

**TITLE** The Leadership Practices of Executive Women of Local Government

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Unpublished doctoral dissertation: February 2012

**OBJECTIVE** The purpose of the study was to identify the leadership practices of women executives in local government.

### **METHODOLOGY**

The population of the current study was 124 women who worked for local government in a southeast Michigan City. The characteristics of the selected women executives included the responsibility for a minimum of three direct report managers, indirectly responsible for a minimum of 10 subordinates, accountability for at least \$100,000 budget, responsibility for policy making and procedure development of a public-service department, and serving in the capacity of a manager, executive manager, deputy director, or director of a department for local government. Sixty completed (48% response rate) the Leadership Practices Inventory and provided demographic information. The typical respondent worked for 12-17 years in local government (35%), with 6-11 years as an executive manager (48%), holding a master's degree (75%), who had been hired into local government at an entry-level non-manager position (50%), and supervised 10-25 direct reports (52%).

### **KEY FINDINGS**

Looking at the rank order of the leadership practices for each respondent revealed that Encouraging was listed first 27 times, Enabling was listed first 14 times, Challenging was listed first eight times, Model was first seven times, and Inspire was listed first four times. The author infers "women executives in local government lead by acknowledging their employees with acts of appreciation" (p. 80).

No statistically significant differences were found in how frequently the five leadership practices were engaged in on the basis of years of employment. The same was true for years as an executive manager, educational level, hiring criteria, and number of direct reports.