

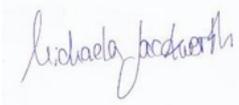


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# **Implementation of female leadership characteristics within the German football industry – Illusion or possible option?**

Research dissertation presented in partial fulfilment of the requirements  
for the degree of  
MSc in International Business Management

Graduate Business School

Griffith College Dublin

Dissertation Supervisor: Mark Campbell

**Michaela Christine Jackwerth**

2015

### Candidate Declaration

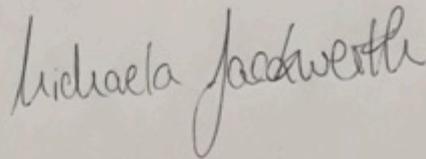
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Date: 1<sup>st</sup> September 2015

Supervisor Name: Mark Campbell

Supervisor signature:

Date:

## **Dedication**

I dedicate my dissertation work to my family and friends. A special feeling of gratitude feeling to my loving parents, Daniela and Peter Jackwerth whose words of encouragement made me continue in times of trouble and my sister Anna, who supported me during the dissertation work with encouraging and motivating words.

Thank you for your support and help during this time.

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Furthermore, I would like to thank Justin Keogan for helping me find the perfect research topic for my dissertation.

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In the end, I would like to thank my beloved ones, who have supported and encouraged me throughout the entire process, both by keeping me focused and harmonious. Thank you so much.

## **Abstract**

*Implementation of female leadership characteristics within the German football industry – Illusion or possible option?*

**Michaela Christine Jackwerth**

In this study, it was shown that female leadership traits are of use within a male dominated industry but in combination with male leadership skills only, a so-called androgynous leadership style.

These findings were related to the time this thesis was written. The dissertation examined the use of female leadership characteristics within the German football industry, differences between male and female leadership styles in general as well as within the chosen male domain. Furthermore, situations in which female characteristics are of benefit were identified.

In order to identify stereotypical way of thinking related to gender in leadership positions within the football industry in Germany an experiment was being conducted, followed by an in-depth face-to-face interview with persons from different departments of one football club. Half of the participants were female to create a fair and equal unit of analysis.

The majority of the participants, women as well as men, were of the opinion that the female leadership style, as one, cannot be used within the football industry but in comparison with masculine traits. This special form of leadership style is the so-called androgynous leadership style. Referring to the research findings, the German football industry will not be prepared to have the female leadership style only within the near future but evidence for the acceptance could be identified.

Keywords: leadership styles, gender, male domain, football industry, androgynous leadership style

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## **List of abbreviations**

BoD – Board of Directors

## **1 Introduction**

The 2014's commercial campaign from a cosmetic manufacturer "Dove" entitled "A man's a boss, a woman's a bossy" clearly outlines the existing stereotypes within the society concerning male and female leaders. The commercial describes several leadership scenarios with men and women, having the same position. The only difference is that men and women are characterized different by the environment. Whereas the man is mainly described positively, the woman is described as bossy and selfish. Two persons with the exact same position, the only difference is the appearance they have on the outer world.

Taking this a starting point, stereotype of thinking seems to exist within the society and even more within a male-dominated industry, where most of the women face problems entering. The assumption is near that also female leadership characteristics are therefore rated negatively and seen as weak and not appropriate for a male domain. One reason for this is that female leadership skills are associated rather with nurturing and communal roles (Miller 2006 cited Siraj and Hallet, 2013) than with tough attributes that are necessary within a male domain. But according to some research, it is proven that female leadership styles are more efficient than male leadership styles. So the question arises whether it would be useful to implement female leadership characteristics within a male dominated industry and when it would be of use.

Referring to the annual review of football finance by Deloitte (2015), the German football industry is the second strongest football industry in Europe after England's premier league. In terms of cost effectiveness, the German "Bundesliga" is profitable by example compared to other international football industries (Deloitte Deutschland, 2015). The question arises whether this industry is so successful because of the male dominance within this industry or because the leadership style of those being responsible for the success. As already stated, men bestride the German football industry. But when it comes to the management of the players itself, more and more women play an important role. Mostly the players' wives have this position in order to manage their husband and care for him and his future. These women are the ones who meet with the football club's persons in charge and negotiate about the player's

future (Tagesspiegel.de, 2015). So this implements that women have the ability to have both the tough and the caring side that can be of use within the football industry. There is proof that in some ways the female leadership style is already of use within this male domain.

The importance of female leadership characteristics also within a male dominated industry was an important media topic after the suicide of former national goalkeeper Robert Enke in 2009. For him, this was the only way out of his depression and after this, many stated that this could have been prevented by a more caring leadership style within the football industry. Many knew that something had to change but the question arises whether something has changed. Referring to the information platform n-tv (Giannakoulis, 2012), after the death of Robert Henke, a lot of people were affected by this incidence. "The microcosm football wanted to open up" and give the football players an opportunity to open up on a psychological basis to prevent such events from happening (Giannakoulis, 2012). Everyone demanded a change in thinking towards a more caring style but what was the result of it? More and more professional football players seek for psychological help but talking about this problem in public is still a problem within the football industry. Having a look at the psychological aspect female leadership characteristics could have on the mental stability of this industry this event clearly shows that there is a demand for those characteristics but also outlines the difficulties.

Frank Lampard, Chelsea soccer player, even stated in an interview, that in his opinion female football players are as competent as their male counterparts and that it will not take long until the first teams hire female players (Nehmer, 2013). If this seems to be possible in the future, then the football teams and the industry itself need to prepare in advance and consider the implementation of female leadership styles and characteristics.

This dissertation is not trying to change a male-dominated industry into a female domain but to clarify that female leadership characteristics can bring benefit to a male dominated industry and therefore open the doors for women or men with female leadership characteristics who are afraid to enter such a male-domain but offer the same competency and add benefit to the sport organization. They can contribute the success of organizations by adding some

relationship-oriented views to this domain. Existing research has shown that by focusing on the team members more than on the task itself, the cohesion between the employees is higher and results in better cooperation and communication. Everyone works better in a working climate where they feel comfortable and are not afraid to raise their voice when necessary. Sometimes great ideas are not said because of uncertainty. Especially women are often afraid or insecure to raise their voice even if that question or comment would contribute positively to the conversation (Sandberg and Scovell, 2013). This insecurity is even higher in a working climate that is dominated by men.

The objectives of the dissertation are going to be described in the following chapter.

## **1.1 Overview**

This dissertation is going to explore the differences and similarities in male and female leadership styles, the probable effects each style has on performance and male and female leadership characteristics in general. Moreover, it is going to be examined how the perception of female leadership characteristics is in a male dominated industry at the moment and if and when a possibility exists to implement female leadership characteristics into a male dominated industry. The chosen industry therefore is the German football industry.

The question arises why changing something that works for so long. In Germany there are more and more women achieving top-level positions, taking the German chancellor Angela Merkel as a good example. Women have the competency to stand on the same level as men. But in some industries, the male dominancy is still persistent. Some of the male industries, e.g. gaming industry or the IT industry, have programs to attract more women to participate in those jobs. The question arises what stops women from participating and competing for leadership positions within a male-dominated industry. Focusing on the German soccer industry, it is clear that most of the positions, especially the representative positions are held by men. Are women seen as not competent enough or is the stereotype of thinking one of the reasons for this situation? Are female leadership characteristics seen as weak in comparison to male characteristics? Do in this industry male leadership styles prevail because they reflect the industry best? All of those questions also came up within an

interview, held by the German Journal "Zeit" with Katja Kraus, the only chairwoman of a German first league football club (Mueller-Wirth, 2015). She states that within this industry the law of power prevails. According to Kraus, it is time for female coaches and managers within the German football industry and she cannot think of reasons why women shouldn't be as competent as men. This interview clearly outlines the challenges women are facing when entering the male football industry. Dealing with prejudices and stereotype of thinking are limiting most of the women from trying to get to those positions.

The scope of this case study is a sample of male and female leaders of a German football club. This study is not limited to the management level, but to all levels involved within a soccer club. The only limitation is that external stakeholders are not taken into consideration.

For the interviews, 16 participants will be chosen, whereby 8 of the interviewees are women. In order to achieve a representative and fair result, attention was paid to get as many male as female participants.

"Although the case study is a distinctive form of empirical enquiry" (Yin, 2013), many researches have concerns about case studies. One of the biggest concerns is that the case study is not rigorous enough. In comparison to other methods, there is not as much literature and texts with strict procedures to follow. This concern needs to be taken into consideration but can be avoided when working on the case study method with enough rigor. Another concern about the chosen methodology is the questions how to generalize from a single case. Comparing a case with an experiment, one can say that in science generalizations are barely made based on one single experiment but on multiple sets of experiments that have been repeated under different circumstances. This can be adapted to the case study approach but requires a different setting. The answer therefore is that case studies can be generalizable to theoretical propositions. By doing that the focus is not to "extrapolate probabilities" (Yin, 2013) but to generalize a theory.

The field or research is limited to one football club of the "Bundesliga". The results are being used representative for the football industry in Germany. This topic can be deepened by the research of more clubs but requires more time.

## **1.2 Research Purpose**

The reason why this topic was chosen is that there is no research on this specific area yet. There is some literature about female leadership styles within a male-dominated industry, e.g. the IT industry. But after having researched, no material concerning football and female leadership characteristics could be identified. The found articles and books examine issues female leaders have within the female football industry but only very little examine the fact that female leadership characteristics could be implemented within the male football industry. One can say that there is some coverage in popular media, but no evidence-based researched academic papers for example. As a result of that, this topic was chosen for the dissertation. It is important to mention at this point that female leadership characteristics are mostly identified with women and go hand in hand in literature. Even if female leaders are described often within this dissertation, the main focus is on the female leadership characteristics. Therefore, it can be ensured that also a man with female leadership characteristics is aspect of analysis.

## **1.3 Significance of the Study**

“Men are more likely to be appointed to leadership positions than women – especially in male-dominated industries” (Barling, 2014).

This statement leads to the assumption that male leadership characteristics are of importance within a male-dominated industry and that they prevail characteristics that are identified as female traits. Investigating the perceived differences between male and female leadership characteristics of leaders within one football club and identifying the stereotype of thinking that exists will have an importance to the female future leaders who aim to work within the football industry, which is nowadays dominated by men. Thereby the researcher strongly believes that the result of the study will have the following significance.

- The study will outline existing or non-existing stereotype of thinking concerning male and female leadership roles and prove the evidence of existing data related to male and female leadership differences
- It will serve as a basis to conduct further research on this area

- It will help organizations, especially within the German football industry, to understand the benefits of male and female leadership styles

Summarised, the aim of the dissertation is to outline the benefits of female leadership traits within the German football industry and to step away from the stereotype of thinking. Referring to existing literature by several authors, like Alice Eagly for example, the differences compared to male leadership skills and benefits of female leadership skills have been proven in general terms. Examining the male dominated industries and the German football industry in specific no research according to leadership styles has been done on this area yet. The outcome of the dissertation provides a starting point for future research on this specific area.

#### **1.4 Research Objective**

The main objective of this dissertation is to examine the gender differences in leadership styles in a male dominated industry, outline and examine gender stereotype of thinking within the German football industry and examine whether and when the implementation of female leadership characteristics into a male dominated industry might be useful. Additionally, the actual way of thinking concerning male and female leaders, both with a male leadership style, within the German football industry is going to be tested. The result is going to be related to the actual stereotype of thinking and whether the results reflect this status quo or not. Furthermore, the benefits of each leadership styles are going to be outlined and discussed and what impact each style has on performance and effectiveness. Based on the previous research outcomes, the following key questions were selected:

- Is there a difference in leadership styles?
- What are the differences between male and female leadership styles in general?
- What are the differences between male and female leadership styles in a male-dominated industry?
- What impact does each style have on the performance/effectiveness?
- What is the benefit of each leadership style?
- Does the stereotype of thinking concerning female and male leadership characteristics still exist within a male dominated industry?

Due to the lack of literature concerning female leadership characteristics within the German football industry, the IT industry is going to be examined within the following. In the Science Engineering and Technology Industries, women are still a minority but on an ascending path. Data from the UK, 2007 Labour Survey indicates that the number of women working in SET occupations has increased by 12% from 2002 to 2007. Men still represent 86% of SET managers, 61% of science professionals, 95% of engineering professionals etc. The under representation of women in the IT work force is a worldwide problem (Cater-Steel, 2010).

In 2015, Germany passed a “law that requires some of Europe’s biggest companies to give 30% of supervisory seats to women” (Smale and Miller, 2015). The reason for this law was that in Germany, women hold less than 20% of corporate board level seats while some of the biggest multinational companies in the world are based here, e.g. BMW. Having a look at the car manufacturing industry, the German car manufacturer BMW enlarged their board of directors from seven to eight persons in 2012. For the first time in history, a woman was appointed to the board of directors of BMW (SPIEGEL ONLINE, 2012). Milagros Caina-Andree is head of human resources and was appointed for this position before the female quota law was implemented. Having a closer look at her field of activity, she is head of human resources. BMW recognized the benefits of women and their leadership style early. Criticism about the female board member quota is that some women will be appointed to this position not only because of their qualifications but also because of the quota. Of course, this can be seen as a great opportunity but it should be possible for women to achieve such a position without this quota. By using this quota, women will probably have to face prejudices for having a position in the board of directors only because of this quota. It is a good opportunity but the downside should not be neglected. On the one hand the female leadership characteristics are being appreciated but on the other side prejudices still come along with this quota.

## **1.5 Structure of the Study**

For the study the IMRAD method is being used. The term represents the first letters of the words Introduction, Materials, and Methods, Results, And,

Discussion (Springer.com, 2015). "It indicates a pattern rather than a complete list of headings" (Springer.com, 2015).

The introduction explains the scope and objectives of the dissertation in terms of the current knowledge on the topic. Within the literature review, the reader will be guided through the actual literature that has been published in terms of gender leadership styles, female leadership styles within male domains and women in sport organizations especially with the focus on the football industry. Due to the lack of literature concerning the development of leadership styles within the football industry in Germany, an expert interview will be conducted to provide information on this part. The materials and methods describe how the research is being conducted. Within this section an analysis method will be evaluated and described. The results section outlines what was found during the study. In the discussion section, the interpretation of the results and their significance are being described and provide suggestions for future research on this topic.

After having introduced the topic, its objectives and the structure of the study, the literature related to the research's objective and topic is being outlined within the next chapter.

## **2 Literature Review**

### **2.1 Overview**

The following chapter outlines the existing literature related to the topic of the dissertation. Beginning with literature about male and female leadership styles in general, the differences in leadership styles concerning male and female traits as well as leadership styles within sport organizations followed by leadership insights on the football industry.

Historically, leadership has been defined “as a study of great men” (Klenke, 2004). But over the last decades, women have entered many traditionally male domains of leadership, including politics and other businesses. One can assume that women offer leadership characteristics that could be of importance in a male domain as well.

The concerns about gender differences in leadership styles started decades ago and is still of importance nowadays. According to some research of Radtke and Pfister (2005), women are still excluded from leadership positions in sport organizations. Some distinctions between male and female sport organizations have to be considered when examining leadership roles and the gender distribution in sport organizations. Taking female soccer clubs as an example, it is more likely to find female leaders there than in a male soccer club. Taking the percentage of male and female members as a representative for the leadership distribution, the percentage of female leadership positions is significantly small. The reason for this lack of female leaders in sport organisations can be related to gender hierarchy and the assumption that male leaders are associated with success in the sport industry.

In order to understand gender hierarchy and the differences in leadership styles, the following part focuses on premier research on the topic of gender differences in leadership.

Women's rise into managerial positions has been followed by much attention in terms of the way women lead and the differences between male and female leadership styles. “Styles are viewed as relatively consistent patterns of interactions that typify leaders as individuals” (Bilimoria, 2007). Of course,

leaders change their style depending on the situation and audience. The debate about the difference of male and female leadership styles has divergent conclusions by several experts. Some leadership researchers stated that men and women do not differ in leadership styles (Bilimoria, 2007). But those researchers' generalizations were subject to error and therefore not taken into consideration in this dissertation. There are several arguments for the differences in male and female leadership styles. One important reason for the differences are gender roles. The influence of gender roles is present in the workplace and "continues to affect behaviour with the consequence that even men and women in similar roles usually enact these roles differently (Guttek & Morasch 1982). In other words, men and women react differently in leadership positions and to problems.

In 1965, Bowman, Worthy and Greyser found out that there are meaningful differences between male and female leadership styles. Henning and Jardin (1977) even stated, that "women lacked skills and traits" which are necessary to have success in management (Northouse, 2009). This way of thinking is still in the heads of a lot people and when it comes to management positions, most of the people think that a man could do the job better than a women because women have soft leadership characteristics. According to a meta-analysis by Eagly, Makhijani & Klonsky conducted in 1992, women were depreciated when they lead in a masculine manner compared to men (Northouse, 2009).

Managers and leaders occupy their roles defined by the specific position in a hierarchy on one hand, but on the other hand also function under the constraints of their gender roles. This leads to the fact that men and women who are in the same leadership positions behave differently (Kanter, 1977).

In general, women have a more relationship-oriented style of leadership than men. The female leadership style concentrates on supporting and developing employees (Eagly and Johnson, 1990). In order to understand the differences between male and female leadership styles, different key areas need to be analysed first. Various key areas are important to fully understand the differences in thinking, communicating, negotiating and solving conflicts (Bourgoeis, 2006).

According to Eagly and Johannesen-Schmidt (2001) women are entering leadership roles that are mainly occupied by men and women have to face more barriers when becoming a leader. "This issue is usually discussed in terms of leadership styles" (Eagly and Johannesen-Schmidt, 2001). Differences in leadership styles are seen as consequences because they are one factor that affect the way people think about whether women are able to become leaders. In order to analyse this subject, traditional thinking about the male and female leadership characteristics have to be examined first. Women tend to use a more participative style while men tend to use a more autocratic leadership style (Eagly and Johnson, 1990).

From the perspective of social role theory of gender differences and similarities (Eagly, Wood & Diekmann, 2000), leadership roles influence the leaders' behaviour concerning family and payment. There are two aspects of gender roles that are necessary in order to understand leadership: agentic and communal attributes (Eagly et al., 2000). Agentic characteristics are associated more with men than women and are described as "aggressive, ambitious, dominant, forceful" etc. In contrast to that, communal attributes are mainly ascribed to women, rather than to men, and mostly in connection with welfare of other people (Eagly and Johannesen-Schmidt, 2001).

Rosener (1990) identified that the command-and-control style that is mostly associated with men is not the only route to success. Though men and women make the same amount of money, they describe leadership differently. Whereby men use a more transactional leadership style, women tend to lead more transformational. Transactional leaders use the exchange of reward for performance and are therefore similar to task-oriented leaders. In comparison to that, are transformational leaders more visionary and charismatic. Their focus lies on relationships with the co-workers rather than on productivity (Mc Gregor and Bass, 1990).

