22.1 INTRODUCTION

Leadership studies gained much significance and importance over the last twenty years. This new interest is due to the sudden change and transformation that has taken place in the social, economic and political realms in the world. Due to the emergence of the Market and its interface with the government and communities, people playing leadership roles are needed. As a result, a large number of leadership schools and organizations have been created. Moreover, women have gained entry into all sectors and are leaving an imprint as leaders by breaking the patriarchal structure. Thus, women-led leadership systems and organizational studies have gained prominence. Leadership studies are of different types. They may be general, simplistic or applicable to all leadership styles. Yet other studies are more sophisticated. One will find qualitative and quantitative studies in this area. Generally, it is accepted that leadership is a complex process having multiple dimensions. Thus, women and other marginalized group leaders need training to make use of emerging opportunities to achieve prosperity, foster socioeconomic development, eradicate poverty and govern institutions with the active participation of persons in organizations and community members. In order to cater to the needs of the nations and the regions, a large number of leadership schools are needed and slowly they are being created in India. In developed countries leadership schools have been created exclusively to train elected women representatives in the science of governance and managing institutions. Several scholars have been involved in
both studying and implementing the process of capacity building exercises conducted for elected women representatives.

## 22.2 OBJECTIVES

After studying this Unit, you should be able to:

- define the concept of ‘leadership’ and its significance in the context of a gender perspective;
- describe the characteristics and traits of leadership;
- distinguish leadership systems in formal and informal organizations;
- explain the concept of organization, organizational structure, levels of organization and their significance; and
- analyze various types of organizational structure and its implications for achieving gender equity (types of internal organization, the role of management/leadership, hierarchies, team work).

## 22.3 LEADERSHIP

Leadership is a key element in formal and informal organizational structure which includes the mechanisms for making, communicating and executing decisions and for selecting and training leaders and managers.

Leadership has been viewed from different points of view such as focus of group processes, personality perspectives, behavioural traits, power relationships, transformational processes and skills perspectives. Leadership is a critical management skill and focuses on the ability to motivate a group of people towards a common goal. Though leadership is defined in various ways with different perspectives, the components of leadership have certain common characteristics. They are:

- leadership is a process;
- leadership involves influence;
- leadership occurs in a group context;
- leadership involves goal attainment; and
- leadership is different from management.

Management relies more on planning, organizational and communication skills; and leadership relies on qualities such as integrity, honesty, humility, courage, commitment, sincerity, passion, confidence, positivity, wisdom, determination and compassion.

Thus, leadership is defined as a process whereby an individual influences a group of individuals to achieve a common goal.

It is a process not a trait or characteristic of the leader but a transactional event that takes place between the leader and the led. It affects both the leader and the led in the process of interaction. It is not a one-way event but it is an interactive event.

Leadership involves influence and it is concerned with the way the leader affects his or her followers. Influence is the *sine qua non* of leadership. Without influence, leadership does not exist. Leadership involves influencing the group to achieve
common goals. Understanding of leadership is always in the context of the level of the followers and their relationship with the leaders. Both leaders and followers are involved together in the leadership process. The leaders take initiatives and link themselves with stakeholders. While analyzing the concept of leadership in the backdrop of the given definition and its explanation, issues have to be seen from the perspective of both leaders and followers or stakeholders.

Hence, leadership is a process as well as a trait. Scholars who deal with leadership from the perspective of traits argue that certain individuals have certain special, unique, innate, inborn qualities that make them true leaders. These qualities differentiate them from other ordinary persons or individuals.

Leadership defined by process suggests that leadership is a phenomenon that exists in context and makes leadership available to everyone and it is to be learned.

There are other arguments concerned with leadership. Leadership assigned is differentiated from leadership emergence. Some handle powers because they are being positioned whereas others influence their group members not because of their position but because of the personal traits and characteristics. So leadership is both a process and a trait.

