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Identifying Factors That Impact Female Leadership Presence

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Identifying Factors That Impact

Female Leadership Presence

Victoria E. Kendall

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For practitioners of resilience and compassion. Inspired by Miss Abby Wombach, captain and role model. An advocate for women's rights and right to play, I am empowered by her efforts.

Abstract

This research aims to acknowledge and weaken various factors that deter women from taking up leadership in our current systems. Increasing one's personal capacity for leadership is especially beneficial for women who participate in systems that lack equal gender representation. Despite differences in organizational culture, certain patterns of experience have been negatively related to female Leadership Presence, and depend on the theoretical lens of leadership for development. Examining the demand-side and supply-side factors that inhibit female career progression is significant to understanding the environmental and individual impositions impacting leadership development. Specific strategies to strengthen Leadership Presence, as well as the related key, manageable skills; Authenticity, Self-Efficacy, and Influence (O'Neil, 2015), are presented for applied practice.

Introduction

Women who seek to practice leadership in industries conventionally governed by male perspectives are likely to face a variety of challenges that deter or eliminate the will to pursue certain roles. The historical pursuit of leadership by women has been symbolized through “The Glass Ceiling”, and more recently “The Labyrinth” (Kellerman & Rhode, 2007), yet intersectional representation in upper levels of organizational management is far from equal. While women are increasingly breaking barriers and taking on upper level positions in government, justice, athletics, entertainment, etc., it is essential that professionals understand what continues to perpetuate the underrepresentation of women within our organizations’ leadership. Additionally, lacking gender representation in leadership puts other female stakeholders at risk. When intersectional representation is deficient within the decision-making factions, minority populations’ concerns are often inadequately prioritized. Heterogeneity amongst leadership also inhibits groupthink, increases collective intelligence, and fosters innovation. Female Leadership Presence (as representation in leadership) is a mechanism for change, as well as a means of building the most effective team possible. The representation of *stakeholders* in leadership is a value that should be fostered within organizational dynamics and human relations, as these operate effectively only when clientele, employees, community, and leadership are integrated and supported.

Background

In order to better understand this phenomenon in context, women in (primarily NCAA) athletic administrations function as the basis for analysis throughout this research. The factors that impact women pursuing leadership roles have been explained in varying detail for different sectors, and athletics focused literature lacks in general

around causes of underrepresentation of women in organizational leadership. This industry is viable for analysis because of its potential progression, impact on society, and continuous social/ethical issues. In addition, sports as subculture has perpetuated gender-associated stereotypes that often correlate leadership capacities with men, suppressing the female self-perception of personal capability to take up those roles. In 2014, Acosta & Carpenter addressed the total lack of representation of women in 11.3% of NCAA athletic administrations (p. 39). For decades, women participating in or working for these organizations have had little to no representation of their identity and concerns in leadership. This problem is perpetuated throughout varying industries and although the situation may differ, there are consistently repercussions that negatively impact the priorities and wellness of female stakeholders in our systems. Kellerman & Rhode offer a statement from Sandra Day O'Connor around her experience as the only female Supreme Court Justice, "In my own career, I have often felt a special responsibility to represent concerns that would otherwise have gone unaddressed in decision-making bodies dominated primarily by men" (2007). Women represent half of the human species, and should not be encountering persistent levels of systematic discrimination that obstruct the ability to be represented amongst leadership. If organizations with deficient gender representation seek longevity in the modern social state they must first undergo rebirth and adaptation--in which internal change may occur to create space for the inclusion and value of various intersectionalities.

The sustainability of an enterprise is dependent on the leadership practices that generate the patterns and attitudes internalized by varying levels of stakeholders. The process of this transition for organizations that have not developed towards

transformational leadership is difficult work, requiring team effectiveness and commitment to purpose. Azurmendi (2013) details, “The enterprise cannot and should not lose any of the virtues resulting from efficiency due to the fact that it allow human values to enjoy priority over the purely economic and material resources. Instead, it is these values that should accentuate improved efficiency and quality” (p. 103). In our country Olympians face sexual abuse, administrations protect players and coaches from justice, and athlete wellness is undermined by extraneous priorities. Athletic organizations are enterprises, with sport’s morality and culture as a social by-product. However, there is a social impact that athletics has on marginalized groups, which needs to be addressed in order to preserve purposeful sport for youth and aspiring leadership within this culture. In changing the experience of masses of individuals participating in sport, it is imperative that organizations address the conditions of their enterprises for female stakeholders, the representation levels of various intersectionalities, and the issues that go underprioritized when gender representation is not met.

Women and Leadership

While this is not a simple social issue, the conditions for professional women is a recurrent conversation because of its prevalence, significance, and as progressive leadership continues to be a need across sectors. Statistics around the rates of female representation in athletics by Acosta & Carpenter argues, “The opportunity to include females and members of varied ethnic groups in the administrative structures seems advantageous as well as increasingly easy to accomplish. The average number of over 4 administrators per program is at its highest ever with Division 1 programs leading the way with 6.62 administrative staff members per school. Division 1 programs also average

the lowest percentage of programs lacking a female voice with only 1.2% having no female administrator, down from 4.2% in 2010” (2014). Women are an underutilized talent pool, performing increasingly well in higher education, and developing younger generations that are aware and consistently challenging norms and discriminatory practices. Eagly and Carli (2007) acknowledge the increases of female representation and success in higher education, “Along with 57 percent of bachelor’s degrees, women now earn 59 percent of master’s degrees and 48 percent of PhDs... Women also receive 49 percent of law degrees and 42 percent of MBAs” (p. 15). Still, there is a particular need to address the conditions that allow for the professional “labyrinth” experience, and what skills can benefit those who face it. For women pursuing athletic leadership, there are many forms of inequality that negatively impact development. The focus here relies on the belief that women will continue to overcome stereotypes, discrimination, harassment, isolation, and internal barriers to leadership development to co-create new systems. Accordingly then, it is significant women pursuing leadership are informed around the personal practices and support opportunities that are available for their use throughout their career and lifespan development.