Bass (1985) distinguished between transactional, transformational and laissez-faire leadership. The last one is sort of a non-leadership and implies that some leaders prefer to be relatively inactive in doing their work. The transformational-transactional perspective caught the attraction of gender researchers. As already mentioned, women and men can be related to transformational and

transactional leadership. Referring to Eagly et al. (2003), female leaders in managerial hierarchies have slower promotion rates than men. In addition, women are more likely to use leadership styles that are correlated to effectiveness, transformational leadership and contingent reward transactional leadership. Women have to be very competent when it comes to leadership. The reason why women may attract transformational leadership styles is that it is less masculine than other styles (Eagly & Antonakis, 2015).

The main difference between the transactional and the transformational leadership style is the contact with the employees. The transactional leadership style is focused on an exchange between the leader and the employees. Therefore it does not matter whether the employees follow the leader or not. The only aspect that counts is that an exchange exists between those two parties: good work in exchange for money or incentives. In comparison to that, the transformational leadership style is focused to motivate the employees and make them followers. This leadership style focuses on long-term goals and tasks. The interpersonal component is very important when using the transformational leadership style. A transformational leader tries to transform the follower into good leaders. This leadership "moves followers to accomplish more than what is usually expected of them" (Northouse, 2015).

According to Eagly and Antonakis (2015), researchers focus on consistent behavioural tendencies of leaders, especially on the behaviours themselves and not the situation this behaviour resulted from. A leading model therefore is the two dimensional model that helps to distinguish between two kinds of leadership behaviours: the initiating structure behaviours, also known as task-oriented, and consideration behaviours, better known as personally behaviours. This distinction of leadership styles was already developed in the 1950s by Bale. In contrast to that, the contingency theory (Fiedler, 1967) examines the situational effect on behavioural styles and the effectiveness of the leader in different situations. A proper contingency approach can be achieved through a proper mixture of relationship-and task-oriented leadership styles, adapted to each situation.

Sheryl Sandberg (Sandberg and Scovell, 2013), COO of Facebook describes the Heidi/Howard syndrome in order to outline the different perceptions of men

and women in the workplace. The case describes the outgoing personality and networking skills of Heidi that lead to great success. The same story was read by two groups of students with one difference. The name was changed to Howard in one group. As a result, both groups found Heidi and Howard equally competent but Heidi was described as "selfish" and "not the person you would like to work for". This is a great example of how the perception of leadership styles differs because of gender roles. A similar experiment is going to be part of the dissertations research approach.

Although women have made notable progress in leadership in business organizations, the sport industry was not affected by this trend yet. There are still far fewer women than men in decision-making positions in sport management (Lovelin & Hanold, 2014).

## **2.2 Social Role Theory**

When examining gender differences in leadership styles it is important to consider the psychological aspect of femininity and masculinity. DeLamatar and Ward (2013) state that in order to understand one's identity it must be seen in comparison to its opposite. In this case, it claims that, "the feminine gender identity is in contrast to the masculine identity" (DeLamatar & Ward, 2013). In his earlier work, Burk argued that identity and behaviour are linked to a certain meaning. By identifying the specific meaning of an individual's identity, the meaning of the person's behaviour can be predicted (Burke, 2006). In other words, the gender identity refers to the degree to which individuals see themselves as feminine or masculine. Femininity and masculinity are rooted in the social, one's gender, rather than the biological, one's sex. So it is possible to be a woman and see herself as masculine for example. Therefore, it is possible as a female from a sociological point of view to adapt masculine characteristics. But the question arises whether society sees that individual with the same eyes as a man with the same characteristics. Earlier research stated, e.g. the Heidi and Howard experiment by Heidi Roizen, that women with male leadership styles are characterised as competent as their male counterparts but more negatively as a person. This is a result of the social role theory that is manifested within the heads of many people. Leadership is most often described in more masculine adjectives, e.g. direct and ambitious. Because of

that, “social role theory has been extended to focus on sex differences in the realm of organizational leadership” (Dainton & Zelle, 2014). This theory is called the role congruity theory, where women in leadership positions are likely to experience two different types of prejudice, descriptive and prescriptive prejudice. Descriptive prejudice refers to the assumption that women have less leadership potential than men because they lack dominant characteristics. In contrary, the prescriptive prejudice outlines the evaluations that women are less effective than men. Combining those two, this means that women are either too weak and not qualified enough to lead or they act in a masculine manner which describes them negatively because they act untypically for a woman.

### **2.3 From glass ceiling to jungle gym**

In the 1970s, women were no longer excluded from all positions of authority, only those at the higher levels. This time was the period of the glass ceiling, a term introduced by two Wall Street Journal reporters, Carol Hymowitz and Timothy Schellhardt, in 1986. The glass ceiling is a metaphor being used to describe the barrier women are facing. It implies that women are still excluded from high-level leadership positions by an absolute barrier – “a solid roadblock that prevents access” to those positions (Eagly & Carli, 2007). At the same time, the glass stands for the opportunity, women might have because of their education and their ability but the impediment women will face was not easy for them to see from a distance. One reason for those obstacles was the fact that employers saw a certain risk in investing in women. Women were more likely to quit the job and raise a family instead. This circumstance disqualified women from many leadership positions. Nowadays, this is not a reason anymore due to the fact that more and more men are taking “the staying at home part” and raise the family. According to Eagly and Carli (2007), there are even more reasons why men are chosen over women for higher-level positions. One aspect is, that the stereotype of thinking is still in some heads. This means, that clients and customers do not want to be led by a woman because in the stereotype of thinking, men are the higher gender. This aspect is of no importance of this dissertation, though the identified industry is a male dominated industry and this obstacle might be one aspect of concerns.

Eagly and Carli identified some limitations to the glass ceiling phenomenon (Northhouse, 2015). It implies for example, that along the path to higher-level positions, all women have the same access and only face barriers when reaching to the top-level. This means that all women have equal access to a certain stage. But the barriers women are facing can differ from individual to individual, this cannot be generalized for all women.

In 2007, Eagly and Carli identified that the leadership labyrinth conveys the image of a journey women have to take when aiming for high-level positions. Along the path, there are several challenges or so-called barriers women are facing. Some are obvious and others are subtle. Paths to the top do exist and it is the women's responsibility to find them and not as stated in the glass ceiling phenomenon that women are not able to find the path to the top.

In 2013, Sheryl Sandberg dedicated a whole chapter to the glass ceiling labyrinth but she describes it more like a "jungle gym". A more common term is the career ladder. Career opportunities are often described as a ladder, there are only two options: up or down. Combined with the labyrinth or the glass ceiling phenomenon this means that women have two opportunities: either they stay at their current positions, climbing up the career ladder until they face barriers, or they find another job where barriers wait at a later point. Career ladders are limiting as already mentioned. Taking the metaphor of a jungle gym, there are many ways to get to the top. "The jungle gym model benefits everyone, but especially women who might be starting careers, getting blocked by external careers" (Sandberg, 2013).

## **2.4 Gender Differences in Leadership Style and Effectiveness**

In order to understand the gender differences in leadership style and its effectiveness, the following chapter is going to outline the differences related to gender and what kind of effects those differences and each style have on performance.

In 1990, researchers stated that female leadership is more effective in a contemporary society (Helgesen, 1990). Those assumptions make the gender gap even bigger than actually explaining the reason. There are many researchers who argue that leadership style and effectiveness are not affected

or only a little affected by gender differences (Northouse, 2015). Several meta-analyses of research examining style differences between male and female leadership styles examined, that women were not found to lead in a more interpersonally way and less task-oriented manner than men but they found one big difference that women lead in a more democratic way than men which was the prove of an earlier meta-analysis by Eagly (Eagly & Johnson, 1990). Those findings have to be taken into consideration when trying to explain and identify gender differences in leadership styles. Furthermore, it is important to take special circumstances into account, e.g. male evaluators. Women's greater use of democratic style appears to more adaptive. It can be found for instance that women tend to lead in a masculine manner when they occupy a typically male leadership position. This leads to assumption that women use the style most appropriate for their situation (Eagly, Makhijani, & Klonsky, 2004).

As already mentioned above, a meta-analysis by Eagly, Johannesen-Schmidt, and van Engen (2003) found small but important differences between male and female leadership styles. Women's styles tend to be more transformational, whereby men's style tend to be more transactional. Women are more likely to give rewards than men. Moreover, the fact that female leaders were devaluated by male subordinates tends to extend in a transformational leadership style by women (Ayman, Korabik, & Morris, 2009).

Men, more than women, use a top-down "command and control" style. While female leaders "are not generally more inter-personally oriented than male leaders" (Eagly, 2013), the tendency towards women being more participative emerged in less-male dominated roles. According to Eagly (2013), women adopt more culturally feminine leader behaviours when not being in a male-dominated position. According to a meta-analysis by Avolio (2010) and Bass (1998), women combine male and female leadership characteristics more than men. This kind of leadership style is called androgynous leadership style known as transformational leadership style. This kind of style encompasses several different leadership behaviours e.g. transformational leaders who act as a role model, strengthen human relationships, develop the skills of their followers and motivate them. According to Eagly, Johannesen-Schmidt and van Engen (2003), female managers are more transformational than their male

counterpart. This aspect can be of importance when conducting the survey. In comparison to women, men use less effective and more threat-based incentives which can result in a less favourable working climate.

The following table outlines the main differences in male and female leadership styles referring to Burgeois (2006). This table was also the basis for the experiment being conducting within the following research. It must be taken into account that this table serves as a guideline and men and women can have combinations of both characteristics, depending on the person. This is a general differentiation of male and female leadership attributes.

**Table 1: Differences in male and female leadership characteristics**

Male	Female
<ul style="list-style-type: none"> <li>• Egoistical</li> <li>• Competitive</li> <li>• Task-oriented</li> <li>• Controlling</li> <li>• Factional</li> <li>• Commanding</li> <li>• Motivating for the company's success</li> </ul>	<ul style="list-style-type: none"> <li>• Caring</li> <li>• Collaborative</li> <li>• Relationship-oriented</li> <li>• Supportive</li> <li>• Intuitive</li> <li>• Leading</li> <li>• Motivating overall</li> </ul>

According to Go (2014), leadership styles in an extreme way, if lead by fear or ego create a difficult work environment. In her opinion, the most important characteristics are achieving a common goal instead of following an ego leader. By creating a culture of trust, every member has his or her part to contribute to the common success and to create a supporting and fun workplace. Combining all those characteristics, this means that according to Go (2014), a less dominated work atmosphere lead to success on a long-term basis at the end. Of course, this cannot be applied for all industries but those are female characteristics that could be of importance even within a male dominated industry.

## **2.5 Women in sport organizations**

According to Pfister and Hartmann-Tews (2005), the German sports system is far away from being a "gender-neutral" sector. They took a closer look at the situation of women in decision-making positions and leadership. There has been

an increase in female memberships from 1950 to 2000, but this increase cannot be reflected in the decision-making positions. "Only 20 per cent of honorary decision-making positions are held by women". The representation of women on the executive boards of sports clubs in Germany varies from zero to one third per cent (e.g. football). This under-representation of women in leadership positions comes along with the fact that women are responsible in limited functions. For example, women are in charge of positions concerning "women" and "youth". In the youth sector, women are responsible approximately 40%, whereby they are 100% responsible for the women sector (Hartmann-Tews and Combrink, 2006). Having a look at the heads of the German Sport Association (dosb.de, 2015), it can be stated that one person out of six representatives of this board is female. That woman is responsible for sports development in Germany and not for the typical masculine areas such as financing etc. This is a good reflection to show that positions to female leaders are limited in the sports industry. Taking those aspects into account, it becomes clear that a strong gender order still exists "underneath a surface of enlightened decision making (male) actors" (Pfister and Hartmann-Tews, 2005). While female memberships in sports clubs has increased over several decades, the involvement of women in decision-making positions is not reflected appropriately. The fact that more and more women are participating in male sports is changing the gender image of individual sports and therefore challenges the traditional gender order. This could be one aspect why "male" sports are represented by a male board of executives. The stereotype of thinking, mentioned earlier, is one reason for this situation.

## **2.6 Women and the German football industry**

Within the next paragraph women within the German football industry are being examined. One can say that women are mostly identified with sports like gymnastics or horseback riding but not as much with football. This is still a male domain (Pfister and Hartmann-Tews, 2005). So the conclusion seems correct to assume that only men should be managing this domain.

"Due to its worldwide popularity, football has long had to make sense of its lack of diversity" (Fielding-Llyod & Mean, 2011). Nevertheless, football in general still places great value on masculinity, toughness and aggression. There seems to

be no evidence that is going to change in the near future. It is an industry dominated by men for men. Although women's presence in football has increased, this cannot be seen in leadership positions. Men continue to play key management roles. Despite the growing presence of women in sport organizations, the domain remains strongly masculine.

According to Demmer (2013), women do not have as much experience in team sports as men. This statement was identified in the early seventies. It is outdated but all of the football management positions are still hold by men. This could lead to the assumption that men are the better leaders in team sport organizations. In such an organization a clear role distinction exists: on the one side, there are the so-called "stars" of the organization. They are cooperating for the achievement of a common goal but in the first place for their own benefit. On the other hand, the others are the ones who work in the back and make sure everything runs smoothly, staying in the background. Translating this for the managerial level of a football club, this means that the "stars" are the men at the top and the women acting as sub-ordinates, being as important as their male counterpart but working without as much appreciation as men. As described earlier by Kraus, the football industry is a "fight club". The law of power prevails and in this industry men have the power to make decisions. In today's society it is not about clearly defined roles. It is not of advantage to set up territories in an environment with fast changing and short-term tasks. So in order to achieve a common goal on a long-term basis, relationships within the organization have to be strengthened and should be one of the most important priorities. Taking this, female leadership characteristics are the solution for this path at first sight. During the dissertation, this statement will be investigated.

According to Buerger (2014), women are able to penetrate into male domains if they want to. Additionally, men are able to adopt several female characteristics like social competences. Taking the soccer industry as an example, more and more coaching teams are employing women because they recognize the benefits female characteristics can contribute to the working climate within the team. So this means that implementing female

leadership characteristics within the male soccer industry might be useful, referring to Buerger.

The German female manager of the German women national team stated in an interview that more women should be in the top management positions of male football teams. She outlines the criticism that the women world cup was organised mainly by men. Referring to her, Germany has many female football coaches who have the competence to train a male "Bundesliga" team but because this domain is a very male dominated industry, it will take some time until a female coach seems realistic. It took a while until a female referee was accepted within the male football league. However, it seemed that woman is accepted by everyone nowadays and therefore they can be seen as a role model for what might be possible in the future (Dobbert, 2015).

Although there is not much literature about female leaders within the football industry, different areas of leadership are being researched within the football industry. As already mentioned above, more and more teams are considering hiring female coaches and co-coaches because of their social competences. Statistically, female coaches are still a minority in nearly all sports (LaVoie & Dutove, 2012). Referring to Acosta and Carpenter (2012), female coaches comprise around 20% of all head coaches for athletes of both gender. Many researchers argued about the importance of having female representatives in powerful positions in sports. All of them came to the conclusion that a dearth of female role models in visible leadership positions can result in unfavourable outcomes for women, in an inability to challenge negative stereotypes regarding gender and leadership for example.

Having a look at the media around football, there has been a change in reporting over the last years. More and more female interviewers are working in football journalism. Taking German sky media as an example, editor in chief for the "Bundesliga" is a woman. Due to the fact that more and more women are also commenting in front of the camera during a football game, the question arises whether the position was filled because of their competencies or because of their attractive outer appearance. One can assume that besides some knowledge about football and the ability to work in front of the camera, the physical appearance plays an important role within the media. This reflects

the stereotype of thinking concerning women in another way. Bluntly said, this could be interpreted as that women are appropriate for representative positions within the football industry, e.g. reporting, but when it comes to decision-making positions, those are still held by men.

In Europe, some football clubs have female heads. Having a look at the French football league, the football club Olympique Marseille is lead by a woman, Margarita Louis-Dreyfus. As a woman in a male domain she was underestimated, but she proved the doubters wrong (Peschke, 2012). She inherited her husband's shares of Olympique Marseille. This woman is a good example that a traditional football club can be lead by a woman who does not have the typical male characteristics at first sight. She probably would not be in this position without her husband's heritage but referring to the media she is doing a good job. In the same way, a woman owns an English premier league football club. The English Premier League attracts male owners from all over the world. "Into this all-boys club has stepped a female interloper: Swiss-German Katharina Liebherr" (Rossingh and De Jong, 2015). The FC Southampton CEO calls her attributes "real warmth" and "an acute sense of empathy", compliments at least voiced in British football. She inherited FC Southampton from her father. She had to deal with a lot of prejudices and she also proved the doubters wrong. With her female characteristics she lead the club to its most successful season since 2006.

These two women show that female traits can also be of importance in a male domain, especially in the football industry. They did not have to make their way to the top by themselves but they had to prove themselves to all the doubters.

