

# Gender differences in leader personality

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*Hudson R&D*

# Agenda

- 1 Hudson R&D
- 2 Some statistics
- 3 Research study
- 4 Implications
- 5 Discussion

# RESEARCH AND DEVELOPMENT



Dedicated R&D centre with 35+ highly qualified professionals



Centre of excellence for Hudson worldwide



Member of the International Test Commission

Expertise in developing HR models and tools



Partnerships with universities and business schools



Scientific approach according to the highest standards



SOME STATISTICS...

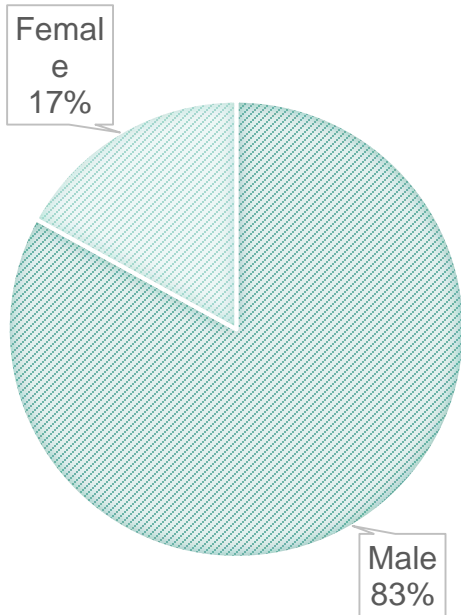
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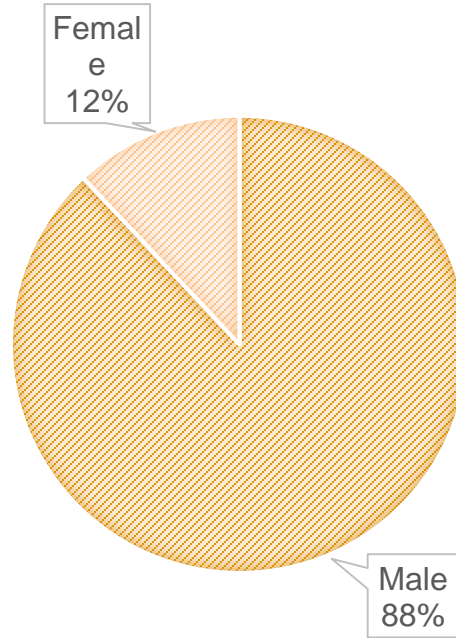
# WOMEN IN MANAGEMENT (2016)



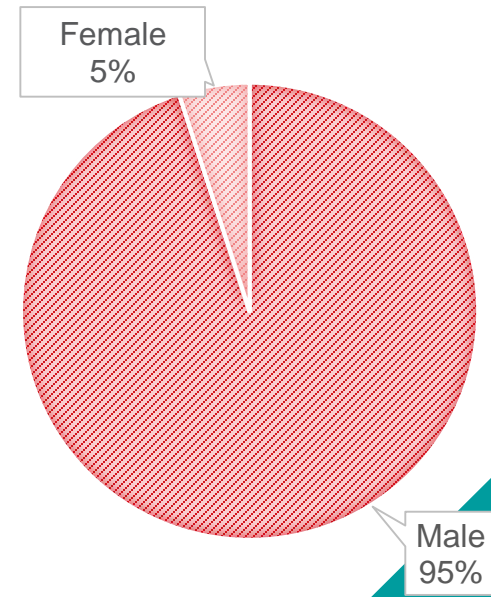
## BOARD



## MANAGEMENT



## BEL20 CEOS





62 WINNERS



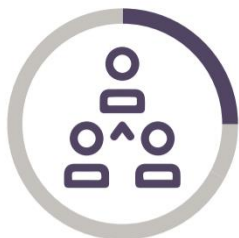
4 WINNERS

SINCE 1985

IN 33 YEARS, **ONLY 4 WOMEN** HAVE BEEN ELECTED AS 'MANAGER OF THE YEAR'.



