

Leadership Excellence and Gender in Organizations

A case study of intentional integration of the archetypical feminine in a leader development organization: Successes and challenges

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Although progress has been made integrating women into business and other organizations, much less progress has been made integrating women into business and organizational leadership roles at the highest levels. Another way of looking at this is that we have not made progress in changing the models and images of leaders to be more whole and healthy and balanced, which would allow more diverse and balanced individuals to play leadership roles. Critically exploring how we develop leaders in business and other professional schools, and in business and other organizations, is therefore an essential element in achieving not only the goal of gender equity in leadership, but also the goal of achieving more holistic, balanced leadership for business organizations. There are organizations experimenting with other models of leadership, leader development, and organizing, from which we may be able to learn. This case study explores one such organization, which attempts to explicitly integrate the feminine into leadership, without negating the masculine, while encouraging transformation. This paper presents findings from analysis of in-depth interviews and a focus group, which reveals successes and challenges for this organization, from which lessons for women's leader development can be culled.