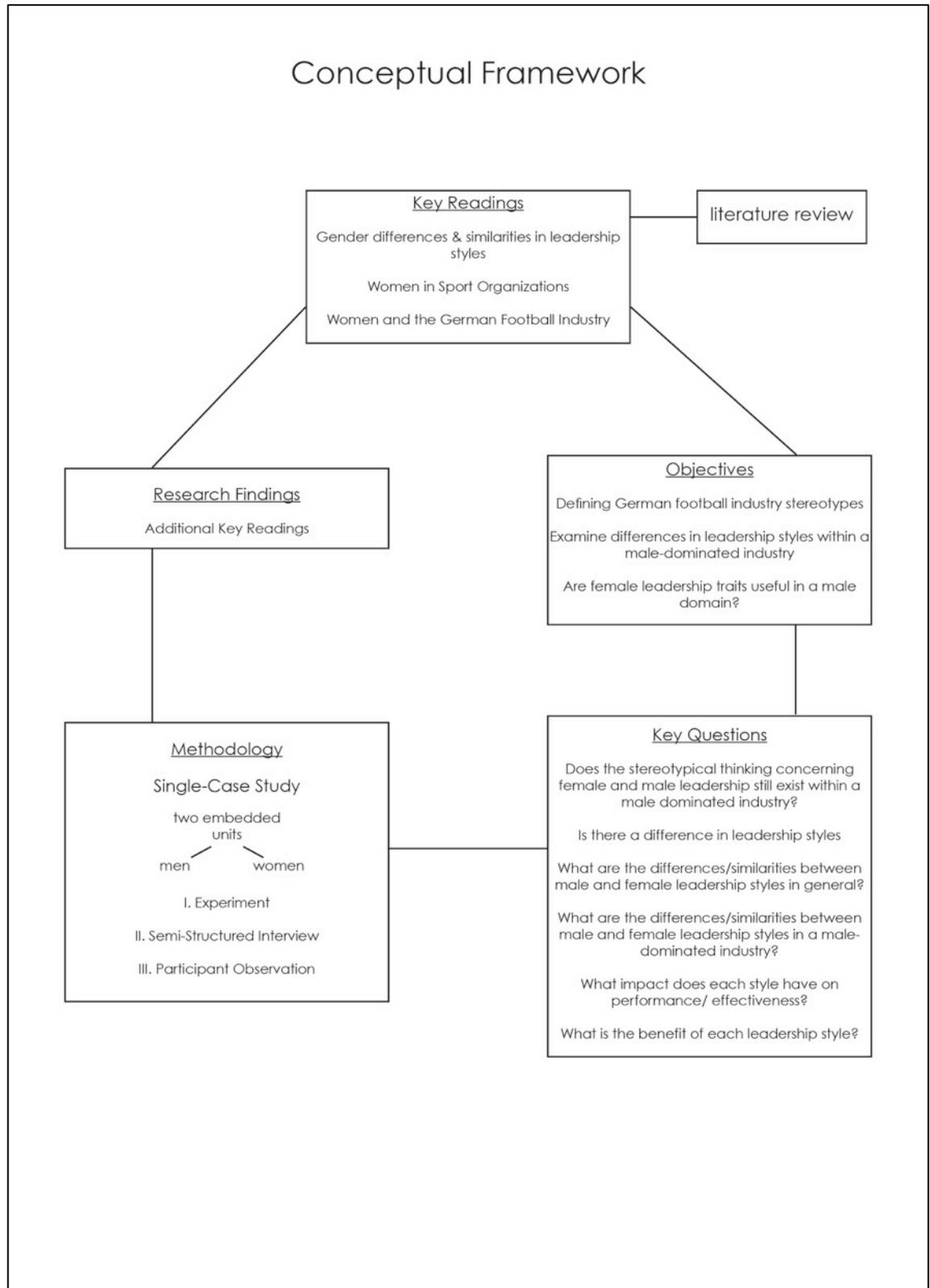
Having a look at the German football industry, an expert interview provides insight on this area. The expert interview can be found attached in the Appendices. Harald Gaertner is a former professional football player and sports and communication manager of a "Bundesliga" football team. He outlined in the interview the development of leadership styles. According to him there has been a change within the industry. Gaertner pointed out that the softer leadership characteristics are more used nowadays than they had been during his active career. "There was a clear hierarchy within the team. It was normal that younger players were in charge of the tidiness of the field. This has

changed completely nowadays” (Gaertner, 2015). But not only the relationship between player and coach has changed. Earlier, players would not have thought to discuss their problems with the management. There was a clear line being drawn. In today’s football business, there is an open door policy. This gives the players the opportunity to discuss issues with the management instead of using a mediator or middleman. Gaertner stated that female leadership characteristics are of use within the football industry in general but there is a differentiation. Several areas cannot be lead with a soft leadership style. “Taking the management level as an example, of course female traits could be of use from time to time but in general I would say that a masculine leadership style prevails.” Referring to Gaertner (2015), the football industry has become “softer” in some areas. Nowadays the only thing professional players have to care about is their career and their performance on the field. The circumstances and surroundings are being taken over by the football club, e.g. search for an apartment, car, etc. By caring about those things the club makes sure that the player are able to focus on what’s important: the performance on the field.”

## **2.7 Conceptual Framework**

In the following chapter the conceptual framework is being described. “A conceptual framework explains, either graphically or in narrative form, the main things to be studied and the presumed interrelationships among them” (Miles and Huberman, 2013). For this dissertation the graphically illustration is being chosen to outline the key readings and the relationship between objectives, key questions and research methodology. As illustrated within the conceptual framework graphic, three main objectives were identified which result in six key questions that were identified for the research. For conducting the research an experiment as well as an interview with open-ended questions are being chosen. Due to the lack of literature relating to leadership styles within the football industry, an expert interview is being conducted in order to get an insight on this topic. Analysis and findings of the research outcome are not being implemented within the conceptual framework.

**Figure 1: Conceptual Framework**



## **2.8 Conclusion**

All in all, it needs to be mentioned that according to the literature mentioned previously the female leadership style is of advantage. In general, women exceed men in the use of democratic leadership styles and are more likely to use a transformational leadership style. It can be said that women are not less effective to lead than men but women have to face several prejudices. Because of them women are not able to get to managerial positions in the same way men do. Referring to the literature, the dominant and masculine leadership style is out-dated and the feminine leadership style is more effective on a long-term basis.

Having a look at the football industry in Germany, this is a typical industry dominated by men. But also in such a male domain the female leadership style or at least feminine skills could be of benefit within such a domain. Taking the football industry in Germany in general, it is obvious that at first sight men with a dominant and typical masculine leadership style have powerful positions. Mainly, those positions are held by previous professional players who have the experience and knowledge one has to have when working within this field. At first sight, feminine traits and skills are not seen appropriate within a male domain. But other male dominated industries, for example the IT industry, have shown that women have leadership characteristics that are of benefit. This is one reason why more and more women enter typical male domains. This dissertation wants to identify whether this phenomenon can be adapted to the football industry as well and if female skills can have a positive effect on the performance within this industry.

To conclude, female leadership traits are generally seen positively according to previous research. In general, the fact that more women are working within a male domain leads to the assumption that female characteristics are of benefit within male dominated industries, too. Taking this as a starting point, the question whether the implementation of feminine skills can be implemented within the German football industry is going to be examined within this dissertation.

### **3 Methodology and Research Design**

The qualitative research method was chosen for this dissertation. The research was divided into two parts. The smaller part consisted of an experiment, where the actual attitude towards male and female leaders with a typical male leadership style will be evaluated. For the second part, a case study was conducted. This research method enabled the researcher to observe and interview the participants involved within the study.

Due to the fact that one football club was acting as representative for the German football industry, the chosen football team was seen as a case and therefore the case study approach seems the most appropriate one.

#### **3.1 Overview**

In order to examine the acceptance of male and female leadership characteristics within a male dominated industry, exemplary the German football industry, a case study with an experiment was chosen for this purpose. Therefore, the experiment served to outline the actual perception of male and female leaders within the chosen football team. The results will be presented as a representative for the German football industry. The case study therefore will be used in order to outline the benefits of female leadership characteristics within a male-dominated industry and when the use of those leadership characteristics will be appropriate.

This research was conducted based on the interpretivism aspect of the paradigm. This research paradigm is based on the belief that the world is just as people perceive it to be (Cavana, 2001). In other words, the social reality is rather subjective than objective. This aspect was of importance when conducting the research and interpreting the results. The aim of interpretivism is therefore to uncover the socially constructed position of the participants.

Talking about what constitutes acceptable knowledge, the focus will be held upon the details of current situation and the reality behind those details. Though the research of the interpretivism paradigm is value-bond, it cannot be separated and therefore this research will be subjective (Saunders, Lewis & Tornhill, 2009).

A qualitative research approach was chosen for this research purpose. Because the data being collected are primarily text based, the raw data need to be managed in order to being analysed. Data management in such a qualitative research involves three different aspects that need to be taken into consideration: data storage, transcribing audio sources, and cleaning the data (Boeije, 2010). The qualitative data analysis was held through open-ended questions in one-to-one interviews. During the research process theories were developed as a result of the data being collected from the people within the football industry. Because of that, this process can be seen as inductive. Though the main objectives were to examine the differences between male and female leadership styles and whether the implementation of female leadership characteristics could be of use within the German football industry, a case study with open-ended face-to-face interviews was being chosen for this research. By doing this, the researcher got an insight on the participant's view on the topic and had the chance to observe the participants at the same time. During the interviews, the focus lied mainly on the answers themselves but also on the timing of the answers, the body language, the way the interviewees answered, e.g. are the answers confident and with a strong tone of voice or is unconsciousness reflected within the answers.

## **3.2 Research Philosophy and Approach**

The research approach was a combination of an experiment and a single case study. Within the case study, interviews were held in order to get the required information concerning the perception of female leadership characteristics within a male dominated industry and in what situations those might be most appropriate of use or not. In order to understand the chosen research approach, experiment and single case study with embedded units are going to be described and justified within the following.

### *3.2.1 Case Study*

According to Yin (2012), the case study is a research method being used in many situations in order to contribute to the knowledge of individuals, groups, etc. "A case study allows investigators to focus on a "case" and retain a holistic and real-world perspective" (Yin, 2012). This research method was chosen because the aim of this dissertation is to identify gender differences in

leadership styles, the benefits of male and female leadership styles in a male-dominated industry and whether the implementation of female leadership characteristics would be of benefit within a male-dominated industry. By doing a case study, the researcher had the opportunity to get an insight on how the perception of female leadership characteristics was at the moment within the chosen soccer club, taking as a representative for the German soccer industry. Yin (2012) defines the case study as “an empirical enquiry that investigates a contemporary phenomenon (the “case”) in depth and within its real-world context”. In other words, a case study research is useful in terms of understanding real-world cases and that those understandings are of importance in the whole context. For this dissertation, it was important to examine the actual way of thinking concerning male and female leadership characteristics within the soccer industry, the differences of male and female leadership styles and the benefits and disadvantages of each style within the chosen industry. By doing a case study research, those aspects were taken into consideration and solutions were identified. Every type of research study has a research design, which is the logical sequence that connects the empirical data to a study's initial research questions and to its conclusions at the end. So, the research design is the path from the set of initial questions to some set of answers (Yin, 2012). In a case study, five components are essentially of a proper research design:

1. Case study's questions
2. Its propositions, if any
3. Its units of analysis
4. The logic linking the data to the propositions
5. The criteria for interpreting the findings

The following paragraph examines the research design in detail. Beginning with the research questions, most appropriate questions to ask in a case study research are “how” and “why” questions. The objectives are the result of those research questions, which already have been identified in the previous chapters. The first three components, identifying the case study's questions, the

propositions and the units of analysis, will lead the research to identifying the data that are to be collected. The other two components, which is the logic linking the data to the propositions and the criteria for the interpretations of the findings, will lead to suggestions after the data collection (Yin, 2012).

“Propositions are helpful in any case study, but they are not always present” (Baxter and Jack, 2008). Those propositions come from literature, personal experience, professional experience as well as generalizations on empirical data. In this case, those propositions are as shown in the following table. The chosen source for each proposition does not represent a full literature review.

**Table 2: Propositions**

<b>Proposition</b>	<b>Source</b>
Differences between male and female leadership styles	<p><b>Literature</b></p> <p>Ayman, R., Korabik, K., &amp; Morris, S. (2009). <i>Is transformational leadership always perceived as effective? Male subordinates' devaluation of female transformational leaders.</i> Journal of Applied Social Psychology, 39. p. 852-879.</p> <p>Bourgeois, T. (2006). <i>The hybrid leader.</i> Winchester, VA: Oakhill Press, pp.69-75.</p> <p>Eagly, A. (2013). <i>Women as Leaders: Leadership Style versus Leaders' values and attitudes.</i> Gender &amp; Work: Challenging conventional wisdom. Research Symposium. Harvard Business School.</p>
Female leaders within a male dominated industry	<p><b>Literature</b></p> <p>Cater-Steel, A. (2010). <i>Women in Engineering, Science and Technology: Education and Career Challenges.</i> IGI Global, p. 139.</p>
Female leaders within the sport industry	<p><b>Literature</b></p> <p>Combrink, C. and Hartmann-Tews, I. (2006). <i>Führung im Sport- eine Frage des Geschlechts.</i> Translation: Leadership in</p>

	<p>sports- a gender issue.</p> <p>LaVoie, N. M. and Duvote, J.K. (2012). Sports Coaching Review: Barriers and supports for female coaches: an ecological model. Sports Coaching Review, 1:1, pp. 17-37.</p> <p>Lovelin, M. and Hanold, M. (2014). Female Sport Leaders' Perceptions of Leadership and Management: Skills and Attitudes for Success. Global Sport Business Journal, 2(1).</p> <p>Pfister, G. and Hartmann-Tews, I. (2005). Sport and Women: Social Issues in International Perspective. Routledge.</p>
<p>Leadership characteristics and styles within the German football industry</p>	<p><b>Expert interview &amp; Literature</b></p> <p>Fielding-Lloyd, B. and Mean, L. (2011). "I don't think I can catch it": women, confidence and responsibility in football coach education. Soccer and Society, 12:3, pp. 345-364.</p> <p>Expert Interview</p>

After having examined the propositions, the units of analysis have to be defined. Generally, the units of analysis are linked to the definition of the research questions. When doing this, each question might appoint a certain unit of analysis (Yin, 2013). The dissertations questions will cover whether female leadership characteristics should be implemented within the German football industry and in which situations those leadership styles can be of importance and lead to a benefit for the overall organization. Therefore the units of analysis were within one football club. Units of analysis were chosen top-down from the board of directors to the players and the coaching team. The focus of the case study's question lay on the participants view on male and female leadership characteristics, their preferred leadership style and their perception of female leadership characteristics within a male-dominated industry. Taking the research questions, the use of a single case study with embedded units was the most appropriate to chose. Due to the fact, that men and women were being asked about their view on the actual situation on leadership, their preferences

and if the use of female leadership characteristics might be of use, two embedded units, men and women, were units of analysis.

Once the general case definition has been established, certain specifications become important. This means that the chosen units of analysis consisted of a small group of 16 people. They had to be distinguished from those who were outside the group. Specifically this states that the case study was limited to the chosen football club and not the entire football industry in Germany. The results can be used as a representative for the overall industry, but only this specific unit was used for the analysis. The differentiation between men and women were the embedded units as mentioned previously. By bounding the case, this will help to determine the scope of the data and distinguish between the subject of the case study and external data. The used key definitions within the study should rather be similar to those studied previously by other researchers or should innovate in clear ways. Applying this to the dissertation, it would either show that female leadership characteristics are of no use within a male-dominated industry or that the German football industry is ready for female leadership characteristics and can be applied in certain situations.

Linking data to propositions are important when the data is being analysed. This step involves pattern matching and explanation building (Yin, 2013). In this case, propositions come from literature and are mentioned previously within the literature review and the table above. This linkage might be helpful when analysing the data and connecting the outcome with the appropriate literature.

When doing case studies, alternative strategies needed to be identified and addressed by finding rival explanations for the findings (Yin, 2013). The more rivals have been addressed and rejected, the stronger are the findings. The challenge hereby was to identify them beforehand and include them within the literature and data collection. The last step is linked to the logical linking of the data to the propositions. Those two steps will lead the design to anticipate the case study's analysis.

### 3.2.2 *Experiment*

“Since the aim of an experiment is to test causal hypotheses by manipulating variables” (Cargan, 2007), experiments are a controllable research tool. The researcher was able to select the experiment's elements and the materials involved. Within an experiment, there were two different groups and one variable was chosen that is used differently for those two groups. This means for this situation, the variable was the gender of the manager described within the text that was handed out to the participants. One group read a text about a female manager, the other one about a male manager. The whole scenario was identical for both groups, except the names were different. Both characters had the same dominant leadership style. By doing this, the researcher hoped to get different opinions about the manager's characteristics related to the gender of the described person in the text. In dependence of the Heidi and Howard Experiment by Heidi Roizen, the results were hoped to be simultaneously. This would mean that the male manager was going to be described more positively than the female manager. By conducting this experiment, the way of thinking about male and female managers within the football industry at the moment would be identified. The participants were given a one-paged text at the beginning of the interview. After a given time frame the text was handed back to the interviewer. After having read the text carefully, the interviewees were asked to describe the manager with their own words and characterize that person in a few sentences.

### 3.2.3 *Interviews*

The main part of the case study is the open-ended interviews, being asked in a semi-structured manner. Referring to Yin (2013), interviews are a basic component of case studies. When doing interviews within a case study, they can be associated with a guided conversation rather than a structured query. Although a “persistent line of inquiry will be pursued the actual stream of questions within an interview is more likely to be fluid than rigid” (Yin, 2013). Those kinds of interviews are also called “in-depth interviews”. When taking the interviews, the interviewer has the challenge to follow the line of inquiry, as determined within the case study guideline, and at the same time ask conversational questions in an unbiased way. The case study guideline can be found attached in the Appendices. Case study interviews require an operation

on two levels at the same time, which means that the interviewer has to satisfy the needs of the line of inquiry as well as formulating friendly and non-threatening questions in the open-ended interviews. With the permission of the interview partners, the conversations were being recorded to guarantee an accurate evaluation additionally to the interviewer taking notes while interviewing. The recording was not only of importance when evaluating the results but also to ensure that the interview partner had the interviewee's full attention. "Rather than occurring over an extended period of time or over several settings" (Yin, 2013) the described interviews are going to be more focused. The shorter case study interview was chosen for this dissertation because the interviews may still remain open-ended and assume a conversational manner but the interviewer was able to follow the case study guideline. Given that, the purpose of the interview was to examine the interviewee's attitude towards female leadership characteristics and style within a male-dominated industry and how the perception of implementing those styles within the football industry was, the shorter case study interview was chosen. Several aspects had to be taken into consideration when using shorter case study interviews. The specific questions had to be carefully worded in an unbiased manner so that the interviewer appeared naïve about the topic and the interviewee had the opportunity to advance his or her opinion.

#### 3.2.4 *Direct observation*

The third part of this dissertation's case study is the direct observation. It is not one of the main parts of the case study but of the same importance than the experiment and the interview. A case study should take place in the real-world setting of the case and therefore the opportunity for direct observation is being created. The observation was a smaller part within the case study but of an importance when it comes to linking the behaviour with the given answers of the interview partners. By doing this, the interviewer had the possibility to make assumptions about the answers. Did the interviewee need time to find an answer or did he act in an insecure manner can be indicators that the interviewee did not feel comfortable with the asked question. When observing the interviewees, the researcher was able to analyse the given answers. Referring to Yin (2013), "observational evidence is often useful in providing additional information about the topic being studied". This could for example

show that the answer given does not comply with the way the interviewee acts. The observation was done during the interview by taking notes when something eye-catching occurs. The analysis of the audio-records lead to observational assumptions, e.g. the timing of the answers, or if the interviewee pauses often while answering.

### **3.3 Research Strategy**

When conducting a qualitative research, several aspects had to be taken into account. Because of a rather small number of participants, the questions had to be highly structured and well designed in order to get as much information as possible. The Interpretivism approach was chosen for conducting this research and therefore one football club was sufficient to serve as a representative for the a male-dominated industry. In order to get as much information and as various points of views as possible, all internal levels of positions were chosen to be focus of analysis, starting at the board of directors on to coaches and subordinates.

The interview consisted of two parts. The first part was an experiment where the interview participant was handed a text. After having read the text, the person mentioned in the text was described by the interviewee. This method was chosen in order to get information of the participants' point of view on gender stereotype of thinking related to male and female leaders in the German football industry. By conducting this interview, the researcher had the opportunity "to provide valid and reliable measurements of theoretical concepts" (Bloomberg, Cooper & Schindler, 2005). Half of the participants were given the text about a female soccer manager and the other half was given the text with the male manager.

For conducting the second part of the research, a semi-structured interview with open-ended questions was chosen. By doing this, the interviewer had the opportunity, to change the order of questions or add a question when necessary and appropriate. When preparing the interview, the researcher had to make sure that the questions prepared cover all the important topics and necessary areas. A helpful tool therefore was an interview guideline. By using a guideline it could be ensured that the same issues are addressed in the

interviews and it increased the comparability of multiple semi-structured interviews (Bloomberg et. al., 2005).

