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# Editor's Clipboard

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## **From the Editor's Clipboard**

This issue of The Journal of Leadership Education marks another first - a special issue. The Editorial Board is to be commended for taking the bold step of dedicating an issue to gender and leadership.

Hopefully, special issues will become a regular feature for the journal. Special issues offer researchers and practitioners the opportunity to immerse themselves more fully in the work in a particular area or discipline, and sometimes are the catalyst for new work that extends the research and practices that have been reported. The articles that are reported in this issue dedicated to gender and leadership offer much opportunity for reflection, discovery, and action.

Obviously, research in gender differences and leadership has been conducted in a number of disciplines and disseminated in a variety of journals. A group of researchers combined their interests in bridging this fragmentation, sorting through terminology and concept confusion, and proposed extending research and practice paths that have, in some instances, dead-ended.

Specifically, the articles in this issue trace the research in four different areas within gender differences and leadership (leader-member exchange, motivation, societal, team and individual leadership, and full-range leadership) and offer recommendations for research and practice in each of the areas. For the most part, the authors recommend that future research in gender and leadership be more complex and that it involve multiple measures of behaviors, at multiple levels, in multiple contexts. From the practice perspective, societal expectations of females appear to impact the way females are perceived, evaluated and promoted.

This issue represents The Journal of Leadership Education's pursuit of excellence in manuscript reviews and acceptance. Four of ten manuscripts submitted for the special issue were accepted resulting in a 40% acceptance rate. One was initially accepted, the other three were returned for revisions, as suggested by the Review Board.

Respectfully submitted,

Susan Fritz, Special Issue Collaborator.

### **Does Sex of Dyad Members Really Matter? A Review of Leader-Member Exchange**

This article reviews the evolution of leader-member exchange theory; examines literature regarding potential effects of gender on quality leader-member exchanges; and discusses implications for practice and future research regarding the role of gender and leader-member exchanges. In general, when dyads were

comprised of members of the same gender, they were more likely to report having higher quality LMX. Few studies have examined four dyad combinations (m/m, m/f, f/m f/f) with regard to quality leader-member exchanges. It is recommended that future research examine the role of apparent gender bias in performance evaluations and how this might affect quality leader-member exchanges. Future practice recommendations include the allocation of resources to address the potential relational problems associated with gender and quality leader-member exchanges.

### **A Survey of Gender-Related Motivation Studies: Subordinate Status, Roles, and Stereotyping**

This article begins with a brief overview of motivation theory and then examines the literature, tracing gender-related motivation-to-manage as it evolves through the 1950's and 1960's to the present. Although studies have produced conflicting results with some finding that men have more motivation-to-manage than women and other studies finding the opposite, differences appear to be small and closely related to subordinate status and role stereotyping.

### **Exploring the Bermuda Triangle: Review of Gender, Societal, Team and Individual Leadership Theories**

The authors have analyzed the literature related to four popular theories associated with gender and leadership (Social Role Theory, Implicit Theory, Attribution Theory and Leader Emergence Theory). For the most part, it was determined that the theories had their origins in different academic disciplines, and therefore, have seldom been considered together in solving the gender and leadership puzzle. The authors explore some interesting research questions as well as provide some recommendations for practice.

### **A Review of Gender and Full-Range Leadership Research**

This article documents the progress of gender and Full-Range Leadership literature. Early research findings, while not mentioning Full-Range Leadership explicitly, provide an important foundation for future work. This is followed by an exploration of the research that specifically explores gender and Full-Range Leadership. The article transitions into the world of work where research is focused on the effect of gender, leader style and expectations about effectiveness of leaders, evaluation of leaders and expectations of males and females in the workplace. The confusing findings in this area lead to more research that incorporates contextual variables into the equation. These are explored and ultimately lead to a discussion of what is still not known about gender and leadership. Recommendations for future research and practice are included.