Gender, Generation and Transition Leadership: Towards a Conceptual Framework

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Abstract

It is inevitable and leaders must keep on taking transitional initiatives proactively or reactively to keep their businesses in competition. The purpose of this paper is to examine the lived experiences of educational leaders as change agents in terms of gender and generational variations involved in transitional initiatives in services industry of Pakistan. Based upon critical realism philosophy, twenty semi structured in-depth face to face interviews were conducted with the heads of departments of different universities in Pakistan. Purposive and snowball sampling techniques were employed. All the interviews were translated into English and transcribed verbatim. Data was analyzed in QSR NVivo using thematic analysis. The study derived that large scale disparities exist in transition leaders on the basis of their gender and generational contexts which can be better understood through the dyadic combinations derived on the basis of dynamics of both gender and generational variations i.e. Male Young (MY) or Female Young (FY). Furthermore, it was found that young male leaders are more change oriented and keen to take new initiatives as compare to the older generation leaders whereas young female leaders are inhibited at large due to cultural limitations and attitude of male counterparts as major barriers yet young female leaders are found enthusiastic to confront these challenges and succeed in their careers. Additionally, it is also found that the differences are relative to adaptiveness and passion of the transition leaders to keep themselves abreast of emerging approaches and technologies. The proposed Four quadrant transition leadership framework will personify the four indigenous types of transition leaders at the interplay of gender and generation. This study is vital for developing understanding about the critical needs of being adaptive in near future while setting foundational guidelines for the transition leaders to assess themselves in line with the changing needs of the 21st century businesses and be responsive. The proposed framework will facilitate critical understanding of inherent differences for being a male or female and young or old leader in terms of strengths and weaknesses specifically within the spectrum of transition leadership. This will institute a novel mechanism to select and develop the transition leaders as per the transformational needs of 21st century.

Keywords: Gender, Generation, Leadership, Change, Qualitative Research

1. Introduction

Globalization has emerged as a notion of opportunities in the disguise of rapid organizational changes across various industries. Change has become an impression of core concern for practitioners as well as scholars as being a continuous and persistent phenomenon in worldly terrain apart from constraints of time, domain, location, nature or discipline. Literature reveals a wide variety of changes in terms of rate of occurrence, how it comes and the scale of change (Todnem, 2005)that challenge the leaders of modern economies. The complex nature of change argues to be holistically projected, conceptualized, strategized, implemented, evaluated and updated continuously to cope with the challenges of 21st century and ahead. But leaders across gender and generations vary largely in their approach and style (Lichtenstein, 2006).

In line with the continuous changes occurring in the business terrain, the survival of any organization rests in the ability of leaders to proactively address changes. The dynamics of change assert the need for a leader to be vigilant, analytical and proactive, as well as flexible and adaptive to changing market trends (Rotmans, 2000). Additionally, a transition leader needs to execute compatible transitions with the intentions to develop the organization's self-renewing capacity (Lichtenstein, 2006).

In line with the change, gender and generation dynamics also play critical role in defining the approach and philosophy of leaders towards change. Most talented members of Generation Y's are

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independent, entrepreneurial thinkers who relish responsibility, demand immediate feedback, and expect a sense of accomplishment hourly. They thrive on challenging work, creative expression, freedom and flexibility (Chou, 2012).

Professionally, millennial are creative, innovative, and self-confident (Shaffer, 2008). They like to share what they have learned through collaboration in small groups, and they are eager for their work to make a difference and contribute to a larger movement for positive change (Shaffer, 2008). Like Baby Boomers, Gen Y workers tend to hold strong moral values, are connected to family and community, and are highly motivated to pursue a more open and tolerant society (Wong & Wong, 2007).

Driving change is not a common phenomenon that every leader can initiate. Certain leadership attitude is essential to drive change and transitions (Chiaburu, 2006). High level of symmetry and synchronization among the characteristics are needed to drive a change and the characteristics of the leader (Chiaburu, 2006). To this end, literature reveals that there are clear distinctions in leadership approach and styles of the leaders of different generations wherein generation Y owes the characteristics, that are quite compatible with characteristics needed to initiate and lead a change (Chou, 2012).

