

Unveiling the Positive Influence of Women Leaders on Public Policy and Business Industries

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ABSTRACT

This research paper delves into the significant impact of women in positions of power on public policy and business industries from 1989 to 2019. By examining the influence of women leaders, particularly in driving positive societal changes, this study underscores the importance of increasing female representation in leadership roles. It explores how women's presence in decision-making positions ensures better representation and empowers women, leading to increased political efficacy. Despite significant obstacles in attaining leadership positions, women's influence in diverse fields, including the arts, demonstrates their potential to drive positive transformations at various societal levels. Through meticulous analysis, this investigation aims to identify stand-out characteristics inherent in women leaders, contributing to a more inclusive and equitable world. The sources collectively highlight the significant impact of women leaders across industries while addressing persistent challenges like gender discrimination and underrepresentation. They emphasize the importance of political empowerment and advocate for increased female representation, showcasing women's transformative leadership style and the need for support systems to overcome barriers. The sources stress recognizing and valuing women's contributions to create a more inclusive and equitable society.

Introduction

This research paper aims to investigate how women in positions of power serve as an incentive for change—focusing on their influence on public policy and government. In the current global landscape, it is imperative to recognize the value women bring to the table at the local and national levels. By understanding their impact on society, one can better comprehend the need to increase women's representation in leadership roles; this ensures that women feel adequately represented by their government and empowers them. One can better understand the necessity of increasing women's representation by seeing their impact on society. So, not only do women feel represented by their government, but they feel empowered by it. These details all contribute to the importance of this study, observing how women leaders can cause positive changes for the public. The study also shows how women have an increased political efficacy when represented by women. The problem within the investigation is how women have more significant obstacles in achieving positions of power and how few women are in leadership, which is shown through the comparison of male and female leaders worldwide. While men comprise sixty-five percent of world leaders, women only comprise thirty-five percent. By examining their impact across diverse fields, like the arts, a comprehensive understanding of how women's leadership can drive positive transformations at multiple levels in society is acquired. Ultimately, contributing to a more inclusive and equitable world is provided. A greater emphasis on female representation means an enriched political landscape and a fairer and more diverse global society.

Problem Statement

Throughout history, women have faced numerous challenges and disadvantages in politics and representation through being excluded from decision-making processes, denied voting rights, and facing gender biases. An example is the suffragette movement in the late 19th and early 20th centuries. Where women across the United States and Europe passionately fought for their right to vote and be represented. This negative attitude has limited their opportunities to hold positions of power and influence history. However, women's rights movements and advocacy have made significant progress towards gender equality in politics. Today, more women in leadership positively influence public policy.

Justification

Investigating the influence of female leaders from 1989 to 2019 is crucial due to its profound impact, widespread interest, pressing need, and inherent novelty. Female leaders have historically faced barriers in accessing positions of power, yet understanding their influence on public policy and business sectors is essential for advancing gender equality and promoting diversity in leadership. This topic garners significant global interest, aligning with social justice and inclusion discussions. Moreover, addressing the need to analyze female leadership dynamics can inform strategies for breaking down barriers and fostering equitable representation. By offering fresh insights into the long-term impact of female leadership, this research contributes to building a more inclusive society where diverse voices are valued and empowered.

Research Questions

1. What is the influence of women leaders in government and the business industry?
2. Why is it important to recognize their influence?
3. Why are women often not recognized or supported in the workplace?

Research Objectives

1. To evaluate the different characteristics and perspective that female leaders bring to the table.
2. To defend the value that women have in the workplace.
3. To contrast the archaic stereotype against women in the workforce

Theoretical Framework

The deterioration of the most significant corporate structures is attributed to various factors, as elucidated by Berry (2010). These factors include the failure to promote or integrate women into leadership positions, depriving them of genuine influence over policies, the absence of authentic mentorship programs tailored for women, the lack of female-friendly environments, and the oversight of the unique insights women bring. Harvard Mental Health Letter (2004) seeks to disseminate findings on perceptions of women's leadership in the U.S., exploring different leadership styles and attitudes between genders while highlighting the benefits of women's leadership. Taylor & Francis Online (2023) investigates whether political empowerment has similar positive effects on women, particularly examining if women represented by female legislators demonstrate greater political independence. Boles (2007) delves into whether female lawmakers exhibit greater receptivity to laws concerning the arts than their male counterparts, suggesting that female legislators, especially those from the Republican Party, may influence policy areas beyond those typically associated with women's issues. Saint-Germain (1989) aims to elucidate the objectives of a study examining laws introduced in the Arizona state legislature between

1969 and 1986, scrutinizing qualitative and quantitative shifts to comprehend the gender dynamics shaping public policy.