### **3.4 Collection Primary Data**

The following chapter outlines the chosen sources of data collection and ethical issues that need to be taken into consideration when doing a qualitative data research.

#### *3.4.1 Sources*

The football club FC Ingolstadt 04, which promoted from second “Bundesliga” to the first “Bundesliga” the season of 2014/2015 was chosen for the case study. Due to the fact that not only the management level was selected for the research but most of the internal stakeholders of the sport organization as well, the case study on one football club was sufficient to represent qualitative results for the German football industry. There are five different areas that have been chosen as sampling units for this dissertation. Beginning at the board of directors, consisting only of male members, one was going to be interviewed for the case study. On the management level, both managers were going to be implemented within the research, the manager for sports and the manager for finance, both male. The personnel department consisted of several sub-departments: organisation, marketing and merchandising and sponsoring and ticketing. Two of each department were being asked, except the organisation department. As well men as women were being asked. Representatives of the first team male and the first team women were also chosen for this case study. By having a broad variety of different areas and an almost even distribution of gender, the researcher hoped to get as much insight as possible and comparable answers. Because a case study with two embedded units was chosen for this research, each unit of analysis was part of one of the embedded units.

#### *3.4.2 Access and Ethical Issues*

The chosen participants were contacted via email with general information about the researcher, the dissertation’s topic and the question whether interest in participation in this research consists. After email contact, interview dates were set and personal information e.g. phone-number was provided for upcoming questions. Before the interviews were held, the researcher gave the

participants a hand out with information about the researcher and the dissertation's topic and why this person was chosen as an interview partner. Additionally, an agreement was being given to the participants as well where they confirmed that they agree with the circumstances mentioned in the text, e.g. the recording of the interviews and the use of the data for research purpose only. All the interviews were being held anonymously and the researchers ensured to keep the participants' privacy. The researcher thereby confirmed that the provided data would be treated in a confidential manner. The participants were also given the opportunity to cancel the interview at any time and to not answer questions they feel uncomfortable about.

In general, the data collection process went smooth and without any disruption. All of the participants took the time to concentrate on the interview and were interested in the topic.

The text of the experiment as well as the interview questions can be found attached in the Appendices. Furthermore, one exemplary interview was being translated and attached as well.

### **3.5 Approach to Data Analysis**

Referring to Patton (2015), the analysis of qualitative data is hard work and involves a lot of creativity and discipline. "Case analysis involves organizing the data by specific cases for in-depth study and comparison" (Patton, 2015). Within a single program case (n=1), several case studies of participants can be done. In this scenario, the analysis starts with the individual case studies and then a cross-case pattern analysis follows. By doing that, each individual case is being analysed first in order to understand completely the outcome and after each individual case has been studied, the outcomes are compared in order to create a pattern. The analysis of the data did not only consist of the answers the participants give during the interviews but also the recording. When analysing the recordings, body language, tone of voice, answering time were being carefully analysed to find a pattern to the answers given. Once the raw data had been collected, a case record needed to be written. By doing that, the voluminous case data was gathered and organized into a comprehensive data volume. It included all the major information that was used for the final case analysis. "Information is edited, redundancies are sorted out, parts are

fitted together, and the case record is organized for access topically" (Patton, 2015). After this step, the needed information needed to be organized at a level beyond raw data. The step from converting raw data to a case record was optional.

Another important step in analysing qualitative data was the content analysis. After having read through the raw data, the content analysis could help to look for phrases or words, that were said often and in which context. Whether this analysis would be of importance could be decided after having read the interview answers of the participants. The core meanings having found through the content analysis, were so-called patterns and themes. The difference between pattern and themes was that patterns refer to a descriptive finding and themes interpret the meaning of the pattern. According to the dissertation's topic, patterns will be of importance.

Because the case study will have several parts of content of analysis, each part of analysis will be described within the following.

### 3.5.1 *Experiment analysis*

The answers of the participants were collected, transcribed and analysed. The following questions were of importance when going through the answers:

- How is the person described in the text being characterised? Positively or negatively?
- Did the participants rate the male manager in the same way or are there differences?
- Did the participants rate the female manager in the same way or are there differences?
- Can a pattern/correlation between the given answers and the gender be identified?
- Is the dominant leadership style of the man rated negatively or positively? How was the acceptance of this leadership style?
- Is the dominant leadership style of the women rated negatively or positively? How was the acceptance of this leadership style?

By incorporating these questions, the researchers had the possibility to examine the actual way of thinking concerning male and female managers within a

male dominated industry and whether that way of thinking concluded with the expected results which were that the male manager will be rated more positively and more likeable than the female manager with the same dominant leadership style.

### 3.5.2 Analysis of interviews

The interviews were divided into four subparts. Personal questions, general questions about management and leadership styles, specific questions concerning male and female leadership styles and specific questions about leadership styles within the football industry. The personal questions were being asked first in order to warm up and make the interviewee feel comfortable. Each of the following parts included two questions that were identified as key questions and were related to the objectives of the dissertation mentioned earlier. Men and women were given the same questions except one additional question for the women. When analysing the interviews, the male and female interviews were each analysed independently and at the end the results were being compared. By doing this, a relation between gender and given answers could be identified. When analysing the interviews, coding was an instrument of use. "Coding and analysis are not synonymous, though coding is a crucial aspect of analysis" (Basit in Saldana, 2012). For the analysis of the interviews pattern coding was being used for the first code cycle. This coding summarised the primary topic of the text and all themes that fall under this pattern were being analysed together. During the second cycle, sub codes were being evaluated (Saldana, 2012) to get more in depth information. The codes and sub-codes were being evaluated with letters in order to structure the research data. The first part of the coding is related to the question whereby the second part outlines the answers. By doing this several codings and sub-codings are not mixed up. This is being explained with the help of the following example:

**Figure 2: Coding Scheme**

Question: What are your <b>w</b> ork <b>v</b> alues? → Coding: <b>WV</b>		
Answer:	<b>F</b> un	<b>WV - F</b>
	<b>M</b> oney	<b>WV - M</b>
	<b>W</b> ork with <b>p</b> eople	<b>WV-WP</b>

The coding scheme can be found in the Appendices and is analysed within the following chapter.

### 3.5.3 *Analysis of participant observation*

This part is a small but important part of the analysis of the given data. While conducting the interviews, notes were being made referring to response time, insecurities with questions etc. of the participants. The observation helped to underline the given data and interpret the findings. Although it was not chosen as the main research method, it is of importance and contributes to the overall findings.

## **3.6 Conclusion**

The chosen research method was based on the interpretivism approach and therefore free for subjective analysis of the researcher. The qualitative research method was a case study with an included experiment used for this dissertation. This method was chosen because the environment of the units of analysis as well as in depth information were being of interest for the dissertation's topic. As units of analysis, one football club was chosen for this research purpose according to time and page limitations. The research of the whole football industry was not possible within the extent of a master thesis. Therefore the findings were analysed and related to the overall football industry in Germany.

The case study was divided into two parts: an experiment and in-depth face-to-face interviews. The experiment was held to get an insight on how the participants react to male or female leaders with a male leadership style within the football industry. This was being conducted in order to identify stereotype of thinking concerning male and female leadership. The second part was related to the dissertation's objectives. After having answered the first part of the interview, the following three parts include the key questions and were therefore of main importance when analysing the findings.

In terms of analysis, the pattern coding was identified when analysing the research data. This gave the researcher the opportunity to gather a broader range of information related to one theme or topic in one pattern. In the second coding cycle the main patterns were divided into sub-codes. The coding of all interviews can be found within the Appendices.

## 4 Presentation and Discussion of the Findings

In the following, the research data is being analysed and the findings are being discussed.

### 4.1 Overview

The analysis of the research findings is systematically divided into three parts, the experiment, the interview questions and the participant observation. Each part is sub-structured into answers by women and men and the comparison of both groups at the end of each sub-section. Conclusions will be derived from the analysis and presented within this part. But I begin with a presentation of the demographic characteristics of the sample unit of analysis.

50% of the participants were women. This sample was chosen in order to create an unbiased outcome and generate an equal amount of answers by men and women. When doing this, I wanted to ensure to get as many male as female objectives and opinions on the topic. When choosing the participants, I wanted to ensure to have as many different participants from one football club but from many different levels. Beginning at the board of directors, management level, administrative level, athletic level and the youth section. The following figure outlines the sample units, the percentage of sample units and the average age of men and women. The women who participated are working within the administrative level, athletic level and the youth section. In comparison to that, the men are part of the Board of Directors, the management level, the athletic level as well as of the administrative level.

**Table 3: Demographics**

	<b>Women</b>	<b>Men</b>
Sample	8	8
% Sample	50%	50%
Average Age	33 years	42 years
Occupation	Administrative level, athletic level, youth section	BoD, management level, administrative level, athletic level

## 4.2 Findings

In the next chapter, the focus will be on the analysis of the experiment and the interviews.

### 4.2.1 *Experiment*

Beginning with the experiment, stereotypical way of thinking concerning male and female leaders within the football industry was examined. The two different texts were distributed randomly. The answers of each participant and the associated coding can be found in the Appendices. Women who were given the text about the male manager rated Sam Miller generally as a hard working manager who sets his work as first priority. Not having enough time for the family was rated negatively but it seemed more acceptable than for the female manager. A man working long hours and having a dominant leadership style is accepted especially within a male domain like the football industry. His ambition and the passion for his work made him likeable for some participants. Men also rated the aspects negatively that Sam Miller prioritizes his job over the family. But as a justification for that some argued that it is understandable when working yourself up to the top. Overall, all of the participants suggested that Sam should set his priorities differently.

Many women who read the text about the female manager within the football industry said that “this person does not exist within the football industry” (participant, 2015) and the imagination that such a person could lead a male domain seemed on the one hand ridiculous and not imaginable but on the other hand the women were showing respect to that described woman. Normally, I would have expected that the women rated Sally Miller negatively because of the fact that she works instead of taking care of the family. It is not seen as a positive aspect but generally the participants think that a woman has to prove herself harder than a man in the same position. Only one female participant said that Sally Miller is a perfect example of a female manager, positively and negatively. This is an important statement because according to that interviewee, a woman can have the same characteristics as a man which are important in such a male domain. On the other hand, the fact that Sally is working instead of taking care of the family is seen negative and is proof for the stereotype way of thinking. Compared to the female manager, Sam was

characterized as an ambitious person with high goals. But the career of Sally is seen as harder to achieve than Sam's career, which results in respect for the female manager.

Generally, the stereotype of thinking could be proven in some ways but not as strong as expected. By doing this experiment, it can be concluded that the participants rated the managers based on the described situation and not because of the gender. The dominant style of both managers was somehow expected in such a male dominated industry but most of the participant rated this dominant leadership style as not likeable. Men as well as women would not want to work under such a dominant leader or would not feel as comfortable. Both of the groups suggested that in order to spend more time with the family, both managers should consider the delegation of several tasks.

#### 4.2.2 Interviews

The following part will be divided into four sub-parts. Within each part, the related questions will be described and analysed. The interview was chosen to examine whether female leadership skills can be implemented within the German football industry and when they would be of use.

##### 4.2.2.1 Personal Questions

The interview started with personal questions. Beginning with the question about work values the majority of the men named money and pay as one important value. In contrast to that, only half of the female participants chose payment as a work value. Referring to a study by Peterson (2004) women and men valued the same aspects of work but rated differently. "Men rated pay, money and benefits as well as power, authority, and status more than women did" (Peterson, 2004). In comparison to that, women prefer to aim for friends and relationships, respect and recognition rather than for pay and authority. According to that statement, I can agree with the findings concerning payment. Authority and power as a work value were not mentioned once. This was surprising, especially for the male interview partners.

**Table 4: Work Values**

<b>Work Values</b>	<b>Men</b>	<b>Women</b>

<b>Money</b>	6	4
<b>Fun</b>	6	2
<b>Self-realization</b>	5	4

Male participants rated the term “fun” more important than the female participants. This also includes friendships at work, friendly people at work or a friendly working climate, fun in doing the job. Relating this outcome to the literature mentioned previously, women did not rate interpersonal relations more important than men. Actually, for the male interview partners the fun aspect is a necessary work value.

In combination to the work values, the participants were asked about the perfect working climate. Both groups, women as well as men, prefer a friendly and respectful working climate. Only one participant mentioned the aspect that a certain hierarchy should exist which was a surprising outcome. Referring to available literature, men prefer a rather hierarchical working climate than women.

*“For me, a certain hierarchy must be given” (Male Participant)*

According to a study by Anderson and Hanson (2011), the only difference in gender leadership style can be related to decision-making styles. While the female leadership style can be associated with relation-oriented leadership style and a decision-making processes based on intuition, the male leadership style is focused on facts and tasks. When analysing the data related to decision-making, all male participants were of the opinion that this question cannot be answered by choosing one factor. Rather, a mixture of both decision-making styles are needed and depending on the situation one is chosen over the other. In contrast to that, two female participants decided that for them facts are more important than intuition and that they rely rather on facts than on feelings. This was an unexpected result because other female participants chose intuition or a mix of both depending on the situation.

The next question was designed in order to find which characteristics represent power and influence for the participants. As expected, the answers were mainly male characteristics such as self-confidence and manners. A differentiation between the answers of men and women could not be identified. In contrast to that, referring to a study by Chusmir and Parker (1984 in Pinder, 2014) "the women managers displayed a higher overall need for power than the male managers" (Pinder, 2014). According to them, women aim for a "desirable" power more than men do in the same position.

In connection with this question, I asked the participants which gender the described person has when they imagine a powerful person. The male participants were of the general opinion that such a person could be either both or only male. The female answers were different. Majority of the participants mentioned a male person. None of the participants mentioned a female person when being asked the question to name the gender of the imagined person. As an explanation for the given answers, the majority declared that this decision was mainly based because of experience.

*"This decision is based on my own experience. I think those characteristics are associated with men. The women I've met are rather friendly and not as tough as men."* (Female participant)

#### 4.2.2.2 General questions related to management and leadership styles

After having analysed the personal questions, general questions concerning management and leadership style in general were asked in order to introduce the participant to the topic.

A meta-analytic generalization showed that women are more transformational than men (Eagly, Johannesen-Schmidt, & van Engen, 2003). Taking this a starting point, I wanted to examine whether this statement applied to the chosen sample as well. When asking the participants about their personal leadership style, six out of eight women and five out of the eight men described their own leadership style as rather transformational than transactional.

*"For me personally, the transformative leadership style is the better one. I think that a good working climate and support and encouragement are a good*

*basis for a successful environment. People work better when they feel motivated and supported.” (Female Participant)*

The other five interview partners chose a mix of both. According to them, a leadership style needs to be adapted to certain situations and cannot be generalized.

*“The leadership style should be a combination of both styles. Each situation asks for a different style adapted to the actual situation. I would wish for a equal division of both styles.” (Male Participant)*

Furthermore, I wanted to know what the opinion of the participants is concerning male and female leadership styles. I asked them whether they think that a difference in leadership styles of men and women exists. According to several studies by Alison Eagly as mentioned previously in the literature review, a difference between male and female leadership style exists. Generally the female leadership style is mainly characterized as nurturing (Klenke, 2011) and caring whereas the male leadership style is described as dominant and more autocratic. The majority of the participants think that the difference between male and female leadership styles is that the female style is more emotional and caring than the male leadership style. The male leadership style is mainly being characterized as more direct and rational. But a few were of the opinion that there is no difference in leadership style. According to them, the gender does not play a role and the leadership style of women and men does not differ because of gender but because of the situation. One participant even made an unexpected statement concerning the difference between male and female leadership styles. For that person a difference does exist:

*“I think that a difference in leadership styles definitely exists. I think women are more intelligent in their leadership style. Men are more emotional and rush into their decisions. Women don't do that. They are smarter. Women are tougher than men.” (Male Participant)*

This outstanding statement is an interesting perspective and not congruent with the found literature and therefore no support for this point of view could be identified.

I asked the female participants one additional question, namely they would feel comfortable leading a male domain as the football industry for example. The majority were of the opinion that this would depend on the people they had to work with. Generally they would feel comfortable if they were given the needed respect. Most of them were aware that they had to prove themselves several times and justify their decisions more often than for example a male manager in the same position (Dzalagowski, 2013). "Acceptance" and "respect" are mentioned here as the two main factors that are necessary in order to feel comfortable. Interestingly, one participant outlined that such a phenomenon, a woman leading a male domain, does not only have constraints for the women but also for men. Men communicate differently with each other than with women. Most of the men who now work within a male domain were raised during a time where men only had to fight and prove themselves against men and they did not have to compete with women. So why should this be necessary now (Dzalagowski, 2013)? This is a good example of how men as well as women have to adjust that women are their competitors, too.

#### 4.2.2.3 *Specific questions concerning male and female leadership styles*

The third part of the interview focused on male and female leadership styles. By asking those questions I wanted to know if a difference in male and female leadership styles exist and which one each of the interview partners would prefer. By doing this, I was hoping to get an insight on the perception of the female leadership style. Beginning with the characterization of the male and female leadership style, each participant had to choose three attributes from a list for each style. The answers of men and women are similar when it comes to the characterization of the male and female leadership style. The female leadership style was mainly described as relationship-oriented and caring whereby the male style was associated with hard characteristics such as a dominant, success-oriented and direct. Being motivational is for men as well as for women an important characteristic when it comes to leadership but this is rather seen as an overall attribute and not related to gender. To support this finding, Pinder (2014) stated that there are no systematic gender differences when it comes to motivation.

After having characterized the male and female leadership styles, the participants were being asked whether a difference in male and female leadership styles exists and what the main difference is according to them. The majority of women stated that the female leadership style has soft attributes and is caring. Within the female leadership style, intuition and emotion play an important role. In contrast to that, the male leadership style is associated with hard attributes and dominance. Only one participant stated that there is no difference in leadership styles and that it cannot be generalized and depends on the character and the person and not the gender.

*“Yes, there is a difference in leadership styles because women are different from scratch. They are more emotional and lead with so-called soft attributes in general. I have met a woman who has a male leadership style but because she had to in order to survive within the industry she was working in.” (Female Participant)*

After having examined the perception of male and female leadership styles, I wanted to find out whether the interview partners identify more with the male or female leadership style.

**Table 5: Comparison of male and female leadership style**

	<b>Male Leadership Style</b>	<b>Female Leadership Style</b>	<b>Mix of both</b>
<b>Women</b>	1	1	6
<b>Men</b>	0	2	6

Having a look at the table 5, it is clear that as well men as women could not find a decision whether the female or the male leadership style is better. They were justifying their answers that it depends on the situation and both styles offer advantages in a certain way and area of field. Other than expected, no male participant chose the male leadership as favourable. In contrast to that, one female interview partner is of the opinion that the male leadership style is the only way to success. Therefore, more men than women chose the female

leadership style over the male. When analysing this outcome, I got the impression that appreciation of the female leadership style is given.