Leadership theory encapsulates the insights and methodologies applicable for those who are not quite able to push through inhibitors to success in their current conditions or mindset. It is the perspective by which human relations and group dynamic dilemmas can be addressed, and progression can be achieved. As women continue to engage in athletic/business culture and career opportunities, it is important that they understand strategies helpful for withstanding inevitable challenges. The external factors or *demand-side factors* that impact female leadership development need to be addressed

and restructured at the organizational level. Additionally, women, with the tools and insight of this perspective, can extinguish ingrained internal barriers or *supply-side factors* by understanding leadership presence, the three skills of leadership presence (self-efficacy, authenticity, and influence), and the strategies available to benefit this work. The organizational labyrinth women often experience is complicated and situationally impacts women based on the varying factors imposed upon and adopted by the individual. Women who hold intersectional racial, social, sexual, economic, ethnic, or medical identities commonly face additional threats against development, and leadership theory offers information around the strategies available for personal practice to benefit Leadership Presence. This is a period of time for female professional development. Social movements like #MeToo and Times Up are inspiring conversations and generating change focused on the subpar conditions for women in professional sectors economically or ethically. It's time to access, create, and empower new opportunities for others, and ourselves in order for the best possible future to emerge for younger generations.

Literature Review

Being socialized in modern culture, women often internally create negative self-perceptions that deter them from pursuing leadership roles. As lifespan development occurs, these assumptions or beliefs alongside affirming external cues can halt or delay the pursuit of one's full potential. However, these manageable but complicated habits and mental models that individuals internalize can be addressed. While each of us has the capacity to empathize and take up leadership for the benefit of others, oftentimes, structural impositions obstruct that process. As individuals operate interdependently with the systems they are a part of, awareness regarding the factors that impact their personal

experience within a given organization is necessary. Senge (1990) differentiates structures versus systems to represent the complexity of our organizations, “We tend to think of ‘structure’ as external constraints on the individual. But, structure in complex living systems, such as the “structure” of the multiple “systems” in a human body (or example, the cardiovascular and neuromuscular) means the basic interrelationships that control behavior. In human systems, structure includes how people make decisions—the “operating policies” whereby we translate perceptions, goals, rules, and norms into actions” (p. 137). First, it is important to identify those factors that have generally prevented women from finding success in leadership, and more specifically athletic leadership. For example, there are multiple indicators that the lack organizational priority to increase gender integration comes from a lack of gender representation across multiple levels of leadership, and especially within hiring factions.

Significance of Gender Integration

Recognizably, our workforce is becoming more diverse, particularly due to the resilient success of intersectional populations within higher education. As women and other minority groups continue to pursue positions that have been historically restricted, organizations will need to utilize adaptive capacities to create space for equal representation of women and other intersectionalities in leadership roles. It is argued that when higher proportions of women take up management positions, especially growing organizations, they are more gender-integrated at all levels (Cohen, 2013, p. 11). Many American systems are rooted in tradition and maintain outdated operational policies, dissonant with the realities of organizational longevity that requires rebirth and adaptation. It is the initial vision of gender diversity, or the choice to prioritize it, that

allows for this inclusion. The creation of jobs is an opportunity for varying intersectionalities to access professional pipelines, increasing representation and alleviating inequality. Acosta and Carpenter (2014) reiterate that hiring decisions are influenced by the gender of the decision-maker.

Eagly & Carli (2007) continue,

“In-group loyalty can cause people in authority to fill positions with individuals who are similar to themselves, especially in characteristics such as gender, race, and religion... Therefore, it is hardly surprising that the presence of larger proportions of men in higher positions leads to larger numbers of men subsequently hired to fill those positions. These processes, labeled *homosocial reproduction* by Kanter, perpetuate traditional elites at the top of organizations” (p. 155).

Specifically female Athletic Directors were found to maintain higher rates of gender representation amongst coaches (p. 35). To deepen understanding around this phenomenon’s occurrence, Yiamouyiannis & Osbourne (2012) argue, “Unless the power structure of the organization is committed to appropriate gender representation, there is little hope for achieving gender equity within intercollegiate athletics” (p. 11).

Representation in leadership and Leadership Councils offer women the opportunity to co-create higher representation of women in numerous levels of administration. Cohen (2013), additionally argues that female managers who work in organizations with relatively higher numbers of other female managers will have greater bargaining power and will be more effective in negotiating and have a higher likelihood of success. The allowance and encouragement of authentic identity affirmation is a progressive move

leaders can make, alongside actually increasing the presence of female leadership. Intersectional representation is the organizational change goal. Interchanging representation or presence with diversity establishes recognition of the challenges individuals with multiple identities experience when they attempt to engage their capacity for leadership. Angela Davis (2012) writes, “The very term “diversity” prevents people from thinking seriously and deeply about the extent to which our institutions are thoroughly saturated with racism, sexism, homophobia, class bias, and xenophobia” (p. 110). Gender integration in leadership is a strong step forward in this process of developing cultural competency and collective intelligence. Scharmer (2016) argues, “Social complexity is a product of diverse interests and worldviews among stakeholders... To make this work, many diverse and conflicting interests, worldviews, and players have to come together and join the effort”. In order to achieve equal representation, organizational leadership must first be willing to observe themselves as part of the system they are creating. In addition, by using inquiry and integrity when analyzing the organizational culture perpetuated amongst stakeholders, leadership can obtain a stronger sense of implicit discriminatory patterns.