For leadership, power is a key element and central concept which has got its capability to influence others. Power can be categorized into two types. They are personal and positional. Personal power is the capacity of a leader to exert influence over others. Positional power is the power a person derives from a particular office legitimately.

Leadership is equated with management. Leadership handles people and institutions; it works for achieving the targeted goals as management. Many of the functions of leadership are similar to the functions of management.

Yet, for this Unit, we consciously take the argument and definition of leadership as process coupled with traits and assignment explaining the process whereby women leaders are selected to a position with certain earmarked responsibilities to be discharged by them. While discharging responsibilities, they have to constantly interact with people with the objective of involving them in collective decision making. Leaders, as we know, have certain key characteristics and traits which influence the whole process of development and democratic decision making.

Leadership has been studied through different theories namely contingency theory, path-goal theory and exchange theory with different approaches namely trait approach, skill approach, style approach and situational approach. In the new context, transformational leadership, team leadership, women in leadership and leadership ethics are important facets. With the earlier stated approaches, leadership systems in organizations can be studied.

### 22.4 LEADERSHIP SYSTEMS IN ORGANIZATIONS

A leader in a formal, hierarchical organization, who is appointed to a managerial position, has the right to command and enforce obedience by virtue of the authority...
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of her position. However, she must possess adequate personal attributes to match her authority, because authority is only potentially available to her. In the absence of sufficient personal competence, a leader may be confronted by an emergent leader who can challenge her role in the organization and reduce it to that of a figurehead. However, only authority of position has the backing of formal sanctions. It follows that whoever wields personal influence and power can legitimize this only by gaining a formal position in the hierarchy with commensurate authority.

22.4.1 Leadership in Formal Organizations

An organization that is established as a means for achieving defined objectives has been referred to as a formal organization. Its design specifies how goals are sub-divided and reflected in sub-divisions of the organization. Divisions, departments, sections, positions, jobs and tasks make up this work structure. Thus, the formal organization is expected to behave impersonally with regard to relationships with clients or with its members. According to Weber’s definition, entry and subsequent advancement is by merit or seniority. Each employee receives a salary and enjoys a degree of tenure that safeguards her from the arbitrary influence of superiors or of powerful clients. The higher her position in the hierarchy, the greater her presumed expertise in adjudicating problems that may arise in the course of the work carried out at lower levels of the organization. It is this bureaucratic structure that forms the basis for the appointment of heads or chiefs of administrative sub-divisions in the organization and endows them with the authority attached to their position.

22.4.2 Leadership in Informal Organizations

In contrast to the appointed head or chief of an administrative unit, a leader emerges within the context of the informal organization that underlies the formal structure. The informal organization expresses the personal objectives and goals of the individual members. Their objectives and goals may or may not coincide with those of the formal organization. The informal organization represents an extension of the social structures that generally characterize human life – the spontaneous emergence of groups and organizations as ends in themselves.

In pre-historic times, personal security, maintenance, protection and survival were major preoccupations. Now people, especially men, spend a major portion of their waking hours working for organizations. They need to identify with a community that provides security, protection, maintenance and a feeling of belonging continuing unchanged from pre-historic times. This need is met by the informal organization and its emergent or unofficial, leaders.

Leaders emerge from within the structure of the informal organization. Their personal qualities, the demands of the situation or a combination of these and other factors attract followers who accept their leadership within one or several overlay structures. Instead of the authority of position held by an appointed head or chief, the emergent leader wields influence or power. Influence is the ability of a person to gain cooperation from others by means of persuasion or control over rewards. Power is a stronger form of influence because it reflects a person's ability to enforce action through the control of a means of punishment.

22.4.3 Steps for Improving Leadership Systems

Some of the steps which could improve leadership systems include:

- Measuring and tracing trends in leadership effectiveness at all levels;
- Measuring and tracing trends in communication and its effectiveness;
- Defining task and behaviour expectations for all leaders;
Leadership Systems and Organizational Structure

- Holding all leaders to the same set of standards;
- Providing regular and immediate behaviour feedback;
- Recognizing, sharing and celebrating personal leadership success;
- Having regular team dialogue about good and bad behaviour;
- Defining and using a formal leadership development process;
- Increasing the capacity, capability and personal mind power; and
- Reducing decision cycle time and improving decision quality.