Definition of Terminologies

Political empowerment involves acquiring the power, skills, critical awareness, and group identity necessary to instigate change within the political system (Sandler and Lane). A key aspect of political empowerment is acknowledging collective group interests and identity. Gender bias, identified as the tendency to prefer one gender over another, reflects an unconscious bias where specific attitudes and stereotypes are linked to a particular group (BuiltIn, 2024). Though a recent term, its origins likely stem from historical observations of gender inequalities and societal norms. Public policy encompasses government laws, regulations, court decisions, and local ordinances that shape societal dynamics (Mackinac Center, 2024). This idea has evolved, rooted in the principles of governance and the implementation of laws and regulations by governing bodies.

Review of Literature

Factors that Limit Women in Politics

This source aims to show that the following elements are to blame for the worst corporate structure deterioration: Not promoting or including women in leadership roles so they can influence policies, not developing real mentorship programs for women, not making workplaces welcoming to women, and not taking into account the particular but crucial information that women can contribute. The author discusses the hurdles women face in obtaining senior positions in corporate leadership. Some conditions put women at the bottom of the economic food chain, known as the "sticky floor." The viewpoints of chief executive officers and high-ranking women in their firms are very different, according to a 1998 poll of Fortune 1000 CEOs. The Fortune 1000 CEOs' opinions of organizational and environmental barriers differed from those of the surveyed women. The essay also discusses how men are typically more concerned with hierarchy and prestige, while women are more concerned with relationships and equal participation. According to research, women hold between 1 and 3% of top executive positions in the world's largest organizations. Eight nations have a female head of state, 21 countries have a female deputy head, and only 13.4% of parliamentarians globally are female. Data, however, demonstrates that women are frequently overqualified for these professions; the problem is the slow pace of getting women into power. In this regard, the source was able to indicate that:

Many successful women managers are leaving employment because of the Gender Challenges for Women in the World of Business. They are seeking and finding success in the entrepreneurial world. Words for leaving when attributed to women...such as „quitting“ and „attrition“...often carry connotations of being unable to cope...which is simply not true. Women entrepreneurs are growing rapidly. An important trend to note is that more women than ever before are becoming employers and running their own businesses worldwide...38% of the entrepreneur firms in the United States are run by women. Latin American region, micro-businesses and self-employment are a major source of employment and income for women...30 to 60% of all micro-businesses of the region are operated by women. Supporting women to gain more economic power through running their own business and The United States National Foundation for Women Business Owners indicates that firms owned by women around the world can account for one-quarter to one-third of businesses in the formal sector and have an even stronger presence in the informal sector. (Berry et al., 2010)

The source exposes the disparity between men and women in leadership positions within the business sector and discusses the importance of gender equity and its benefits. Surveys were conducted to understand the differences between male CEOs and high-ranking women. Data was provided throughout the years, such as

the percentage of women in executive positions and the number of countries with women as their heads of state. However, limitations like the age of the source affect the research. The information gathered helps to highlight how women can positively influence corporate leadership positions—offering a starting point to dive in on how women influence public policy by being in positions of power.

Does Political Empowerment Have the Same Effect on Women as it Does Men?

It was determining whether political empowerment benefits women in the same way it does men. Women are more politically aware and independent. The source investigated how political empowerment influences women's political beliefs by focusing on politically active minorities, such as Hispanics. The researchers discovered a link between empowerment and the election of minority-group candidates; this was executed to determine whether the presence of women in the House of Representatives boosts a woman's political efficacy and involvement. They conducted interviews in 10 districts in 10 states represented by women and 29 districts in 29 states represented by men. They discovered that women whom other women represented had significantly greater political clout. The following source goes into detail by arguing that:

The concept of political empowerment has been applied to ethnic and racial minorities, where it has been shown to positively influence political attitudes and participation. We examine whether political empowerment has the same positive consequences for women. Using data from the 1992 National Election Study and Almanac for American Politics 1990, 1992, and 1994, we explore whether women who are represented by women in Congress are more likely to be interested in and participate in politics, have a greater sense of political efficacy, competence, and trust, and evaluate Congress as an institution more favorably than women represented by men. In general, we find women who are represented by women are more interested, participate more, and have greater senses of political efficacy and political competence. Moreover, the findings clearly seem to be a function of empowerment rather than other factors that might account for both the election of a woman to Congress and differences in attitudes and behavior identified above. (High-Pippert & Comer, 1998)

Showcase the link between having women in power and positively influencing women's political efficacy, interviewing different men and women and how they feel when represented by the opposite or same gender. The researchers concluded that when women represent women, their political participation increases. The information helps by opening the discussion on how women influence public policy and affect the psyche of women concerning political thought. By interviewing, it can be seen that this feeling is not restricted to just women. When people are represented by someone they identify with, their political thought and efficacy are positively impacted.

