

Perspectives on Women Heads of State

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This was after reality set in that the first female President of the United States—the most powerful nation in the modern world at the time was not elected. My objective was really just to do a comparison of women heads of state compared to their male counterparts by examining evidence to see a noticeable difference in leadership and performance. Of course, *The Subjection of Women* by John Stuart Mill was required reading for PADM 9020, Managing HR in Public and NGOs. I found that there is a lack of trust for women to manage the top political and most powerful role in society. There was a proposed plan for getting women elected or appointed to Global Head of State positions. The professor asked me did I think I was an expert on Gender Studies now and that it may not be as acceptable to women considering that I am a man. Interesting. This work was also modified at least once and completed in April 2017.

Keywords: gender studies, leadership, subjection of women, women heads of state, women studies

Introduction

This term paper would analyze the perspectives on changes if females dominated the political leadership. The work will compare and contrast potential differences between male and female management styles. At least one of the recommended books from the Managing Human Resources in Public and Non-governmental Organizations will be utilized to aid and assist to develop this argument further. One text is *The Subjection of Women* by John Stuart Mill. The broader scope of the issue is why are not larger numbers of women chosen by ballot or appointment to the top political leadership position in countries around the world, and are there differences based upon gender in management styles. An attempt will be made to hone in or focus on an identifiable issue that keeps women from being tapped as Prime Minister, Chancellor, President, or Head of State. This research paper will outline with definitions and detail potential solutions for the lack of trust in the management knowledge, skills, and abilities (KSAs) of women for a nation's top political and most powerful role in society. An evaluation criterion will be developed for monitoring the specific issue or issues identified/uncovered by the research. After the appropriate monitoring of the identified problem(s), then a viable solution will be proposed. In conclusion, a draft will be created consisting of two plans. One will be an implementation plan, and the other will be a criteria-based monitoring plan of how women can be elected or appointed at higher percentages to the Head of State around the world.

Subjection of Women

John Stuart Mill utilizes the major theme of inequality between the genders throughout *The Subjection of Women*. Mill describes the reason that he believes men have great authority (power?) over women. The author

refers to it as the legal subordination of women to men. Mill references an 1869 legal action by the British Parliament that only increased the differences in women and men's rights. It virtually granted to the man the final say of what a woman was capable of doing. This system is known as the System of Inequality and is responsible for regulating the social relations between the sexes (Mill, 1997). It is believed that this is not a coerced system for women but has existed since the beginning of known society. Although most women do not agree with this system, they voluntarily accept it as the reality that this is a male-dominated society. The main struggle during the time of this book being written was that women were just mainly attempting to be educated in Europe and given opportunities to compete for the high position jobs that men held, where women would have a decision-making role over men. Mill believed because of inequality that humanity was hindered from any improvement. John S. Mill's suggestion was that a system of equality should be implemented. A system of subordination upon women's natural sensitivity and lack of more masculine qualities. Mill goes further to explain that the servitude status of the woman is perpetuated by the marriage laws of nations. Another argument of J. S. Mill was that women should be allowed based on just equality to be able to hold any job duty/function that men can obtain in society. Mill in this work illustrated what personal freedom looks like. "After the primary necessity of food and raiment, freedom is the first and strongest want of human nature" (Mill, 1997). His argument was that the British Victorian woman's legal role was beneath that of a slave. In his work, the explanation was that at least a female slave could reject to engage in sex with the male master. He goes on to detail that the common law in the English law perpetuates the "legal enslavement" of British and American women (Mill, 1997). The law does not protect women from physical abuse, but the weaker gender was at the mercy of her husband. He continues to attest that for society to progress from the age of barbarism that men had to relinquish the subjection of women. Mill referred to the advancement as a transition from brutish force society to a justice society. The view of Mill was that a society of brute force has a hierarchy as the political theme, while within the justice society, the political theme is equality. The defense by Mill was brute force needed then due to the top priority of protection/survival. The compelling rationale by J. S. Mill was that there should be equality in marriage and opportunity in both political and civil society for women. The notion was to treat the other person, regardless of gender, as the individual who would want to be treated or respected. Mr. Mill writes that one way to develop equality virtues is by democratic political participation and he considered that the training place for democracy was in the family. He regarded the family's emotional intimacy as the most powerful mechanism to develop democratic or despotic behavior (Mill, 1997).