Organizational Culture

Sport organizations are identified as maintaining institutionalized cultures of similarity that marginalizes women (Burton, 2014, p. 159). This consideration is not solely the blame of any one person, brand, or administration, but a perception around female capacity to lead in an industry that has not historically allowed for involvement. The late decades of the 20th century saw the first women accessing upper-level leadership positions in major industries, and generational attitude shifts around the proficiency of

varying intersectionalities to succeed professionally is a strong indicator that stereotypes are permeable.

Organizational culture changes when negative tendencies are recognized as toxic to the sustainability of the enterprise, and stakeholders commit to the equitable system. For example, Blackstone (2014) analyzed the implications of Messner and colleagues work identifying verbal commentary around women's athletics as being infantilized, with an ambivalent stance around their accomplishments. Additionally, commentators emphasized the visual representations of female athletes as being aggressively passive and feminine (p. 137). Endorsing those particular meanings of gender allows leadership stereotypes that are created externally to sport organizations to operate at the organizational level (Ely et al., 2011). When women engage their leadership in a system that assigns them a feminine identity, they are met with role expectations that align with that identity. The culture creates a tense performance that precedes social interactions and negatively impacts authentic leadership is action. Dixon et al. (2008) suggest intercollegiate athletic departments in the U.S. are "culturally distinguished by high incidents of work overload for coaches, administrators, and support staff" (p. 137). This type of culture places a high demand on the time available to do work, which can have differential restraints on the ability of men and women to balance the demands of work and family. Additionally, Dixon et al. (2008) found that when examining the availability and usage of family supportive work benefits in intercollegiate athletic departments that the departments were not offering nor were they encouraging. Underrepresentation of female leadership presence within these systems can cause discriminatory policies, patterns of behaviors and even language to be preserved within organizational culture.

Demand-Side Factors

Limited access of leadership positions for women has historically lessened role modeling, decision-making and influence opportunities for aspiring female professionals. Traditional capitalist hierarchies in which men outnumber women, alongside perceptions that equate leadership with male associated traits and behaviors, communicate that women are ill-suited for leadership roles (Ely et al., 2011). Theoretically, these are explained as demand side factors or those that focus on employer behavior. These explicit or implicit stereotypes result in patterns of female disadvantage via gender discriminatory screening, evaluation, and promotional processes that prevent women's advancement to higher level positions (Fernandez, 2017). Additionally, the Symbolic Interactionism perspective indicates that gender-role meanings and stereotypes associated with social and sport ideology may function to limit the capacity of females within the sport context (Cunningham & Sartore, 2012). Females within sport organizations may fail to view themselves as adequate and appropriate leaders and/or coaches thus preventing them from acting as such.

These demand-side factors negatively impact female leadership presence systematically, and communicate to women that leadership positions are generally unattainable for them. Kellerman and Rhode (2007) explain the psychological message of these factors, "In general, because men are the more common occupants of most leadership roles...men can seem usual or natural in most leadership roles. Therefore, they do not need to be concerned about tailoring their leadership style to be accepted as legitimate" (p. 128). Alternatively, demand-side factors impact followership of female leaders, "Women are often perceived as having less power and, as a result, are limited in

regards to the styles and tools they can use to influence their followers... An even more disturbing issue is that even when women are in leadership positions, they have less decision-making power, less authority, and less access to the highly responsible and challenging assignments than their male counterparts” (Nahavandi, 2015, p. 41, 147). Demand-side factors represent that issues alive in our systems that damage individuals carrying multiple identities. Although these factors take many forms, both double-binds and stereotype threat are imposed upon women significantly and can be justified via leadership presence.

Double Binds

Female practitioners of leadership are often met with double-bind behavior norms, in which they either feel the need to compromise self or purpose because of organizational pressures. This negatively affects leadership when women attempt to influence followers or organizational structure... Where actions do not align with personal values or societal beliefs (gender-expected or role-expected), there is a disadvantage (Oakley, 2000 & O’Neil, 2015). While double binds can occur in a range of environments that impact lifespan development, women often encounter dissonance and strain in their work domains. Eagly and Carli (2007) argue this phenomenon is strengthened when women seek out careers in “masculine domains, where the contrast is most apparent between expectations of female communion and of masculine agency” (p. 105). Additionally, they explain that these domains generate mental associations, or expectations, about masculine and feminine qualities (p. 85).

Role expectations imposed on women impact behavior, perception of self, leadership capacity, and can cause women to self-select out of career development

opportunities. In correlation with demand-side factors, this phenomenon calls upon women to engage in preliminary identity assimilation in order to take up professional roles. Kellerman and Rhode (2007) explain, “The double bind thus places two unique demands on women leaders: to display superior ability to overcome doubts about their competence as leaders and to temper their competence with communion to fulfill the demands of the female gender role” (p. 132). A woman must first establish an exceptional level of competence to convince others of her equality to her male counterparts and as a rule can finesse the double bind to some extent by combining assertive task behavior with helpfulness (Eagly & Carli, 2007, p. 164). Asking women to compete for their perceived competency restrains their ability to balance occupational and authentic realms. The imposition of gender expectations on leadership has obstructed female success for too long and is upheld by double binds. The tightrope women walk when pursuing leadership positions is thin enough, and it’s imperative that current executives and stakeholders consider how actively double binds operate within the organizations they participate in. Scharmer (2016) argues that organizations operate as humans create them, and the treatment of individuals within those organizations will operate the same way. In order to reach equal representation in leadership, individuals who carry differing identities require the ability to practice leadership itself, but this is less likely to happen when internal conflict is a primary experience in the workplace.