Evolution of Women's Political Representation

The investigation examines the role of various organizations, particularly the New Zealand Labor Women's Council, in encouraging women's policy leadership and accurate representation of women in government. The essay investigates the evolution of women's political representation, concentrating on the relationship between descriptive and substantive representation. By observing the difficulties that female legislators experience while campaigning for gender-inclusive policy. Even though gender-balanced legislatures are regarded as a desired goal for getting a woman's voice heard, the direct relationship between the number of women elected and the advancement of women's concerns still needs to be discovered. The study also examines the New Zealand Labor Women's Council (LWC) as an essential venue for female labor activism, providing both descriptive and substantive representation of women through policy formulation by female ministers. It also investigates how these ministers balance advocacy for women's rights with broader constituency interests. The article was able to assess that:

New Zealand makes for an interesting case in an examination of Gender and political leadership. Women's descriptive representation, even before the shift to a proportional system in 1996 stood at more than 20 per cent, and was largely a result of the election of Labour Party women.¹⁶ After the 2005 election, the proportion of women in the NZ parliament was 33 per cent. The feminisation of political leadership that has become a feature of the New Zealand polity began in earnest 1993 when Helen Clark became leader of the opposition Labour Party. Then, in 1997, Jenny Shipley of the conservative National Party became the country's first woman Prime Minister. At the 1999 election, Clark and Shipley campaigned against each other as leaders of the country's two major parties, with a Labour-led Government headed by Helen Clark elected. Helen Clark has been prime minister ever since. In 1999, seven women were given Ministerial positions, constituting 35 per cent of Clark's first Cabinet (this dropped to 30 per cent in 2006, with one ex-Cabinet Minister taking the role of first woman Speaker of the House).re. (Curtin, 2008)

The source's usefulness comes from highlighting the changes in women's political representations. It provides insights into the relationship between descriptive and substantive representation, shedding light on the complexities of how female legislators work to promote gender-inclusive policies. It offers a different point of view on the correlations between the number of women elected and the advancement of women's interests. It provides a real-world example through the New Zealand Women's Labor Council. Lastly, the source discusses how female ministers navigate advocating for women's interests while considering broader constituency concerns. Overall, by offering background, real-world examples, and insights into the changing landscape of women's presence in politics. As well as the factors impacting their capacity to promote gender-inclusive policies, this source helps to enhance the investigation.

How Gender Affects Public Policy

The source explained the ins and outs of how gender can affect women holding governmental leadership positions. This study aims to elucidate the aims of legislation introduced in the Arizona state legislature between 1969 and 1986. The study examines qualitative and quantitative changes throughout time to better understand how gender affects public policy. This source explores the impact of women's political participation on public policy. It stresses how women's issues have received little political attention and are categorized as private matters. The study assesses female lawmakers' influence in two ways: first, by examining proposed legislation, which is likely to be centered on feminist and women's concerns, and second, by assessing their success in enacting these ideas. It also emphasizes the significance of proportional representation, implying that as more women gain power, acceptance of women's issues will grow. The section emphasizes that because women legislators are a minority, they are especially vulnerable to discrimination. The study suggested three hypotheses: female representatives are more likely to commence legislation in traditional women's issue areas and propose feminist legislation, and bills introduced by female representatives may have a lesser chance of becoming law than bills introduced by male members. This study examined various legislative types, including bills, memorials, and resolutions. It classified them according to their content and policy goals, focusing on feminist and traditional women's concerns. The chosen time frame allowed for comparing women legislators' legislative achievements under two conditions. Their minority status (the "token condition") and their approach to more equitable representation (the "tilted condition"). The study looked at the increase in the number of bills introduced by lawmakers throughout this time, which Republicans dominated during the study period. Furthermore, it established various bill categories based on traditional women's issues and feminist goals. The following source goes into detail by concluding that:

Women do make a difference in state legislatures. They propose proportionally more legislation in traditional women's interest areas and in support of feminist interests than do male legislators. Women legislators obtain passage for their bills in these two areas more often than men do. The trends indicate that women legislators are becoming more successful at enacting legislation than male legislators, even in areas other than traditional women's issues and feminist issues. However, their contributions to public policy do not end there.