The fourth part of the interview deals with questions about female leadership styles within the football industry and therefore provides answers for the overall dissertation's question whether female leadership characteristics should be implemented within the football industry. When analysing the answers, I discovered that when it comes to women in the football industry, this domain is still a typical male domain. The majority of the participants shared the opinion that women have to face lack of respect and underestimation. This phenomenon was already identified by Eagly (Eagly, Makhijani and Klonsky, 1992). A woman can have the same qualifications as a man but she will be still disadvantaged in a certain way.

*"It is likely that a man grew up with football and playing it. Even if not on a professional level he will be more qualified because he knows the game."*

*(Male participant)*

This statement of an interview partner describes the common disadvantage women are facing within the football industry. So one can assume, that women are disadvantaged within the football industry in some ways. But how is the appreciation of the female leadership styles within a male dominated industry like the German football industry? The answers to this question varied. While women rated the female leadership style as not beneficial for the football industry, the male participants rated the female leadership style positive for the industry. Most of the participants argued that a female leadership style could only be used within certain departments. Taking the administrative level for example, a caring and supporting leadership style is appropriate and used often. Contrary to that, negotiations on the management level cannot be solved with a female style. There, the dominant and direct style is more appropriate. According to one participant, this question is difficult to answer.

*"Of course, I would like the impression of a female style within the football industry. But in my opinion, there is no space for such a style in one of the last real male domains. It is male domain and it always will be."* (Female

*Participant)*

The last questions is related to the previous paragraph but specified for the management level. I wanted to know whether the participants could imagine a football manager who has the female leadership style. Generally, the female leadership style is seen as an advantage but the majority of men stated that a mix of leadership styles is more appropriate within this industry. The women were of the opinion that a female leadership style can only exist with a male person in the management position. If a woman would lead with a typical female style, she would not be respected in the same way as a man who shows his "soft" side and outlines the benefits of this style. But in terms of competition with the other football club, the female leadership style could result in disadvantages. This again depends on the person being in the management position and the people in his team.

*"I don't think that such a person could survive within a male domain." (Male participant)*

This statement outlines the difficulties and constraints someone will probably face when entering a male domain with non-typical leadership style. The majority of the interview partners considered the female leadership style as a benefit for the football industry but outlined that the fact that women will not be in a management position and especially not when having the typical female leadership style.

Within the following part, the participant observation is going to be analysed and described.

#### 4.2.3 Observation

This part is only seen as additional information and therefore handled shortly within the following part. No tools are being used for this analysis. I am basing my analysis on my personal impression while interviewing each participant. When observing the interview partner during the interviews, everyone seemed very interested in the topic. A certain interest in the questions could be identified. This made it easier for me to take the interview. When asking some of the questions, for example the question about the gender of a powerful person, the majority of the participants were smiling when given the answers. They somehow expected the answer and the intention I was having when asking it.

Analysing the responding time, especially women were answering sometimes even before the question was finished being asked. This is an indicator that they felt very comfortable but also that experience or even society is giving the answer so they do not have to think about it for a while. The majority of the participants did not make demonstrative gestures to support their answers. All in all, the participants seemed interested and confident about the topic.

### **4.3 Discussion**

After having analysed the findings within the previous chapter, the results are being discussed in terms of the dissertation's objectives. The most interesting finding revealed from the experiment in this research is the acceptance of the female manager within the football industry. A study by Schein (DeMatteo, 1994) showed that women no longer sex type the job of the manager. Generally, the male and female manager, were both not likeable because of the fact that they neglect their families. The dominant leadership style is being accepted and especially the female managers got respect for being ambitious and following their careers. Compared to the Heidi and Howard experiment, the female manager was not characterized with negative attributes (Sandberg and Scovell, 2013).

The findings concerning the gender of a powerful person support available research related to female management positions. Sheryl Sandberg (2013) and also Judith Oakley (2000) identified a reason for the lack of women in managerial positions. The so-called glass ceiling phenomenon or jungle gym explain the difficulties and barriers women are facing when entering a male area. Not only that the stereotype of thinking still is somehow within the society's head but also that women and their leadership style is underestimated (Eagly, Makhijani and Klonsky, 1992).

Both male and female participants prefer the transformational leadership style, which is not consistent with the findings of Eagly and Johannesen-Schmidt (2001) and Eagly and Carli (2003) were men rated more transactional. According to the present findings, the transactional leadership style was only considered as a mix of both styles. All participants rated the transformational leadership style as positive and would prefer this style over the transactional leadership style.

The findings of table 5 outline that neither the male nor the female leadership styles are being preferred but a mix of both. Therefore one can say that compared to a study by Antonakis and Day (2012), the findings do not consist with the present research findings. They found out that the female leadership style is rated as more effective than the male leadership style. In comparison, the findings of my research show that a mix of both leadership styles is rated as most effective. The effectiveness of both, male and female, leadership styles has also been identified by Korabik and Ayman (in DeMatteo, 1994).

Differences in male and female leadership styles could be identified and the results are consistent with findings of previous research by Eagly and Johannesen-Schmidt (2001). The female leadership style is being characterized as caring whereby the male leadership style is still seen as dominant and more direct.

The last part of the interview is being discussed thoroughly because it covers the main objective of the dissertation. The implementation of female leadership skills and when those traits will be of use is the main question that needs to be answered. Having a look at the findings of the fourth part of the interview it can be outlined that generally the female leadership style and its characteristics are seen as positive also within the football industry. The caring and motivational characteristic of this style will lead to success on a long-term basis. The football industry is one of the main male industries within Germany and therefore dominated by men. Keeping this in mind the question of the implementation of female traits seemed unthinkable.

In terms of leadership styles, most of the participants could identify with the transformational leadership style. The most suitable leadership according to the findings when it comes to male and female traits, an androgynous leadership style, is seen as realistic within the football industry. The benefits of the female leadership styles are being recognized but within a male domain like the football industry, there is not much space for female traits only.

Other football industries have shown that female leadership traits are of benefit also within a male industry. In this respect, most of the participants are of the opinion that a female leadership style can only be used by a male person. A

female person with a typical female leadership style will not survive within a male domain and the majority of the interviewees is sure that such a person would not get to a management position because of the glass ceiling phenomenon for example. Examining this aspect further, the majority of the participants were of the opinion that persons with a typical female leadership style have to face several prejudices.

Taking this as a starting point, one can assume that a mix of both leadership styles might be of use within a male domain. The androgynous leadership style has components of male and female traits and can be adapted to different situations. Though the female leadership style alone cannot be implemented within the football industry, the adaption of female leadership traits in addition to the dominant leadership style should be considered. This significant finding of the study answers the overall question whether female leadership characteristics can be of use within the football industry. Female leadership skills only are seen as not viable within the football industry in general. But the advantages of the feminine traits are considered as being important and therefore the mix of both leadership styles, the so-called androgynous leadership style, seems appropriate. Referring to Frey and Schmalzried (2013), the androgynous leadership style combines traditional feminine and masculine traits. Research also shows that neither the feminine nor the masculine leadership style by itself is adequate. Creativity and motivation can be improved by the use of both styles. It needs to be mentioned here that men as well as women are able to lead in an androgynous way.

Having a closer look at the androgynous leadership style it must be outlined that according to some research "the ability to go beyond gender stereotypes" (Van Engen, 2012) and to integrate the stereotypical traits into the self is the concept of androgynous leadership style. Feminine traits and masculine characteristics are seen as complementary and not opposites. This demonstrates the positive aspect of the combination of both traits. With regards to the research findings, leaders with an androgynous leadership style are preferred and rated positively (Van Engen, 2001). Furthermore, a study by Kark et al. (2011) shows that leaders who have the androgynous leadership style are perceived as more transformational. This concludes with the research

findings mentioned previously. "In a recent meta-analysis by Koenig et al. (2011), evidence was found for the increasing role that androgyny plays in leadership" (Van Engen, 2012). Over the last decades the leadership style has changed to become a more androgynous leadership style because good leaders require feminine skills. In this leadership style, men and women can profit by having both, male and female, leadership skills (Eagly et. al., 2014). This is an advantage of an androgynous leadership style.

Due to the lack of research-based literature relating to female leadership characteristics within the German football industry, no evidence could be found to support the research findings that the androgynous leadership style is of benefit within this male dominated industry. But in terms of general leadership styles, the existing literature could support some of the findings related to general leadership style and management questions but not to the actual topic of interest, the leadership style within the German football industry.

All in all, the female leadership style and characteristics can be implemented within the football industry but in combination with male traits as well. In order to survive and compete in a male domain, the male traits cannot be neglected. One aspect of concerns is the competitiveness. Many argue that a female leadership style that is communicated to the outer world can result in becoming less competitive then communicating the "tough path" to the outer world. Therefore, the communication and presentation of the female leadership style should be done thoughtfully.

#### **4.4 Conclusion**

The main objective of this study was to examine whether the implementation of female leadership styles within a male dominated industry could be of use and in which situations this style could be of benefit within the football industry. Furthermore, the actual acceptance of female leaders within this industry was examined by conducting the experiment. Based on the findings of the dissertation's study the following conclusions can be drawn.

The acceptance of female leaders with a dominant leadership style is rated as positive and no differentiation concerning preference related to gender could be identified. Furthermore, the male and the female manager are generally

seen as equal competent for the position. Due to the awareness that men can achieve a management position in the football industry more easily when they have player experience, a woman who does not have such player experience will not be seen as competent.

After having analysed and discussed the findings, it must be outlined that a mix of both leadership styles can be of benefit for a football club in Germany. But there is no clear evidence that this can be reached within the near future. One always has to have in mind that several factors contribute to the success of a company or a football club. Besides the success of the professional team, the constellation of characters and departments as well as the preferred leadership style of each person of the team is of importance. Not everyone feels comfortable with a dominant or caring leadership style. With the mix of both leadership styles, a more effective work environment can be ensured and success is more likely to occur.

## **5 Concluding Thoughts on the Contribution of this Research, its Limitations and Suggestions for Further Research**

After having analysed and discussed the findings of the research the dissertation, concluding thoughts, limitations and suggestions for future research on this area are going to be mentioned in the last chapter of the dissertation.

### **5.1 Implications of Findings for the Research Questions**

The main objectives of this research were to investigate the acceptance of female leadership characteristics within a male domain, the difference in male and female leadership styles and female leadership styles within the football industry in Germany. During the research, all questions could be answered. The most interesting finding revealed in this research is the acceptance of female managers within a male dominated industry. Both male and female managers were rated as competent and ambitious and no differentiation related to gender could be identified. Further, the combination of masculine and feminine traits are seen as the perfect leadership style within the football industry in Germany. The question whether female leadership characteristics should be implemented within the football industry can be answered after conducting the research. An androgynous leadership style is the answer to that question but this cannot be supported by related literature. As a result, general literature is being used to support the research findings.

### **5.2 Contributions and Limitations of the Research**

The dissertations findings contribute to the lack of literature concerning leadership styles within the football industry in Germany. This dissertation is limited to one football club. The research of the overall industries could not covered because of the amount of time available for this dissertation.

This dissertation contributes to the amount of existing literature issuing leadership styles and gender as well as leadership within a male-dominated industry. This dissertation supports the theory that female leadership skills are of benefit also within a male domain. Besides that, this paper is an important starting point for future research and provides evidence that female leadership traits are seen as beneficial but according to the society's stereotype of thinking cannot be

implemented within the German football industry as the only leadership style. The result of the dissertation suggests an androgynous leadership style and therefore this master thesis provides proof that the mix of both styles is reborn.

### **5.3 Recommendations for Practice**

Based on the results of the study the following recommendations are given. Organizations, especially within the football industry, should be aware of the positive aspects of female leadership traits and the effectiveness of an androgynous leadership style and should try to associate the female leadership style with men as well as with women. Leadership styles should not be associated with gender but with traits and characteristics instead. The researcher is aware that female leadership characteristics cannot be implemented within each area of the football work environment but with the help of an androgynous leadership style different situations can be solved by either a more masculine or more feminine manner, depending on the situation.

The following steps are suggested in order to implement an androgynous leadership style within a male dominated industry. The steps are in correspondence with Smith's earlier research findings by Matkin and Fritz (2004).

- Analysis of the football industry's culture in terms of gender bias
- Determine the leadership paradigm in terms of preferred leadership style
- Mentoring programs that provide support for masculine and feminine leaders to learn and study "the other leadership style"

Considering these steps could help football clubs to ensure that both male and female leaders find the perfect leadership style with each of their best characteristics in combination. By doing this, the football club and the overall industry will get a maximum of benefit and support in return. Due to fact that the football industry is a fast-living work environment, the androgynous leadership style can adapt quickly to upcoming situations or circumstances. Both men and women have to have a change in thinking when it comes to leadership styles. Men need to consider the use of feminine skills, while women should not be afraid to use a more dominant style from time to time. The solution is in finding the perfect mix appropriate to the situation.

In terms of acceptance, a re-naming of the leadership styles related to male and female styles should be considered. The term “male and female” leadership style leads to prejudices. By avoiding these terms, the benefits of each style can be outlined and taught in an unbiased way. When attending workshops etc. this should be taken into consideration.

#### **5.4 Recommendations for Future Research**

Since female leadership related to the football industry is an uncovered area in Germany, further research will be required on leadership styles within the football industry in Germany in general, and on the positive aspects of female leadership traits within a male domain. If future research is made based on the findings of the dissertation, the following recommendations are given:

- Examine football clubs with a longer tradition
- Examine football clubs who are of bigger size
- Interview all football clubs of the league and compare the findings

Due to the fact, that the female leadership style is becoming more and more important, also because of the passed law concerning the quota of female representation in management seats, the application of the female leadership style has to be considered in the future. Referring to research findings and the literature used until now, female leadership styles should be implemented with the help of an androgynous leadership style. Future research should focus on the overall industry as well as the comparison to other male dominated industries. There it would be interesting to examine whether the outcome of this dissertation can be adapted to other male dominated industries. A comparison of other country's male domains should be considered as well.

#### **5.5 Final Conclusion and Reflections**

All in all, the implementation of female leadership characteristics seems possible when considering the findings of this dissertation. Due to the lack of literature concerning female leadership styles within a male domain and especially because of the missing literature concerning leadership styles within the football industry in Germany, this dissertation provides a good starting point for future research.

Overall, the main objectives could be identified and supported with a variation of findings. Both, men and women need to disconnect from the typical way of thinking that women can only lead in feminine way and the other way around. Both, men and women should lead in a way that is appropriate to the situation and not appropriate to their gender. The androgynous leadership style can be the solution to find the perfect leadership style according to given situation namely having both male and female traits, regardless of the gender of the person leading.

The female leadership style and its characteristics are becoming more and more important in the future and research has already shown that this leadership style is of benefit compared to the sole masculine one. But it will take some time until the German football industry will be prepared for a feminine leadership style that is also communicated to the media and the outer world. In some areas, the femininity is already implemented and with the use of an androgynous leadership style the benefits of the female traits will be recognized sooner or later. Presently, the combination of both styles seems the perfect solution because on the one hand, the dominant and masculine style remains but, on the other hand, the feminine manners are of use as well.

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## **Appendices**

### **Appendix I – Expert Interview**

Interviewer: Hello and thank you for having the interview on such short notice.

Harald Gaertner: No problem. I am looking forward to this interview.

Interviewer: You have experience as a professional football player and now you are working within the management of a football club. How would you describe the leadership style within the football industry?

H.G.: First of all, there was definitely a change in leadership styles over the last decades. When I was younger and a professional player, there was no “caring” leadership style. The coach was demanding and dominant and private issues had no space on the pitch. There was this certain respect. If one was going to the manager of the football club, then the only reason for this was the cancellation of the contract for example. But no one would have ever gone to the president of the football club to express criticism or something like that. That was different at that time. Hierarchies within the team were built. In that time it was clear that the younger players and those being new in the team had to clean the field after practice and collect the balls. There was a different respect for the older and more experienced players. This has changed completely but that’s appropriate to our time and the society now. I will not miss the time when it was different but I can assume situations differently with the experience I gained during my career.

I: If you take the time you were working after your professional career, what kind of leadership styles have you experienced? Have there been situations you had to get used to different leadership styles?

H.G.: I think there are several leadership styles. You can have the command-and-control leadership style, clear structures, clear directions, saying “this is how we do it” and then it works. You as a leader have the responsibility for how things went. For me personally, this leadership style is not beneficial and does not lead to success, because we are dealing with human beings who should be treated like human beings and you have to have a look at the overall image. For example, why is a person not able to do his work, what’s going on, are there any problems in his private life. If you have a chance to solve these problems and participate, then I think you’re given something in return. For me personally, a respectful and caring leadership style, e.g. interest in the private life to a certain extent, should everybody have and I don’t see this as a weakness but as humanity. I don’t like the dominant leadership style and in my opinion such a style is not appropriate in the present time.

I: Having a look at female managers within the football industry, it is interesting that a few women lead a football club but their position was inherited to them so they didn’t work themselves up to this level. Now my question is how is your opinion on that?

H.G.: I think they have leadership traits. The question is to what extent they are willing to acquire knowledge. I think it is difficult in this tough business to give

certain instructions in the daily business e.g. the professional team. Related to her expertise in some fields like marketing etc., such a person can give advice to the players. But it will be preferred to have an authentic leader who has experienced what the players are experiencing at the moment. But I am sure that such women can lead a football club but as you already said: they were given this position because of money or heritage. The question arises to what extent those women actually “lead” such a business or if they have a representative position and are experts on their specialised field (marketing, etc.). Most likely they have a team who offer them access to those areas they normally would not have access to. “Oeri” for example was leading a traditional football club in Switzerland and led that one economically and in terms of branding and communication to success. But how this was structured internally and what her actual tasks were, this cannot be answered. If one person is saying “I can do everything”, that person is in the wrong place for me. No one can do everything for 100%. You should have certain requirements to yourself to be the best in your field but you need expertise. You have to be open-minded and accept that you will not be able to be an expert in every field. You can be an expert on some fields or areas of work and you need specialists for the rest. And this is the biggest problem in traditional football clubs: the personality and not the club is of importance. I made this decision, I am responsible for the success, I, I, I,... .And this aspect is wrong in my eyes in terms of leadership within a company. Wrong is maybe the wrong term but it is wrong. You need your followers to support and follow you and then you will have the success.

I: Do you think, that decisions of women are seen differently compared with a decision of a man within a male domain?

H.G.: Yes, there are definitely differences. I have no experience in negotiating with women or was confronted in a football club with women who have working experience within this field. I think it is interesting to see what kind of difference there are. Taking the person in charge of PR of 1860 Munich as an example, this is a woman. I think that she had hard time in terms of crisis management of 1860 Munich when communicating with the media. This is my personal opinion related to this topic. If her crisis management would have been accepted by others, there wouldn't be so many rumours about the football club. Of course, this relates to her know-how but also to her character and her nature. There are women who can deal with situations like men do. But those then have the typical male style and can argue etc. on the same level. I wouldn't say that a woman is not able to have a leadership position within a male football club but who have to differentiate between the fields of work. Having to work with the football players won't work, because the player has not the respect he should have. That's in his nature.

