustable to

the follower that together will be able to develop their ability to understand and try to solve further problem by themselves.

2.2.4 Idealized Influence

An ability to gaining respect and trust from follower is likely to be men. This is some interesting thing about the personality different between men and women that still be one of the issue. To be a role model, leader need to show their outstanding performance, reliable personality and morality. Men did the great job in this stage since the past and women still not strong enough in this stage because if some barriers.

- Lack of confident: women always look down on themselves and not push themselves towards for a better career as men does.
- Lack of suitable role model: since the past, there is not much women leaders in Thai organization or if we see, they are not success as we expected. So this is the point that women are afraid to change and push their ability to a better career.

From the barriers, may affect woman's ability to outstanding, but nowadays many thing has changed. To work in one organization, there is something to concern more than the task that is the satisfaction of both leaders and followers. Many successful business starting with good atmosphere work place, happy worker, good leader and so on.

Therefore from the studies review and research, I found the gap between men and women's way of leading which 3 out of 4, women are better leader than men. So I would like to see how better women can be better leader than men.

2.3 Propositions for Qualitative Research

- The provision of leadership power in women affects employee motivation and satisfaction.
- The provision of an inspirational motivation in women affects employee participation in team management.
- The provision of individualize consideration in women leader affects employee's feeling about energizing to work and job satisfaction.

- The provision of intellectual stimulation in women affects employee's job performance.
- The provision of idealize influence in women affects employee's respectability towards women leader as a role model.

The next chapter will discuss about the research methodology that use to explore the propositions.



CHAPTER III

RESEARCH METHODOLOGY

In order to do the research on how the differences or how better women can be a leader than men, I have reviewed from the past literatures and found some issues that important and want to figure out on how the employee feel towards their women and men leaders. I use the open-ended interview to discuss and explore their thought towards their leaders. I have interviewed several employee who works as a team from a similar industry. The discussions gave me a better view of how the team works and moreover about the team management which is different among team that has women leader and men leader. From my point of view, I would say that team management and leading people is about understanding and style of each person which derives differences outcome. Therefore, I prefer to focus on the “Transformational leadership” because from the past research found that women can do better in this part if compare with men and also can create more positive interaction among team.

I conduct the research by interview 5 employees, the age between 29-36 years old who work in a tourism industry, work as a team and experienced both women and men boss in order to be able to learn and compare how different and what do they think about their boss especially their opinion about women leader which is my main purpose of this research.

3.1 Factor Analysis

From the literature review, I found some factors that very interesting about the difference ways of leading between women and men which still unclear in process and cannot clarify who did a better job. Especially in team management which need a good leader to lead the team. From the prospect of Transformational Leadership, leader who has those leading style tend to handle teamwork for effectively. Therefore, there are four factors that I found it important and should be considered in this analysis.

3.1.1 Invigorate others

To getting people excited with their work is one of a leader duty. So this factor will analyze how good cheerleading they are in terms of influencing, enthusiasm and inspiring others.

3.1.2 Participation encouragement

To considered this factor because team work or team management needs to have a participation among leader and follower. Some said that the team with men leader works more effective and fast while some said that team with women leader works more smooth and effective also. As I can found that the outcome is almost the same but I do not know exactly how are their management style so I would analyze this factor to clarify that who did a better job.

3.1.3 Crisis Management

When working as a team, there are tons of problem to solve. This factor analysis would help me to figure out how women and men did in order to manage the crisis and lead team to success.

3.1.4 Power and information sharing

Power to control the team is also very important. This factor is the main point for me to find out the fact that women's leader power is better than men when comes to the field of team management. And if power they are using can control all the team, so it is giving more work flow and communication between leader and follower about understanding the same direction.

3.2 Interview Questions

Do you think women can be better leader than men?

3.2.1 Inspirational Motivation

- How's your leaders motivate you?
- How does the inspirational motivation effect your work?

- Does the motivation given improve the perception towards work?
- How different between men and women?

3.2.2 Individualize Consideration

- How she provides an individual support?
- How her support effect your way of work?
- How do you feel about being supported?
- How this individualize consideration increase your job satisfaction?
- How different between men and women?