Stereotype threat

When individuals expend attention and modify behavior based on a perceived social identity or encounter “a situational predicament as a contingency of their group identity”, they are experiencing *stereotype threat* (Steele, 2006, p. 60). Steele’s work

analyzes the systematic perpetuation of stereotypes, similar to double binds, and how they constrain behavior. Discussing the inferior anxiety adopted from related cues, this phenomenon details how systematic forces continue to impact our behavior whether we are fully aware of it or not. He explains (2006), “In workplaces where women are numerically underrepresented, they might experience more pressure to prove themselves by working hard and disproving negative stereotypes... and reported feeling substantially more pressure to prove themselves through work and reported more behaviors that reflected this pressure. Like getting into work earlier, leaving later, and engaging in fewer activities outside of work” (p. 110). Professional women often express this strain, yet few understand the roots of their dissonance. Stereotype threat recognizes that prejudice matters, exists, and needs to be alleviated. If this is going to occur, women must take up their own leadership to challenge the demand-side factors inflicted upon them. However, research implies that if constructing and internalizing a leadership identity is central to the process of leadership development, then invisible barriers will impede women’s progress by complicating the internal work (Ely et al., 2011). Again, this process is not one rooted in simplicity, but all the same these factors that inhibit female leadership presence can be diminished.

Supply-Side Factors

Contrasting demand-side factors are supply-side factors, or worker behaviors. Often caused by socialization or cultural beliefs about gendered jobs roles, women’s negative self-assessments of their competencies and external biases are manifested in job choices (Fernandez, 2017). These factors are negatively related to individual leadership presence, in which self-perception inhibits the effectiveness of engagement, voice, and

contribution. Interconnected with demand-side factors, they are representative of additional (internal) disadvantages women experience throughout their pursuit of leadership.

Affective Motivation to Lead

A low Affective Motivation to Lead specifies lacking the motivation to assume leadership responsibilities (O'Neil et al., 2015). This desertion of professional development is common amongst individuals who encounter recurring affirmations that they are incapable of performing in leadership positions. Gender-based stereotypes affect access to informal networks and leadership pipelines through both demand-side and supply-side factors. When women adopt the beliefs imposed upon them as part of their identity, their behavior will continue to shift within that environment in attempt to continuously match that given social identity. Being silenced is a common occurrence for individuals who attempt to practice leadership when they lack allies. The experience of women within sectors that experience underrepresentation in leadership is generally going to demonstrate factors that negatively impact motivation to lead.

Self-Steering behaviors

Self-steering behaviors or those that considerably deter women into positions with little leadership development opportunities may explain overrepresentation of women in lower levels of organizations. These patterns of behavior place women in roles associated with student services, counseling etc., and consequently keeping women out of leadership pipelines (Fernandez, 2017). Self-steering behaviors of professional women into non-leadership roles represent a developed and active self-fulfilling prophecy in which women are socialized to believe they are unfit for leadership roles. A process ensues of

developing supply-side factors, and responding to demand-side factors by adopting those perceptions as self and avoiding leadership. These self-steering behaviors occur when Self-Efficacy is low, as perception of personal capacity to perform in a role is a primary component of leadership presence. In addition, high anticipation of how biased systems are likely to react to them may increase self-steering behaviors as stereotype threat inhibits the capacity to develop or act authentically. The pressure to meet gender-role expectations, prove competency, and operate effectively within a double-bind may cause women to seek out occupational consistency in environments in which they are better represented or feel less overall impact on their wellness. These inhibitors to career development exclude women from the leadership positions where gender representation has the ability to bring attention to otherwise neglected issues, and generate progressive change within our organizations and institutions.

Leadership Presence

To dynamically combat demand-side and supply-side factors that impact the female professional experience, it is imperative that women understand their personal capacity to develop leadership skills. Increasing leadership presence, or unique style of voice, engagement, and contribution...prepares and strengthens the capacities foundational for female leadership. This component of presence is observed and developed through the manageable skills of Self-Efficacy, Authenticity, and Influence (O'Neil et al., 2015). There is leverage in excelling in the identity formation and mindfulness work that benefits leaders throughout their development. When the leader-as-self relationship is strong, with authenticity and compassion reigning throughout role and self, great outcomes are accomplished. It is significant that individuals observe their

mental models (schemas), ego-attachment, participation in systems, potential, and the factors that negatively impact leadership presence in order to modify and eliminate toxic behaviors against themselves and others. Systematic barriers and demand-side factors can be the source of blame for individuals but there is no strength in that path, the focus must be exchanged for self-empowerment, self-authorization, and self-integration. Being the active change in our systems that is envisioned, embodying the leadership that is necessary...despite the environmental impositions enacted upon women in our organizational contexts. Having a mindset that fosters the development of Leadership Presence may increase the intrinsic motivation of underrepresented populations pursuing leadership positions to endure and continue to practice at their highest performance potential.