Check Your Progress Exercise 1

Note: a) Use this space given below to answer the questions.
        b) Compare your answers with the one given at the end of the Unit.

1) What are the common characteristics of leadership?

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2) Explain the leadership system in informal organizations.

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22.5 ORGANIZATION

Organization is a social arrangement which pursues collective goals, controls its own performance and has a boundary separating it from its environment. The word itself is derived from the Greek word organon, itself derived from the better-known word ergon. There are a variety of legal types of organizations, including: corporations, governments, non-governmental organizations, international organizations, armed forces, charities, not-for-profit corporations, partnerships, cooperatives and universities. A hybrid organization is a body that operates in both the public sector and the private sector, simultaneously fulfilling public duties and developing commercial market activities. As a result, the hybrid organization becomes a mixture of a government and a corporate organization.

In the social sciences, organizations are an object of analysis for a number of disciplines, such as sociology, economics, political science, psychology, management and organizational communication. The broader analysis of organizations is commonly referred to as organizational structure, organizational studies, organizational behaviour, or organizational analysis. A number of different perspectives exist, some of which are compatible:

- From a process-related perspective, an organization is viewed as an entity being (re-) organized and the focus is on the organization as a set of tasks or actions;
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- From a functional perspective, the focus is on how entities like businesses or state authorities are used;
- From an institutional perspective, an organization is viewed as a purposeful structure within a social context.

22.5.1 Organizational Structure

An organizational structure consists of activities such as task allocation, coordination and supervision, which are directed towards the achievement of organizational aims. It can also be considered as the viewing glass or perspective through which individuals see their organization and its environment. Many organizations have hierarchical structures, but not all. Organizations are a variant of clustered entities.

An organization can be structured in many different ways, depending on their objectives. The structure of an organization will determine the modes in which it operates and performs.

Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different entities such as a branch, department, workgroup and individual. Organizational structure affects organizational action in two major ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes and thus to what extent their views shape the organization’s actions.

22.5.2 Organizational levels

The three levels of managerial and administrative work are: the strategic level, the programmatic level and the operational level. Administration and management relate to these three levels.

The strategic level corresponds to the definition of the project’s long-term objectives and orientations and includes considerations on gender equity and structure. The second level pertains to programmes, work organization, resource allocation and personnel distribution. The third level involves the development of day-to-day activities, such as evaluation and follow-up.

<table>
<thead>
<tr>
<th>Level</th>
<th>Activities</th>
</tr>
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<tbody>
<tr>
<td>Strategic level</td>
<td>Objectives and orientations</td>
</tr>
<tr>
<td>Programmatic level</td>
<td>Organization of work, resources and personnel</td>
</tr>
<tr>
<td>Operational level</td>
<td>Activities plan</td>
</tr>
</tbody>
</table>

22.5.3 Types of Organizational Structure

In this sub-section we will discuss types of organizational structure: pre-bureaucratic
Leadership Systems and Organizational Structure

structures; bureaucratic structures; post-bureaucratic structures; functional structures; divisional structures; matrix structure.

Pre-bureaucratic structures

Pre-bureaucratic (entrepreneurial) structures lack standardization of tasks. This structure is most common in smaller organizations and is best used to solve simple tasks. The structure is totally centralized. The strategic leader makes all key decisions and most communication is done by one-on-one conversations. It is particularly useful for new (entrepreneurial) business as it enables the founder to control growth and development. They are usually based on traditional domination or charismatic domination in the sense of Max Weber’s tripartite classification of authority.