In the transition to more than 15 percent of the Arizona state legislature, women changed their legislative participation. They proposed bills in many areas not identified as traditional women's interests, such as commerce, state and local government, and transportation. They increased their bill-making activity, decreased their concentration on honorary proposals, and increased their success at gaining enactment for their proposals in all areas. Thus it would seem that proportional group size is an intervening variable in the relationship of gender to public policy in state legislatures. (Saint-Germain, 1989)

The article investigates how women's participation in politics impacts public policy. It addresses the neglect of women's political issues, often categorizing them as private matters. It also evaluates the success rate of these policies in becoming law. The source helps the investigation by discussing the proposed policies of female legislators, particularly in feminist and women's interest areas, shedding light on how gender influences policy initiation. It highlights the significance of representation in resolving issues affecting women. While also shedding light on the effect of gender on policy initiation. In conclusion, this source offers a thorough insight necessary for a careful and educated examination of the intricate interactions between gender, politics, and public policy.

Are Women More Inclined to Support the Arts

The idea is to see if female legislators are more open to arts legislation than male politicians. According to the report, female legislators, particularly those from the Republican Party, are more inclined than their male counterparts to push for public support for the arts. According to the findings of this study, female lawmakers may have an impact on legislative topics other than those traditionally associated with women's issues. According to studies, female legislators support measures that benefit women, children, and families, such as women's rights, education, healthcare, and social welfare. They have also voted more liberally. Male legislators focus on "men's issues" formerly associated with men, such as commerce, economic regulation, and taxation. These policy disparities are consistent with voter gender stereotypes, according to which women are seen as more liberal and preferred on issues such as children, families, healthcare, education, and social welfare.

In contrast, men are perceived as superior in foreign policy and the economy. Women's views on the necessity of representing women's interests in legislative responsibility, their life experiences, and gender role socialization could all be related to these tendencies. Moving forward, the source will describe the topic in more detail:

This analysis of the influence of gender on the voting behavior of the U.S. House of Representatives on arts policy found that gender differences do exist. Our findings suggest that female representatives are behaving in accordance with the gender stereotype that women in politics generally support the arts more than their male counterparts. In addition to gender, whether the legislator is from a relatively liberal state also influences voting behavior to increase support for the arts. As expected, party affiliation plays a significant role in voting behavior on legislation pertaining to the arts.

Democrats are more likely to support arts policy than are Republicans. Our results also suggest that district-level characteristics such as urban residence and support for Democratic presidential candidates also influence support for the arts. (Boles et al., 2007)

The source holds significance as it discusses female legislators' voting behavior and policy preferences. It becomes evident that female legislators often advocate for policies benefiting specific demographics, including women, children, and families. Furthermore, it sheds light on the tendency for female legislators to lean more towards a liberal voting record when compared to their male counterparts. These variations in policy priorities follow common gender stereotypes held by voters, where women are generally perceived as more inclined towards liberal stances, especially concerning issues related to children, families, healthcare, education, and social welfare. In contrast, men in legislative roles are often associated with a focus on economic, business, and military matters. The article underlines these political stereotypes and emphasizes that women in positions

of power typically, though not universally, prioritize bills that benefit women—providing the investigation with a solid argument to support the research question.

Female Expatriate Leadership

It is understanding the complexities that surround women in expatriate leadership. The investigation aims to enhance understanding of female expatriate leadership, mainly focusing on senior-level women from the U.S. government. It highlights specific behaviors like competence, respect, and active listening that enable them to overcome gender barriers and excel in cross-cultural environments. Through in-depth interviews, the study seeks to offer insights that can assist organizations in promoting diversity and inclusion in leadership roles within multinational settings. It acknowledges the global increase in expatriate assignments and organizations' challenges finding cross-culturally competent personnel. Despite the reluctance to send female expatriates, often creating a "second glass ceiling," the paper explores female expatriate leaders in the U.S. government. Historical context reveals the persistent existence of this "second glass ceiling" despite notable growth in female expatriate roles from the 1980s to 2005. Studies underscore the success of women in overseas assignments, emphasizing the advantages of visibility and diversity in varied environments. Overcoming these challenges involves recognizing the benefits of diversity, integrating women into overseas roles, and supporting their self-promotion. The U.S. government's defense sector, with 30% female leadership, is a valuable model for broader diversity and inclusion efforts. The following source can justify that:

Multinational organizations that have integrated female expatriates into their leadership ranks have experienced a number of benefits; yet, many organizations are hesitant to send females overseas because they perceive that women will have difficulty in the cross-cultural environment. This study contributes to the limited body of work on female expatriate leadership and shows through phenomenological interpretation analysis of in-depth interviews with senior-level female expatriates from the U.S. government, how women expatriates can reduce gender barriers and successfully lead by employing specific leadership behaviors. These leadership behaviors, as expressed by study participants, include competence, display of respect, and listening. When employed together, these behaviors provide female expatriates an opportunity to gain trust, develop relationships, and socially deconstruct existing bias against women leaders. (Speranza, 2017)

The importance of this source concerning the investigation is that it enriches the original investigation by presenting a distinct viewpoint on the impact of women, particularly expatriate female leaders within the US government, on their respective industries. It proves crucial in shedding light on the unique challenges faced by these leaders and provides a look into their strategies for overcoming barriers. In doing so, the source becomes an invaluable asset, explaining female leaders' current obstacles and showcasing their resilience and innovative approaches to advancing their fields. The information provided goes beyond the identification of challenges, offering essential strategies for improving opportunities and conditions within the workplace. Thus, it is a pivotal resource for understanding and addressing gender-related challenges in leadership roles. The source effectively broadens the scope of the initial investigation, offering a comprehensive and nuanced perspective on the experiences of expatriate female leaders in the US government. To summarize what has been stated, the source was beneficial in providing a new perspective for the investigation.

Julia Flynn and the "Flynn Affair"

The text explained the story of Julia Flynn, appointed Chief Inspector of Secondary Schools in Australia during the interwar years; this reflects the intricate dynamics of women, leadership, and gender politics. Despite her notable biographical and academic background, her tenure was marked by achievements and criticisms of her educational leadership. The obituary of Miss Julia Flynn, who served from 1936 to 1942, presents her as a dedicated and wise professional but omits the complexities of her career. In 1928, Flynn faced opposition and

was initially denied confirmation in her role, eventually demoted to assistant chief inspector. However, she reclaimed the chief inspectorship in 1936 amidst the tumultuous episode in Australian education history known as the "Flynn affair," which involved public and parliamentary scrutiny. This incident had a significant impact on women's groups, highlighting the challenges faced by female leaders during that era and underscoring the ongoing efforts in women's movements. The passage also explores the responses of the Victorian Teachers' Union (VTU) and the Education Department to the aftermath of the Flynn affair, shedding light on the complexities of gender dynamics in leadership roles within educational institutions. The following source can explain that:

In the first documented display of her capacity as a fighter, she protested directly to the Minister of Education in the Hogan Labor Government, John Lemmon. Whatever the colour of her politics Flynn was to pay a heavy price for this early alignment with the left. In this instance, the Minister acted swiftly, giving Director Tate the choice of re-advertising the position or of informing all potential female candidates that they were eligible to apply. As Tate's ascendancy over the various ministers during his regime is legendary, this episode in the last months of his directorship must have been galling. There is now no way of knowing whether Tate intended to exclude Flynn from the position. He chose the latter, less public, course suggested by his minister, though no list of female candidates notified of their eligibility has come to light.⁽ⁿ⁵⁾ In March 1928 Julia Flynn was duly appointed assistant chief inspector over an up-and-coming contender, J. Arnold Seitz, who also enters the story in due course. The appointment was a matter for celebration among Australia's women's organizations, though there was widespread dissatisfaction that Flynn was to be paid the statutory four-fifths of the male salary.⁽ⁿ⁶⁾ A briefing note from her immediate superior, the Chief Inspector, to the minister on the public outcry says cryptically: 'It was assumed that the position would continue to be held by a man. (Theobald, 2000)

The information presented in this source validates the fact that this source is essential for the investigation because it shows that even though there has been feminist activism for a long time, women still do not get top jobs in education. It talks about Julia Flynn's story and how men in power used systems to keep women out. The source helps us understand how things were changing for women in the 1930s and that women's groups voting rights were still strong, even if people thought they were not effective in the 1970s. Flynn's story helps us see the challenges early professional women faced and how they were part of the more prominent women's movement. Overall, the source gives us a history lesson about the ongoing fight for women to be treated equally in education, showing why it is essential to keep pushing for change.