# ONE IN FOUR SENIOR ROLES IS HELD BY A WOMAN



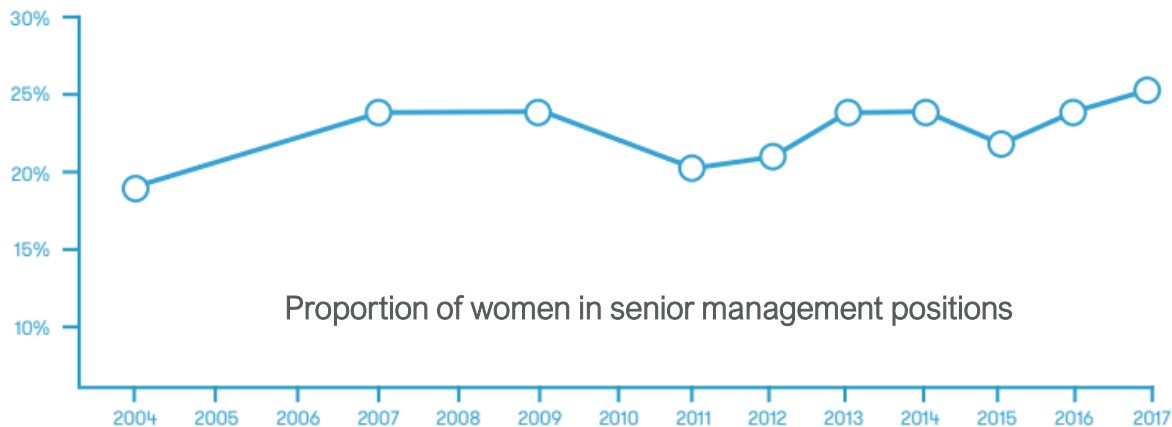
25%

Proportion of senior roles held by women



34%

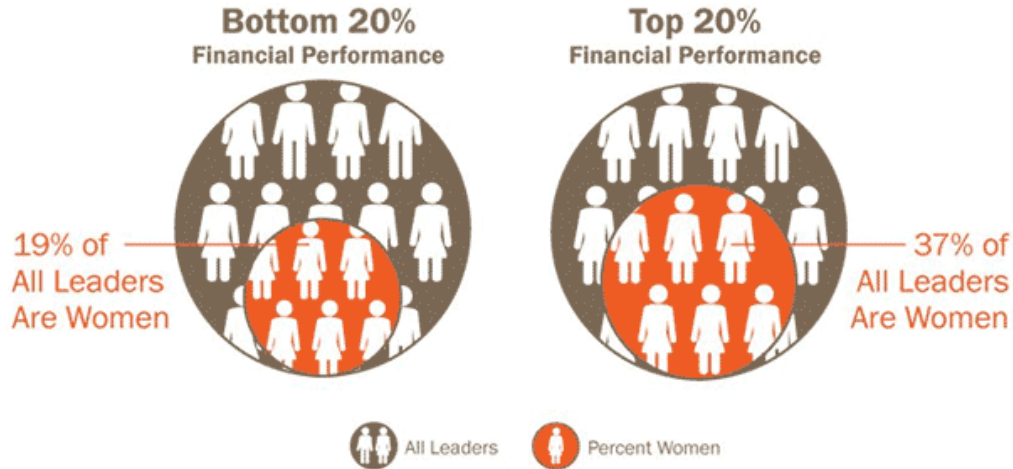
Percentage of businesses with no women in senior leadership<sup>1</sup>



Proportion of women in senior management positions

Source: Grant Thornton IBR 2016

# FEMALE-LED ORGANISATIONS PERFORM BETTER



## HIGHER ROI

Companies with a female founder had a **63% higher ROI** than investments with all male founding teams





# REASONS?

Women are  
too emotional/too  
passive/not  
ambitious enough  
to lead.