Self-Efficacy

The first area for development of Leadership Presence is Self-Efficacy. This concept is defined, as the belief of one's leadership/agentive capabilities; that one can produce given levels of attainment (O'Neil et al., 2015). Bandura explains that Self-Efficacy is concerned with self-perceptions around capabilities to exercise control over functioning and the events that impact wellness. Beliefs in Self-Efficacy affect level of motivation, quality of performance, resilience to adversity and vulnerability to negative factors (Bandura, 1994). This skill acts as a barrier to success when an individual is unable to proactively engage and develop their worth to an organization, relationship, or system. When actively participating in a given environment it is significant that stakeholders maintain a sense of validity. Bandura (1994) continues that further development of personal efficacy is required for successful functioning. Additionally,

that the nature and capacity of Self-Efficacy undergoes changes throughout the lifespan. Low Self-Efficacy arises more active when role incongruity creates high levels of internal conflict, contributing to low Affective Motivation to Lead and negatively impacting motivation to pursue leadership roles in a given environment (O'Neil, et al., 2015). The impact of low Self-Efficacy is psychological and increases self-steering behaviors, but women and other intersectionalities that experience this internal barrier of reaching full potential have the power to develop how their internalize their perception of self. By investing in leadership strategies and a mindset that engages growth to improve Self-Efficacy, the control is shifted back to the individual to assess their personal capacities and perform authentically in their roles despite demand-side and supply-side factors. The potential is to self-empower Self-Efficacy, to affirm the strengths of the many identities that make us individuals and allow us to offer unique insights and innovation to our systems.

Authenticity

The second developmental skill of Leadership Presence is Authenticity.

Kellerman and Rhode (2007) define it as,

Authenticity refers to the degree of congruence between internal values and external expressions. As a psychological construct, authenticity reflects general values of knowing, accepting, and remaining true to one's self by acting in accordance with one's principles. Some researchers see authenticity as especially important for women's and minorities' positions in groups and have extended the definition to include the act of countering pressures to suppress one's social identity" (p. 329).

When factors inhibit leadership development, it is significant that stakeholders hold steady and practice authenticity to bring attention to the inequalities of the system and strengthen Leadership Presence. As individuals continue to engage with work as a primary component of their day-to-day life it is significant that they feel aligned with their role and purpose within the organization. This relationship has to be fostered regardless of complicated dynamics and can be worked with as long as individuals are engaging authentically in their role. Kellerman and Rhode (2007) detail, “Authentic leadership requires more than just doing what comes naturally. Rather, leaders must be intentional about bringing their whole selves to work as a source of strength” (p. 333). For maximum effectiveness in leadership roles or when aspiring towards them, women must develop the capacity to create alignment between themselves and the roles they are fulfilling. This practice comes from engaging the multiple identities that make up our authentic self and embodying the level of equitable treatment we seek to make a habitual pattern of organizational culture. Kellerman & Rhode continue, that leading authentically involves engaging aspects of her professional background, gender, culture, and social location to direct her vision, strategy, and style (p. 36).

The potential positive impacts of increased Leadership Presence in athletics and other sectors are often diminished by demand-side and supply-side factors, but there is so much room for social innovation. When we match up our internal capacities against environmental factors, human resilience and motivation will often overcome. As allies are engaged, authentic leadership is practiced, and social innovation continues to create space for change within organizations, women will find success in their pursuits of leadership positions. Nahavandi (2015), explains authentic leadership in terms of action,

as emphasizing the importance of leader's self-awareness and being true to personal values (p. 195). This level of performance is possible when role and self are aligned in a system. Co-created by leadership and other stakeholders, it is on all of us to self-authorize authenticity in the environments we participate in. As demand-side factors exist and impact Leadership Presence, the active engagement of female authentic leadership is an active perspective to be integrated into our developing systems.

Influence

The third area of development for Leadership Presence is Influence. Eagly and Carli (2007) define influence as, "The ability to affect the beliefs or behaviors of other—is required for effective leadership". Influence represents the impact a leader has when engaging followership, or in terms of organizational influence (voice and decision-making power). This is also the manageable skill most heavily affected by demand-side factors (O'Neil et al., 2015). The connection between influence and demand-side factors can be understood when correlated with double binds and gender-role expectations. Eagly and Carli (2007) explain, "People more often doubt men's competence in domains such as childcare work. As a result, women are more influential in traditionally feminine domains...To the extent that leadership is itself perceived as a masculine domain, women leaders therefore face challenges in wielding influence" (p. 113). In order activate Influence in domains that are inequitable in terms of gender representation, it is important that allies are discovered, and the other skills of Leadership Presence (Self-Efficacy & Authenticity) are active.

Integration into leadership pipelines and career development opportunities is contingent upon the ways in which females are able to influence, impact and engages

other stakeholders within varying levels of the organization. By diminishing self-steering behaviors and holding steady (authentically) throughout leadership development, women will increase their capacity to influence others in their given environments. This process retains situational complications, but theory and practice of leadership offer modern research the tools for developing both components of female Leadership Presence for our current and future systems.

Theoretical Background

For the strengthening for organizations and teams, leadership theory attempts to educate and train women to continue to develop holistically and progressively regardless of encountered obstacles (demand-side/supply-side factors). In order to increase female awareness regarding the factors that impact leadership development and how to combat them, various leadership theories are applied to increasing Leadership Presence in our current systems.

Both feminist and leadership theories explain the importance of diverse perspectives for adaptive success, as well as the limitations placed on those silent intersectional voices that may be proposing change in a system. Specifically, Transformational Leadership recognizes the internal, progressive strides made when questioning existing ways of working, while also prioritizing equality as a motivation.