Analysis of "When Women Lead"

Analyzing the successful traits of female leaders to understand their challenges. The source critically examines and summarizes Julia Boorstin's book "When Women Lead." It outlines the book's central arguments, shedding light on perspectives regarding women's strengths in leadership. Inspired by her mother's belief that women can lead just as effectively as men, Boorstin draws from her twenty-year experience as a TV reporter and creator of CNBC's Disruptor 50 franchise. She identifies critical qualities among successful women leaders, such as their ability to handle change, demonstrate understanding, and incorporate diverse viewpoints. Boorstin's work features stories of over sixty female CEOs and leaders, including interviews with notable figures like Gwyneth Paltrow and Whitney Wolfe Herd. She argues that often overlooked qualities, like openness about vulnerabilities and unconventional thinking, can be significant strengths. The book proposes a fresh and inclusive approach to leadership, highlighting how women-founded companies can disrupt industries, introduce novel business

methods, and achieve substantial success. The reviewer assesses the originality and effectiveness of Boorstin's contributions to the ongoing dialogue about women's progress in professional settings. The following source can judge that:

Women's strengths are... simply not associated with great leadership," posits Boorstin, CNBC's senior media and tech correspondent, in her debut, a thorough if tepid overview of women's progress in the workplace. To replace common leadership stereotypes (such as "the imperious salt-and-pepper patriarch" and "the move-fast-and-break-things tech bro"), Boorstin interviewed 120 women "and some men" and found new prototypes. The classic belief that business leaders are "authoritative, unquestioning male leaders" isn't all true—women have their own qualities "that correlate with great leadership," such as being considerate, empathetic, and vulnerable, and being more likely to consider "social and environmental goals. (Publishers Weekly, 2022)

The information in this source and its importance prove valuable for examining how women leaders have sparked positive changes. Julia Boorstin, with over two decades of experience as a TV reporter and the creator of CNBC's Disruptor 50 franchise, provides a comprehensive view of the impactful role women in leadership have played. The revelation that successful women leaders share common traits, such as adaptability to change, empathetic leadership styles, and a willingness to consider diverse perspectives, becomes a focal point for understanding their influence. The source underscores the importance of these often underestimated qualities, like openness about vulnerabilities and unconventional thinking, as significant strengths for women leaders. Boorstin shares narratives of over sixty female CEOs and leaders, including conversations with notable figures such as Gwyneth Paltrow and Whitney Wolfe Herd. These real-life stories are concrete examples of how these qualities have resulted in positive changes across various industries. Boorstin also explores how women-founded companies, employing innovative methods, have achieved considerable success. This source is a valuable guide for delving into how women leaders have positively changed the business landscape.

Perception of Women's Leadership in the US

They are interpreting the perception of women's leadership in the U.S. by examining different leadership styles and attitudes between men and women in leadership roles while emphasizing the benefits of women's leadership. A recent meta-analysis of 39 studies comparing leadership styles between men and women reveals that women's leadership may possess more positive qualities than men's. The analysis identifies two predominant leadership styles—transformational and transactional—and indicates a positive correlation between effectiveness and both styles. Women exhibited transformational leadership more frequently, demonstrating greater engagement, consultation, mentoring, attention to detail, and encouragement of new ideas. Conversely, men tended to adopt the laissez-faire style more often. Importantly, these differences in leadership styles persisted across various job descriptions. The study underscores that men are not inherently better or worse leaders than women but emphasizes the positive attributes of female leadership styles. It suggests that women's approaches to leadership offer unique and valuable contributions in organizational settings. The following source can interpret that:

The authors describe two kinds of effective leadership. "Transformational" leaders state goals, encourage innovation, win the trust of the people they work with, and inspire and motivate subordinates while allowing them some initiative and giving them the power to make decisions on their own. Another type, the "transactional" leader, operates mainly by providing incentives — clarifying responsibilities, rewarding subordinates for meeting goals and correcting them when they fail. The meta-analysis showed. Another cause of women's advantage could be a double standard for promotion. It is possible that in some organizations, a woman still has to be more than equally qualified to beat out a man for a leadership position. In this survey, older women were especially likely to be transformational leaders, possibly because past discrimination made them a highly selected group. But the most recent studies also show a growing difference between the sexes. Women today may be feeling under less pressure to emulate men in business and public life. (Harvard Mental Health Letter, 2004)

The application of the focal point of this source concerning this investigation is essential for understanding how women leaders can contribute positively. The study of 39 research projects suggests that women's leading, especially in making significant changes, might be more effective than men's. It notes that women leaders tend to set goals, encourage new ideas, and build trust, all contributing to positive organizational changes. The study indicates that women leaders can inspire and motivate their teams, leading to successful outcomes, even in similar job roles as men; this challenges the notion that men are always superior leaders. The source also discusses the changing expectations and views of women in leadership within society. Women now feel less pressure to conform to traditional male leadership styles. In simpler terms, this source conveys that women leaders possess unique qualities that can foster positive changes, and it is essential to recognize and leverage these attributes. Moreover, it emphasizes that men are not inherently better or worse leaders than women; they exhibit different strengths, and a man can possess the same positive qualities as a woman leader.