Bureaucratic structures

Bureaucratic structures have a certain degree of standardization. They are better suited for more complex or larger scale organizations. They usually adopt a tall structure. The tension between bureaucratic and non-bureaucratic structures is echoed in distinction between mechanistic and organic structures. It is complex and useful for hierarchical structure organizations, mostly in tall organizations.

Post-bureaucratic structures

The term of post-bureaucratic is used in two senses in the organizational literature: one generic and one much more specific. In the generic sense, the term “post bureaucratic” is often used to describe a range of ideas developed since the 1980s that specifically contrast themselves with Weber’s ideal type bureaucracy. This may include management, culture and matrix management, amongst others. None of these, however, has left behind the core tenets of Bureaucracy. Hierarchies still exist; authority is still Weber’s rational, legal type; and the organization is still rule bound.

Another smaller group of theorists have developed the theory of the Post-Bureaucratic Organization, providing a detailed discussion which attempts to describe an organization that is fundamentally not bureaucratic. Charles Heckscher has developed an ideal type, the post-bureaucratic organization, in which decisions are based on dialogue and consensus rather than authority and command. The organization is a network rather than a hierarchy, open at the boundaries (in direct contrast to culture management) with an emphasis on meta-decision making rules rather than decision making rules. This sort of horizontal decision making by consensus model is often used in housing cooperatives, other cooperatives and when running a non-profit or community organization. It is used in order to encourage participation and help to empower people who normally experience oppression in groups.

Functional structures

Employees within the functional divisions of an organization tend to perform a specialized set of tasks, for instance the engineering department in an IT company would be staffed only with software engineers. This leads to operational efficiencies within that group. However, it could also lead to a lack of communication between the functional groups within an organization, making the organization slow and inflexible.

As a whole, a functional organization is best suited as a producer of standardized goods and services at large volume and low cost. Coordination and specialization of tasks are centralized in a functional structure, which makes producing a limited number of products or services efficient and predictable. Moreover, efficiencies can further be realized as functional organizations integrate their activities vertically.
so that products are sold and distributed quickly and at low cost. For instance, a small business could start making the components it requires for production of its products instead of procuring it from an external organization. But these are not only beneficial for organizations but also for securing employees' faith.

Divisional structures

Also called a “product structure”, a divisional structure groups each organizational function into a division. Each division within a divisional structure contains all the necessary resources and functions within it. Divisions can be categorized from different points of view. One might make distinctions on a geographical basis (a US division and an EU division, for example) or on product/service basis (different products for different customers: households or companies). In another example, an automobile company with a divisional structure might have one division for automobile parts, another division for sub-compact cars and another division for sedans.

Each division may have its own sales, engineering and marketing departments.

Matrix structures

A matrix structure groups employees by both function and product. This structure can combine the best of both separate structures. A matrix organization frequently uses teams of employees to accomplish work, in order to take advantage of the strengths, as well as make up for the weaknesses of functional and decentralized forms. An example would be a company that produces two products, “product a” and “product b”. Using the matrix structure, this company would organize functions within the company as follows: “product a” sales department, “product a” customer service department, “product a” accounting, “product b” sales department, “product b” customer service department, “product b” accounting department. Matrix structure is amongst the purest of organizational structures, a simple lattice emulating order and regularity demonstrated in nature. The following types of matrix structures can be identified:

- **Weak/Functional Matrix**: A project manager with only limited authority is assigned to oversee the cross-functional aspects of the project. The functional managers maintain control over their resources and project areas.

- **Balanced/Functional Matrix**: A project manager is assigned to oversee the project. Power is shared equally between the project manager and the functional managers. It combines the best aspects of functional and projectized organizations. However, this is the most difficult system to maintain since sharing power is a delicate proposition.

- **Strong/Project Matrix**: A project manager is primarily responsible for the project. Functional managers provide technical expertise and assign resources as needed.

Among these matrix structures, there is no best format; implementation success always depends on the organization’s purpose and function.