With this theory in mind, implications of demand-side factors on leadership presence show an overwhelmingly impact on potential workplace experience. Although the masculine-oriented perceptions of leadership have placed female leaders at a disadvantage, they are recurrently being engaged and are changing in ways that increasingly favor women. Kellerman and Rhode (2007) explain, “Global competition,

technological growth, increased workforce and customer diversity, and accelerated social change have all placed increasing pressure on organizations to find new and creative approaches to leadership and management... These changes in stereotypes and attitudes are likely to continue as more women gain entry to positions of authority and rise to higher levels of leadership in business, politics, and other fields” (p. 140-141). As women take up leadership in their professional domains, it is imperative that they internalize the integral concepts of Transformational Leadership in order to remain rooted in purpose and commit to their Leadership Presence. Nahavandi (2015) reflects, “Leadership scholars and practitioners suggest that today’s organizations need leadership that inspires followers and enables them to enact revolutionary change... *Transformational leadership* includes three factors—charisma and inspiration, intellectual stimulation, and individual consideration—that when combined, allow a leader to achieve large-scale change” (p. 189). To reiterate the value of charisma in leadership, Parks (2006) defines it, “not by one’s innate abilities, but by whether one’s thoughts and actions and *resonance* within a larger group” (Parks, 2006). The additional two factors of intellectual stimulation and individual consideration correlate with the Influence has in a group, as well a given level of self-awareness in which they are observant and responsive to their activity and interconnectedness with their systems. This level of consciousness creates the ability to work with ambiguity, demand-side factors, as purpose can be grounded in better outcomes that are available for manifestation in evolving organizations. Scharmer (2016), explains the process of working with the emerging future in mind, “Accordingly, the threshold of *letting go* (on your way down) turns into the threshold of *letting come* (on your way up), leading you into the space of crystallizing vision and intention... With this

process of profound innovation and change, shifts in the social field are possible”(p. 38). As women continue to overcome demand-side and supply-side factors they increase their capacity to positively influence those around them and practice leadership authentically. Letting go of the rooted mental models or defensive routines we hold is an empowering but difficult practice, requiring support and commitment to growth.

We are consistently developing beings, capable of incredible resiliency and adaptive skills, and effective leadership is grounded in that understanding. Dweck (2006), describes individuals who act from this mindset, “These are the hallmarks: They’re not constantly trying to prove. They surrounded themselves with the most able people they can find, they look squarely at their own mistakes and deficiencies, and they ask frankly what skills they and the company will need in the future. And because of this, they can move forward with confidence that’s grounded in the facts, not built on fantasies about their talent” (p. 109). Holding self, leadership and stakeholders accountable in our organizations for underrepresentation and other systematic failures often involve tough interactions that require a level of gumption to bring forward. When working through conflicting values or faced with discrimination, withdrawal, victimization, or blame are practices people often take up. Changing the process of this internalization allows for the weighted impact of demand-side and supply-side factors to become overpowered by purpose and development. Azurmendi (2013) writes, “Progress requires collaboration of most people, but counting first with the creative and innovative impulse of a few” (p. 16). When prioritization of the progressive change for current and future stakeholders in our systems becomes the basis of work, intrinsic purpose can be developed that guides intentional behavior in systems that lack female representation in leadership. Practicing

intelligent disobedience, helping to mobilize others with shared experiences and facilitating effective dialogues around tough issues are creative and compassionate responses that engage active followership.

Regardless of current leadership role or Presence, women are capable of effectively developing skills that diminish supply-side factors and can increase the motivation to actively disengage demand-side factors. Leadership theory is beneficial in recognizing human relation's dilemmas and the causes of organizational/behavioral failures that perpetuate inequitable systems and underrepresentation of women in leadership. In addition, it encapsulates the complicated group dynamics that often influence organizational culture, as well as the significance of diverse and conscious leadership in our developing systems. Leadership theory also offers a variety of strategies and developmental tools for Leadership Presence, in which women can take up control and progression of their Self-Efficacy, Authenticity, and Influence to co-create progressive change in our organizations.

Leadership Development

Based on available literature, it is significant that ambitious generations of women seeking to practice leadership utilize the approaches of this field to self-empower, authorize, and integrate. These strategies have the potential to positively affect the leadership presence of women. As individuals who experience underrepresentation in leadership may face a variety of demand-side and supply-side factors that impact career development, even the awareness of these opportunities and factors can catalyze personal growth.

Internal work

It is significant that organizations address unequal levels of gender representation throughout varying levels of leadership, and utilize opportunities to increase those rates. At the same time, it is imperative that women develop strong Leadership Presence as they seek to engage these positions. Our internal attitudes, past experiences, perception of self, and engagement with our reality, all impact our external behaviors and performance. As individuals develop, critical thought around identity, ethics, and vision can ground behavior in intention. Devoting energy and mindfulness to the internal Leadership Presence work is imperative for intersectional representation in leadership. For the betterment of current systematic conditions and implications, demand-side and supply-side factors that actively operate against female Leadership Presence cannot cease the active pursuit of opportunities to generate change. Kellerman and Rhode (2007) support, arguing that aspiring female leaders need to be sure that their contributions achieve adequate visibility and recognition (p. 21). By increasing compassion and self-authorizing voice, power, and integration, individuals are able to practice authentic action in service of purpose.

Separating from the dependence on others to determine perceptions of self comes from committing to the internal work necessary for developing a strong sense of personal values, vision and authenticity. Breaking down these self-fulfilling prophecies that have been adopted for periods of time is a personal process, and one that is situationally complex and impactful. However, these strategies aim to assist the capacity to withstand and perform with developed Leadership Presence, internally and throughout professional contexts.