3.2.3 Intellectual Stimulation

- Does she provides intellectual stimulation?
- How does it affect your job performance?
- How does it help change employee perception towards **problem solving skills?**
- How different between men and women?

3.2.4 Idealize Influence

- How is her role model behavior?
- How she develops a widely shared vision to the team?
- How different between men and women?

The next chapter will discuss about the finding and data analysis from the interview. As well as analyzing the factors influenced employee's job satisfaction and motivation.

CHAPTER IV

FINDINGS DISCUSSION

4.1 Interview Analysis

From the discussion with the sample group of employees who have experienced both women and men boss. Several answers are quite strong and can determine that women leader are better than men in team management. The women leader have made more frequently on encouraging and invigorate people, these two things are often concerning with the relationship management. And by the encouragement kind of leaders, the leaders believe that when people feel appreciate with their job and perform best because they feel good with their team, their boss and their selves. Therefore, to see clearly in process, the discussion with interviewees will clarify my factor proposition and answer the past research objective.

4.1.1 Invigorate others

Staring over with the most important part of working as a team. Invigorate people seems not easy to do but let's see how women leader can do. One of the interviewee said that building a relationship is the women talented, each person may has different tactics to deal with but it is always success. The women leader express their sense of enthusiasm to make working environment more challenge and fun. In working hour, they are leaders and followers but out of work, they are friends and sometimes went out for activities together. These things made their relationship getting closer.

Good relationship brings the understanding and individualized consideration in each of their followers. From discussions with all the interviewees, their women leader did a better job compare to men leader. Women leader show that they have intend to try to understand the differences of team members which is very important to bring the best potential, develop their job performance and enhance their self-worth.

Once followers have been invigorated and feel more self-worth, one interviewee said that she had never get these kind of intention and support for her men leader before, she feels more relaxing while working and exiting with the everyday task. Moreover, her job performance is getting better and better but not for everyone.

From the discussion simply means that invigorate, enthusiasm and the individualize consideration which women leader did can enhance their job performance and team relationship. It is a powerful tools but it doesn't work for everyone.

4.1.2 Participation encouragement

In the area of participation encouragement needs a relationship oriented involved. In the management prospect, participation is very important in order to reduce risk that might could happen. One of interviewee said that she was trying so many time to have a conversation while she was working within a team with men leader but him never gave her a chance to speak out or admired her. So once she changed a job and coming in to new team which has women leader, at first she felt uncomfortable because she afraid of being in the same situation as before but this women boss instantly changed her mind.

Women have high compromising skills which easily help build a relationship including encouraging others. They are more open with all team members to share an opinion, information and help each other find the solution when problem occurred. While comparing with men leader, the interviewee said that men boss is quite a task-unification kind of person, simply means that when problem occurred, he will solve the problem by himself which is fast and effective in terms of management flow but members do not get involve and do not feel part of the team, so that lead to less job satisfaction and motivation.

One example of mechanisms that encourage member's participation, women can create special working atmosphere which make members working performance more effective than only focusing on the task. In the situation that leader asked her team for a help meaning that she gives all team a chance to speak out and participate in which also help enhance teamwork performance and increase their job satisfaction and motivation.

By all the most of participation encouragement style are different in terms of convincing, sometimes have a good feedback but sometimes not because on everyone

wants to participate. But as per the discussion about the individualized consideration shows that women leader did the better job so why they cannot just change the encouragement style to match each person. But when it is really does not work, as a leader, she will use her power to go over it.

4.1.3 Crisis Management

It is simple that when we are working with many people, many problems will happen. If the leader cannot manage it, how the team can be success. When it comes to discuss about crisis, the emotional factor will get involved instantly.

Men nature is tend to use logic and seem to be aggressive and easily frustrated while women use both logic and emotional to deal with the crisis. One of the interviewee said that it is depend on the situation, if it is a desperate crisis, nobody can stay still. But if they compare between women and men, women are better control over the crisis. Whether the result is almost the same but the process is different.