Check Your Progress Exercise 2

**Note:** a) Use this space given below to answer the question.

b) Compare your answers with the one given at the end of the Unit.

1) Explain any one of the organizational structures.
22.6 AN ORGANIZATIONAL STRUCTURE FOR GENDER EQUITY

Through organizational structure it is possible to define relations, communications and distribution of responsibilities, functions and tasks for the different areas in which the organization works. Structuring involves the distribution of personnel by areas, components or units and the respective functions that are assigned within each of these.

The structure of an organization relates to both technical and social divisions of work. Technical division corresponds to the functions and responsibilities of the institution's day-to-day activities. This can be identified by breaking down the services provided by the organization. The social division of labour concerns the power relations established within the organization that affect its technical division and define positions, levels and responsibilities.

22.6.1 Technical Division

By setting up different areas or departments, activities can be distributed in units with certain characteristics. They are identifiable because the activities they carry out are similar or connected; they can be managed because they operate as a unit; and they are specialized, since they have an emphasis and unique experience allowing them to be differentiated from other activities. This division could also be called horizontal differentiation, since it allows a distinction to be made between areas of work at the same hierarchical level.

Organizations can utilize different approaches to create these areas of work. To a large degree, the decision will be affected by the group’s capacity to analyze its real situation and the resources it has available. The most common types of divisions are based on some of the following types of categories: functions, areas of action, participants or clients and territories.

The first involves functions, which relate to activities commonly carried out, such as production, marketing, research and training. Another involves areas of action, which is more related to thematic emphases, such as agro-ecology, organization and training.

Another classification is by participants or clients, as they are called in management literature, such as a programme for young people, assistance for women or leadership, etc; Finally, divisions can be made by territory, where we find teams formed according to the geographical area in which they work, i.e., central zone, coasts, etc. The pros and cons of each one of these classifications should be taken into consideration.

These different variables can also be combined in a matrix system. This is a more complex structure and requires a great deal of dedication from the organization's management. Instead of concentrating power in one particular person, this system makes it possible for the different disciplines of the personnel to develop and also encourages a more integrated and creative approach.

The matrix structure tries to integrate functions with areas of action or with other variables, such as territories or participants. Adopting a matrix system can be a powerful tool for promoting gender equity since it empowers staff members and links functions providing a more global and dynamic vision of activities. It facilitates
greater freedom of initiative and creativity in the group, as well as greater leadership in work. It questions the typical division of disciplines, which in most cases reinforces only the more technical areas.

22.6.2 Social Division

We will now discuss more about the role of management, female leadership, formation of leading groups, team work and affirmative action to promote gender equality.

The Role of Management

The issue of hierarchies or levels of management in organizations is not easily addressed. No matter how open people are to participatory processes, any contemplation of hierarchies takes us back to a power relation. Nonetheless, there can be no denying that organizations have a process for distributing work, responsibilities and also benefits.

Management plays an important role in the division of work. This role consists of guiding or orienting actions toward the proposed development objectives and making efficient use of the resources available. It includes the role of management in an organization and its impact on the path to internal and external equity.

In the case of rural development projects, one of the reasons for lack of incorporation of a gender equity perspective is overt opposition or simple lack of interest on the part of management. In most cases these are the people who exercise maximum or sole power.

In effect, many case studies have shown that in all experiences where the organization’s management maintained an open and committed attitude to the search for gender equity – in practice as well as speech – processes have been quicker and had a greater impact.

Criteria for distributing work should be transparent and geared toward achieving efficiency. Flow of information between the different levels should be ensured through the use of mechanisms for participation and consultation in decision-making. Timely and accessible information is essential and providing clear and precise manuals allows each person to understand what is expected from his or her work.

Management should not allow personal relations to affect interactions with personnel. Women, in general, may have few opportunities to interact with management levels which are mostly comprised of men, without being questioned or misinterpreted by the rest of the group.

A new management style (in which the exercise of central leadership is based on communication and the development of equitable relations) promotes the creation of new leadership at all levels of the organization and in the local context in which the organization works.