Gender & Leadership Styles

There is a modern-day business case for women in leadership (Global Female Opportunity in 2009) by Silverstein and Sayre that women have a larger economic opportunity at \$13 trillion which is double the GDP of India and China combined. In many Western countries, more than 50% of graduates are women. Therefore women are better educated (Patel, 2013). Also, there are several attributes in women's leadership styles that make them appealing:

- Perceived as great social risk takers;
- Females are better at distinguishing subtle facial expressions;
- Women do not create competitive environments (Niederle & Vesterlund, 2007);
- Women react to situations with more emotional intensity;
- Uncertainty arouses fear in a woman, but a man gets angry;

- Research by Zenger Folkman of 7,280 leaders in 2012 demonstrated that women do achieve most leadership competencies;

- In addition to knowing one's purpose, vulnerabilities, and values, a global leader should possess a large amount of emotional/cultural intelligence. Women tend to have a close connection to this type of leadership (George, 2012).

It was found in a study by Bengtsson, Persson, and Willenhag (2005) that men are more confident than women which could be related to the greater risk taking that man will succumb. A common stereotype is that a woman is more apologetic. Schumann (2011) said that this is correct simply because a woman judges herself more harshly not that there is an affinity to apologize more for females. Another study found that men considered themselves better at bluffing, but the research could not pinpoint any gender differences in bluffing. And this same study recorded that both sexes had a greater likelihood of lying to a woman (Holm, 2004). There have been found to be both functional and structural brain differences between women and men (Cahill, 2006). Men appear to be right-brained (linear, logical, and detailed) and women's brains seem to be more interconnected with the left and right hemispheres (abstract, holistic, and intuitive). A study in 2009 has also attributed an increase in risk taking in women who have higher testosterone levels (Sapienza, Zingales, & Maestripieri, 2009). The similarities of women's leadership styles and global leadership requirements are largely confirmed by:

- Women are people-based, clear expectations/rewards and role modeling (Mckinsey & Company, 2009);
- A woman wants to build up another's self-worth by enhancement and collaboration (Eagly, Johannesen-Schmidt, & van Engen, 2003);
- Rated more competent in taking initiative, integrity/honesty and results driven (Folkman, 2012);
- Adoption of more participation/democratic styles by women (Eagly & Johnson, 1990).

Now concerning leadership styles, the differences in findings by one group of researchers (Eagly et al., 2003) were about transactional (reward and punishment), laissez-faire (neglect of responsibility) and transformational (being a role model) styles. The results point that men appear to be more attracted to showing transactional leadership particularly the punishment element, as well as the laissez-faire style. On the other hand, women were more inclined to demonstrate giving rewards of the transformational leadership style. The conclusion was that women wanted to enhance others' self-esteem, were more collaborative/cooperative and less hierarchical. These researchers are suggesting that women would operate easier than men in authentic leadership styles. Another interesting note but not as overt is when women assume very visible top leadership positions, they may be watched with greater scrutiny than male counterparts. Women have extra challenges that erect barriers to their advancement such as issues with risk taking, childcare, confidence, flexible working, financial access, and self-belief.

Researchers have long wondered if women have the necessary tools for organizational and group leadership as they continue to make strides upward on the management ladder. There appears to be a correlation of management gender and the setting for leadership effectiveness among the genders. Men tend to have easier times in male-dominated professions due to his "command and control" style; women usually are more of a coach/mentor and excel in female-dominated professions. A 2003 meta-analysis, as mentioned previously showed women bosses' transformational leadership style (manager behaves like a good teacher/coach and motivates innovative problem solutions). Most research illustrates that this style is more appropriate for the modern workplace. Differently than men, women seek to reward good performance which is a practice in transactional leadership. The male counterparts were increasingly found to be less hands-on and critical of subordinates, usually ineffective styles.

Psychologists urge against drawing conclusions that the genders have some natural management styles, in spite of the trends above. It is possible that some women could soften their approach in an attempt not to appear “bossy”. The research is about tendencies for each gender. There is the possibility that a portion of men could have more “feminine” management styles; some women will possess more “masculine” management styles (APA, 2006).