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Women possess unique  
worldviews and  
competencies that make  
them qualified as  
leaders (in ways that  
men are not)

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RESEARCH STUDY

# RESEARCH PAPER

Journal of Vocational Behavior 106 (2018) 220–235



Contents lists available at [ScienceDirect](#)

Journal of Vocational Behavior

journal homepage: [www.elsevier.com/locate/jvb](http://www.elsevier.com/locate/jvb)



## Personality characteristics of male and female executives: Distinct pathways to success?



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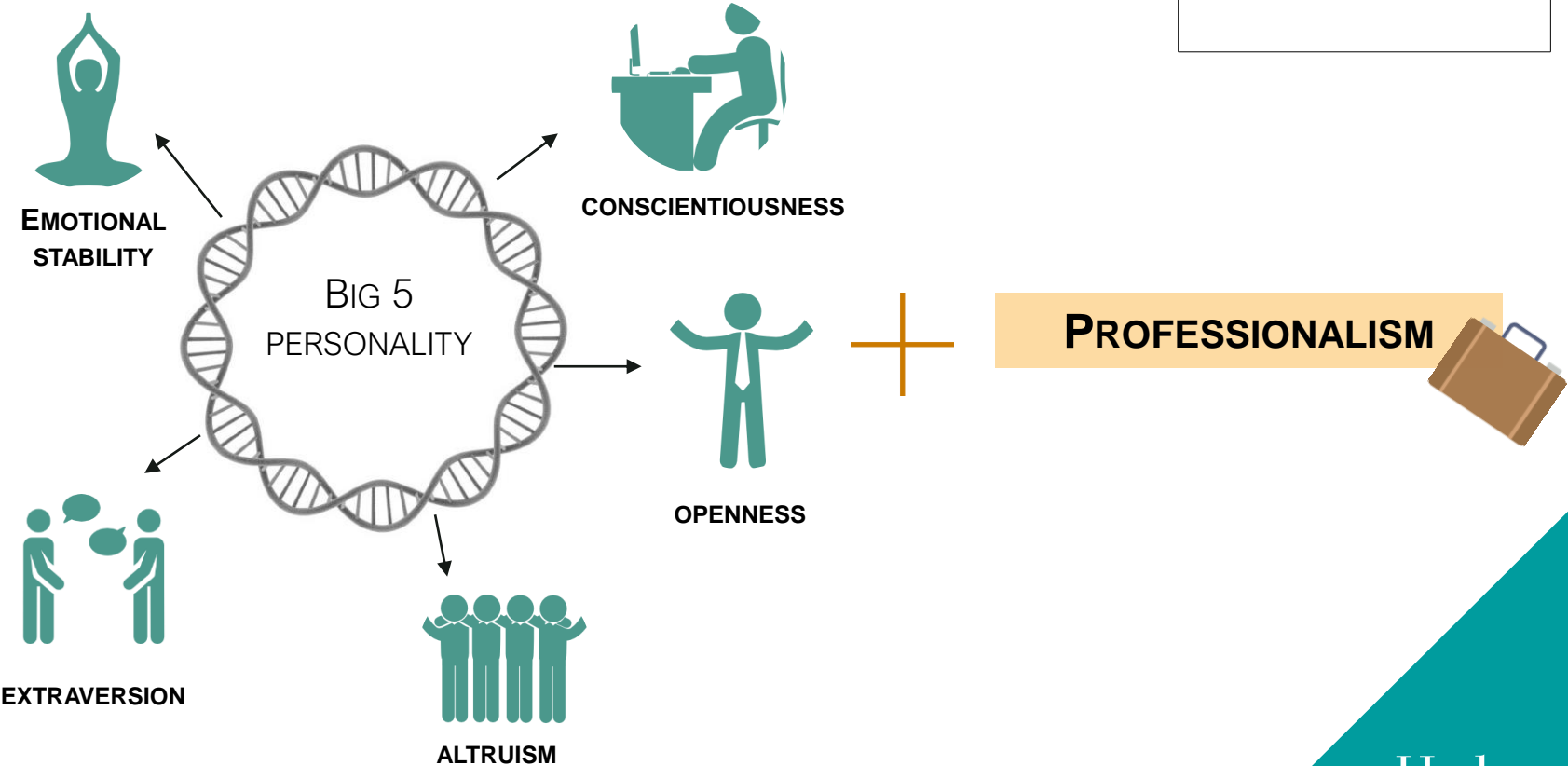
### ARTICLE INFO