Women has a feminism and compromising style, women leader try to gather people together, discuss about the crisis in detail and try to find the best alternative solution with less emotional involve.as one of the interviewee said that her women leader really concern about team work. Everybody should get involve and participate in and help each other. It is true that leader should have more power to make a decision but many people could be better than just one. From the situation my interviewee said that she can see the way of encouraging people and new perspective about to see the crisis as an opportunities to learn and develop team performance in both working and crisis management skills.

About the emotional involved, both women and men have an emotional but women tend to have higher emotional intelligence. The interviewees believed that women compromising style, relationship-oriented, individualized consideration and so on will have an advantage in long term for a team because when the crisis happened and leader can handle all those thing while having all member involved, will make the team more stronger and ready when the next time happen.

Furthermore, as interviewee said earlier that this women leading style in crisis management might not work for every situation but at least leader can make the team working atmosphere better and enhance motivation and job performance of employees.

4.1.4 Power and information sharing

Sharing an information for some leader may not a necessary thing for their employees because they don't want to lose their power but employees also want to know the information flow for a better management and at least they want to feel part of the team and organization. These interviewees said in the same way that their women leader are doing good in share power and information to all the team member to be able to understand in the same way but not just that, women leader also leads the team to achieve the goal smoothly.

In another situation, men leader choose to keep the information because they thought that all information in hand is a power if he shared to somebody else, he will lose it. Also he limited the power himself. Therefore, sometimes when other people see that the team with men leader work so serious and low relationship among team member, simply means that their leader lack of communication skills but not everybody.

The interviewees said that they like the way women leader sharing the information to the team in detail if sometime is too much detail! But many times, several jobs are accomplished by her information and power sharing. Beyond that, the communication flow can enhance the reliability, trustworthy and respect among team, no matter they are a follower or leader, when they trust and understand in same point, they will give and gain feeling of supportive.

But in the other hand, power and information sharing also has a disadvantage. As many things have two side, there are possibility that some people in the team will reject or ignore it. If this is men leader turns, ensure that members will go in the same direction with leader as long as power is limited. But for women leader, in order to deal with the situation, they will use a compromising way to negotiate or try to explain, understand the differences kind of thought and willing to listen to differences prospects. Form the interviewee's experiences, the result always turns positively.

From discussion, I have ask the interviewee to rate the score by determine the factor analysis as a key point to be considered. By I was asking them to rate 1-10 point on how these key factors of women leader can enhance their job satisfaction, job performance and motivation? And the average result of women leader is 8.4 out of 10 while the average result of men leader is 7.2 out of 10.

The rate score is not much different but the difference is the feeling of employee to their leader is not just a boss and worker but it is a team with the one who can lead, point the direction and gather people all together by let them be a part of with feeling of self-worth.



CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

From the interview analysis of 5 respondents can conclude that women leader seem to be better team leader than men. With the relationship based that women can performed well in terms of leading the team for a better working experience which similar to the way of Transformational Leadership framework. By factors that I found women are way much potential than men are invigorate others, participation encouragement, crisis management and power and information sharing, all the factors are based from relationship skills and leadership style which can encourage employee's power, motivation to enhance their working performance which is good for themselves and company.

5.2 Recommendation

The following recommendations are suitable for all business with team or department, mainly for leader both women and men who are ready to adopt and willing to change their management and leading style.

The leaders are different and have their own leading way which can apply in some situation but does not work in some situation so I recommended the characteristic of transformational leadership for changing to a better outcome and towards job satisfaction and motivation.

Based on finding discussion, from current transformational leadership style. Women leader should arrange the training or coaching session to others leader or manager to be able to manage and leads their staff to develop themselves, try to open new perspective on how to support the team, encourage each other and give a feedback about their performance.

For example, leader or manager try not to pressure staffs when crisis occurred. They should share the information and story with all staffs in order to help each other (relationship-oriented). Try to be a good listener, willing to listen and give a chance for staff to speak out. Challenge their work with exciting atmosphere. The most important is try to understand staffs and encourage them with the match style.

