Essential Leadership Traits of Female Executives in the Non-Profit Sector

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ABSTRACT

In this study, research was conducted to identify common leadership themes among female leaders in non-profit organizations. The research consisted of fieldwork involving interviews with nine women leaders, all occupying senior level positions within a non-profit organization. The research efforts focused specifically on four areas: (a) leadership approaches and styles, (b) assumptions regarding the leadership abilities of employees, (c) views of women in leadership roles, and (d) approach to decision making. Several of the identified themes emergent from the research indicate that female leaders in non-profit organizations primarily incorporate leadership approaches that are in alignment with relational approaches to leadership; specifically, the interviewees tend to embody the tenets of collaborative leadership and servant leadership. The findings also indicate that the leaders value the use of a distinctly feminine style and approach to leadership, and are very comfortable in utilizing their gender differences in their roles. A majority of study participants are concerned with gender bias and see the existence of barriers that impede the promotion of females into leadership positions in non-profits as a factor for the success of women leaders in their field.

INTRODUCTION

A common theme across leadership theory development has been motivation on the part of theorists to ascertain whether there is truly a formula or set of skills that could be emulated to mold successful leaders. One of the most direct and historically impactful ways in which to determine commonalities that exist in the field of leadership is to survey and/or interview a series of successful leaders and to aggregate their responses into a uniform approach or resulting theory of leadership (Bennis & Nanus, 1985; Bowers & Seashore, 1966; Hemphill & Coons, 1957; Kouzes & Posner, 1987). To this end, the researchers of this study interviewed a sample group of women leaders in an effort to ascertain information on the commonalities in their leadership approaches, relationships with followers, decision making processes, and perspectives on the role of women in leadership.

This study focuses specifically on the evaluation of commonalities in leadership traits between a sample group of female leaders in the non-profit/human services sector. Non-profit organizations have historically demonstrated a more complex set of expectations regarding the importance of leadership versus managerial skills (Drucker, 1990; Hesselbein, 2004) than for-profit organizations. As a result, the researchers chose to focus their interviews solely on leaders in the non-profit arena to determine what commonalities presented themselves.
The purpose of non-profit organizations is to serve public interest (Jervis & Sherer, 2005). Research conducted by the United States Bureau of Labor Statistics (2005) reported that female workers comprise between 75-80% of the non-profit workforce, but hold very few leadership roles in the sector. The disproportionally high rate of females in the non-profit sector as compared to businesses at large indicates a correlation between non-profit orientation and perceived female characteristics such as sensitivity, consideration, empathy, and responsiveness (Eagly & Johnson, 1990; Hale, 1999; Young & Hurlic, 2007). Given the clear links between feminine character traits, the composition of the workforce, and the overall objective of non-profit organizations, the researchers determined to evaluate the impact that a uniquely female approach to leadership in the non-profit sector would elicit. The current study, therefore, looked at a group of successful female leaders in the non-profit sector to determine the ways in which this subset of the larger managerial population view their roles and define their success in the field of leadership.

RESEARCH QUESTIONS

The purpose of this study was to evaluate the leadership styles and approaches that are embodied by female leaders in the field of non-profit/human services. Effective leaders in any sphere will exhibit a wide array of leadership strategies that are contingent upon both situation and personality (Fiedler, 1964; Hersey & Blanchard, 1969). This study narrowed the scope of leadership traits under evaluation to successful female leaders in non-profit organizations in order to determine whether there are specific commonalities of leadership approach and valuation embraced by this particular leader population. Through interviews with successful leaders across multiple organizational environments, the researchers obtained data that provided insight into overlap in their leadership approach, leader/follower relationships, decision making, and the role of women in leadership.

In studying the data, the researchers applied the following four questions to focus the analysis:
1. What are the common approaches and styles to leadership among female leaders in the field of non-profit/human services?
2. What are the fundamental assumptions of female leaders in the field of non-profit/human services with respect to the leadership abilities of their employees?
3. What are the views of female leaders in the field of non-profit/human services with respect to women in leadership?
4. How do female leaders in the field of non-profit/human services make decisions in their organizations?