Transformational Style

Burn’s transformational leadership (1978) has influenced many leadership studies over the past 20+ years. The transformational leader has exhibited the role model badge for subordinates to develop higher behavioral standards, is a constant stimulus/inspiration, established personal mentoring and empowerment and normally garners the maximum organizational contributions. Conversely, researchers describe the transactional style as exchanging managerial and subordinate roles and the utter failure in managerial activities as the laissez-faire style. Once again it is not a good practice to attempt to gender stereotype since many characteristics about the transformational style cannot be attributed to neither sex. Conversely, women’s more intimate social behavior related to the feminine stereotype positions them to be a mentor/encouragement to subordinates (Melero, 2004).

It becomes even more elusive to forecast the qualities a work environment would possess with a majority of managers being categorized in the transformational style. Due to the definition attributed to this style of how “ideal” managerial behavior will be displayed, it is believed that any transformational-styled managers could add high-quality value within an organization because of better/more productive relationships. It becomes worthwhile to highlight that in an organization where transformational management is dominant there are more subordinate/manager contacts. If this is the reality, then there is an opportunity to report concerns, suggestions, and incidents directly to the supervisor. These are similar qualities in an organization of managers operating utilizing interpersonal style, notwithstanding that transformational style is interpersonally based. Additionally, one should be aware that the special qualities of a transformational manager are not only constructing inter-personal relationships while developing their leadership but assuming the mentor role for individuals to challenge employees’ perceptions of tasks to incorporate excitement/value for organizational objectives (Melero, 2004). It seems that for organizations which have higher percentages of female managers that concerns, incidences or suggestions come directly from labor to management. There should also be more emphasis by managers upon employee development and mentorship.

Other style trends for those that are not operating within transformational behavior are transactional leaders who often delegate duties to subordinates but do reward for accomplishment of goal and have a “by exception” management quality only offering criticisms and performance corrections.

In stark contrast, laissez-faire managerial style is undesirable qualities for a good manager by not offering performance feedback of subordinates, non-participation in employee development training events and dodging any decision-making responsibilities. There may be some gender differences in these managerial stereotypes, but currently, neither laissez-faire, transformational nor transactional styles can be universally attached to either the feminine or masculine managerial stereotype (Melero, 2004).

Gender Political Leadership Styles

Now the question has been around for many years. Are there “female” and “male” oriented leadership styles? Researchers like Astin and Leland (1991), concluded that women and men function in quite different

leadership styles, while the male utilizes a hard leadership style that highlights order, hierarchy, and dominance. The female, conversely, will operate using a softer style of influence, empowerment, and cooperation (Genovese & Steckenrider, 2013). This is a good lead to go into the next question of whether those women heads of state have demonstrated more of a “female” or “male” leadership style.

Political leadership has several maxims that assist to advance society’s leadership knowledge:

- Leadership is goal oriented/aspirational (normally group goals);
- Strong/superior judgment is key to strong/superior leadership;
- Maybe not master but leadership is learned;
- It emerges in any organized group;
- Leadership needs followers;
- Power and leadership are different;
- Leadership is mainly contextual with these maxims; scholars are given tools to construct theory building to understand and predict complex political leadership results.

Until recently, the world had very limited examples of female-headed governments, therefore there is a knowledge gap of gender and leadership maxims. Figure 1 shows a map of female heads of state from 1964-2014. Today, there have been a greater number of women who have been heads of government throughout the world, and the search is now for verifiable generalizations concerning leadership and gender to progress theory construction (Genovese & Steckenrider, 2013).

Leadership is much more complex than just holding an office. This phenomenon oscillates about influence—capacity to propel others in a determined direction. The successful leader takes total advantage of skills and opportunities. These opportunities for functional leadership range from the power season, political culture, institutional structures, regime type, the immediate situation, partisan factors and followship dynamics. The individual’s skill set or behavioral repertoire includes the leader’s style, personal attributes, political acumen, and character traits. Success or failure of leadership and influence attempts depend upon the interaction of the individual’s skills and opportunities.