1.1 Research Aims

This study examines the dynamics of transition leadership in terms of gender and generational variation specifically in higher educational institutions/universities of Pakistan. The purpose of this article is to examine the portraits of educational leaders as change agents in terms of gender and generational variations involved in transitional initiatives in services industry of Pakistan.

The article is structured as follows. The overall research continues through review of literature to rationalize the need of the study and derive deductive themes to proceed for inductive exploration through thematic analysis performed on the narratives gained via in depth interviews from educational leaders. Discussion leads to the proposed base level four quadrants of transition leadership framework. Finally, conclusion, implications and limitations of the study are presented.

2. Literature Review
2.1 Need for Change: A Myth or Reality

The contemporary and historical rapid developments in information technology have enforced the businesses to adapt the changes for their survival in this era of technology and information. Timely an efficient response to a change reactively, or initiating a change proactively has gained recognition as the emblem of success in this competitive corporate and social arena. Indeed, research tends to agree that evidence from the more stable environments, from the developed countries, can underestimate the relevant success of change efforts in developing countries (Chiaburu, 2006). Owing to the differences in the cultural context, the validity of the Transition leadership theory and Complexity leadership theory needs to be empirically tested in diverse cultural contexts especially South Asia, which is evolving as the hub of emerging economies including eight emerging markets and other constituents (Cakici et. al., 2013).

Change management has been defined as 'the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers' (Moran &Brightman, 2001, p.111). According to Burnes (2004), change is an ever-present feature of organizational life, both at an operational and strategic level. Organizational change (OC) cannot be separated from organizational strategy, or vice versa (Burnes, 2004) while its management is becoming a highly required managerial skill (Senior, 2002). Since the need for change often is unpredictable, it tends to be reactive, discontinuous, ad hoc and often triggered by a situation of organizational crisis (Kuipers, et. al., 2014; Burnes, 2004; De Wit & Meyer, 2005; Luecke, 2003). Although the successful management of change is accepted as a necessity in order to survive and succeed in today's highly competitive and continuously evolving environment (Luecke, 2003; Okumus & Hemmington, 1998). The change initiatives end up in failures at large (Umble, &Umble, 2014) mostly due to a fundamental lack of a valid framework of how to implement and manage OC as what is currently available to academics and practitioners is a wide range of contradictory and confusing theories and approaches (Burnes, 2004).

2.2   Transitional Leadership: Changing Leaders to Lead Changes

Besides the swift pace of change, the pace of organizations to initiate transitions is relatively slow specifically in developing countries. The leaders in most of the cases are rigid to their self-defined domains based upon their managerial backgrounds wherein operational technical, or functional, skills are perceived vital for success (Bridges, & Mitchell, 2000) but these skills provide little support in a situation when the environment is continuously changing and need leaders who are dynamic, adaptive, and change agents. Leading transitions is tied to the reality that a leader is visionary, prone to initiate changes and is well equipped with the modern tools and techniques needed to lead a change initiative. Every leader cannot project, initiate and lead the transitions necessary to keep the business abreast of upcoming competitive challenges (Bridges, & Mitchell, 2000).

The leadership role in terms of transition initiatives needs to be clarified and researched at large to avoid the strategic drifts. Research on the potential association and between leadership and transitional change initiatives is scarce in scholarly literature (Almaraz 1994; Eisenbach et al. 1999) specifically in developing countries like Pakistan. Untangling this complex relationship helps provide sound managerial implications to enhance the success rate of any transitional initiative. However, despite analysing various aspects of transitional leadership, to date there is no conclusive research that has focused on the leadership solely in term of transition orientation with the notion of developing the persona of a leader capable of projecting, visualizing, initiating, implementing and leading transitions as a continuous process and is keen to develop the organization's self-renewing capacity to enhance change readiness competitively.