I: You mentioned at the beginning that the caring leadership style and the “softness” was not a topic earlier within the football industry. A coach for example divided strictly and there were no soft skills.

H.G.: This is a development we have in the society nowadays. I don't think this style is bad. That's why more women work within male fields. That was not possible in previous times. In my parents' time it was clear that one is the nurturer and one the “educator” who looks after the home and the family. This

has changed today. You have more women who want to work within a male domain and who want to have a voice. This came up when the player's wife became his consultant or manager. Those women were tougher and part of the negotiations with managers. I think the future will show that more women will be able to do this job the question is, whether the society and the male domain industry will accept it. But I can imagine this situation. This is a development that cannot be stopped.

I: Thank you for this interview.

## **Appendix II – Interview Guideline**

Beforehand, different sheets of papers are handed out to the interviewee. One is a description of the overall topic, why this interview is being held. This information provides only basic information in order to avoid biased answers.

Secondly, the participant gets two copies of a letter of agreement. By signing this, the interviewee agrees to use the data for the dissertation and also the recording of the interview. The interviewer ensures to use the data carefully. One copy is for the interviewer, one for the interviewee.

After starting the recording, the interview can be started.

The interview is divided into two parts:

### **I. Experiment**

Participants will be handed a text. After having read the text about a male or female manager (this will be decided by accident), the participant returns the text to the interviewer and describes the person with his/her own words

By doing this, the interviewer tries to get an insight on the general acceptance on male and female managers

### **II. Interview**

- a. Personal questions as a warm up
  - i. Experience
  - ii. Perfect working climate
  - iii. Decision making
  - iv. Characteristics for power and influence
  - v. Gender of that person
  - vi. Justification for that answer
- b. Basic and general questions about management and leadership styles to lead the participant to the topic  
Before asking the questions it is important to explain the two different styles to the participant in order to ensure that the interviewee knows and is familiar with those styles
  - i. Personal leadership style
  - ii. Preferred leadership style
  - iii. Opinion on leadership style of men and women
- c. Questions about male and female leadership styles  
Hand the participant a list with characteristics
  - i. Description of female leadership style
  - ii. Description of male leadership style
  - iii. Difference between male and female leadership style
  - iv. Comparison of the leadership styles and the choice of the "best fit"

- d. Questions about male and female leadership styles within the football industry
  - i. Advantages or disadvantages because of the participants' gender
  - ii. Opinion on women within the football industry
  - iii. Qualifications of men and women
  - iv. Importance of female leadership styles within the football industry
  - v. Person with a female leadership style on the top of a football team

Each part of the question includes key questions that are of importance to write for the dissertation. Therefore it is important that those questions are being answered. If the participant answers shortly, ask again to get more information to ensure to get all the information needed.

## **Appendix III – Experiment Text**

**Personal Data:** *Sally/Sam Miller is a manager of a football club. She/he completed her studies overseas and completed several internships In Germany as well as in other countries. Right after her/his studies she/he got employed by a football club where she/he worked herself/himself up to the management position over the past 10 years. She/He is 35 years old, married and mother/father of two children aged 3 and 5.*

Monday morning 06:00 o'clock. Sally/Sam Miller starts her/his day with a 10km run as usual. After that, she/he goes to work. Her husband/his wife takes care of the children and brings them to kindergarten.

Urgent meetings are scheduled for today, that require Sally's/Sam's full attention. Beforehand, several documents have to be prepared. Because of that the scheduled lunch with the family falls into oblivion.

Early afternoon, Sally/Sam is having an important conversation on the phone with one of the player scouts who reports on an outrageous talent. Another football club is in negotiation with that player's manager so a quick decision is needed.

A crisis meeting is announced for the early afternoon. Sally/Sam Miller is not pleased with the team's suggestions for the upcoming marketing campaign and would have expected better ideas. At the tone of her/his voice she/he demands new and especially better results. As a result of this meeting, a brainstorming meeting is timed right after the crisis meeting, which lasts late.

At 22:00 o'clock. Sally/Sam Miller ends her/his working day and arrives at home. The children and her husband/his wife are already asleep.

## Appendix IV – Interview Questions

**Experiment: After having read the text, how would you describe the person mentioned in the text?**

### Level 1: Personal Questions

1. How long do you work within the football industry?
2. What are your work values?
3. How would you describe the perfect working climate?
4. Are you making your decisions based on facts or intuition?
5. Which characteristics represent power and influence for you?
6. When you try to imagine this person, what gender does this person have?
7. Why did you choose this gender?

### Level 2: General questions about management and leadership styles

*After having read the text and understood which kind of person is described, I would like to have your opinion about management and leadership styles in general. Generally, there are two different styles of leadership, the transactional and the transformational leadership style. The transactional leadership style is focused on profit and success and the relationship between employee and employer is based on a transactional basis. This results in an exchange of good work for good pay. The transformational leadership style is focused on interpersonal relations and the motivation of the followers.*

1. How would you describe your own leadership style?
2. **If you could choose the leadership style of your boss which one would it be?**
3. **Do you think men and women lead in a different way?**

### Level 3: Specific questions concerning male and female leadership styles

*Taking the available literature as a starting point, one can say that men and women lead in a different way. Within the following questions I would like to know your opinion about this topic.*

1. How would you describe the female leadership style? Choose 3 characteristics
2. How would you describe the male leadership style? Choose 3 characteristics
3. **What is the main difference between the male and female leadership style according to you?**

### Level 4: Specific questions concerning male and female leadership styles within the football industry

1. Do you have any advantages or disadvantages because of your gender when working in the football industry?

2. Do you think women face any advantages or disadvantages when working within the football industry?
3. Do you think that men and women have to have the same qualifications to work within the football industry?
- 4. Do you think female leadership characteristics could be of importance when working within the football industry?**
- 5. Do you think one day it will be possible that a person with a female leadership style will lead a male football club? Justify your answer!**

**Note: Questions written in bold are key questions and therefore of importance!**

## Appendix V – Example of participant interview

Interviewer: After having read the text, how would you describe the person mentioned in the text? (The participant was given the text about the male football manager)

Participant: First of all, I would describe him as a workaholic, who favours work over family. This aspect makes him not likeable in my eyes. But if you want to have a successful career at this stage of your life it is kind of understandable that family has to come second. Besides that, the text describes a normal daily routine of a football manager.

Interviewer: Would you like to work for such a person?

Participant: Well, the family aspect makes him not likeable in my eyes but this is a private thing. I think he's very competent in what he does and what he already achieved so yes, I think I could work under such a person.

Interviewer: Thank you! Now, we're coming to the second part of the interview. First, of all I am going to ask you some personal questions.

### Level 1: Personal Questions

I: How long do you work within the football industry?

P: For 9 years now.

I: What are your work values?

P: First of all, of course to earn one's living, self-realization and fun at what I am doing. Otherwise I wouldn't enjoy going to work.

I: How would you describe the perfect working climate?

P: Well, the perfect working climate for me is a lot of communication with each other but about relevant topics and no "chit-chat" about private things. Expressing criticism on a professional and not harmful level. Furthermore innovation is an important factor that should be named here. In terms of leadership style I would prefer a collegial and friendly atmosphere over a dominant and hierarchical. In some ways even a laissez-faire leadership style.

I: Ok that is interesting. When making decisions. Do you base your decisions on facts or do you rely on your intuition instead?

P: I would say that this depends on the situation. But general I think my decisions are 30% intuition and 70% fact based.

I: What are decisions that are based on facts for example?

P: All the things that deal with numbers and expenses and so on, trading and commercial subjects. Employment of people for example is mainly based on intuition. How do you think does this person fit into the company.

I: What kind of characteristics represent power and influence for you? Take a powerful person and describe the person within three attributes?

P: self-confident with a glance to narcissism, innovative and focused. Such a person follows his path no matter what.

I: If you imagine this person in your head, what kind of gender does this person have?

- P: male (answered immediately with a smile on his face)
- I: Why did you choose this gender?
- P: Because this is an image taught by society from childhood on. You grow up with an image in your head, man at work and woman at home. This is how I was raised and this image is manifested in my head.
- I: Ok great. Now we're coming to the second part of the interview questions where I will be asking you general questions about management and leadership styles. Generally, one can say that there are two main leadership styles: the transactional and the transformational leadership style. The transactional leadership style is focused on profit and success and the relationship between employee and employer is based on a transactional basis. This results in an exchange of good work for good pay, wherein the transformational leadership style is focused on interpersonal relations and the motivation of the followers.

### **Level 2: General questions about management and leadership styles**

- I: With this information in your mind, how would you describe your own leadership style?
- P: I think I am more the transformational leader. The transactional style always plays a role of course when working but for me personally, I am the transformational leader.
- I: If you could chose the leadership style of your boss which one would it be and why?
- P: I think also the transformative because I can handle this leadership style better. I can identify myself with this style and having a boss with the same leadership styles makes things easier at work. But I would not generally say that all chefs should have this leadership style. This is just my opinion and the perfect style for me. Depending on each character, different leadership styles are needed and appropriate I would say.
- I: Do you think that men and women lead in a different way? And please justify your answer.
- P: Yes, I think there is a difference. Men and women are different from their characters and this is reflected within their leadership styles in my opinion.
- I: Ok thank you for the answer. Now we're coming to the third part where the questions will be specifically related to male and female leadership styles. Taking the given literature as a starting point, one can say that men and women lead in a different way. With the following questions I would like to get your opinion about this topic.

### **Level 3: Specific questions concerning male and female leadership styles**

- I: I am handing you a list of attributes (Those can be find within the Literature Review, Figure 1). Please chose three attributes that describe the female leadership style and then again three for the male leadership style.
- P: Ok. The female leadership style is caring, relationship-oriented and motivating. The male leadership style is success-oriented, honest and direct.
- I: What do you think is the main difference between the male and female leadership style also according to your choices.

- P: I think the female leadership style is the more caring style in comparison to the male style. The softer style so to say. The male leadership style is more tough and dominant.
- I: Comparing those two leadership styles, which one is of benefit to you and why?
- P: This depends on the employees and the industry and also the combination of employees, male and female.
- I: Which industry would need a female leadership style and which a male?
- P: Well, in all creative industries, for example the marketing industry, the female leadership style would be more appropriate. The male leadership style would work in production industries.
- I: Why do you think that?
- P: The people in creative industries work better on their own and they prefer to work on their own. So giving them freedoms is necessary when aiming for success. This more given in the female leadership style, some support but enough freedom to let them work on their own and to make own decisions. In the production industry, clear norms and procedures need to be followed. Otherwise the product will not work at the end. So this industry needs clear instructions and good communication and sometimes a dominant style.
- I: That was an interesting example. Now we're coming to the last part of the interview: specific questions about male and female leadership styles within the football industry.

**Level 4: Specific questions concerning male and female leadership styles within the football industry**

- I: Do you have any advantages or disadvantages because of your gender when working in the football industry?
- P: I think I have an advantage. During my career at this football club I had several stages. Some of those positions are more difficult for women to have. For example, team coordinator is a tough job for a woman because they have to fight for respect. As a man you already have the respect. For me personally, being a man was of benefit and otherwise I wouldn't have gotten into this position. Within the football industry, the male and dominant style prevails, it always has.
- I: Do you think women face any advantages or disadvantages when working within the football industry?
- P: I think, on the knowledge level they're disadvantaged because they're being underestimated when it comes to football knowledge. They're not seen as qualified. They being "used" for representative jobs and this should not be seen as negative or insulting. Generally, women have a tough time, especially while entering in this industry.
- I: Do you think men and women have to have the same qualifications when working within the football industry?
- P: Yes, definitely. I think women have to have the higher qualifications in order to get a job where also a man applied. This my opinion.
- I: Do you think female leadership characteristics could be of importance within the football industry?
- P: I think you have to differentiate within the football industry. This depends on the departments and the characteristics working within each

department. Having a look at the athletic level, the female leadership definitely can be of advantage. Having a look at the actual head coach, he certainly has some female leadership characteristics. We also had head coaches where the dominant leadership style was being used and this did not lead to success in the end. We had both and each has its advantages and disadvantages and it must be adapted to the actual characters. On the administrative level for example, the female leadership style is useful as well. You have sensible men and women here as well and those have to be supported and motivated which can be done by the female leadership style. But general I would say that a mix of both styles is the best solution. Depending on the people you work with, the male or female style can prevail also depending on the situation. I also think that the caring style is not possible within a big enterprise, the smaller the company the easier it is to lead with the female leadership style.

- I: Finally, one last question: Do you think it will be possible to have a manager, male or female, with a female leadership style within the football industry?
- P: Yes. This again depends on the team and each character. If this person chooses his/her team and they all "work" with the female style then it can be possible. I think this does not depend on the manager alone but on the team around him.

## Appendix VI – Experiment Coding

	Sam	Coding	Sally	Coding
<b>Women</b>	family comes second; wants to prove himself; works so hard to get respect; perfectionist; should delegate some tasks to have some free time	priorities delegation perfectionist	a very ambitious person; selftrust to manage family and job; she misses a lot of events with her family because of her job; she sacrifices herself for the job; she seems very competent	priorities family and job competency
	typical daily business of a manager; he should overthink his tone of voice according his employees	dominance	generally I would say that such a woman does not exist within a male domain; football is a typical male domain and a woman in this position won't have space there	male domain
	works a lot and has less time for his family; but if you want to have success in business you have to lower your expectations	priorities	respect for this women to manage job and family; I think women are very important in the football industry; great that she has a husband who stays at home with kids to let her fulfill her dream career	family and job ambitious
			this woman represents women in a leadership position best positively as well as negatively; long working hours which may be the result that a woman has to prove herself more than a man; family comes second; typical leadership styles like e.g. tone of voice do not represent a female leadership style in my opinion	stereotype
			successful woman; neglects family which is not appropriate; should delegate some tasks and take time for the family; I wouldn't want to work for that person because I cannot identify myself with her	delegation sympathy
<b>Men</b>	will have a burnout soon; difficult to tell something about a person from a paper; the person sitting next to you is important well structured; knows what he wants; could work more efficient in some areas football club is his family; his own family comes second	workaholic job and family delegation priorities	wrong priorities; family should be priority number one; should delegate some work to subordinates	priorities family delegation
	he has a position where he disregards the family because of his job I think his passion for the club and his ambition to work hard for the success makes him likeable; but his dominant leadership style with a strong tone of voice makes him not as likeable	family and job ambitious dominant sympathy	I like it if someone has clear visions the family aspect is likely to happen in such a position but is not a good thing of course; I can understand it though	vision family and job
	an ambitious person with high goals; work is more important than the family; probably you need to lower your own expectations in order to have success	ambitious family and job delegation	in my eyes this woman is a "social misfit"; she should coordinate her appointments better to have time for the family; strong tone of voice, crisis meetings...for me those are indicators that she is overstrained; she should set her priorities differently	delegation "social misfit" delegation priorities
	workaholic; family comes second; this makes him unlikeable in my eyes; he neglects his family but is understandable if you want to achieve something in your career	workaholic family and job	This person is a typical manager but you should forget a lunch date with your family; she seems very qualified and she receives the respect she deserves probably because of her dominant leadership style	family and job respect dominant

## Appendix VII – Overview of answers

			Experiment	Personal Questions						General questions about management and leadership styles			Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
1	male	48	Sam: - will have a burnout soon - difficult to tell something about a person from a paper, the person sitting next to you is important - well structured - knows what he wants - could work more efficient in some areas - football club is his family; his own family comes second	11	fun; having the feeling to be able to change something; I like to work with people in general instead of sitting in front of the computer all the time by myself	every employee should feel guided and supported; having a vision that everyone follows and identifies with; fun and satisfaction at work; being able to change and move something into a new direction	this answer is pretty easy; a mix of both; intuition can be a good basis for decisions; rely on the facts, too	conceit with a propensity to aloofness; knowledge in all business areas; kindness and respect	both male and female	both but women won't have the respect they need for having such a position; in some positions e.g. CSR or ticketing etc. women are important	transformative	a mix of both: taking an employee as an example who does not deliver the work he should; you can talk to him and give him warnings but at a certain point, the fact is that he should be fired	yes definitely! Women and men are different and taking the marriage as an example, it can be seen that women and men lead in a different way; taking this example because only experience with male leaders	caring motivating supporting	directing success oriented/ focused motivating in some aspects	female leadership style is "softer" than the male leadership style	Internally, the female leadership style is better because of the different views you get when talking to the employees; but when it comes to decision making the male leadership style with the dominance is of importance	No	Yes, I think women face disadvantages because in some areas they do not get the respect they deserve.	I think they both need to have the same qualifications but a women needs to work harder than a man	Overall, yes. We are more moving towards this direction. Taking the first team as an example. The only thing they have to decide are the decisions on the football field. Besides that, all the decisions (apartment, car, etc.) are being made for them; they are taken care of	I can not imagine this scenario because you need strong and hard characteristics, that have to be communicated to the outside as well.
Coding: 1					Work Values - WV fun WV-F ability to change WV-AC work with people WV-WP	Working Climate - WC support WC-S vision WC-V work motives WC-WM	Decision-making - DM mix DM-M	Power-Characteristics P-C self-confidence P-C-S manners -	Power - Gender P-G both P-G-B	Personal Leadership Style PLS transformative PLS-TF	Preferred LS PRLS mix of both PRLS - B	Difference in leadership [m/w] DL yes DL-Y	Female LS characteristics FLS-C caring FLS-C-C motivating FLS-C-M	Male LS characteristics MLS-C directing - MLS-C-D success-oriented	Difference in m/f LS DLS female is softer DLS-F-S	Best LS BLS mix of both BLS-B	Women in football industry WFI lack of respect WFI-LOR		Female LS characteristics within football industry FLS-FI no: male characteristics FLS-FI-Y	Management Position with FLS MP-FLS no: male characteristics MP-FLS-N		