A Jean Blondel study (1987) explained that smaller than .005% of all political leaders are women. Others explain the rationale similar to J. S. Mill as Linda K. Richter’s interpretation, “Male dominance has been legitimized in law and custom. Politics or the public life of the polity has been presumed to be a natural sphere for men while for women, to the extent they had space for turf to call their own, the ‘natural’ sphere was presumed to be private” (Richter, 1990-1991). Until recently, women did not break the elusive ultimate prize of the head of the state barrier. The scholars have at least three key issues that attribute to the underrepresentation in public office of women: active discrimination against women, political socialization, and situation/structural factors (Hedblom, 1987). Others agree with these problems but add other factors that have held women outside of the political power arena (Han, 2007).

To understand any study of women in leadership, especially those at the top of the decision-making hierarchy of society, one needs to understand the political definition of gender and it being a politically relevant variable as well as the politics of leadership dynamics. It becomes increasingly clear that gender distinctions are a reality as a leader’s struggle to the top is reflective of not only opportunities but challenges. When the obvious becomes much clearer is after achieving the ultimate political position, gender stereotype tenacity/depth continues to plague the individual woman.

It is an extraordinary and rare occurrence for any person to rise to power in society. The political system can be highlighted/defined by certain aspects within the political leader's career and biography. Also, if a leader is drastically varied in ways than any of her predecessors, this opens the evaluation of lingering characteristics of this political system and leadership environment. If a woman rises to the head of government, this could be a cause and effect for fundamental transition and social fluctuations for the issuance among women and men of political power (Ford, 2010).

To determine the influence that gender alone is a limiting factor in a certain society, one can examine the careers of successful women. These restrictive traits can be a gatekeeper and therefore all those that aspire to a leadership position have to craft an overcoming strategy. A few of the prerequisites to be successful in a political system are gender neutral. These consist of religious, ethnic, regional and class biases operating in various societies in which political careers and power have restrictive or limited accessibility.

A model of gender (independent variable) and decision-making style (dependent variable) is probably not as useful (Kelly & Burgess, 1989). Therefore, the significance of gender impacting performance will be examined in two ways (Genovese & Steckenrider, 2013). The perception is that gender is important and alters their own behavior accordingly to affect the leader's performance in office (Sapiro, 1983). A notable example is the 1971 Indo-Pakistan War of gender impact. Indira Gandhi, as Indian Prime Minister, during this time appeared to significantly impact President Khan of Pakistan. The potential that the Pakistani rhetoric would have been more flexible is substantial if the Indian head of state was a man (Stoessinger, 1990). With the acquiescence to the top political position in any system, the individual has crafted a behavior repertoire and strategic set for handling both opportunities and challenges. The gender expectations and her nation's definitions for the successful woman will be ultimately developed by her strategic style. In the process of claiming the top prize of head of government, she would have learned to handle effectively and take leverage that she is a woman in "a man's world". There may not be evidence of gender in every decision that she makes, but a holistic study of the entire time in office will highlight the leader's gender emphasis in the nation's history (Genovese & Steckenrider, 2013).

Another key element that must be discussed is diversity. Gender is emphasized as one of the Big Eight Suspect Categories in which organizational authorities do not like to hear allegations of discrimination. Especially since even if these allegations are found to be proven not true, there could be detrimental damage to career reputations, decreased employee morale, a decline in productivity, depleted profits and increased turnover. Some other issues acquired would be insubordination, organizational viability, interpersonal issues, violence on the job, and substance abuse (Plummer, 2003). The text by Plummer offers a diversity philosophy for government agencies which highlights legitimacy. The most powerful executive office in any government would be the Head of State. The tools to utilize to foster less discrimination towards women vying for the highest political office in any global government would be (a) Rational Self-Interest (RSI) and (b) Diversity Return on Investment (DROI). Similar to organizations that benefit from better customer service and customers, public sector agencies in government experience this impact also. Professor Lee Allen suggests that in political science particularly American Government the maxim for these systems to develop/grow is by diversity inclusion and for a Superpower to continue as such there must be diversity toleration (Allen, 2017). Particularly, for any of those nations that make claims of being a democracy, the basic principles are minority rights, majority rules, social equality, integrity, and freedom. Each one of these is ethical foundations of mutual respect for diversity.