The question here arises that what are the qualities and attributes that distinguish a conventional leader from that of a transitional leader. Leadership has been widely researched in terms of styles, behaviour, approaches and traits starting from Great Man Theory encompassing the varying perspectives of leadership in certain time or situation (O'Brien, 2007). Apart from these unidimensional perspectives on leadership, it is necessary to understand the dynamics of leadership in this critical era of continuous and rapid change. This is the time wherein there is unavoidable need for integrating all leadership theories in the form of transitional leadershipas transitional leadership requires the vibrant qualities of leaders to combat with the challenges of transitional regimes (Alexander, 2001). In contrast to the transactional and transformational leadership, transitional leadership is the ability of a leader to achieve change through the influence exercised over followers through vision, charisma, power and passion(O'Brien, 2007).

The difficulty in finding a unanimous framework for transitional leadership lies in the facts that, firstly the pace of change in this 21st century is highest (Balogun& Hope Hailey, 2004; Burnes, 2004; Carnall, 2003; Kotter, 1996; Luecke, 2003; Moran &Brightman, 2001; Okumus & Hemmington, 1998; Paton & McCalman, 2000; Senior, 2002). Secondly, the change is highly dynamic in terms of its shape, size, type, level and form (Balogun& Hope Hailey, 2004; Burnes, 2004; Carnall, 2003; Kotter, 1996; Luecke, 2003), and, therefore, affects all organizations in all industries.

2.3   Gender and Transitional Leadership

Gendered discrimination has been a long lasting debate across corporate, social, family and work domains across the globe. It has also been a topic of scholarly interest for centuries that whether women can be less, equal, or more productive and result oriented as compare to men in different walks of life or not? (Paustian-underdahl, et.al., 2014). Considering women for higher positions specifically as leaders has remained a paradox besides having exceptional cases of women success as leaders (ILO, 2016). The scholars have empirically evidenced the supremacy of women in number of roles including leadership across disciplines

In contrast with developed countries, the situation of working women is reported even more dismal in Pakistan. The roles of women are defined on the basis of patriarchal biases, disguised in the veil of social norms or religious beliefs as interpreted by the male counterparts (Faiz, 2015; Paustian-underdahl, et.al., 2014).But in Pakistan, after decades long strive, the women have got recognition as an added value in the workforce and increasing number of women are getting inducted in different fields at positions that were once considered right of only men(Iqbal, 2013).Besides being positioned on varied designations, very few women can be observed at top positions(ILO, 2016).

Women have been in invisible in the main domain of leadership, some exceptions exist. For decades it had been a strongly held belief that only men are good leaders and women are born to follow the instructions of the men (Paustian-underdahl, et.al., 2014).It is also evidenced on scholarly grounds that women are perceived good leaders by others ratings but, in self-ratings women are less effective leaders by themselves (Eagly & Karau, 2002) particularly in uncertain transitional scenarios. Embracing the changes and keeping themselves abreast with the emergent trends and fashions, and having strong aesthetic, analytical and caring driven nature, women can be predicted to become effective transitional leaders and this research study intends to explore the potential of women as transitional leader in contrast with their counterpart men.

2.4   Generation Ys' Idea of Leadership

Generation Y; the millennials are the people with high hopes with respect to leading the change process (Chou, 2012). They are risk takers, initiators, flexible and adaptive to change and these are the attributes that enables them to lead. The Millennials are found confident to become leaders of the companies and becoming part of echelons team (Akhras, 2015; Deloitte, 2015). Many researches of past five years have been conducted to find out the traits of leadership which are valuable in the eyes of Generation Y and what kind of leader they want to become. Deloitte's research proved that Generation Y demands such leaders which focus on "soft" concerns of employees such as their wellbeing and development. Most of the respondents indicate that true leaders are those who have the ability to inspire others, vision, and passion. Those who said that the leaders only focus on financial results were only one percent of the respondents.

The overarching purpose of this study is to explore and develop understanding about the relationship between the gender and generational variations in transitional initiatives in services industry of Pakistan based on lived experiences of generation Y, educational leaders as change agents. In this regard, this research aims to answer the research questions like what are the attributes of an effective transition leader. How transition leaders vary in terms of gender and generational differences? How the dynamics of gender and generational variations are attributed to effectiveness as transition leaders? Are young-leaders better change-agents as compare to older generation leaders? Are males better leader than females? Which combination of gender generation and leadership best suit for the transition leadership being compatible with dynamics of 21st Century?