Same-Sex Role Model

When women are offered access to Same-Sex Role Models, awareness of professional challenges and perceived Self-Efficacy increases. Arguably, through this connection personal capacity for leadership is developed. Elprana and Felfe (2015) offer, Leadership mentoring by other women can counteract the negative feelings of role incongruity, also shown to increase Affective Motivation to Lead.

Maintaining informal relationships with professionals actualizes the experience of women who have achieved despite the labyrinthine implications of systems. In addition, mentorship, through Same-Sex Role Modeling offers the assistance and Self-Efficacy fulfillment proven successful in the assistance of men through corporate pipelines. Eagly and Carli (2007) argue, “Mentors can offer encouragement, acceptance, and friendship. Protégés benefit from both the coaching and the personal support that mentoring provides. High compensation and speedier promotions can follow, along with greater job satisfactions and career commitment. Black female managers, in particular, report that having a mentor can lead to corporate success and that not having a mentor is a major barrier to advancement” (p. 174). The utilization of a Same-Sex Role Model offers supportive, developmental relationships inside and outside of an organization. By affirming the notion that women can manage familial responsibilities and the obligations of leadership roles, mentored women develop a greater sense of Self-Efficacy. In a case study that focuses within the athletic sector,

Eason et al. explain:

“One of the greatest catalysts for turnover among female Athletic

Trainers is motherhood, especially employed at the NCAA D1 level. Medical

education literature regularly identifies the importance of role models in professional character formation. However, few researchers have examined the responsibility of mentorship and professional role models as it relates to female Athletic Trainer's perceptions of motherhood and retention. Female Athletic Trainers have a desire to see more women in the profession handle the demands of motherhood and the demands of their clinical setting. Women who have had female mentors are more positive about the prospect of balancing the rigors of motherhood and jobs demands" (2014).

Developing a leader-as-self relationship benefits from support against the challenges that stem from being a women or holding varying identities when pursuing leadership. Same-Sex Role Models act as examples, who have encountered and addressed demand-side factors in action that impact workplace conditions. In addition, mentorship or coaching offers personalized dialogue around personal inhibitors or supply-side factors that affect Leadership Presence. The informal interaction with Same-Sex Role Model is powerful, in concept and in practice. This relationship allows information and experience to be shared in context, and increases development alongside further awareness around negative systematics tendencies, like gender inequality.

Awareness of Gender Inequality

Understanding how and why the odds are stacked against us is an active strive forward in modifying those patterns of organizational and social behavior. To combat the demand-side factors that are subside too slowly, it is significant that women recognize the toxic patterns within organizations in which they participate. On micro and macro levels, in small groups and on a societal scale, women encounter gender stereotypes and

demand-side factors that impact their Leadership Presence. A general awareness around the situational impacts an individual experiences within their given systems can provide direction in terms of how to specifically address and generate change. Steele (2010) reflects upon the manageability of demand-side factors, “Because cues and contingencies are things that, at least some of the time, you can change. You can get your hands on them, and you can shape how people think about them. If identity threat were rooted in an internal psychological trait, a vulnerability of some sort, then it would be harder to remedy” (p. 151).

Awareness around the active impositions of gender inequality upon professional experience can decrease the tendency of impacted individuals to internalize their role as self. In addition, Awareness of Gender Inequality decreases the value of systematic gratification as a sense of personal worth. When it is understood that the internal operations of an organization are not ingrained in equity, and the individuals who reside executive positions often lack a leadership-centric education, stakeholders may be significantly more motivated to take up their own leadership... and contribute to the endless development of the system.

Mindset

Dweck’s (2006) research identifies a specific dynamic of psychological self-perception change is attitudinal mindset. When engaging discrimination, underrepresentation, or demand-side/supply-side factors, preserving a Growth Mindset has significant advantages against the Fixed Mindset perspective. Alongside locus of control, or the degree to which an individual feels they have control future outcomes, mindset is a determinant of how we develop throughout the lifespan. Through the engagement of

Growth Mindset, cultivation of Leadership Presence is fostered as the ability to self-empower and build a sense of Self-Efficacy interconnects with the creation personal opportunities to succeed in social and professional relations. Actively dissenting from the adoption of role-expectations or factors that impact female Leadership Presence modifies style of effort, and strengthens the capacity to engage authentically (and compassionately) with developing systems.

Dweck (2006) explains,

whereas, “Growth mindset is based on the belief that your basic qualities are things you can cultivate through your efforts. Although people may differ in every which way—in their initial talents and aptitudes, interests, or temperaments—everyone can change and grow through application and experience (p. 7)... The fixed mindset limits achievement. It fills people’s minds with interfering thoughts, it makes effort, disagreeable, and it leads to inferior learning strategies. What’s more, it makes people into judges instead of allies” (p. 67).

It is common for underrepresented persons to defend their identities or mental models through defensive routines (Senge, 2006) that preserve our sense of self, often, when it conflicts with role. However, suspending these in order to address and engage the current system is an active behavior of those who seek to understand, empathize, and engage development. Dweck continues to argue, that the Growth Mindset asks individuals to give up their grip on the things that give us route to self-esteem, instead enacting mindset change to “embrace all of the things that have felt threatening: challenge, struggle, criticism and setbacks” (p. 225). The power of mindfulness, rooted in acceptance of

change, fluidity, development, and purpose, offers an intention for behavior that is also rooted in application and experience over presumed trait acceptance. Dweck (2006) concludes, “When people are in a growth mindset the stereotypes doesn’t disrupt their performance. The growth mindset takes the teeth out of the stereotype and makes people better able to fight back. They don’t believe in permanent inferiority” (p. 76). Growth Mindset counteracts the negative impact demand-side and supply-side factors internalize by breaking them open for analysis and transformation.