Challenges Women Face in Education

Exposing society's tendency to overlook the genuine challenges women encounter in academia, it is essential to acknowledge that these hurdles constitute a significant issue that must be addressed. The source adopts a feminist perspective to examine women's challenges in universities, delving into personal narratives and broader analyses of gender discrimination in higher education. It explores issues such as balancing motherhood and academics, navigating choices between teaching and research, managing community service alongside leadership roles, and addressing discrimination and unequal pay. By incorporating personal stories and experiences, the source sheds light on the vulnerability of women in academic settings despite the perception of gender equality. It highlights the evolving organizational structures impacting women across generations and provides a feminist analysis of the double binds they face. These include decisions between motherhood and academia, teaching and research, service and leadership, and equality versus difference in discrimination and pay. The narrative begins with the author's undergraduate experience in what seemed to be a post-feminist culture but reveals instances of gender bias and challenges faced by women in academia. Drawing from the historical context, particularly the author's university experience in the late 1980s, influenced by Laura Thatcher Ulrich's phrase, "Well-behaved women rarely make history," the source offers strategies for navigating gender-related obstacles and promoting equality in academia. Combining personal narrative and feminist analysis contributes valuable insights to understanding and addressing gender-related challenges in academic settings. The following source can summarize that:

Among the twenty or so distinguished deans, provosts and administrators who presided over a university sponsored honor roll induction ceremony that I attended, only one was female. I also recall reading a number of contemporary library books and course materials that continued to make reference to all humans as —men|| and used the pronoun —he|| to stand in for both sexes. When an advisor asked me about my scholarly areas of interest and I included feminist theory in my response, I was discouraged from studying feminism since there were too many divisive camps within it. Adrienne Rich's assessment of education epitomizes these experiences: —the content of education itself validates men even as it invalidates women. Its very message is that men have been the shapers and thinkers of the world, and that this is only natural. Although I wrote about these observations in a campus news article at the time, I assured myself that these incidents were the exception to the —equality|| rule as vestiges of previous generational struggles for gender equality. I had bought into the mythic belief that academia represented a distinctive power-neutral realm predicated on intellectual merit and non-discriminatory practices. (Frechette, 2009)

The presented information is paramount for advancing this investigation because it discusses how women leaders can bring about positive changes in industries such as public policy and business. It stresses the urgency of dismantling societal constructs that have historically disadvantaged women, highlighting the need

for systematic resistance against discriminatory practices. By challenging learned behaviors and outdated beliefs, the source encourages women to assert their competence and leadership without self-blame. Additionally, the call to scrutinize the academic workplace reflects the importance of understanding how female leaders integrate into public policy and business environments. Anticipating increased diversity within leadership roles, the source recognizes the unique challenges faced by women of color, emphasizing the intersection of sexism and racism. Critiquing the prevailing patriarchy, the source's insights can inform investigations into women leaders' barriers and inspire meaningful cross-disciplinary dialogues to advocate for positive changes and equal opportunities for women in various professional spheres. In conclusion, this source provides valuable insights into dismantling societal barriers and fostering an environment where women leaders can instigate positive changes in industries such as public policy and business.

Methods

This investigation utilized a computer with an internet connection and an internet browser, Google Chrome. In order to find the sources required for this investigation, the EBSCO Host search engine was paramount for pinpointing the necessary sources to elucidate the research question. Although the internet connection was unstable at times, it proved sufficient to conduct all the required constituents of this investigation. All of the sources were peer-reviewed or approved by the investigation mentor. All these components working in tandem created the optimal conditions for the consummation of this project.

It was completed utilizing a qualitative historical documentary analysis design. To populate this research, it was necessary to specify the purpose of each of the ten sources used. Furthermore, it was essential to recognize the source's design and approach, indicate the target audience, highlight their limitations, and determine the recommendations and findings in each. An analytical component outlining the significance of the data presented in the inquiry was generated, so a descriptive content analysis methodology had to be utilized for this investigation.