3.   Research Methods

Adhering to the participants' view of multiplicity of reality, this paper acknowledges the complexity of subjective meanings and sensitivity to the research contexts (Houston, 2001; Creswell, 2013). Based on nonprobability sampling procedure, purposive and snowball sampling technique was used to select the participants that most suits the aims and objective of this research. The criteria to select the participants were that he/she should be a head of department in a public or private university that is recognized by Higher Education Commission of Pakistan. He/she should also have minimum three years' experience and have undertaken a minimum of three transitions.

Semi structured in-depth interviews were conducted with twenty heads of departments from four different HEC recognized higher educational institutions/universities situated in Lahore with the aim of examining the interplay of gender, generation and leadership in terms of transition leadership. The interview protocol was scheduled to explore the eccentricities experienced by the participants while working with male, female, old and young leaders as change agents during transitional initiatives. The interview schedule was developed in both English and Urdu languages, in consideration with the issue of English being a second language in Pakistan, resulting in reluctance while getting deep insight and personal feelings from the participants.

To avoid any issue regarding the validity and reliability member checking, external audit and triangulation techniques were used. In addition, researcher's diary and short surveys were also conducted where felt necessary to triangulate the dynamic needs for vibrant data to cover the diversity of concept in variety of contexts and levels.

4.   Findings and Discussion

The findings of study are discussed as follows, starting with the profile of participants and portraying the dynamics of transition leadership followed by dyadic perspective of leadership and management leading to the generational and gender driven dynamics leading to successful sketch of effective transition leadership.

4.1   Profile of Participants

Education leaders were targeted for the conduct of semi structured in-depth interviews with the rationale that they are well aware of the modern concepts of change both theoretically as well as practically as higher education sector is going through the transitional phase for being growing at a rapid pace with the endless efforts of Higher education commission (HEC) Pakistan. Personal contacts were used to recruit participants for the interviews.

Most of the participants were of age between 35 to 45 years. Only two participants were older than 50 years of age. Eighteen participants were male and one was female. All of the participants were heads of departments in their respective HEC recognized universities/higher-educational institutions. All the participants had more than five-year experience at a leadership position. Six of them had more than 20 years of experience in their field. Out of the total twenty participants, four were PhD, one was four-year bachelor degree holders (considered as equivalent to master degree holder in Pakistan), one had master degree holder and remaining ten were MS/MPhil degree holders. All the participants were full time permanent employees of their organizations. The participants have been given pseudonyms to conceal their identity for anonymity purposes.

4.2   Dynamics of Transition Leaders

Participants, besides being divergent on the gender and generational perspectives, were found unanimous with respect to the unavoidable need for change in this era of rapid shifts in technology. A few perspectives are discussed as follows

4.2.1   Inevitable Flora of Change

Leaders have endorsed Change a serious initiative as being a notion of survival in this highly competitive, technology driven era. Keeping on updating, both one-self and the whole business team, with respect to the major trends across globe are critical for today's leaders to be in competition and taking transitionary initiatives are derived inevitable. As shared by one of the participant,

> "…change is the true spirit of the leadership. Leaders, particularly
> of this dynamic century, must be like flowing waters continuously
> changing their ways, I mean adapting the new direction to reach
> their destinations." [Imran]

Change is conceived inevitable and thus it can be derived that the leaders must be preferably proactive to address change or at least they must be reactive to the change happening in the larger spectrum of the business terrain and accordingly they should take transitional initiatives to adjust the strategies, processes and even policies to keep the organization ahead of the competition. In addition, one participant distinguished between the meanings of change and transition as he claimed that the notion of change is something that is "shift in environmental trends in a broader spectrum" whereas "the small, medium or large scale initiatives taken within an organization, I take is as transition" [Ali]. These findings augment the organization development theory (Lewin, 1950s) wherein Lewin asserted the need, process and needed leadership approach to address change well in time.