Transformational Leadership itself is good but in some situation is not, so another option is the Transactional leadership. The leader or manager can use transactional leadership. For example, leader should give a salary increase or bonus as a reward. Set Key performance indicator (KPI) for team or department. This recommendation can increase staff's job motivation and satisfaction by the tangible reward

However, this study just picked a limited sample size of 5 people who experienced both women and men leader to prove my doubt and the result is quite strong. Other staffs who are not involved in this sample may experience the different situation with my sample group but in order to improve and develop the team accomplishment, this finding is useful and can apply them with your team, your department and organization.

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Appendix A: Questionnaire

Business Development Officer

How's there working style?

Men & Women, they are different.

Men is more task unification and much concern on the outcome, straight to the point and fast. Women working process run slowly but concern and focus on every detail while working which show the employee that she really care and pay attention of every point.

Team Management and crisis management

Men faster in management, when the problem occur, make it done first and then find the beginning of the problem later which make the working process faster.

Women a little bit slow when going to make a decision or solving the problem because she tend to care everything which is good but sometime the problem cannot be solved on time.

Emotional

Women → very emotional but can control over it.

Men → very emotional and hot-tempered, sometime cannot control themselves

Idealized Consideration

Both are good in idealized consideration. For men, Communication straight to the point and overall picture by let the staff do the work first while women enumerate and communicate in detail.

Rate Women at 7

Rate Men at 8

Operation Supervisor

How's there working style?

Men & Women, they are different.

But men is more understandable, straight to the point and fast [fix the problem, get it done first and then find the problem later]

Women corporative when have a problem, but in detail every point which makes working process run a bit slow.

Team Management and crisis management

Men faster in management, straight to the point when the problem occur, make it done first and then find the beginning of the problem later

Women a little bit slow when going to make a decision or solving the problem

Emotional

Women → Reasonably to talk to and listen in detail and rely on principal

Men → Very emotional and hot-tempered but also reasonably

Idealized Consideration

Both are good in idealized consideration (work and life). Leads to the better communication. For men, Communication straight to the point while women enumerate and communicate in detail.

Rate Women at 8 because women seems to be more supportive.

Rate Men at 6

Assistance Human resource Manager

How's there working style?

Men & Women, they have both side

Women corporative when have a problem, try to coach and lead the team but in detail every point.

Men is more understandable, straight to the point and fast [fix the problem, get it done first and then find the problem later]

Team Management and crisis management

Men faster in management, straight to the point when the problem occur, make it done first and then find the beginning of the problem later

Women a little bit slow when going to make a decision or solving the problem

Emotional

Women → Reasonably to talk to and have compromising skill

Men → Very emotional and hot-tempered but also reasonably

Idealized Consideration

Both are good in idealized consideration (work and life). Leads to the better communication. For men, communicate roughly while women describe and communicate in detail.

Rate Women at 8

Rate Men at 7

Assistance Manager

How's there working style?

Men & Women, they have both side [good and bad]

Women corporative when have a problem, try to coach and lead the team but in detail every point.

Men is more effective in task unification and directly make a decision with confident.

Team Management and crisis management

Men faster in management and solving, make it done first and then find the beginning of the problem later

Women a little bit slow and asking in detail until get the cause of the problem

Emotional

Women → sometime emotional but still willing to listen.

Men → Very emotional but also reasonable

Idealized Consideration

Both are good in idealized consideration (work and life). Leads to the better communication. For men, communicate roughly while women describe and communicate in detail.

Rate Women at 8

Rate Men at 8

Rate them the same because overall cannot see the different

Marketing Officer

How's there working style?

Men & Women, they have totally different style.

Women are very detail, slower and accuracy.

Men is more effective in task unification and fast moving.

Team Management and crisis management

Women have compromising skill which helpful when crisis occurred. And well-managed all the team with the relationship based which can easily control people. While men also control over the situation, sometime better when solving problem but men still lack of emotional control and low relationship based to manage all the team with understanding.

Emotional

Women → emotional but not express.

Men → Very emotional expression and most of the time cannot control.

Idealized Consideration

Both are good in idealized consideration (work and life). Leads to the better communication. For men, communicate roughly while women describe and communicate in detail.

Rate Women at 8

Rate Men at 8

Rate them the same because overall cannot see the different