Effective Women Heads of State

One of the best evaluation criteria for women heads of government is to study those women who have served in this top political capacity within their nation's history. Due to time constraints and the over-all limited number of women that have served as heads of state, the researcher was able to select ten female heads of state (eight former heads of government and two current). It was also discovered that there are not any currently available tools to rank the effectiveness of Political World Leaders, particularly female heads of government. Therefore, a tool to measure the effectiveness of female heads of state was developed. The explanation of the tool is by incorporating the Rational Self-Interest (RSI) tool which is a measure of several characteristics for evaluating governance (STEPS). These are Strength, Transparency, Economics, Public Goods, and Social Goods (Eder, 2015). An additional research element was incorporated into the RSI (exchanges between the leader and others) by assigning a ranking of effectiveness by the utilization of numbers (1, 2, 3, 4, and 5). A score of 1 on the RSI by a female head of government would be the lowest score possible after evaluation/study of her time as political head of government in her country and a score of 5 would be the highest possible score which represents a perfect score in all five STEPS. Any leader, particularly head of state, will have flaws. Therefore, it would be difficult for any of the ten to receive a score of 5. Also, the Diversity Return on Investment (DROI) instrument was designed with the same additional numerical ranking system as mentioned for the RSI; this would assist to answer the question of whether or not overall the nation was better after the woman head of government term than when she assumed the office. It is possible for two of those female executive scores to change since they are current heads of state. A slight variation of the discussed effectiveness score chart is found in Figure 2 for women heads of state.

Margaret Thatcher—United Kingdom

Although it has been many years since her term as Prime Minister of the United Kingdom, the mention of Margaret Thatcher still arouses strong feelings. Experts have listed many ways that Thatcher instituted change to the UK and the world; this researcher will only mention a few of them. Thatcher was a world leader in the privatization of government-owned entities in the 1980s, now this method of selling off bureaucratic assets is practiced to some extent in over 100 nations (Coman, 2013). Her administration also paved the way for the 1998 Good Friday Peace Agreement by signing the Anglo-Irish agreement, which gave the Republic of Ireland a voice in the affairs of Northern Ireland. Another key portion of her tenure was the Education Act of 1988, which transformed the state school system and gave parents a choice in where their child would go to school (Coman, 2013). The Thatcher led military victory in the 1982 Falklands War inspired new prestige and honor for the British Armed Forces. Her influence can best be remembered by her friendship with Mikhail Gorbachev, which appears to have aided to hasten the end of the Cold War, as the Soviet Union collapsed economically (Coman, 2013).

Angela Merkel—Germany

Merkel is an East German, Protestant and divorced woman without children, having only been in politics for 15 years, but was elected Chancellor in 2005 as a member of a West German Catholic Men's political party (Genovese & Steckenrider, 2013). Angela Merkel has gone on to successfully direct Germany as an economic powerhouse and become a notable world leader, being revered as the most powerful woman in the world. Due

to her East German roots, never having children of her own, and her scientific background, Merkel has a less “feminine” image as a woman leader, some say (Genovese & Steckenrider, 2013). Merkel is currently up for re-election in Germany later this year, it will be interesting to see if Merkel will continue as German Chancellor for another term.

Ellen Johnson Sirleaf—Liberia

Ellen Johnson Sirleaf was the first woman to be elected to lead any African government in 2005. Shortly after the election of Donald Trump, Sirleaf expressed concern, which the Americans did not elect its first woman president, due to the historic and long relationship between Liberia and the United States (Shirbon, 2016). The Iron Lady of Liberia, as she is also known as has won a Nobel Peace Prize and led her nation through the Ebola Crisis in 2014 (McCormick, 2016). Under her presidency, for the first time in 30 years, a democratically elected President in Liberia will turn over the mantle to a democratically elected president later this year. Sirleaf has chosen not to follow other African leaders in Burundi, Rwanda, Republic of Congo, and the Democratic Republic of the Congo by defying term limit laws or at least appearing to not obey term limits. There may be another prize for Ellen Johnson Sirleaf after her term has expired—Ibrahim Prize for Achievement in African Leadership, a multimillion-dollar prize for former African presidents awarded by a Sudanese billionaire (McCormick, 2016).