In this model, leadership is conceived as a process of social interaction, rather than the actual behaviour of any particular person. However, a range of abilities and skills is needed to initiate and sustain this interaction within the framework of a series of guiding principles.

The leader or leaders are those persons that influence the process and contribute to creating favourable socio-affective and working conditions for participants, with a view toward the attainment of the proposed goals. This contributes to the construction of collective understanding, which gives meaning to the proposal for change that guides the relations between the participants of the project.
Management, in turn, relates to the capacity of an organization or project to move along smoothly, with order, coherence, a certain degree of predictability and consistency. To make this possible, the exercise of management is supported by the development of transformational leadership at the different levels making up an organization.

Experience has shown that the greatest advances take place in organizations with a gender-sensitive woman as director. There are also cases in which sensitive men with a commitment to gender equity have been able to open spaces in organizations. The position that the management takes on gender equity is critical with respect to reaching goals in this area.

Female Leadership

Female leadership has its own characteristics and advantages. If we recognize that women and men have been socialized in different ways, it is logical to assume that female leadership will have particular characteristics. As a result of their socialization, women have developed abilities of perception and skills in dealing with subjectivity, making it easier for them to identify the needs of others and even to have a better understanding of the more qualitative aspects of personnel and communities, for example. The strengths of women include their negotiating capacity and ability for joint action, which contributes to creating a holistic and comprehensive vision of institutional work.

However, women’s reference points for leadership tend to be so-called “masculine” styles within the context of a patriarchal culture. If a woman wants to be director, she has to be like the male directors. It is often necessary to develop skills commonly regarded as “masculine” to be recognized as a leader and director.

In referring to female leadership we are not attempting to create an idealized model, as society has done in the case of motherhood. Nor does this deny the existence of male leaders with a sensitive attitude toward the fight for gender equity. While it is important to make conscious and ongoing efforts to stress the advantages of female leadership, obtaining commitment from management will not be achieved simply by putting a woman in the position. What is important is that person's commitment to the transformation involved in fostering gender equality.

Formation of the Leading Group

The most common approaches used to develop in-house policy on gender equity include:

- placing a woman in charge of gender or the section responsible for gender;
- hiring a gender consultant; and
- mainstreaming responsibility.

In the first case, the person responsible for carrying out a gender policy finds herself isolated and separate from what are considered to be the core activities of the project or organization. In general, her budget is insufficient for impacting all areas of work. In addition, she is not be assigned any staff to help her out. Some of the consequences of this situation can be that the person feels obliged to set an example and the overwork results in personal fatigue and frustration when no favourable results are obtained. Her position may become invisible, with no power and no resources for action. This person is unable to confront the structure of the organization and the way it operates. In many cases the situation of gender inequality experienced by this person makes her more radical than she would be under different conditions, triggering a negative reaction from the group at a conscious or unconscious level.
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Not all of these problems can be solved by establishing a Special Gender Unit. But this is one of the steps toward equity and the Unit should be maintained until the entire organization is working toward this objective.

In the second case, experience has shown that hiring external consultants to apply a gender perspective has varying results. In usual practice it has been observed that women specialized in this area are contracted to do this work. They make an investigation, perform an appraisal or write a report of high technical quality. Although the consultant may be contracted for a prolonged period of time, she will always be an outsider. She may come to know a great deal about dynamics at work in the group but does not interact with it on a permanent basis and may even take care not to have much influence. She has the consent of management, which she supports through external evaluations.

The third possibility is to mainstream responsibility among all the people making up the team. The result of such delegation to all members without creating any concrete mechanisms is that the effort falls into general oblivion, with no one taking responsibility.

In practice, it seems that organizations do not yet have the overall capacity for carrying out this type of strategy. It could be successful if the entire organization has clearly defined objectives and responsibilities concerning the implementation of a gender perspective, but also requires mechanisms to monitor and evaluate progress. All areas and all persons in the organization need to be clear about what they must contribute regarding application of the perspective and progress toward gender equity.