PROCEDURES

Over the past several decades, women have been assuming a greater number of the top leadership roles in organizations. In the non-profit sector, 18.8% of the nation’s largest 400 philanthropic organizations are led by women, in contrast to only 3% of the leadership positions in Fortune 500 companies (Joslyn, 2009). Since leadership roles have historically been more accessible to women working in non-profits than in other sectors, there has been a richer history of role models, and less “glass ceiling” effects, as compared to their for-profit counterparts. Interviewing women that hold leadership positions in non-profits provides an excellent opportunity to gain insight into their leadership characteristics, decision-making processes, their expectations of followers, and their views on women in
leadership roles. This understanding may be helpful to other women seeking leadership positions in both non-profit and for-profit enterprises.

**PARTICIPANTS**

All nine of the participants interviewed for this study are women leaders within non-profit organizations. Permission to conduct this study was granted by Pepperdine’s Graduate and Professional Schools Institutional Review Board (IRB). This research study was conducted with IRB approval, following the protocols and procedures that apply to doing research with exempt subject groups. The interviewees selected work in a variety of settings, ranging from small local non-profits to large chapters of national organizations, educational consulting organizations and educational institutions. While the organizations these women lead are varied, they share a common mission; to effect change in society.

**PROTECTION OF HUMAN SUBJECTS**

The research activity for the study involved survey research with an adult population that is not a protected group (McMillan & Schumacher, 2010). The survey neither asks for information that can directly identify the participant nor are identifiers used that link a participant’s identity to her/his data; the study neither presents more than a minimal risk to the participants nor would disclosure of the data outside the study place the participants at risk of criminal/civil liability or damage to their financial standing, employability, or reputation; no deception is used. Therefore, this study is exempt based on 45 CFR 46.101 (b) (2).

**DATA COLLECTION**

The five researchers involved in this project identified nine female leaders in the non-profit sector as potential interview subjects. Each potential interviewee was contacted by one of the researchers to ascertain if they would be interested in participating in the study. The research team reached agreement with all nine women leaders to be interviewed.

Once agreement to participate was reached, appointment times were established for one-hour interviews. The survey questions and the informed consent form were provided to the interviewee prior to the actual interview, so as to inform them of what the interview would entail. Interviews were conducted either face to face or by telephone. It was agreed that at the completion of the study, a copy of the final report would be provided to each participant.

Each interviewee participated in a semi-structured interview that consisted of eight questions related to leadership. The interviewer was allowed to ask direct follow-up questions to gain clarification on the answers provided to the questions. As part of the interview process, each participant was asked to sign an informed consent document that requested their permission to be interviewed, to accept or decline the use of their names and organizations, and to agree to allow the interview to be recorded. Their signatures were obtained on two Pepperdine University IRB-approved Informed Consent forms, with a copy to be retained by the participant and a copy to be kept on file at the University.
INSTRUMENT

The interview protocol consists of a set of eight questions. These questions include:
1. Tell me a little about your career.
2. What is your motivation to lead?
3. What were some of the obstacles you have faced in your career?
4. How would you describe your leadership style?
5. What leadership characteristics do you value in your employees?
6. What challenges do you face in your day-to-day dealings with your employees?
7. Describe to us your decision-making process. For example, when your staff brings your attention to a problem, how do you go about selecting a solution?
8. What role do you see women playing in leadership and what advantages or disadvantages do women face in leadership positions?

Each interview question is related to one of the four research questions as shown in Table 1:

<table>
<thead>
<tr>
<th>Table 1: Summary of Research Questions and Interview Questions</th>
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<tbody>
<tr>
<td>Research Questions</td>
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<tr>
<td>1. What are the common approaches and styles to leadership among female leaders in the field of non-profit/human services?</td>
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<td>4. How do female leaders in the field of non-profit/human services make decisions in their organizations?</td>
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DATA ANALYSIS AND FINDINGS

In qualitative research, the aim is to explore the complex set of factors surrounding the central phenomenon, and to present the varied perspectives or meaning that participants hold (Creswell, 2009). Qualitative researchers seek to understand participants from their own point of view and keep a focus on learning the meaning that participants hold about the issue, not the meaning that the researchers bring to the research (Creswell; McMillan & Schumacher, 2010). This approach then involves multiple realities as different people construct meaning from the same event (McMillan & Schumacher), and there are few simple explanations for given responses.
DATA ANALYSIS

The researchers took four key steps in the data analysis of interview transcripts: 1) transcription, 2) synthesis, 3) analysis, and 4) interpretation. First, data from audio-recorded interviews with participants were transcribed by the researchers. Second, researchers carefully read through all the data to gather a sense of what general ideas participants were expressing, and the overall meaning of the information provided by their interviews. Third, a coding process was developed whereby each researcher isolated key phrases and words—including the number of times they appeared—from the data transcripts, relating to each research question.