**Keywords:**  
Gender differences  
Leadership ascendancy

### ABSTRACT

It is widely believed that female and male leaders have fundamentally different characteristics and styles, which are thought to explain why organizations with more gender-diverse top management teams perform somewhat better. Unfortunately, few studies have concretely

# Business Attitude Questionnaire (BAQ)



# RESEARCH SAMPLE

N = 52 139

WOMEN



MEN



N = 577

C-LEVEL WOMEN

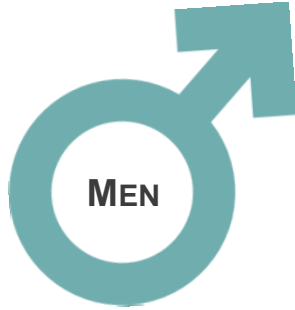


C-LEVEL MEN



# MEN VERSUS WOMEN IN **NON-EXECUTIVE** ROLES

# MEN AND WOMEN IN GENERAL



**EXTRAVERSION**

*Leading*



**EMOTIONAL STABILITY**

*Relaxed  
Stress-resistant  
Decisive*



**ALTRUISM**

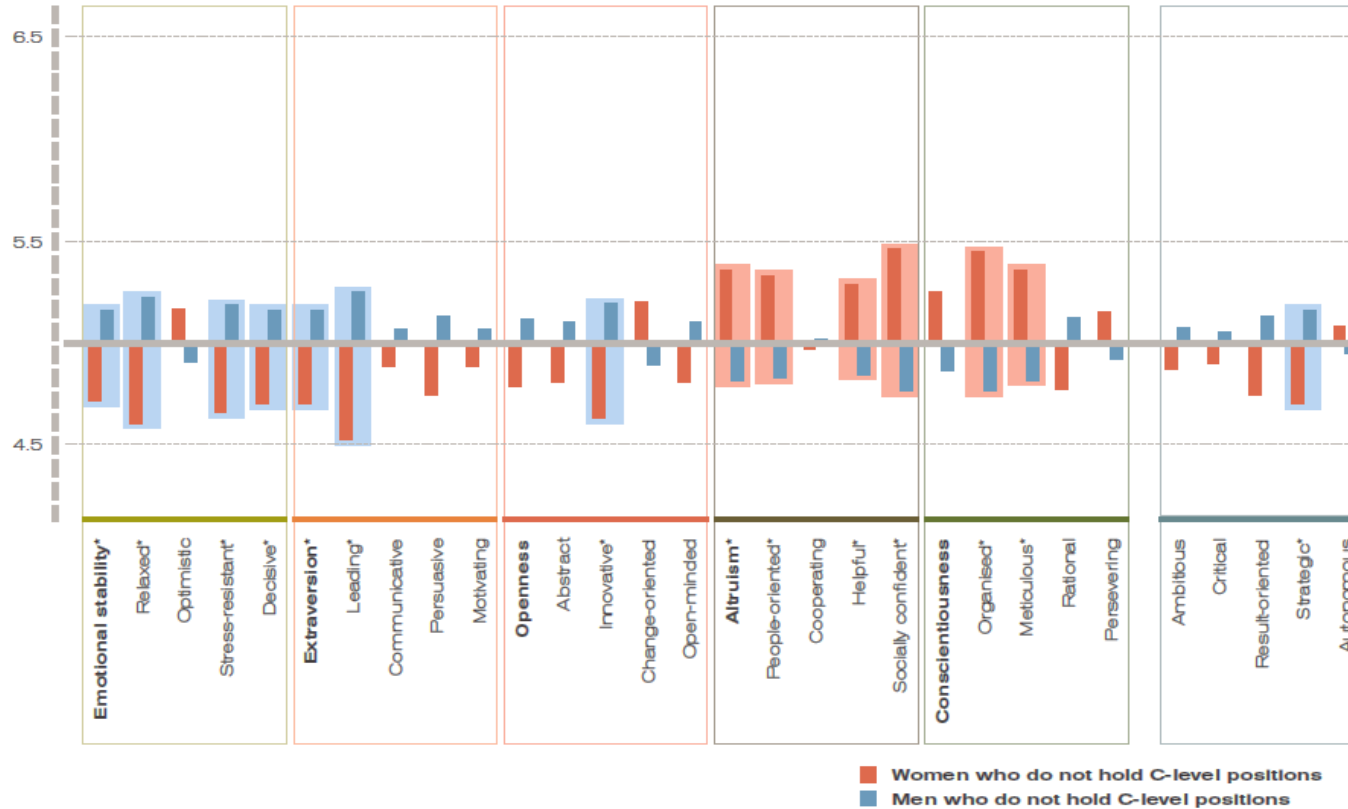
*People-oriented  
Helpful  
Sociable*



**CONSCIENTIOUSNESS**

*Organised  
Meticulous*

# MEN AND WOMEN IN GENERAL





# MEN VERSUS WOMEN IN C-LEVEL ROLES

# WOMEN AND MEN IN C-LEVEL ROLES

## TWO OF A KIND?

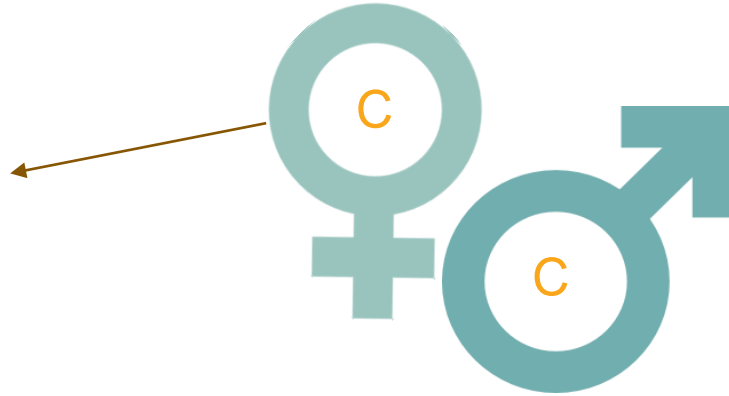


### ALTRUISM

*More people-oriented*

*More sociable*

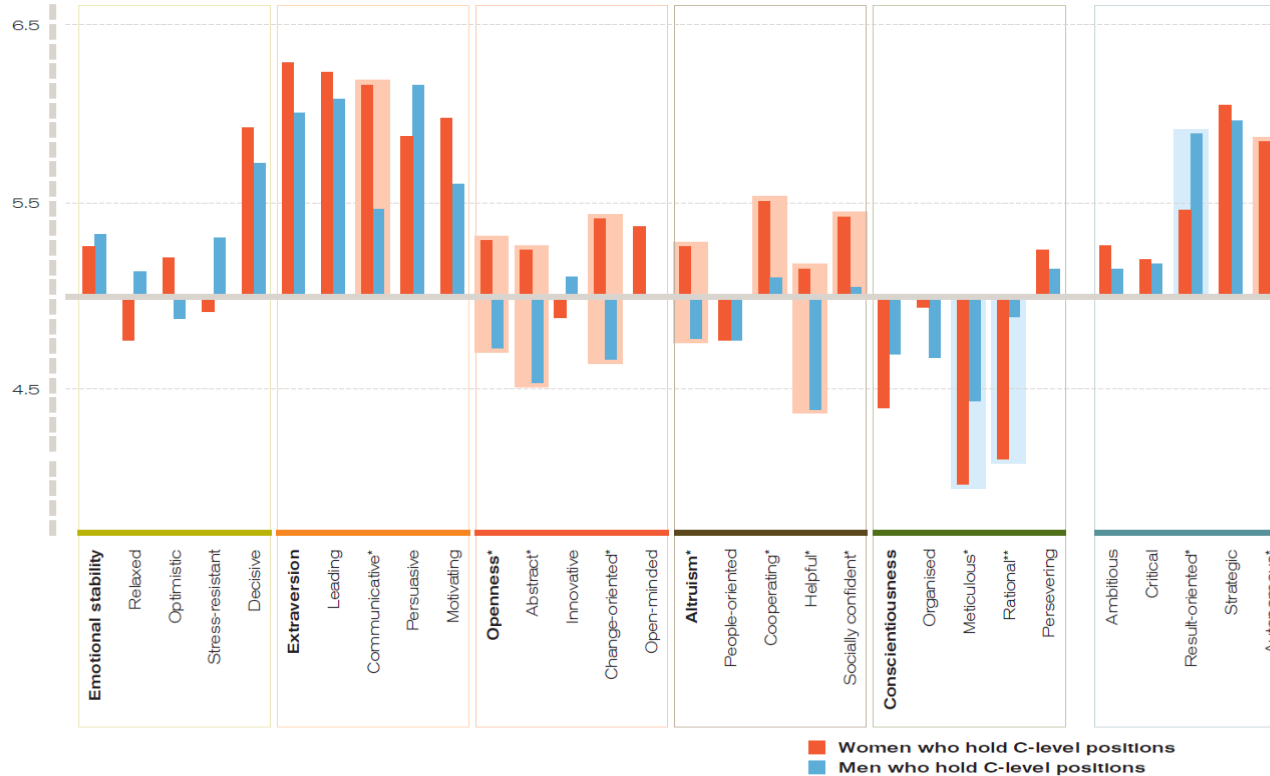
*More helpful*



- ✓ Many gender-linked differences either greatly attenuated or absent
- ✓ Both men and women in C-level positions demonstrate a similar pattern of 'classically masculine' personality traits