Dilma Vana Rousseff—Brazil

Dilma Rousseff overshadowed Hillary Clinton and Angela Merkel, as the most powerful woman in the world, when she was inaugurated as the first woman to become Brazilian president in 2011 (Dikov, 2011). While seeking re-election, Rousseff’s slow spiral downward began, when she lied about the nation’s economic condition, which resulted in a major Brazilian recession, and billions were stolen under her administration from state-owned companies. Ms. Rousseff, a socialist president, attempted to cover up her reckless mismanagement of the nation’s budget (Castro, 2016). It appears that Dilma Rousseff was just a small portion of Brazil’s governmental corruption and inefficiency. Her tenure ended by removal from office during her second term as President of Brazil by a 61 of 81 votes of Senators on August 31, 2016, after about nine months of proceedings (Castro, 2016).

Park Geun-hye—South Korea

Park was the first South Korean female president elected in 2013, but political scandal brought on impeachment/removal from office in 2016 and 2017¹. After her graduation from college, Park Geun-hye became an acting first lady of South Korea at 22, after her mother was killed by a North Korean assassin, who was attempting to kill her father, the President of South Korea in 1974. As president, Park used her power to silence opponents and became unpopular rapidly. In October 2016, she was accused of corruption: extortion, bribery, abuse of power, and allowing outside access to classified governmental information. Park Geun-hye was removed from the office as South Korean President on March 10, 2017.

Corazon C. Aquino—the Philippines

The media called her an ordinary housewife challenging a 20-year dictator for the presidency of the

¹ See: <http://www.biography.com/people/park-geun-hye>.

Philippines. Corazon Aquino significantly changed participatory governance for the Filipino people, when she became the first female president in 1986, in a bloodless people power revolution. Aquino became a leader in turbulent times in her country from many natural disasters and years of an authoritarian dictatorship by Ferdinand Marcos. During the years of her one-term presidency that she drafted the nation's constitution, she instituted process, not policy. Corazon Aquino relied heavily upon private sector executives for governmental policy advice and even cooperated with non-governmental organizations (NGOs) in service delivery (Genovese & Steckenrider, 2013). Aquino can best be remembered for her commitment to democracy, openness, and consultation in government.

Mary Robinson—Ireland

Mary Robinson served as the first woman president of Ireland from 1990-1997. She is best known as a transformative and principled leader, who fought for women's rights and equality while she was in office. Robinson was a groundbreaking figure by being the first Irish head of state to officially visit Britain. She became the first head of state to visit Somalia in 1992, after the crisis and brought the world's media attention to Rwanda after the 1994 genocide. Robinson went on to serve the UN as human rights champion for five years, after her presidency and joined The Elders in 2007, a group that brings the plight of ordinary people to the world stage (The Elders, 2017).

Benazir Bhutto—Pakistan

As Bhutto was first elected prime minister in Pakistan in December 1988, she became the youngest head of a democratic government and the first woman leader of a modern Muslim state (Genovese & Steckenrider, 2013). She campaigned as the daughter of her martyred father and the caring sister of her people, and her emotional speeches propelled her to be elected in 1988 as well as 1993. Bhutto faced considerable opposition because of her gender and her liberal policies which did not create much success during her time as prime minister, but she was considered enough of force by opponents that during her third campaign in 2007, she was assassinated (Genovese & Steckenrider, 2013).

