Book Review - Women in leadership: contextual dynamics and boundaries

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Abstract
Leadership scenarios and paradoxes - past, present and future - form the basis of Karin Klenke's analysis of women in leadership. The book sets out to explore the paradoxical nature of women's leadership in male-dominated contexts, paradoxes women leaders are confronted with, as well as the paradox of change versus the persistence of the status quo. Contexts with a 'paradoxical nature' - temporally and spatially - are at the forefront. These 'contexts' for women's leadership range from remarkable female leaders, today and historically, in politics, organisational structures, information technology (IT), the media, sports, the military, religion and spirituality, science, higher education and the arts. The chapters are initiated with a vignette of one or more female leaders (e.g. Condoleezza Rice, Lindsey Vonn, Ada E. Yonath, Marin Alsop and Angela Merkel) to form a frame of reference for each chapter's particular context.

Keywords
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BOOK REVIEW

Women in leadership: contextual dynamics and boundaries, by Karin Klenke
Bingley, Emerald Group Publishing Limited, 2011, 301 pp., $74.99 (hardback), ISBN
978-0-85724-561-8

Leadership scenarios and paradoxes – past, present and future – form the basis of Karin
Klenke’s analysis of women in leadership. The book sets out to explore the paradoxical
nature of women’s leadership in male-dominated contexts, paradoxes women leaders are
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chapters are initiated with a vignette of one or more female leaders (e.g. Condoleezza
Rice, Lindsey Vonn, Ada E. Yonath, Marin Alsop and Angela Merkel) to form a frame of
reference for each chapter’s particular context.

Chapter 1 provides a good theoretical introduction to issues surrounding gender,
culture and place in the context of leadership. Differences between leader-centric and
follower-centric leadership theories are explored. Terms such as the ‘glass-ceiling’, ‘glass-
escalator’, ‘glass-wall’ and ‘glass-cliff’ are explained. Different levels of ‘context’ are
defined, such as social context (job, technology, industry, etc.), general cultural context
(organisational culture, national culture, etc.) and historical, institutional context
(education, socialisation, etc.). The concept of ‘doing gender’ is discussed, and perceived
gender differences in leadership styles are problematised to highlight that ‘gender is often
the first prism through which women leaders are evaluated’ (19). These themes are
extended in the final two chapters, which discuss the skills required for cross-cultural
leadership, as well as the implications of various leadership styles in different spatial and
temporal cultures globally.

Intellectually engaging points in the book include discussions on, for example, how
‘[i]n corporate America, gender is a business issue, not a women’s issue, since the
underrepresentation of women in senior executive positions has an impact on the bottom
line’ (81). This aligns with the highlighted problematic nature of gender-based quotas,
which implies that it is impossible for women to be both competent and ‘a quota woman’
simultaneously. According to Klenke (68), the implementation of quota systems to
increase the number of women on corporate boards perpetuates, rather than solves, the
gender paradox. The paradoxical nature of the opportunities provided by IT is discussed in
Chapter 5. Whilst women’s groups are breaking down barriers, exclusions and silences
through the Internet, Klenke (98) calls attention to the cultural biases women face within
high-tech companies and the IT world in general, which due to their more insidious nature
are more difficult to fight than ‘the blatant sexism of years gone by’. Another interesting
point is Klenke’s prediction of women as the winners of the current global financial
recession, as it is accelerating the end of the era of male dominance through the
predominant loss of jobs in male-dominated professions in the USA (236).

Whilst ‘Women in Leadership’ covers much ground it nevertheless falls short, as a
whole, of the aims outlined at the beginning. I am not convinced that Chapter 2 achieves
the author’s aim of a context setting ‘historical journey chronicling women’s
achievements and competence as leaders’ (xii). The historical narratives do not tie in
well with the ‘contexts’ of the following chapters, and the chapter therefore seems out of
place in the book overall. Readers are alerted to the Anglo-centric flavour of the book from
the outset (xii) but it would be more accurate to frame the book as US-centric, as it is
scenarios, contexts and characters from the USA that dominate throughout the book. The
more I read, the more frustrated I became with the monotone and repetitive 101-textbook
style of writing, and the lack of integration of the opening vignettes into the nuts and bolts
of each chapter.

Although I do not disagree with most of Klenke’s arguments per se, her line of
argument for the entrenchment of gender inequality in Western societies is repetitive
throughout the book and in many instances reinforces age-old gender stereotyping. For
example, the claim that ‘[w]omen in the military face several challenges and social issues
their male counterparts do not face such as pregnancy, sexual harassment, the need to
leave children at home, and manage dispersed, networked families’ (152–3) is faulty (with
the exception of pregnancy!). Only a few pages earlier the readers are introduced to
Captain Holly A. Graf who was dismissed from the US Navy due to a leadership style that
was both verbally and physically abusive to her female and male crew. This line of
argument is paradoxical with the intertwined and reciprocal relationship of gender and
culture emphasised in Chapter 1 to justify the supposed treatment of gender as culture
because when ‘gender-centric perspectives on leadership predominate [it] result[s] in
male-dominated theories and research’ (15). Although ‘Women in Leadership’ provides
insight into many interesting scenarios and paradoxes, it ultimately falls short of its
promising aims because it fails to tackle a key problem within feminist critiques: the
inability to achieve gender neutrality within a society (i.e. the Western world) that at its
core remains predominantly patriarchal. Calls for equal rights for women and men thus
become a call for equal rights in a man’s world – an inherently problematic argument that
‘Women in Leadership’ fails to truly negotiate.

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