

Women are better suited to leadership



Women are better suited to leadership than their male counterparts in most areas, but not all. This is the key finding of research by Professor Øyvind L. Martinsen, head of leadership and organisational behaviour at the BI Norwegian Business School.

Together with his colleague, Professor Lars Glasø, Martinsen surveyed the personality traits of more than 2,900 managers – including more than 900 women, over 900 in senior management and nearly 900 from the public sector.

The pair found that female leaders score higher than men in four of the five categories measured. These categories were initiative and clear communication, openness and ability to innovate, sociability and supportiveness, and methodical management and goal setting.

But the research did indicate that women fell behind men in the emotional stability and ability

to withstand job-related pressure and stress category. Commenting on the research, Martinsen said: “Businesses must always seek to attract customers and clients, and to increase productivity and profits. Our results indicate that women naturally rank higher, in general, than men in their abilities to innovate and lead with clarity and impact. These findings pose a legitimate question about the construction of management hierarchy and the current dispensation of women in these roles.”

Glasø said: “The survey suggests that female leaders may falter through their stronger tendency to worry. But this does not negate the fact that they are decidedly more suited to management positions than their male counterparts.

“If decision-makers ignore this truth, they could effectively be employing less qualified leaders and impairing productivity.”

Poor sleep exacerbates bad behaviour

Just one bad night’s sleep makes it more likely that employees who displayed unwanted behaviour one day at work will display a similar type of behaviour the following day.

For a study by Rotterdam School of Management, Erasmus University, a group of working professionals was asked to indicate how well they had slept each day for ten consecutive working days. They were also invited to rate the extent to which they engaged in unwanted behaviour. For example, had they taken a longer lunch break than allowed that day, or had they been rude towards a co-worker?

The study found that people who engaged in unwanted behaviour on one day were more likely to engage in it again the next day if they slept badly during the night connecting the

two days. Commenting on the findings, researcher Laura Giurge said: “This study shows that the display of unwanted behaviour is not a fixed character trait. It can vary from day to day, even within the same person. Whatever the reason for starting it, a night of poor sleep can make it harder for someone to stop doing it, especially among people with a low moral identity.”

She added: “Tiredness apparently can make it harder for people to overcome the feeling that they have failed at being a good and moral person and, as a result, they do not try again the next day. This can lead into a possibly destructive cycle that could help to explain why unethical behaviour is so persistent in some organisations.”

For more on international leadership and management, see Beyond Borders, pages 61-67



A leader decoded: Eddie Jones

Who is he? Now, he is head coach of the England rugby union team and in high favour after transforming their performance. He previously coached the national sides of Australia and Japan. Aged 57, he was born in Tasmania to a Japanese-American mother and an Australian father.

Leadership style: He believes in getting the basics right. In 2015, he wrote an article for the *Daily Mail*, where he said: “You have to get that balance between fundamental skills and being obsessed with winning.”

Greatest triumph: It was arguably Japan’s 34-32 win over South Africa at the 2015 World Cup, the team’s first win at the tournament in 24 years. After the match, a stunned-looking Jones commented: “It was a pretty humbling experience today. I had to look at the score at the end of the game to see whether it was true or not.”

Leadership philosophy in a nutshell: “The first thing you need to do is understand the values that are going to be important for your team.”



© THE THREE MAIN REASONS WHY STAFF LEAVE*

*Source: A survey of UK HR directors by Robert Half

35% Boredom or frustration



31% Work-life balance



30% Stagnant career prospects



In brief

Why men don't take up parental leave

Men are not taking parental leave because they are afraid of damaging their careers and harming family finances, said experts giving evidence at a Commons select committee in March. In January, the Women and Equalities Committee launched a parliamentary inquiry into whether fathers are being failed in the workplace after government figures estimated that the take-up rate for shared parental leave, which was introduced in 2015, is just 2-8%. In April, a cross-party group

of 44 MPs wrote to Equalities Secretary Justine Greening, asking for fathers or second parents to have a statutory entitlement to three months of non-transferable paid parental leave, at the same rate as maternity pay.

Manchester Met is a leading university for the disabled

Manchester Metropolitan University has become the first university to achieve the top 'Gold' status in Business Disability Forum's Disability Standard since the assessment was introduced in 2004.

The standard uses a thorough set of ten criteria to

evaluate performance across every aspect of an organisation.

Only organisations scoring more than 90% in the standard achieve a Gold rating – Manchester Met was



one of just five organisations in this category. The university was particularly praised for its disability services team, which provides in-depth assistance for disabled students, as well as its

HR teams, which have developed support for disabled employees.

More women work into their 70s

The proportion of women in the UK who are working into their 70s more than doubled between 2012 and 2016. According to data from the Office for National Statistics, 11.3% of women only stopped working after the age of 70, up from 5.6% four years earlier. In total, around 150,000 women are believed to be working into their early 70s. Meanwhile, an estimated 15.5% of men were in their early 70s when they stopped work last year.

See *The 100-Year Life*, page 34