			Experiment	Personal Questions						General questions about management and leadership styles			Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age																				
			How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to your opinion and why?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
2	male	28	Sam: he has a position where he disregards the family because of his job I think his passion for the club and his ambition to work hard for the success makes him likeable but his dominant leadership style with a strong tone of voice makes him not as likeable	2.5 fun; decent living; giving people who supported me something back	fun at work should one of the first priorities; finding a good match between fun and seriosity; forming a unity	a mix of both	authority; having the ability to make difficult decisions; following a path which does not please everyone	male	experience in the past		mix of both is important but I can identify with the transformational leadership style more; in my opinion is it important to focus on the facts when being in a leadership position	also a mix of both: taking the position of a coach for example; on the management level: the transactional leadership style prevails; for me personally I would choose the transformational leadership style because I can identify myself with it	Generally, yes. There are some women who lead more dominant but generally I think women have their focus on interpersonal relationships	supporting encouraging motivating	commanding direct success oriented/ focused	women act more on the interpersonal level; women are more caring and realize if an employee has problems; men focus more on the profit and especially in larger enterprises who have to focus on the facts in order to have success; men are more success oriented	i think that the working climate is better in a female leadership style; this can lead to success on a long-term basis; talking about short-term goals and success the male style can be better	sure, advantages because it is a male domain; certain positions can be held by women but not those who deal with the media or public	Disadvantages because it is a male domain; certain positions can be held by women but not those who deal with the media or public	I think in the football industry it is not so important what kind of qualifications you have but what your present is (former player are mostly the heads of the football clubs)	yes definitely. I think in certain situations it can be useful. There are also some departments where the female leadership style is of importance but on the sport level it will not be possible	For me personally it is a good leadership style; if that person is able to combine both styles, I think it is possible
			Coding: 2	Work Values - WV fun WV-F money WV-M return s.th. WV-R	Working Climate - WC fun WC-F seriosity WC-S unit WC-U	Decision-making - DM mix DM-M	Power-Characteristics P-C authority P-C-A decision-making - P-C-DM straight-forward P-C-SM	Power - Gender P-G male P-G-M	Personal Leadership Style PLS transformational PLS-TF	Preferred LS PRLS mix of both PRLS - B	Difference in leadership (m/w) DL yes DL-Y	Female LS characteristics FLS-C encouraging FLS-C-E motivating FLS-C-M supporting FLS-C-S	Male LS characteristics MLS-C direct - MLS-C-DI success-oriented MLS-C-SO commanding MLS-C-C	Difference in m/f LS DLS female is interpersonal DLS-F-I	Best LS BLS mix of both BLS-B	Women in football industry WFI lack of respect WFI-LOR		Female LS characteristics within football industry FLS-FI yes FLS-FI-Y	Management Position with FLS MP-FLS yes but a mix of both styles MP-FLS-Y-M			

			Experiment	Personal Questions							General questions about management and leadership styles			Specific questions concerning male and female leadership styles				Specific questions about leadership styles within the football industry				
Participant	Gender	Age																				
			How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
3	male	48	Sam: an ambitious person with high goals; work is more important than the family; probably you need to lower your own sights in order to have success	36	subsistence; fun; having goals and trying to achieve them	working in a company where my own ideas are being heard and if possible implement this idea	depends on the situation; generally: 40% intuition 60% facts	determination; persistence; endurance	both	I think generally the both can make it to the path; a women has to be a little bit better than a man	transformative; different characters need different leadership styles; the soft leadership style will not always lead to success	a mix of both; it should not be to "friendly" because when keeping it superficial, there are not so many possibilities to have an argument	No. I think you need to have certain characteristics in general.	motivating success oriented/ focused intuitive	directing decisions made on facts success oriented/ focused	This depends on the work field; the female leadership style is more intuitive than the male style	I think a female leadership style with motivation is better to keep the employees on track	No	Yes, taking the female football as an example. They are having the same effort, but the do not get the same respect as men.	I don't think there is a differentiation in qualifications; women needs to work harder and justify her decisions more often than a men	The football industry is a tough business; Success is first priority; the caring style is not appropriate in general but in some areas it can be useful	I think a man with this style could survive at the top of a football club; a women with the typical female style will not survive or even come to this point
Coding: 3					Work Values - WV money WV-M goals WV-G	Working Climate - WC support WC-S vision WC-V	Decision-making - DM mix DM-M	Power-Characteristics P-C determination P-C-D persistence - P-C-P endurance P-C-E	Power - Gender P-G both P-G-B	Personal Leadership Style PLS transformative PLS-TF	Preferred LS PRLS mix of both PRLS - B	Difference in leadership (m/w) DL yes DL-Y	Female LS characteristics FLS-C caring FLS-C-C motivating FLS-C-M supporting FLS-C-S	Male LS characteristics MLS-C directing - MLS-C-D success-oriented MLS-C-SO motivating MLS-C-M	Difference in m/f LS DLS female is intuitive DLS-F-I	Best LS BLS female BLS-F	Women in football industry WFI lack of respect WFI-LOR			Female LS characteristics within football industry FLS-FI yes FLS-FI-Y	Management Position with FLS MP-FLS yes: a man with female characteristics MP-FLS-Y	

			Experiment	Personal Questions						General questions about management and leadership styles			Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
4	male	28	Sally: wrong priorities; family should be priority number one; should delegate some work to subordinates	11	fun dream job money	communication and motivated people	both: sport decisions are based on intuition and investments are based on facts	commanding; assertiveness; good team	male	the women I know or have contact with do not have those hard characteristics that are needed for such a position	transformative	transformative because I can identify myself with that style	No. I think you need to have certain characteristics in general.	caring relationship oriented supporting	commanding honest direct	men are more direct than women	from my experience the female leadership style is more of benefit; having a good relationship between employee and employer results in success	No	I don't think that equality between men and women exists within the football industry	the past is of importance and I think that if a man was a professional player, the man will be chosen over the women	I think both leadership styles have their advantages and disadvantages; they need to be adapted to different areas, e.g. finance should be dominated by the male style	Yes I think it is possible. A good mix is of importance; you should not present yourself too "soft" to the outer world because football is a tough business; I think those who represent themselves strong and tough, can have a soft side, too
			Coding: 4		Work Values - WV fun WV-F dream job WV-DI money WV-M	Working Climate - WC communication WC-C motivation WC-M	Decision-making - DM mix DM-M	Power-Characteristics P-C self-confidence P-C-S manners - P-C-M	Power - Gender P-G both P-G-B	Personal Leadership Style PLS transformative PLS-TF	Preferred LS BLS transformative PRLS - TF	Difference in leadership (m/w) DL no DL-N	Female LS characteristics FLS-C caring FLS-C-C relationship-oriented FLS-C-RO supporting FLS-C-S	Male LS characteristics MLS-C commanding - MLS-C-C honest MLS-C-H direct MLS-C-DI	Difference in m/f LS DLS men are direct DLS-M-DI	Best LS BLS female BLS-F		Women in football industry WFI no equality WFI-NE		Female LS characteristics within football industry FLS-FI both FLS-FI-B	Management Position with FLS MP-FLS mix of both MP-FLS-B	

			Experiment	Personal Questions						General questions about management and leadership styles			Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to your opinion and why?	If you compare the male and female leadership style, which one is of benefit according to you?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
5	male	39	Sally: I like it if someone has clear visions the family aspect is likely to happen in such a position but is not a good thing of course; I can understand it though	13	Service cooperation with clients safeguarding the future	good infrastructure; a good chef who tells his point of view on things (good and bad); Hierarchies	combination of both: 50% intuition and 50% of facts; If I have to make a decision, I rely on facts. If my opinion is being requested, I rely on my intuition	focused; assertiveness; personality	male	from my day to day business and experience those positions are always held by men	mix of both	depends on the situation and then also most likely a combination of both	I do not think that men and women lead differently. I think a woman has to justify herself as well as a man in the same position but I think that both have to have a dominant leadership style	commanding; success oriented/ focused; motivating	directing; motivating; success oriented/ focused	No difference	depends on the industry: but in general I would say that the male leadership style is more dominant	No	No at the end of the day it is important who has the required knowledge; a woman has to justify herself more often; has to work harder for respect	No I don't think that this is a question of qualification instead a question of "who do I know"	Football is a fast moving business and money is an important asset; only the female leadership style would not work within this industry; if the female leadership style would be communicated to the public, the club would have a disadvantage to the other clubs	No I don't think so. It would be difficult to survive if the other football clubs remain with the dominant leadership style; the issue of competition is here of importance
			Coding: 5		Work Values - WV Service WV-S cooperation WV-C money WV-M	Working Climate - WC work motives WC-WM likeable boss WC-LB hierarchies WC-H	Decision-making - DM mix DM-M	Power-Characteristics P-C focused P-C-F assertiveness P-C-A personality P-C-P	Power - Gender P-G male P-G-M	Personal Leadership Style PLS mix of both PLS-M	Preferred LS PRLS mix of both PRLS - B	Difference in leadership (m/w) DL no DL-N	Female LS characteristics PLS-C caring PLS-C-C motivating PLS-C-M supporting PLS-C-S	Male LS characteristics PLS-C directing - PLS-C-D success-oriented PLS-C-SO motivating PLS-C-M	Difference in m/f LS DLS no difference DLS-F-ND	Best LS BLS mix of both BLS-B	Women in football industry WFI lack of respect WFI-LOR		Female LS characteristics within football industry PLS-FI yes but not communicated to public PLS-FI-Y-NCP	Management Position with PLS MP-FLS mix of both only MP-FLS-B		

			Experiment	Personal Questions							General questions about management and leadership styles		Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
6	male	51	Sally: in my eyes this woman is a "social misfit" she should coordinate her appointments better to have time for the family; strong tone of voice, crisis meetings...for me those are indicators that she is overwhelmed; she should set her priorities differently	10	familiar daily routine subsistence fun at work	employees should enjoy their work; ability to evolve; good communication	both: 50%/50% relying on intuition if some facts are missing or time is short to examine the pros and cons	alpha leader; good network; high intelligence	both	experience	mix of both the company should be on top and therefore the profit and success as well; you won't get there without the employees so you have to care about them in a certain way and motivate them to keep them on track	mix of both	Yes, definitely. Women are more intelligent in the way they lead; men are more emotional and start right away without a certain thought; in my opinion women are tougher;	caring relationship oriented success oriented/ focused	directing commanding direct	men have a more general knowledge whereby women have a special knowledge	depends on the industry; fashion industry e.g. is an industry where the female leadership style is of importance; in creative jobs you have to let them go and work on their own and provide them with feedback; in the football industry where money plays an important	No	No	Yes, I think women have to prove themselves more than men who apply for the same position especially in a male domain	on the club level it is not useful; on the association level it can be useful; on the club level you have to operate on the sport level and therefore the male leadership style is needed;	No, I don't think this is going to happen soon. I don't think this person could hold steady in this world
			Coding: 6		Work Values - WV routine WV-R money WV-M fun WV-F	Working Climate - WC fun WC-F ability to grow WC-AG communication WC-C	Decision-making - DM mix DM-M	Power-Characteristics P-C alpha leader P-C-AL network - P-C-N high IQ P-C-HIQ	Power - Gender P-G both P-G-B	Personal Leadership Style PLS mix of both PLS-B	Preferred LS PBLs mix of both PRLS - B	Difference in leadership (m/w) DL yes DL-Y	Female LS characteristics FLS-C caring FLS-C-C relationship-oriented FLS-C-RO success-oriented FLS-C-SO	Male LS characteristics MLS-C directing -MLS-C-D commanding MLS-C-C direct MLS-C-DI	Difference in m/f LS BLS women have specific knowledge DLS-F-SK	Best LS BLS depends on the industry BLS-DOI	Women in football industry WFI no WFI-N			Female LS characteristics within football industry FLS-FI yes on the association level FLS-FI-Y-AL	Management Position with FLS MP-FLS no: male characteristics MP-FLS-N	

			Experiment	Personal Questions						General questions about management and leadership styles			Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
7	male	35	Sam: workaholic; family comes second; this makes him unlikable in my eyes; he neglects his family but is understandable if you want to achieve something in your career	9	subsistence self realization fun at work	communicating a lot with each other about relevant topics; offer and accept criticism on a professional level; innovation laissez-faire leadership style; respect	depends on the situation: 30% intuition (HR decisions) 70% facts (finance)	confidence with a glance of narcissism innovative focused	male	society; learned by education (parents)	85% transformative and 15% transactional	transformative because I can identify myself with that style; I don't say that the ideal boss has to have this style; it depends on the characteristics of the people working with each other; each character requires a different leadership style	Yes; men and women are different concerning character, education and society; this reflects in the leadership styles in a certain way	caring relationship-oriented motivating	success oriented/ focused honesty direct	the female leadership style is more caring than the male one; the male leadership style is more tough than the female	depends on the employees and the industry; all creative industries require the female leadership style; people in creative jobs should work on their own and decisions should be made by them (laissez-faire); production, quality etc. the male leadership	Yes, because during my career I had some jobs that could be done by a woman; this is a reason of respect; women would have a lack of respect and have to work harder to get it; in a male dominated industry it is even harder to get in	When it comes to qualifications, women are not seen as competent as men in the football industry; they are often being "used" for representative jobs	Yes, I think women have to have more qualifications in order to work within the football industry; it is easier for a man to enter this industry than for a woman	this depends again on the characters within each department; each style has its pros and cons; depending on the people working with each other and the required leadership style, a mix of both seems the most appropriate solution in general	Yes I can imagine this situation. This again depends on the team working with each other; if those people "work" under the female leadership style it can be a good solution; the manager has to adapt his/her style to the people working with him
			Coding: 7		Work Values - WV money WV-M self realization WV-SR fun WV-F	Working Climate - WC communication WC-C criticism & respect WC-CR laissez-faire LS WC-LFLS	Decision-making - DM mix DM-M	Power-Characteristics P-C self-confidence P-C-S innovative P-C-I focused P-S-F	Power - Gender P-G male P-G-M	Personal Leadership Style PLS mix of both PLS-B	Preferred LS PLS transformative PLS-TF	Difference in leadership (m/w) [L] yes DL-Y	Female LS characteristics FL-S-C caring FL-S-C-C relationship-oriented FL-S-C-RO motivating FL-S-C-M	Male LS characteristics MLS-C success-oriented - honesty MLS-C-H direct MLS-C-DI	Difference in m/f LS DLS female is softer DLS-F-S	Best LS BLS mix of both BLS-M	Women in football industry WFI lack of competency WFI-LOC			Female LS characteristics within football industry FLS-FI yes but mix of both FLS-FI-Y-B	Management Position with FLS MP-FLS no: male characteristics MP-FLS-N	

			Experiment	Personal Questions						General questions about management and leadership styles		Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry							
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
8	male	58	Sally: This person is a typical manager but you should forget a lunch date with your family; she seems very qualified and she receives the respect she deserves probably because of her dominant leadership style	11	subistence success self realization	Being able to yield all your knowledge and ideas and having success with it; homogenous working climate where all colleagues share the same views and are productive; no concurrence thinking	90% intuition 10% facts	no abuse of power; being arrogant at first glance; honesty and respect; more a friend than a colleague	male	experience	cooperation more important than success; if success is missing then rationalism; 80% transformative 20% transactional; generally this depends on the situation but the transformative part should be bigger	transformative	Yes, I think there is a difference. From my experience I can say that women and men act differently with each other and with other women or men; Men "argue" verbally with each other; a men would not talk to a woman in the same way	caring relationship oriented honesty	intuitive commanding success oriented/ focused	the female leadership style seems nicer and more honest than the male; the male leadership style seems demanding and autocratic	This depends on the people working there; depends on the situation; I think both models are appropriate for the right position; the female leadership style be of importance when it comes to family politics; a female style is more believable than a male in this situation	Yes. Having a player background is of importance when dealing with the players symbolizing "I know what you do"; people with a male leadership style are more reliable; General, male leadership styles are better in a male domain	women are disadvantaged when it comes to sport level; on the administrative level they have the same chances	There are no differences on the administrative level; on the sport level there are differences; taking the female referee as an example: Bibi Steinhaus is the only woman who is in the first Bundesliga but she does not have the same respect as	In my opinion, female leadership styles or characteristics will not be a part of the future football industry at least not on the sport level	I don't think that a man with female leadership characteristics could get the same respect as with the male style; It is a tough business and this needs to be represented by the characteristics of the leaders of this industry
Coding: 8					Work Values - WV success WV-F self realization WV-SR	Working Climate - WC ideas WC-I homogeneity WC-H no competition WC-NC	Decision-making - DM mix DM-M	Power-Characteristics P-C no abuse P-C-NA arrogant P-C-A honesty and respect P-C-HR	Power - Gender P-G male P-G-M	Personal Leadership Style PLS transformative PLS-TF	Preferred LS PRLS transformative PRLS-TF	Difference in leadership (m/w) DL yes in communication DL-Y-C	Female LS characteristics FLS-C caring FLS-C-C relationship-oriented FLS-C-RO honesty FLS-C-H	Male LS characteristics MLS-C intuitive -MLS-C-I success-oriented MLS-C-SO commanding MLS-C-C	Difference in m/FLS DL-S female is softer DL-S-F-S male is more dominant and autocratic DL-S-M-A	Best LS BLS mix of both BLS-B	Women in football industry WFI lack of respect on the sport level WFI-LOR-SL		Female LS characteristics within football industry FLS-FI no FLS-FI-N	Management Position with FLS MP-FLS no/lack of respect MP-FLS-LOR		

			Experiment	Personal Questions						General questions about management and leadership styles			Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
	9 female	30	Sam: family comes second wants to prove himself works so hard to get respect perfectionist should delegate some tasks to have some free time		the feeling to be needed; personal growth; help the company to grow	form a unity; but too close friendships might lead to problems	definitely facts	authority with some closeness; understanding	male	I think for men it easier to represent a powerful position than for a woman; women seem demanding or arrogant when acting dominant	transformative because I think if the relationships are good this leads to success in the end as well	a mix of both would be good; for me personally the transactional is better because having clear visions and goals are important	women are more relationship-oriented and more emotional	caring relationship-oriented intuitive	honesty authority decisions based on facts	men are "straighter" than women; men know what they want and communicate this clearly; women are more focused; women ask for others' opinions and think more about their decisions	normally, I would say that the male leadership style is better; in the day-to-day-business facts and goals have to be priority and not the relationships	No; you have to prove yourself more as a woman	No	I think the past is more important than the qualifications; being a professional player is an aspect that plays an important role when recruiting; a man will be probably more accepted than a woman	There is no place for female leadership characteristics; It would be nice of course but in reality there is no space;	I think that this scenario could be possible; if a man is successful with this leadership style, it could be adapted by several ones; he probably won't be taken seriously at first; a woman with this style will not get the respect in my opinion
			Coding: 9		Work Values - WV_U unity WV-U personal growth WV-PG growing company WV-GC	Working Climate - WC_U unity WC-U no close friends WC-NCF	Decision-making - DM facts DM-F	Power-Characteristics P-C authority P-C-A closeness - P-C-CL understanding P-C-U	Power - Gender P-G men P-G-M	Personal Leadership Style PLS_ transformative PLS-TF	Preferred LS PRLS mix of both PRLS - B	Difference in leadership (m/w) DL yes: women more relationship oriented DL-Y-F-RO	Female LS characteristics FLS-C_ caring FLS-C-C relationship-oriented FLS-C-RO intuitive FLS-C-I	Male LS characteristics MLS-C_ honesty - MLS-C-H authority MLS-C-A decisions based on facts MLS-C-DF	Difference in m/f LS DLS_ men are straighter DLS-M-ST	Best LS BLS male BLS-M		Women in football industry WFI_ no WFI-N		Female LS characteristics within football industry FLS-FI no FLS-FI-N	Management Position with FLS MP-FLS yes MP-FLS-Y-B	