Golda Meir—Israel

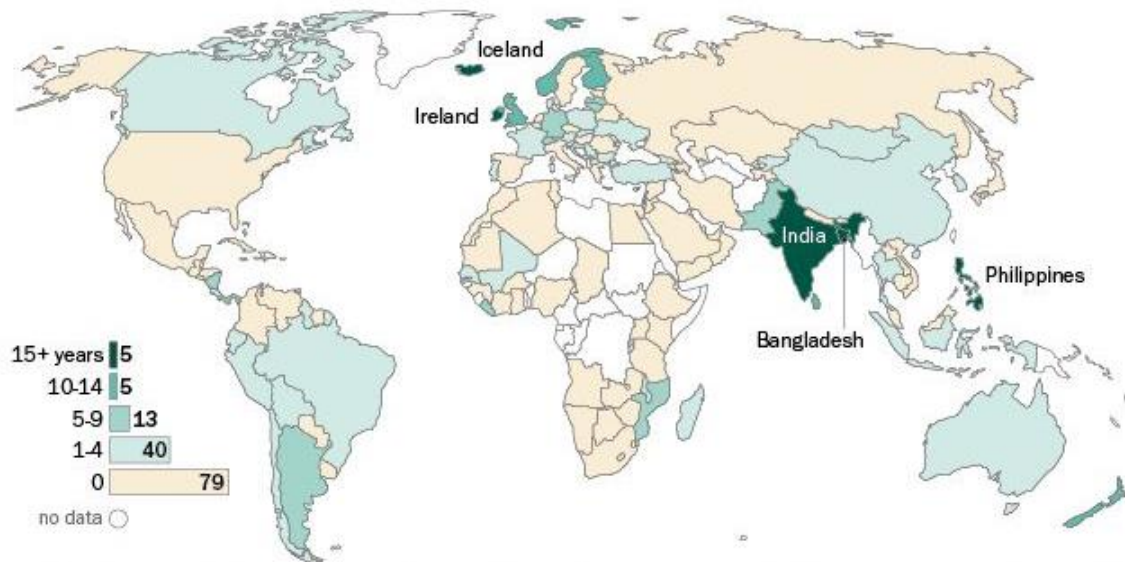
Golda was selected by a party caucus as prime minister in 1970, assuming that she was simply a caretaker as her party sorted things out. She inherited increased violence in the Suez with Egyptian forces and an Israeli economy stressed by defense spending. By the time of the election, Meir was the candidate of choice. Her political strength was demonstrated when she replaced Begin forces with her supporters in the Knesset. Golda Meir was not only able to defy tradition in the cabinet meeting by changing the smoking ban but expanded informal consultation and decision making (Genovese & Steckenrider, 2013).

Indira Gandhi—India

Indira Gandhi was first appointed Indian Prime Minister in 1966 but ended up serving four terms over her political career. She was described as a reactive and a pragmatic leader. Gandhi worked to increase India's military and economic powers, as well as her own (Genovese & Steckenrider, 2013). Best known for her leadership in the quick military victory over Pakistan in 1971 that brought Bangladesh independence and established India as a predominant power in South Asia (Genovese & Steckenrider, 2013).

Most of the World's Nations Have Never Had a Female Leader

Years served by female heads of state or government, 1964-2014



Note: The data are limited to elected heads of state and heads of government, excluding figurehead monarchs. Data available only for the 142 countries included in World Economic Forum's 2014 Global Gender Gap report. Included in the 1-4 years category are Austria, Bahamas, Bulgaria, Canada, Ecuador, Georgia, Macedonia, Madagascar, Mauritius, Mongolia and Portugal, each of which had a female leader for less than a year.
 Source: World Economic Forum calculations

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Figure 1. Map of female heads of state (<http://www.pewresearch.org/fact-tank/2017/03/08/women-leaders-around-the-world/>).

Women Heads of State Effectiveness



Figure 2. Women heads of state effectiveness score chart.

Implementation/Monitoring Plan

The overall conclusion from evaluation, data and the research is that a woman head of state could be just as effective or based on opinion more effective than a male head of state. Once again, any human being has flaws, but usually, the female candidate's flaws are made much more of a political issue, simply due to gender discrimination. Inequality still exists, but a system of equality must be instituted for qualified women around the world in all societies to have a viable opportunity to lead their people with honor, integrity, and credibility. Many of these women are already distinguished public servants, and of course, there is the reasonable chance that a woman's political career could end like Rouseff in Brazil or Park in South Korea with impeachment and ultimate removal from office. This could be the result of any leader, regardless of gender. The monitoring of gender diversity and allowing gender not to be an obstacle to obtaining the ultimate political prize in society is every concerned global public servant's responsibility. Figure 3 are images of some of the former women heads of state. The question is how many people readily recognize any of them. As a great world leader used in his historic campaign, "Yes We Can", to break down barriers, Figure 4 really says it best for the world in 2026, Yes Women Can!



Figure 3. Images of women heads of state (<http://time.com/4557050/woman-leaders-world-election-hillary-clinton/>).



Figure 4. Yes Women Can (<http://www.hercampus.com/school/valdosta/5-reasons-why-women-would-make-great-presidents/>).

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