This mental perspective accepts that our capacities for potential exist throughout our lifespan, and that despite being impacted by barriers we maintain control of our response, or how we practice leadership in our systems. This process of fostering a Growth Mindset requires commitment to developing Self-Efficacy and Authenticity, and its practice positively relates to all three skills aligned with Leadership Presence.

Discussion

While women fight to change the systematic barriers to success women face, it is significant to develop personal leadership capacities to prepare and strengthen for those roles. Based on the literature, women who seek to practice leadership can utilize the tools of this field to self empower, authorize, and integrate to face potential labyrinths throughout their career.

Leadership is the perspective most readily available to assist women in athletics and other fields that experience underrepresentation in organizational leadership. The sharing of information and application of theoretically grounded strategies are enough to engage demand-side factors and generate change in our environments. Leadership is a practice, that requires training and resilience to master. Oriented in development of self

and system, the creation of something where there is nothing is possible when leadership is practiced. Overcoming fear and ambiguity in service of purpose increases willingness to hold decision-makers accountable, engagement of leadership skills, and activation of informal authority. Not being bound by habits and fear fosters a level of consciousness that allows for uncertainty, and intrinsically motivates. Essentially, “If I don’t do it, it won’t happen.” Our level of commitment and consciousness determines leadership and leadership determines outcomes. Connected to the strength of Leadership Presence, for Authenticity, for Self-Efficacy, and for Influence to be habitually developed and practiced, individuals must actively commit to the mindset necessary to generate desired outcomes. Leadership theory and practice model the developmental tools to benefit this process, and is increasingly generating organizational change.

Implications

Application of the information and strategies detailed within this research is beneficial to women pursuing leadership positions, entering into institutions that experience gender underrepresentation, and other intersectional populations that undergo demand-side and supply-factors. The benefits of Leadership Presence do not expunge the systematic progression necessary to extinguish the demand-side factors impacting various identities. The aims of social innovation within our current systems around equity, representation, and critical mass are significant to organizational development. Improving the professional experiences for disregarded populations in organizations will accordingly diminish demand-side factors on development. Female resilience and perspective deserves to be increasingly incorporated in the systems that directly affect female stakeholders. Reaching greater equality in leadership requires expanding

opportunities for capable women to perform authentically in positions of decision-making power (Kellerman & Rhode, 2007, p.20). This process requires the allowance of identity affirmation and representation, to diminish stereotype threat (alongside other factors that impact Leadership Presence).

Critical Mass

Referring to the point at which there are enough minorities in a setting like a school or a workplace, that individual minorities no longer feel an interfering level of identity threat (Steele, 2010, p. 135). The increase of gender representation in leadership connectedly increases critical mass, and the potential for minority individuals to excel in their organizational role. The implication of female representation in leadership allows the saliency of that identity to weaken, and increases the likelihood that colleagues will rather react to women in terms of their individual capacities (Eagly & Carli, 2007, p. 157). Representation is a tool against the failures of homogeneous thought, like groupthink, tokenism, and delusional optimism. To interrupt the organizational and behavioral failures that cause systematic inequality, organizations must invest in addressing the lack of intersectional representation in varying levels of leadership. In addition, to benefit the process of increasing Leadership Presence within stakeholders, current leadership should engage practices that shift the system towards collective intelligence and shared vision (Senge, 2006). Steele (2010) offers a framework for demand-side evolution:

Practical Findings to Benefit Minority Individuals

- Changing the way you give critical feedback to alter motivation and receptiveness

- Improving group's critical mass in a setting to improve trust, comfort, and performance in the setting.
- Simply fostering intergroup conversations
- Empowering women to practice leadership and authority (216).

The interconnectedness of role, self, systems, and context is ever-changing and complicated, but explains the necessity of individual and team learning as an organization develops. The presence of women in leadership positions has the ability to generate progressive change, when their life experiences, values and priorities are represented in decision-making. Creating a cycle of role modeling for younger generations combating gender-bias and suspending assumptions around the leadership capacity of women are additional potentialities that stem from female Leadership Presence. The factors, skills, and strategies offered from scholar-practitioners of Leadership and general behavioral sciences communicated room for development in both our systems and the stakeholders that participate within them. The demand-side and supply-side factors that impact female Leadership Presence within athletic and other organizational cultures that lack equal representation throughout leadership have been argued to be adaptive. By specifying a variety of factors and strategies associated with Leadership Presence, individuals have the tools to re-engage their personal experiences and struggles with a stronger sense of self, and through the lens of leadership.

Recommendations

Leadership theory and practice are available for the observation and analysis of organizational practices across sectors. Group dynamics are complicated but cannot continue to go unaddressed in a time of social complexity that requires collective

intelligence. This research aimed to share information around the factors that impact female leadership presence and the strategies available to eliminate those impositions. Considerations around gender and its meaning were made when developing these insights, in order to provide offerings that were applicable for a broader population. However, more specific research connecting intersectional identities and industries will provide better insight around the conditions of underrepresented populations of our current organizations. Additionally, to support progressive change in our overarching systems, as women continue to take up leadership, it is significant that prototypal anti-discrimination legislation and policy be created. Social and organizational change is a dynamic and slow moving process that requires the best leadership available. As future generations of women seek to generate knowledge and action through leadership, it is significant that Leadership Presence becomes increasingly prioritized and developed to benefit the communities and systems we are a part of.

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