At this point a spreadsheet was created listing each interviewee on the x axis and each research question category on the y axis. Key words from each interview were listed within this table to clarify their identification with specific categories. Next, the researchers color systematized each interviewee’s response within the merged spreadsheet for clarity. Utilizing this color schema, researchers grouped key words into larger themes within each research question and ascertain the degree of consensus across participants relating to given responses.

Finally, the researchers utilized the visually encoded data in the table to pull out emerging themes based upon frequency of response both within and across given participants within each category. In response to each research question, the researchers determined that a key set of limited themes represented the majority of responses, and they either collapsed data into one of the more prevalent themes, or in some cases removed extraneous outlying data from the cumulative synthesis. For example, in evaluating the role of women leaders from Research Question 3, the researchers identified two predominant styles (the use of feminine leadership style and the effects of discrimination) by eliminating and/or collapsing other less prevalent themes based on a significantly smaller response sample. Using this inductive process, the researchers worked back and forth with the themes and the database until a simplified and comprehensive set of themes was established and agreed upon. Realizing it is not possible in qualitative research to account for all of the complexity in a given study (McMillan & Schumacher, 2010), the researchers discarded a small portion of the coded data that did not apply across all or most participants. An objective expert in qualitative research and leadership theory was consulted throughout the process to focus the researchers on the relation of specific interviewee responses with relevant and current leadership theories.

FINDINGS

In analyzing and interpreting the experiences of participants, the researchers discovered multiple themes relating to each research question. Table 2 provides a summary of the correlation between the research questions and the identified themes:

<table>
<thead>
<tr>
<th>Research Question 1</th>
<th>What are the common approaches and styles to leadership among female leaders in the field of non-profit/human services?</th>
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</thead>
<tbody>
<tr>
<td>Themes</td>
<td>• Leadership roles viewed as unplanned</td>
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<td></td>
<td>• Seeking to empower and/or mentor others</td>
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<td></td>
<td>• Feeling passionate about their work</td>
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<td></td>
<td>• Operating from a service orientation</td>
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<tr>
<td></td>
<td>• Leading with authenticity and/or values</td>
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<td></td>
<td>• Demonstrating a high level of self-awareness</td>
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</tbody>
</table>
Research Question 2
What are the fundamental assumptions of female leaders in the field of non-profit/human services with respect to the leadership abilities of their employees?

Themes
- Taking initiative
- The need to feel valued
- Ability to manage self and others
- Commitment

Research Question 3
What are the views of female leaders in the field of non-profit/human services with respect to women in leadership?

Themes
- Using a feminine style of leadership
- Effects of discrimination

Research Question 4
How do female leaders in the field of non-profit/human services make decisions in their organizations?

Themes
- Building consensus
- Thinking through options
- Taking action
- Empowering employees

CONCLUSIONS

This study focused specifically on the evaluation of common leadership themes that emerged among a sample group of female leaders in the non-profit/human services sector. Evaluation of this particular subset of leaders allowed the researchers to assess the impact of the female approach to leadership in the non-profit sector. Insights on the leadership approaches of females in the non-profit sector were obtained through the analysis of the data.

RESEARCH QUESTION 1

As supported by the data, it is apparent that female non-profit leaders exhibit similar characteristics with regard to leadership style. Based on the aggregated information, six themes emerged amongst the majority of female leaders: (a) leadership roles viewed as unplanned, (b) seeking to empower and/or mentor others, (c) feeling passionate about their work, (d) operating from a service orientation, (e) leading with authenticity and/or values, and (f) demonstrating a high level of self-awareness. The characteristics of empowering and self-awareness emerged with the greatest frequency with 6 out of the 9 female leaders exhibiting these attributes. Specifically, several women cited the importance of empowering others, inspiring others, delegation, collaboration, mentoring others, and seeking out the assistance of mentors. With regard to self-awareness, the women highlighted the importance of honestly assessing strengths and weaknesses, keeping an open mind, seeking out the help of others to supplement for weaknesses, working within one’s comfort level, and being content with not having all the answers.