			Experiment	Personal Questions						General questions about management and leadership styles		Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry							
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
10	female	27	Sally: a very ambitious person; self-trust to manage family and job; she misses a lot of events with her family because of her job; she sacrifices herself for the job; she seems very competent	23	money working climate achievement of goals	friendly relationship among colleagues; respectful tone of voice on a friendly basis	depends on the situation: some things are decided based on experience; 40% intuition 60% facts	self-confidence; commanding; making decisions	male	experience	transformative because I think if the relationships are good this leads to success in the end as well; like to handle things and issues on a human level	I think both in an extreme way are not good; a mix of both is a good solution	I think this depends on the character of each person; women are more emotional than men	supporting motivating directing	authority success oriented/ focused supporting	on the human level, women react more emotional than men	Here you have to differentiate between company and employee; the company has to be success oriented etc.; this can lead to success on a short-term basis; when looking for long-term success, the human aspect is important	Yes	Yes, I think women are disadvantaged because society expects that men have the football knowledge from being a kid on; as a woman, the outer appearance is important, too	women have to prove themselves more than men	the female leadership style should be appreciated more often; I think this style is of importance	I think it will be possible; might need some time
Coding: 10				Work Values - WV money WV-M working climate WV-WC goals WV-G	Working Climate - WC friendship WC-F respect WC-R	Decision-making - DM mix DM-M	Power-Characteristics P-C self-confidence P-C-S commanding - P-C-C decision-making P-C-DM	Power - Gender P-G male P-G-M	Personal Leadership Style PLS transformative PLS-TF	Preferred LS PRLS mix of both PRLS - B	Difference in leadership (m/w) DL yes DL-Y	Female LS characteristics FLS-C directing FLS-C-DI motivating FLS-C-M supporting FLS-C-S	Male LS characteristics MLS-C authority - MLS-C-A success-oriented MLS-C-SO supporting MLS-C-S	Difference in m/f LS DLS female is emotional DLS-F-E	Best LS BLS mix of both BLS-M	Women in football industry WFI society WFI-S			Female LS characteristics within football industry FLS-FI yes FLS-FI-Y	Management Position with FLS MP-FLS yes MP-FLS-Y		

			Experiment	Personal Questions						General questions about management and leadership styles			Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
11	female	48	Sam: typical daily business of a manager; he should overthink his tone of voice according to his employees	10	fun acknowledgment money and independence	friendly handling; respect; forgive mistakes	intuition	negative characteristics: coolness offish focused	male	I associate those attributes with men	70% transformative 30% transactional; depends on the situation	transformative because with this style economic success can be achieved as well	women are more focused and human oriented than men; women try to solve problems with conversations	decisions based on facts authority success oriented	motivating supporting intuitive	men have to use the direct communication to prove himself; women are more emotional	I think the male leadership style is better because it is easier in a male domain; harder with a female leadership style to be accepted	No	Generally, I don't think so; this depends on the departments and the field you are working in	No. As a boss you always keep in mind that a woman might get pregnant; therefore a woman has to have more or better qualifications	in administrative jobs yes; on the sport level this style might not be respected	Yes I think the motivating and female leadership style becomes more and more important and contributes to economic success at the end
			Coding: 11		Work Values - WV fun WV-F acknowledgment WV-AK money WV-M	Working Climate - WC friendship WC-F respect WC-R tolerance WC-T	Decision-making - DM intuition DM-I	Power-Characteristics P-C coolness P-C-CO offish P-C-O focused P-C-F	Power - Gender P-G male P-G-M	Personal Leadership Style PLS mix of both PLS-M	Preferred LS PBL transformative PRLS - TF yes DL-Y	Difference in leadership (m/w) DL yes DL-Y	Female LS characteristics FLS-C motivating FLS-C-M supporting FLS-C-S intuitive FLS-C-S	Male LS characteristics MLS-C decisions based on facts - MLS-C-DF success-oriented MLS-C-SO authority MLS-C-A	Difference in m/f LS DLS female is emotional DLS-F-E	Best LS BLS mix of both BLS-M	Women in football industry WFI no WFI-N		Female LS characteristics within football industry FLS-FI yes FLS-FI-Y AL	Management Position with FLS MP-FLS yes MP-FLS-Y		

			Experiment	Personal Questions					General questions about management and leadership styles		Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry								
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
12	female	30	Sally: respect for this women to manage job and family; I think women are very important in the football industry; great that she has a husband who stays at home with kids to let her fulfill her dream career	11	athletic environment; team; having a task	a caring boss; motivating the employees; good working conditions; motivated and balanced team	Generally, facts are very important; you can rely on the facts and let your decision be influenced by intuition as well; both are necessary; 80% facts 20% intuition	secure appearance; fairness; sympathy for the employees	male	experience	transformative is first priority; success and profit will come then	a mix of both	Yes, because women are different; more emotional; I met a woman in a leading position and she was very cool and dominant -- > to survive in a male domain	leading; direct; motivating	success oriented; directing; honesty	the female leadership style is more focused on the human relationships among the team	for me personally the female leadership style is the better one; because of the "humanity"	No	Generally I would say that women are disadvantaged because men are more dominant	Yes, women have to prove themselves more often	difficult question: Sure I would like this scenario but I don't think that this is possible in the future	If a man would have the female leadership style, it could work
			Coding: 12		Work Values - WV_ athletic environment WV-AE unity WV-U goals WV-G	Working Climate - WC caring WC-C work motives WC-WM	Decision-making - DM mix DM-M	Power-Characteristics P-C self-confidence P-C-S fairness P-C-M sympathy P-C-S	Power - Gender P-G_ male P-G-M	Personal Leadership Style PLS_ transformative PLS-TF	Preferred LS PRLS mix of both PRLS - B	Difference in leadership (m/w) DL_ yes DL-Y	Female LS characteristics FLS-C_ leading FLS-C-L direct FLS-C-DI motivating FLS-C-M	Male LS characteristics MLS-C_ success-oriented MLS-C-SO directing MLS-C-D honest MLS-C-H	Difference in m/f LS DLS_ female is caring DLS-F-C	Best LS BLS_ female BLS-F	Women in football industry WFI_ dominance of men WFI-DOM		Female LS characteristics within football industry FLS-FI_ no FLS-FI-N	Management Position with FLS MP_FLS_ yes but a man MP-FLS-Y-M		

			Experiment	Personal Questions						General questions about management and leadership styles		Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry							
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
13	female	33	Sally: this woman represents women in a leadership position best positively as well as negatively; long working hours which may be the result that a woman has to prove herself more than a man; family comes second; typical leadership styles like e.g. tone of voice do not represent a female leadership style in my opinion	1	passion for the job; chance to lead a new project; leading position as a woman	cooperation of both sides, employee and employer; sympathy for "the other side"; passion for the task itself	clearly on facts	authority; secure appearance; gestures and facial expression	that's difficult; this depends on the industry; generally both	/	a mix of both	I think both in combination lead to success	I don't think so; I think certain attributes and ideas might be weighed differently	directing; commanding leading	the same attributes but generally more success oriented	men are more success oriented than women	depends on the situation; having direct contact with the employees, the transformational leadership style is important; but the transactional leadership style should be an overall style to achieve a common goal	depends on the people but generally I would say yes; men "like" to see women that's a fact, so that is an advantage but you have to prove yourself and justify decisions more often	you have to differentiate between the athletic level and the administrative level; on the athletic level, definitely disadvantaged	I think that unconsciously differences are being made between women and men; this is the glass ceiling phenomenon	I think it depends on the department and the people you work with; generally motivation and the female style could be of importance but more a mix of both styles	I think, people with such a leadership style would not even come to this position
			Coding: 13		Work Values - WV - passion WV-P new projects WV-NP self-realization WV-SR	Working Climate - WC cooperation WC-C sympathy WC-S passion WC-P	Decision-making - DM facts DM-F	Power-Characteristics P-C authority P-C-A secure appearance P-C-SA gestures P-C-G	Power - Gender P-G both P-G-B		Personal Leadership Style PLS - mix of both PLS-B	Preferred LS PRLS mix of both PRLS - B	Difference in leadership (m/w) DL no, DL-N	Female LS characteristics FLS-C directing FLS-C-D commanding FLS-C-C leading FLS-C-L	Male LS characteristics MLS-C directing MLS-C-D commanding MLS-C-C success-oriented MLS-C-SO	Difference in m/f LS DLS - men success oriented DLS-M-SO	Best LS BLS mix of both BLS-M	Women in football industry WFI - lack of respect on sport level WFI-LOR-SL		Female LS characteristics within football industry FLS-FI yes but s mix FLS-FI-Y-B	Management Position with FLS MP-FLS - no: male characteristics MP-FLS-N	

			Experiment	Personal Questions						General questions about management and leadership styles			Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry						
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
14	female	29	Sam: works a lot and has less time for his family; but if you want to have success in business you have to lower your sights	24	money 6 weeks of vacation colleagues	colleagues become your friends	60% intuition 40% facts	politeness; diction; goodness	male	that's an image taught by society	transformative	transformative	women decide more based on their intuition; men are more rational	intuitive supporting motivating	directing commanding success oriented/ focused	the female leadership style is more intuitive than the male; the male is more rational and based on facts	a mix of both would be perfect; having to leaders with each style	yes I think every female within the football industry experienced disadvantages	Disadvantaged but that's ok;	I think a woman has to prove herself harder than a man	difficult to enter a male domain with a female leadership style; it is possible and could be of benefit definitely but it will be a long way	it is a tough business and I don't think that this leadership style would survive within this industry
			Coding: 14		Work Values - WV- money WV-M holiday WV-H colleagues WV-C	Working Climate - WC friends WC-FR	Decision-making - DM mix DM-M	Power-Characteristics P-C manners P-C-M diction P-C-D goodness P-C-G	Power - Gender P-G male P-G-M	Personal Leadership Style PLS transformative PLS-TF	Preferred LS PLS transformative PLS-TF	Difference in leadership (m/w) DL yes DL-Y	Female LS characteristics FLS-C intuitive FLS-C-I supporting FLS-C-S motivating FLS-C-M	Male LS characteristics MLS-C directing -MLS-C-D commanding MLS-C-C success-oriented MLS-C-SO	Difference in m/f LS DLS female is intuitive DLS-F-I	Best LS BLS mix of both BLS-M	Women in football industry WFI lack of respect WFI-LOR			Female LS characteristics within football industry FLS-FI yes but difficult FLS-FI-Y	Management Position with FLS MP-FLS no: male characteristics MP-FLS-N	

			Experiment	Personal Questions						General questions about management and leadership styles		Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry							
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
15	female	41	Sally: generally I would say that such a woman does not exist within a male domain; football is a typical male domain and a woman in this position won't have space there	11	love to work money and independence fun	having a boss who delegates; free day arrangement; free in decision-making; having the boss's trust	intuition	charism justify decisions constancy in decision-making	both	I know women who have those characteristics but they're not likeable in my eyes	transformative	transformative	women are more emotional; have to force themselves to stay rational and rely on facts; women have to prove themselves more often	supporting intuitive motivating	directing decisions based on facts commanding	the female leadership style is more emotional than the male; the male is more rational and based on facts	I think both have their pros and cons; a company needs factual decisions but intuition now and then is important, too	Yes, advantages; Women are not "seen" in the football industry; men don't trust in women's ability to lead in football	yes, especially when it comes to family	I don't think that it is the qualification that matters but the image of a woman in the football industry does not fit with the society's image of that industry	No; football is very success oriented and it is a male domain	yes I experienced this personally. When it comes to building up the club then the female leadership style is important; I think the male leadership style is the one that is communicated to the public
			Coding: 15		Work Values - WV passion WV-P money WV-M fun WV-F	Working Climate - WC delegation WC-D flexibility WC-F trust WC-T	Decision-making - DM intuition DM-I	Power-Characteristics P-C charism P-C-C decision-making P-C-DM	Power - Gender P-G both P-G-B	Personal Leadership Style PLS transformative PLS-TF	Preferred LS PRLS transformative PRLS - TF	Difference in leadership (m/w) DL yes DL-Y	Female LS characteristics FLS-C supporting FLS-C-S intuitive FLS-C-I motivating FLS-C-M	Male LS characteristics MLS-C directing - MLS-C-D decisions based on facts MLS-C-DF commanding MLS-C-C	Difference in m/f LS DLS female is emotional DLS-F-E	Best LS BLS mix of both BLS-M	Women in football industry WFI family WFI-F			Female LS characteristics within football industry FLS-FI no FLS-FI-N	Management Position with FLS MP-FLS yes MP-FLS-Y	

			Experiment	Personal Questions						General questions about management and leadership styles		Specific questions concerning male and female leadership styles			Specific questions about leadership styles within the football industry							
Participant	Gender	Age	How would you describe the person you've just read about in your own words?	How long do you work within the football industry? (In years)	What are your work values? Name three	How would you describe the perfect working climate?	Are you making decisions based on facts or intuition?	What characteristics represent power and influence for you?	When you imagine this person in your head, what gender does this person have?	Why did you choose this gender?	How would you describe your own leadership style?	If you could choose the leadership style of your boss, which one would it be?	Do you think men and women lead in a different way?	How would you describe a female leadership style? Choose 3 attributes	How would you describe a male leadership style? Choose 3 attributes	What is the main difference between the female and male leadership style according to you?	If you compare the male and female leadership style, which one is of benefit according to your opinion and why?	Do you have any advantages or disadvantages because of your gender when working within the football industry?	Do you think women face any advantages or disadvantages when working within the football industry?	Do you think that men and women have to have the same qualifications to work within the football industry?	Do you think, female leadership characteristics/ attributes could be of importance when working within the football industry?	Do you think, one day it will be possible that a person with female leadership style will lead a male football club? Justify your answer!
16	female	28	Sally: successful woman; neglects family which is not appropriate; should delegate some tasks and take time for the family; wouldn't want to work for that person because I cannot identify myself with her	7	meeting a lot of people; flexible working hours; good working climate	cooperation; reliance on co-workers 100%; meeting colleagues outside working ours in private --> friends	intuition; e.g. hirement of interns	dislikeable and almost detached; focused; regalrdful	male	experience	transformative; I like to meet colleagues privat as well	transformative because a good working climate is very important to me; I try to help whenever someone has a private problem and needs to talk even after working hours	Yes; women are more focused on a good working climate; men are more dominant	caring motivating honest	success oriented; directing; decisions based on facts	I think the female leadership style reflects the motherly caring aspect; the male leadership style is more task oriented and more focused	female leadership style is good for the personal level; the male leadership style is better for the success of the company; a mix of both would be ideal	No but sometimes you are underestimated	yes women are underestimated in the football industry;	Both must have the same qualifications	No, No, No; the football industry is different to any other industry; it is a tough business	NO!; It is a tough business ecpesially on the managerial level; survival of the fittest and the femlae leadership style would not be of benefit; no time for private things
			Coding: 16		Work Values - WV flexibility WV-F WC WV-WC	Working Climate - WC cooperation WC-C friends WC-FR reliance WC-RE	Decision-making - DM intuition DM-I	Power-Characteristics P-C dislikeable P-C-D detached P-C-DET focused P-C-F regalrdful P-C-RE	Power - Gender P-G male P-G-M	Personal Leadership Style PLS transformative PLS-TF	Preferred LS PRLS transformative PRLS-TV	Difference in leadership (m/w) DL yes DL-Y	Female LS characteristics FLS-C caring FLS-C-C motivating FLS-C-M honest FLS-C-H	Male LS characteristics MLS-C directing -MLS-C-D success-oriented MLS-C-SO decisions based on facts MLS-C-DF	Difference in m/f LS DLS female is caring DLS-F-C	Best LS BLS mix of both BLS-M	Women in football industry WFI underestimation of women WFI-U			Female LS characteristics within football industry FLS-FI no FLS-FI-N	Management Position with FLS MP-FLS no: male characteristics MP-FLS-N	

## Appendix VIII – Coding

### Level 1:

Category	Definition
<u>Personal</u>	Questions that help to identify the participants general attitude towards work and personality
<ul style="list-style-type: none"> <li>• Work Values</li> </ul>	Reasons to go to work
<ul style="list-style-type: none"> <li>• Working Climate</li> </ul>	Preferred surroundings at work
<ul style="list-style-type: none"> <li>• Decision-Making</li> </ul>	On what does the participant base his/her decision
<ul style="list-style-type: none"> <li>• Power Characteristics</li> </ul>	Characteristics associated with power; perception of male and female leaders; is power associated with female characteristics
<u>General</u>	Questions related to management and leadership style in general and related to the participant's preferences; insight on general leadership styles
<ul style="list-style-type: none"> <li>• Personal Leadership Style</li> </ul>	Description of participant's leadership style
<ul style="list-style-type: none"> <li>• Preferred Leadership Style</li> </ul>	Justification of preferred leadership style
<ul style="list-style-type: none"> <li>• Differences in leadership style of men and women</li> </ul>	Comments on leadership styles of men and women
<u>Specific</u>	Questions and comments related to male and female leadership styles; difference or similarities; comparison of both styles
<ul style="list-style-type: none"> <li>• Female/male leadership style</li> </ul>	Characterization of each style
<ul style="list-style-type: none"> <li>• Difference</li> </ul>	Information and comments related to differences or similarities between male and female leadership styles

• Comparison	Comments and opinions on male and female leadership styles
<u>Specific (Football Industry)</u>	Specific questions concerning leadership styles within the football industry; comments and opinions about female leadership styles within that industry
• Perception of women	Advantages or disadvantages of women within the football industry; opinion and comments; justification of answers related to that topic
• Female Leadership Characteristics	Comments and opinion
• Football manager	Comments and opinion on the female leadership style within the football industry; manager with female characteristics

#### Level 2 – Sub-codes:

<b>Category</b>	<b>Definition</b>
<u>Work Values</u>	Comments and opinions about...
• money	... money, payment, goals, career, good living, self-realization
• fun	... friendly atmosphere, colleagues, communication about privacy, cooperation, no competition
• self-realization	... goals, acknowledgement
<u>Working Climate</u>	
• fun	... friendly atmosphere, communication
• support	... sharing a vision, supporting one another, sharing a vision, productive criticism
• manners	... respect, communication, hierarchies but on a friendly basis, trust, reliance

<u>Decision-Making</u>	Intuition, facts, mix of both
<u>Power Characteristics</u>	
• self-confidence	... personality, authority, arrogant, ambitious, charisma
• manners	... respect, fairness, gestures
<u>Personal Leadership Style</u>	Transformative, transactional, mix of both
<u>Preferred Leadership Style</u>	Transformative, transactional, mix of both
<u>Difference between men and women</u>	
• nurturing	... caring, soft, emotional, relationship-oriented, intuitive
• dominant	... focused, success-oriented, directness
<u>"Best Fit"</u>	Male leadership style, female leadership style, mix of both
<u>Perception of women</u>	
• respect	... lack of respect, fight for respect
• underestimation	... lack of competency, male domain, tough business,
<u>Football manager</u>	
• <u>yes</u>	... female leadership style is possible, a man has to have female leadership style, mix of both, female leadership style not on athletic level only on administrative level, not communicated public
• <u>no</u>	... male domain needs male leadership style, men with female leadership style is not appropriate