One of the proposals being made in this area is to implement several of these strategies at the same time. For example, the person in charge of gender could also participate in decision-making and be given the authority to designate individuals responsible for gender in each of the areas of work. This way there is always someone at a high level promoting the gender agenda. That person is also backed by a team whose members represent the different areas of the institution's work.

The most important factor in this case is the existence of the leading group. The group must be related to the organization's administration in coordination with the functions of management. The internal dynamics of this group can be defined by its members according to the institutional policy adopted. This group must include both women and men with an interest in and commitment to the process. For this reason it is essential to include topics about gender analysis and gender mainstreaming in the consciousness-raising processes for personnel.

Some studies suggest that a gender-sensitive organization should commit at least 30% of its personnel to the application of gender equity measures. Affirmative action in this direction supports and strengthens the formation of this leading group.

Since applying the perspective is a long and difficult process that touches on many aspects of each member's subjectivity, it is necessary to join institutional forces with those of the persons making up that institution. When the institution slows down, some of its members designated to play this role can energize the process.

22.6.3 Teamwork

By teamwork, we are referring to a continuous process of elaboration, confrontation, discussion, conflict resolution and development of joint work processes. A work team is different from other forms of group organization, in that members establish a symmetrical interaction between themselves. This means they are under equal conditions of participation in the group dynamic to contribute dissent, reflect on and analyze the problems being faced. Because of their nature, teams can be multidisciplinary and comprised of persons who know and do different things,
which ensures that they can collectively attain an all-encompassing or comprehensive vision providing the basis for action. It is a different way of organizing for work. The search for group cohesion is not an immediate end in itself; the immediate goal is carrying out the task proposed. Developing group cohesion and promoting socio-affective growth for its members may be long-term goals which, in turn, will help setting and achievement of task-related goals.

Within the work team, efforts are made to integrate each person’s needs and demands regarding the collective mission, rather than one that wins out over or at the cost of, the other. When the goal is gender equity and the formulation of new relations between women and men, it is important to find ways of working that make the needs of groups with less power visible.

It is necessary to create an environment that recognizes differences of opinion, promotes mature reflection on confrontational issues and allows these to be expressed and debated as a way of strengthening both the team and each one of the members. Teamwork requires a suitable work environment in which members have confidence in one another, leadership is distributed and there is flexibility, an understanding of the process and continual evaluation. Discussion and conflict should be considered aspects that stimulate team growth. Creating a favourable environment for this growth is not an easy task, nor is it one that can be carried out by a single individual. It is a process in which all participants must contribute.

Forging this type of work unit requires a dedication and energy not always found in every group designated as a team. In the concept of teamwork, the conscientious search for equity is assumed to be one of its goals.

22.6.4 **Affirmative Action to Promote Gender Equality**

It has been necessary to create compensatory mechanisms as a concrete way of meeting demands for equality. One way of balancing power within the organization is to establish a gender policy that includes affirmative action measures. Affirmative action represents a “strategy for establishing equal opportunity through measures that make it possible to correct or compensate for discrimination resulting from social practices or systems. Their purpose is to implement concrete programmes providing women with concrete advantages”.

While affirmative action is often identified with measures focused on increasing the political participation of women, they can be designed to eliminate or reduce discriminatory situations where they exist and can be adapted to the reality of rural development organizations and projects.

**Check Your Progress Exercise 3**

**Note:**

a) Use this space given below to answer the question.

b) Compare your answer with the one given at the end of the Unit.

1) Discuss female leadership in the context of emerging scenario.

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**22.7 SUMMING UP**

This Unit focused on leadership, leadership systems, organizations and organizational structures which promote gender equity. It also focused on how the
technical and social divisions of an organization or project influence the application of a gender equity policy. Various approaches or criteria have been used to define organizational structure. Further, it also examines the social divisions and their impact on management’s role, female leadership, the important role that can be played by the leading groups within the organization and finally, teamwork and affirmative action.