These findings are consistent with Greenleaf’s (1977) description of the servant leader. In following the principles of servant leadership, leaders serve as a model, provide enrichment, and simultaneously offer support and development for their followers. Greenleaf (2003) describes the servant leader as one who is driven by a sense of duty, purpose, and deeply held values; which ultimately stems from an overall awareness and knowledge of the self.

Over half (5 out of 9) of the women interviewed reported feeling passionate about their work and conveyed that a career in non-profit leadership was unplanned or unexpected. Some of the female leaders reported being engaged by their work, the importance of finding one’s passion, wanting to leave a legacy,
and striving to make things better. With regard to unplanned leadership, some women cited that their careers were unanticipated or unintentional, a result of correct timing, serendipitous in nature, or the outcome following many years as a volunteer.

A little less than half (4 out of 9) of the women demonstrated that they lead with authenticity and a service orientation. Specifically, some of the women reported embracing their own approach, leading by example, bringing a distinct female voice to leadership, the importance of core values, and leading authentically when faced with obstacles. The four women also expressed that they lead with a service orientation and cited a motivation to serve, a core belief in philanthropy, the desire to change things, and the belief that there are many good people out there who can collectively do good work.

These findings are strongly supported by the construct of servant leadership. Greenleaf (1977) describes the servant leader as first and foremost a servant, beginning with the innate feeling that one wants to serve. Numerous researchers have stated that two of the most significant characteristics of a leader are service and empowerment (Bennis & Nanus, 1985; Block, 1993; De Pree, 1989; Greenleaf, 1977; Kouzes & Posner, 1993). Several other researchers also include service or serving others as a crucial aspect of leadership (Farling, Stone, & Winston, 1999; Russell & Stone, 2002). Additionally, Laub (1999) explains that the servant leader displays authenticity, integrity, and accountability.

**RESEARCH QUESTION 2**

As supported by the data, it is evident that female non-profit leaders embrace similar assumptions with regard to employees. Based on the aggregated information, four themes emerged amongst the majority of female leaders: (a) having employees take initiative, (b) expressing and affirming the employee’s value (c) the ability to manage self and others, and (d) valuing commitment on the part of employees.

The characteristic of having employees take initiative emerged with the greatest frequency, with 7 out of the 9 female leaders exhibiting this attribute. Specifically, with respect to employees, some of the women cited the importance of taking initiative, being proactive, being a problem-solver, being self-motivated, asking for help when needed, finding new ways of doing things, and being transformational. These findings are directly supported by the paradigms of collaborative and transformational leadership. Collaborative leaders are willing to open their ideas up to examination by others in the organization, and to seek out alternative points of view. Raelin (2003) explains that collaborative leaders are willing to share power with others and naturally at ease with doing so. By allowing and desiring employees to take initiative when necessary, collaborative leaders understand that formal authority may not always be the most valuable to the organization (French Jr. & Raven, 1960). Similarly, transformational leaders encourage followers to be participatory in decision-making.

The majority (5 out of 9) of women leaders expressed valuing commitment on the part of employees and possessing the ability to manage self and others. Commitment was described by some of the women as being mission-focused, being eager to take on new challenges, working with integrity, and creating a cohesive team. With regard to managing self and others, some of the women cited valuing the ability to prioritize, creating work/life balance for self and employees, capitalizing on employee strengths, willingness to collaborate, and working together as a team.

These findings are complemented by the construct of collaborative leadership. Collaborative leaders recognize that mutual participation of all members contributes to the good of the organization. Therefore, leadership is exhibited by many members of the organization and decisions are made by those
individuals with the most relevant information and responsibility. As new situations and challenges become apparent, leadership emerges from various individuals within the organization (Raelin, 2006).

A little less than half (4 out of 9) of the women mentioned the importance of expressing and affirming the employee’s value. Specifically, some of the women mentioned a concern for morale, valuing employees, motivating and rewarding star employees, and showing respect for staff and clients. These findings are supported by the constructs of transformational and servant leadership. Bass and Avolio (1994) assert that the transformational leader gives individualized consideration to followers by paying special attention to needs and professional desires. In a similar manner, servant leaders work with a sense of altruism by always putting the needs of others first and demonstrating a high aptitude for empathy (Greenleaf, 1977). The constant focus of the leader on the cultivation of others allows the follower to become more independent and knowledgeable (Greenleaf, 1970; 1977).