# C-LEVEL WOMEN AND MEN

## TWO OF A KIND?



# MALE C-LEVELS VERSUS MEN IN GENERAL

# MALE C-LEVELS VERSUS MEN IN GENERAL



LARGE  
DIFFERENCES

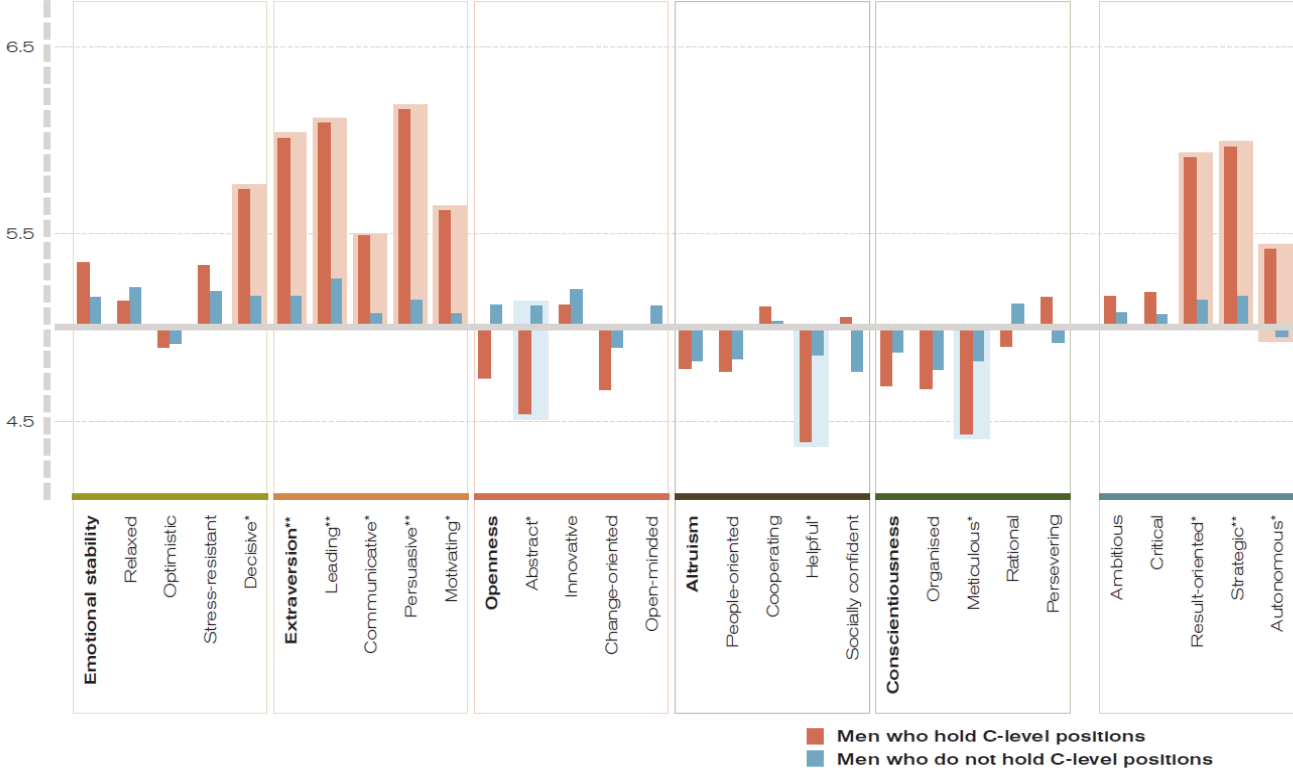


- ✓ C-level score much higher on classically ‘masculine’ (or ‘agentic’) traits related to Extraversion and Emotional Stability
- ✓ Executives score much higher on professionalism facets like Results-Oriented, Strategic, and Autonomous.

