Thea Cox

Article Review

Gender and Managerial Coaching Across Cultures:

Female Managers are Coaching More

This article focuses on the growing importance of managerial coaching. The authors say that due to current trends and technological developments there has been greater need for managers to provide learning opportunities that will help their subordinates performance and professional development. Evidence has found some of the positive effects of managerial training to include “role clarity, work attitudes, personal learning, organizational commitment and decreased turnover intention, job satisfaction and work-related individual performance” (Ye et al. 2015:2). This is meant for a global audience and recognizes that globally women are unrepresented in managerial positions. Although women had made significant gains in the past decades they say women still suffer from prejudice and challenges moving up in the workplace. So, the purpose of this study is “to investigate the impact of manager’s gender on coaching behavior” this article proposes that female manages may “overcome their gender disadvantage by displaying more coaching behavior” (Ye et al. 2015:2). They set out to investigate this on a global scale across cultures because of the significance of our increasing globalized world.

The authors identify two dimension which managers cross culturally use when coaching. The first is individual-collectivism, this represents “the degree to which people in a country prefer to act as individuals vs. as a group” (Ye et al. 2015:3). The authors say this is important in managerial coaching because it relies on the interdependent relationship of managers and their subordinates. The second dimension is gender egalitarian they define as an individual’s biological sex should determine “the roles they play in their homes, business organizations and communities”, they believe gender roles should have an influence on the style of managerial coaching (Ye et al. 2015:3). This paper attempts to answer questions about managerial coaching based on these topics.

The research question they addressed that I am most interested in is the relationship between gender and managerial coaching. Based on their definition managerial coaching is “generally viewed as a managerial behavior intended to improve subordinates’ performance and facilitate their learning and development” (Ye et al. 2015:4). For managerial coaching to work they believe it relies on a good working relationship, built on a mutual trust and a collaborative process. One of the reasons why gender differences are important to understanding the managerial positions. Ye references the social role theory to explain how gender roles and behavioral expectations shape managerial preferences when choosing mentees. Ye writes about gender stereotypes and how stereotypes associated with females are better suit for managerial coaching. Ye’s research stated that “compared with male managers, female managers demonstrated more interpersonally oriented behavior, such as participatory decision-making, recognizing individual contributions and caring for individual needs” (Ye et al.2015:5).

The authors go back to the two dimension of managerial coaching gender. In individual-collectivism managers are said to maintain a personal, almost “father-son” relationship with their subordinates (Ye. et al. 2015:6). In gender-egalitarianism (GE) cultures with low GE are said to conform to the ascribed gender roles and promote strict gender norms in the workplace, less likely to work well for managerial coaching. They argue that cultures with GE are more likely to benefit from managerial coaching because women are more likely to hold higher positions and help male managers adopt some of their strategies.

This article is concentrated on gender and managerial coaching, but I think their research is beneficial in understanding the differences in women’s access to managerial positions and how they help other women. As the article reads women are more prone to using their leadership position to help their subordinate workers. Women are more involved in the developmental process of working relationships and may aid other workers into higher positions. The article reports that women are more likely to exhibit both masculine and feminine managerial characteristics to be perceived as effective compared to men who only use masculine ones.

Citation:

Ye, Ran, Xiao-Hua Wang, J. Hein Wendt, Jinxi Wu, Martin C. Euwema. 2015. “Gender and Managerial Coaching across Cultures: Female Managers are Coaching More.” *The International Journal of Human Resource Management.* 1-22.