**RESEARCH QUESTION 3**

As indicated by the data, it is clear that female leaders in the non-profit sector view the role of women leaders very similarly. The research identified two major themes that were common to the majority of the women interviewed: (a) using a feminine style of leadership and (b) the effects of discrimination.

Based on the data, the majority (7 out of 9) of female non-profit leaders feel that women bring a unique style to their leadership role. Several of the interviewees indicated that they incorporate a more feminine style in their approach to leadership. The women highlighted several reasons why they thought the use of a different approach was effective: women use their power differently than men, they tend to be more authentic and willing to admit that they don’t know something, they are more comfortable with ambiguity, and they create a more flexible and understanding work environment. Additionally, several women mentioned issues that are important when taking a more feminine approach to leadership such as having a level of comfort with one’s self, maintaining a sense of fun, and a willingness to be “one of the guys” when necessary. Finally, a few believe that women still face lingering negative perceptions in their roles as leaders. For example, women with strong personalities are often considered “controlling”, an assumption that is not often made about their male counterparts. Another concern is the pressure to work more like men, showing less emotion and being more analytical. One woman went so far as to say that “successful women can often seem soul-less”. Even with these negative consequences, one of the interviewees felt that many women still try to adopt a more masculine style.

The use of a more feminine style of leadership is in many ways complementary with servant leadership. The authentic nature of women leaders, exhibited by honesty, truthfulness and humility, are all characteristics of the servant leadership model. Additionally, the high level of personal empathy that is associated with servant leadership is congruent with the observation that women leaders are both flexible and understanding. Greenleaf (1977) asserts that servant leaders work with a sense of altruism, demonstrate a high aptitude for empathy, and constantly focus on the cultivation of others (Greenleaf, 1970; 1977). Overall, the characteristics and behaviors of servant leaders are largely defined by a concern for others in the absence of self-interest (Laub, 1999).

The second theme is the role that discrimination plays in the ability of women to reach the top positions in organizations. Based on the data, the response to the issue of discrimination or gender bias was varied. Out of the 9 interviewees, 5 feel that discrimination is still a problem for women in the workforce. Specifically, several of the women reported the existence of gender bias and prejudice against
women, a lack of respect and of not being taken seriously, and the denial of opportunities for advancement. Some of the interviewees believe that factors such as familial burdens and established corporate structures contribute to this discrimination.

Conversely, 2 of the 9 women leaders did not consider discrimination to be an issue and were surprised that this question was part of the interview. These two women suggested that gender has ceased to be an issue, that there are no distinct advantages of being a woman in business, that there is a level playing field in the non-profit sector, and that female leaders deal with all the same issues as their male leader counterparts. In fact, both mentioned that women no longer focus on this issue, but direct their energies into making things happen. Finally, one woman expressed her belief that women leaders have made substantial progress against discrimination, but that it has not been completely eliminated.

The observation that corporate structure has an impact on how women advance in organizations is supported by Carli and Eagly (2001), who argue that organizational hierarchies have contributed to the bias that men exert more influence and exercise more leadership than women. These hierarchies tend to legitimize the dominance of male leadership. Wesley (2009) discusses in her research how organizational factors contribute to the lack of women in leadership roles in non-profits. Finally, the exhibited behaviors of men and women are viewed differently within the hierarchy. In a study conducted by Eagly and Karau (1991), they concluded that men emerge as leaders based on their task oriented behaviors, whereas women, who tend to be people oriented, are viewed as good social facilitators but are not seen as leaders.

The assertion that there is a “level playing field” in the non-profit sector is only partially supported by research. Joslyn (2003) and Preston (1990) highlighted the fact that the non-profit sector provides women and minorities more opportunities for advancement, mostly due to its “charitable nature”. Women in the leadership ranks within non-profits however, are still significantly under-represented when compared to the population as a whole (Joslyn, 2009). Gibelman (2000) argued that women and minorities are over-represented in the area of direct services, but under-represented in upper-level positions in non-profit organizations. Finally, Crampton and Mishra (1999) concluded that even though women and minority candidates have higher educational backgrounds, more relevant experience, and are overly qualified for leadership positions, the upper ranks of management at non-profits are still predominantly male.