Results

The utilized search engine EBSCO Host proved most beneficial for the selected sources of this investigation. One of the sources needed to be more recent, from 2007, and it dealt with information regarding factors that limit women in politics. The second source was not recent and was published in 1998. It discussed information regarding whether political empowerment has the same effect on women as it does on men. The third source was not recent, from 2008, and it indicated that there had been a significant evolution in women's political representation throughout the years. The fourth source was not recent since it was published in 1989, and it described that gender has always had an effect on public policy. It studied the effect during those years. The fifth source was not recent since it was published in 2007, and it delved into the fact that women in the office are often more inclined to support the arts. The sixth source was recently published in 2017, demonstrating that women have developed specific skills to aid them in expatriate leadership positions. The seventh source was not recent since it was published in 2000, and it validated the fact that there are complexities relating to gender dynamics in leadership roles within educational institutions, which was exposed through the story of Julia Flynn. The eighth source was very recent (2022), and it elucidated that the book "When Women Lead" provided an in-depth analysis of women's leadership styles, highlighting how women often have transformational leadership. The ninth source was not recent (2004), and it illustrated that there has been a change of perspective regarding the perception of women's leadership in the US. Finally, the tenth source was not recent (2009), and it clarified the fact that women have and continue to face challenges in education, whether it be students or teachers themselves.

Discussion & Conclusion

The resources provided for the investigation proved instrumental in concluding. They covered a broad spectrum of topics centered around the impact of women leaders on various industries. Source one delved into issues such as lack of support, gender discrimination, the underrepresentation of women in leadership roles, and the undervaluation of women's contributions. Source two explored the effects of political empowerment on women and minority groups, revealing that women represented by female leaders tend to have higher levels of political efficacy. This study encompassed diverse districts and states, comparing those represented by women versus men. Source three offered a historical overview of the evolution of women's political representation, citing organizations like the New Zealand Labor Women's Council and highlighting the challenges of advocating for gender-inclusive policies in government.

Similarly, source four provided historical context, focusing on the impact of gender on public policy within the Arizona State Legislature. It revealed that female representatives are more likely to initiate legislation concerning women's issues and feminist ideas, albeit facing lower success rates in passing such bills than their male counterparts. Source five examined female Republican leaders' tendency to support the arts and measures benefiting women, children, and families, such as women's rights, education, healthcare, and social welfare. Source six sheds light on female expatriate leadership in the U.S. government, emphasizing skills like expertise, respect, and active listening as crucial for overcoming gender barriers. Sources seven and eight shared personal accounts of women combating gender discrimination in their industries, such as the "Flynn Affair" and Julia Boorstin's book, "When Women Lead." Source nine explored perceptions of women's leadership, highlighting their propensity for transformational leadership characterized by increased engagement, consultation, mentoring, attention to detail, and encouragement of new ideas. Finally, source ten addressed the challenges female leaders face in academia, including balancing career and motherhood and the need for support systems to combat sexism among professors and students. Among these sources, source two emerged as invaluable due to its diverse perspectives and insights. Future researchers should seek more objective sources and use faster computational capabilities to simplify their search for important information. Furthermore, researchers should look for sources that provide equal treatment of both issues, rather than stressing one over the other, to provide a thorough understanding of the topic.

Limitations

For the investigation to come to fruition, the scope of the research question had to be more encompassing to find more information on the subject, which permitted the optimal conditions to answer the research question. If the original research question had not been changed, the essay would not have been written as well, given that the research question would have been challenging to complete. While investigating the historical context and unique leadership traits of women, it became apparent that specific articles lacked objectivity, which proved to be an external threat. This investigation was able to extrapolate the main points to preserve the internal validity of the investigation. Instead of exploring the development of these traits and the challenges women face in their professional lives, some sources portrayed women as inherently better leaders than men. This biased portrayal detracted from the investigation's goal of highlighting women's leadership contributions without diminishing those of men.

Furthermore, these sources should have noticed recent instances of women's decision-making in government, neglecting the contemporary impact of female leadership on societal affairs. Additionally, many

sources focused more on business than public policy considerations, limiting the investigation's scope. Moreover, frequent device failures compromised the reliability of the research, hindering the collection of accurate and up-to-date information. These limitations posed internal and external threats to the investigation's validity. While the independent variable remained the exploration of women's leadership traits and historical background, the dependent variable encompassed the quality and depth of information gathered. Throughout the research process, adjustments were made to improve the search criteria and mitigate threats to the investigation's internal validity.

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