### 22.8 GLOSSARY

**Leadership**: A process whereby an individual influences a group of individuals to achieve a common goal or objective.

**Organization**: A social arrangement including people, money and material to control its own performance to achieve its common goal. It has a boundary separating it from its environment.

**Organizational structure**: System by which every person in the organization is involved in planning, organizing, staffing, directing, coordinating, reporting and budgeting to achieve the common goal of the organization.

**Affirmative action**: A concrete measure whose purpose is to compensate a certain social group for inequalities resulting from discriminatory practices or social systems.

**Gender equity policy**: A set of principles, actions and measures structured in a logical, continuous and systematic way and aimed at establishing more equitable relations between women and men within the organization and in settings impacted by the organization’s work. It is, thus, global with implications for the organization as a whole.

### 22.9 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

**Check Your Progress Exercise 1**

1) Leadership is a process; leadership involves influence; leadership occurs in a group context; leadership involves goal attainment; leadership is different from management. Management relies more on planning, organizational and communication skills. Leadership relies on qualities such as integrity, honesty, humility, courage, commitment, sincerity, passion, confidence, positivity, wisdom, determination and compassion.

Thus, leadership is defined as a process whereby an individual influences a group of individuals to achieve a common goal.

2) In contrast to the appointed head or chief of an administrative unit, a leader emerges within the context of the informal organization that underlies the formal structure. The informal organization expresses the personal objectives and goals of the individual members. Their objectives and goals may or may not coincide with those of the formal organization. The informal organization represents an extension of the social structures that generally characterize human life – the spontaneous emergence of groups and organizations as ends in themselves.
Leaders emerge from within the structure of the informal organization. Their personal qualities, the demands of the situation or a combination of these and other factors attract followers who accept their leadership within one or several overlay structures. Instead of the authority of the position held by an appointed head or chief, the emergent leader wields influence or power. Influence is the ability of a person to gain cooperation from others by means of persuasion or control over rewards. Power is a stronger form of influence because it reflects a person’s ability to enforce action through the control of a means of punishment.

Check Your Progress Exercise 2

1) Divisional structure – Also called a “product structure”, the divisional structure groups each organizational function into a division. Each division within a divisional structure contains all the necessary resources and functions within it. Divisions can be categorized from different points of view. One might make distinctions on a geographical basis (a US division and an EU division, for example) or on product/service basis (different products for different customers: households or companies). In another example, an automobile company with a divisional structure might have one division for automobile parts, another division for sub-compact cars and another division for sedans.

Each division may have its own sales, engineering and marketing departments.

Check Your Progress Exercise 3

1) Female leadership has its own characteristics and advantages. If we recognize that women and men have been socialized in different ways, it is logical to assume that female leadership will have particular characteristics. As a result of their socialization, women have developed abilities of perception and skills in dealing with subjectivity, making it easier for them to identify the needs of others and even to have a better understanding of the more qualitative aspects of personnel and communities, for example. The strengths of women include their negotiating capacity and ability for joint action, which contributes to creating a holistic and comprehensive vision of institutional work.

22.10 REFERENCES

Christine R. Gedney, Major, Leadership Effectiveness and Gender, A Research Report Submitted to the Faculty in Partial Fulfillment of the Graduation Requirements in April 1999.


Sharon Buckmaster, Leadership and Gender: Let me count the ways, Fielding Graduate Institute, May 20, 2004.

22.11 QUESTIONS FOR REFLECTION AND PRACTICE

1) Trace the different types of leadership systems and their significance.
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2) Why should we analyze leadership studies from a gender perspective?
3) How do women’s leadership styles differ from men’s leadership styles?
4) Suggest ways and means to build gender in leadership in different types of organizational structures.
5) Critically analyze an organizational structure for gender equity.