**RESEARCH QUESTION 4**

As indicated by the data, there are shared similarities among the female non-profit leaders in their approach to making decisions in their organizations. Based on the combined responses, four themes emerged from the interviews: (a) building consensus, (b) thinking through options, (c) taking action, and (d) empowering employees.

The leadership trait of building consensus during the decision making process was represented by 7 out of the 9 female leaders. Specifically, several of the women cited the importance of problem solving and making decisions together, asking employees to suggest solutions, listening to others, and gathering different opinions before making decisions. In addition, many supported creating an environment that encouraged more open participation from their employees. In particular, promoting an open door policy, being receptive to discussion and dialog, using empathy and avoiding placing blame were considered to be important factors in encouraging employees to be creative and innovative in contributing to the decision making process.
These findings are supported by several leadership theories that encourage participatory involvement by followers. Problem solving and joint decision-making is part of building community, one of the tenets of servant leadership. Servant leadership seeks to find value in every employee, and bestows authority on others to be part of the leadership process. Shared leadership and collaborative leadership both advocate shifting control away from a single leader to multiple leaders to best take advantage of the various strengths within the group (Pearce, 2004; Raelin, 2006). Both approaches support decisions being made by those individuals with the most relevant information and responsibility. In particular, collaborative leaders believe that the organization benefits when there is mutual participation by all of the members, and when individuals are respectful of alternative opinions. Additionally, leaders that are collaborative show compassion by recognizing the importance of considering other viewpoints before making a decision on behalf of all of the other members.

Just less than half (4 out of 9) of women leaders emphasized the importance of empowering others to make decisions. In particular, some of the women discussed the value of encouraging employees to feel capable of reaching the right decision independently, letting employees find their own way, wanting employees to feel good about their contributions, and recognizing that those closest to the problem usually have the solution. These findings are once again representative of the servant leadership model and the collaborative leadership model. The sense of community that is essential to servant leadership promotes an environment where employees can build on their individual strengths, allowing them to become more independent and knowledgeable (Greenleaf, 1977). Collaborative leadership encourages employees with the most relevant information to take the lead in making decisions and to adopt a more prominent leadership role (Raelin, 2003).

A little less than half (4 out of 9) of the women interviewed discussed the process of thinking through available options before making a decision. Several of the interviewees highlighted the importance of timing, and described a process that includes waiting to take action, doing homework before choosing a course of action, playing out potential scenarios, and planning. In addition, a few mentioned different approaches to identifying available options, including listening carefully to the problem, focusing on what is really important, and identifying a compromise solution when possible.

Finally, 4 out of the 9 women discussed the importance of taking action in the decision making process. Specifically, several of the women mentioned the need to take action on the data when available and to avoid dragging out making a decision, to recognize when it is time to cut losses, and the need for a leader to make the decision if others can’t.

**IMPLICATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH**

The results of the study clarified that these female non-profit leaders place a heavy emphasis and importance on the utilization of a uniquely feminine approach to leadership. Even in the sphere of non-profit leadership, which is still heavily dominated by men, the participants feel that recognizing and embracing their own interpersonal strengths gives them an advantage. The researchers see this as raising questions for wide-scale applicability of feminine traits in leadership scenarios. As a result, it would be important to determine whether this specific sample of leaders is indicative of the female non-profit leadership sphere at large. Additional studies should be conducted to determine whether female leaders in other non-profit organizations value and demonstrate the same traits. Additionally, there is question as to whether these findings are specific to the non-profit sector, or whether they are a result of the female approach of these participants. This leads to two potential future courses of research: Are the same
characteristics existent in female leaders in the for-profit sector as those exhibited by these non-profit leaders? Can a feminine style of leadership be used effectively in for-profit organizations in the same manner as in non-profit organizations?

Research shows that female workers are predominant in the non-profit sector, yet women are still underrepresented in the executive ranks of non-profits. A majority of interviewees feel that women are still not adequately acknowledged and represented in the leadership level of organizations, and they still maintain a perception that there is a gender bias within their field. This opens up two key questions for future consideration and study: 1) How can more women be brought into leadership roles in the non-profit sector? 2) What are the factors that continue to preclude women in the non-profit sector from advancing to upper management, especially when women represent the majority population in these organizations?

REFERENCES