# MALE EXECUTIVES VERSUS NON-EXECUTIVES



LARGE DIFFERENCES

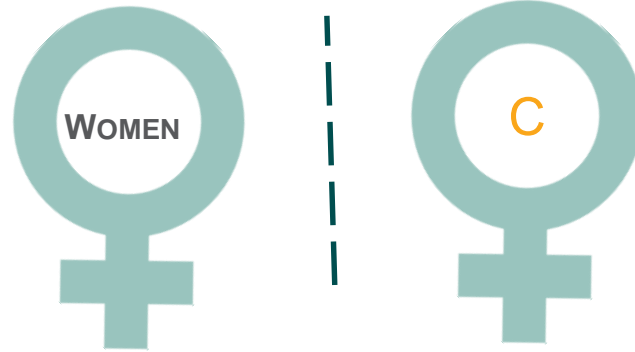


# FEMALE C-LEVELS VERSUS NON-EXECUTIVES

# FEMALE EXECUTIVES VERSUS NON-EXECUTIVES



**VERY LARGE**  
DIFFERENCES



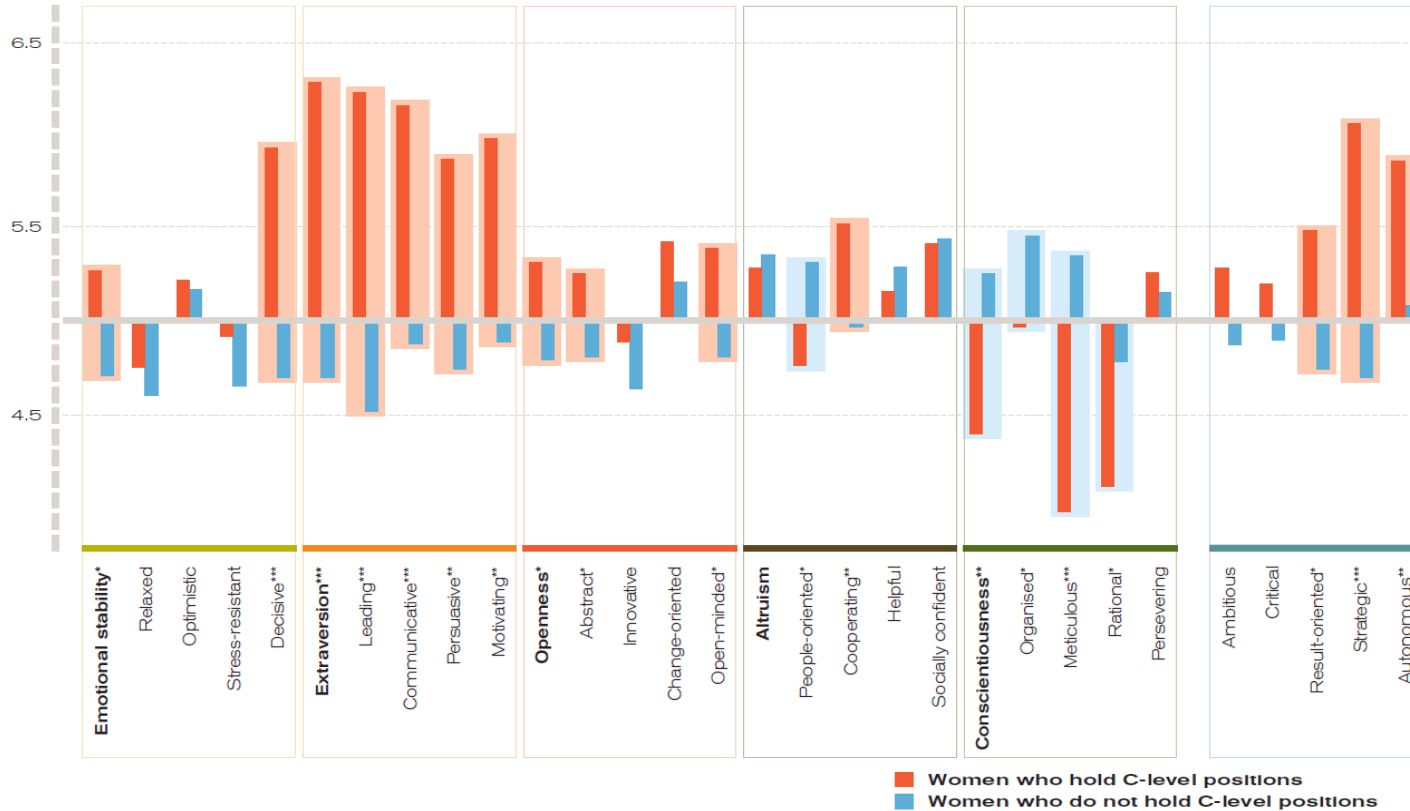
- ✓ Similar overall pattern of differences as men, but the contrasts are even sharper
- ✓ Executive women are almost the exact opposite of an average woman



# FEMALE EXECUTIVES VERSUS NON-EXECUTIVES



**VERY LARGE**  
DIFFERENCES



# IN CONCLUSION



Gender differences in personality are **smaller among C-levels** than among lower level employees



C-levels (male and female) are characterised by **typically 'masculine' (or agentic)** personality features



This pattern is **more strongly pronounced among women** than among men



Nevertheless, female C-levels exhibit a **'female touch'** that is apparent in the Openness and Altruism domains

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IMPLICATIONS?

Stereotypically 'masculine' or 'agentic' traits predict the attainment of senior level roles



Help women develop these 'agentic' traits?

Both genders face a **backlash** for breaking gender stereotypes



**VS**



Female-led firms perform better??



Broader benefits of  
equitable organisational  
culture

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DISCUSSION



The background of the slide is a dense, overlapping collage of colorful sticky notes in various shades including yellow, light blue, pink, light green, and light purple. Each sticky note has a large, dark grey question mark printed on it. The notes are scattered across the entire page, creating a textured, busy appearance.

Do these results sound **familiar**, or not at all?

Initiatives to increase **gender diversity** at the top?

Have you experienced (unconscious) gender **stereotyping**?

Initiatives to change organisational **culture**?



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