4.2.2   Transition Leader Persona

Besides being leader by themselves, the participants were having some sort of idealist sketch of the transition leader. As one of the participant dejectedly said,

> "Who will believe that we are leaders? we are the caged eagles
> dreaming and striving for touching the heights of the blue skies."
> [Fawad]]

Transition leaders, in true sense, are those leaders who can make their way, they are "restless souls who can't foot back from their aims" [Sarmad]. In addition, "set-backs add to their determination and perseverance" [Tahir]. They always "aim high, talk high, are self-driven" [Tahir], "fearless, and determined to success" [Imran]. They possess the skills set of moulding things in their own way. At the same time, they are very "caring for their colleagues, fellows and all other persons who are stakeholders of the transition" [Fawad]. Another participant said,

> "He is adaptive... He does accept the ideas of people. He is flexible. He is
> never rigid. And if he is rigid he will not be a leader because people will
> not follow him." [Ahmad]

As a whole, as conceived by the participants, a transition leader must be adaptive, flexible and above all he must be humanistic in nature. If a transition leader is caring, and soft hearted, only then the people will follow him from the core of their hearts.

4.3 The Four Quadrants of Transition Leadership

Transition leaders largely vary in their styles on the basis of gender and generational dynamics. These dynamics of leadership attributes that characterize the transition leaders, augmented by the inherited or polished leadership skills, managerial capabilities, and barriers drawn by structural contours creates interplay in terms of gender, generation and leadership. These intersectional dyads are discussed in terms of the four quadrants of transition leadership as pointed out by the participants.

4.3.1 Portrait of Male Old leaders (MO quadrant):

A number of participants has critically discussed the behavior of previous generation leaders termed as old leaders. The young participants feel that the male old leaders are not only resistant to transition initiatives but also if someone has taken the initiative, they will take it as a challenge for their masculinity, position and self-concept. As one of the participant said very aggressively,

> "...the seniors (old generation leader) make it a concern of their ego if a
> young leader takes some transitional initiative which is totally professional"
> [Sarfraz]

Another young leader added while talking about his experience with old leaders sharing in following words,

> "If he is male, he will certainly restrict you to take initiatives, he will hinder
> you he will not have adaptive attitude since he will be unable to understand
> the dynamics" [Fakhar]

In reality, the old leaders do not have exposure to the current technological changes that have shifted the whole system paradigmically. They do not know the dynamics of 21st century work environment and modern leadership practices and thus they restrict the young leaders to take initiatives either for knowing not or for having fear that you young leaders may take over their positions. In terms of reasons for such an attitude, the participants said "no vision or motivation in his career" [Ahmad], added by another participant "hesitate a lot to take new steps that go beyond their conventional wisdom" [Ibrahim]

4.3.1.1 Orientation to Change

The male old leaders are the leaders who are bit rigid in terms of initiating change. They are less caring, less supportive, non-friendly and non-compromising as compared to females of the same age. In terms of change initiatives, they do take interest and support the person who is initiating but they do not take initiatives at their own as they perceive themselves right in being static, following established routine process and less prone to learn new ways of doing business [P.3]. in addition, being old is subject to less risk taker for avoiding to have a blame of failure near their retirements.

4.3.1.2 Potential as Transitional Leadership

When inquired for the potential of older generations as transitional leaders, the participants, based on their lived experiences, believed that old leaders do lack competencies related to modern techniques and technological use in business regime. As shared by one of the participant

> "This (technological) transition has impacted each area and resultantly,
> the dynamics of each area has got changed. …Now if a person doesn't
> even have its Idraak (know-how) who have not updated himself in that way
> then how can you expect from the person that he or she can lead
> transitions in a better way, in a specific direction" [Fakhar]

Similarly, another participant elaborated that generational differences are not because of differences in energy and motivation level of the two generation it is the difference of the technological changes that creates the differences as said by one of the participant,

"I think as far as motivation and energetic level are concerned, older leaders are much more energetic yet restricted to grow for having new technology phobia (they don't know and event don't want to know how to use latest technology)." [Farhan]

In the perspectives of the participants, generational gaps are very high due to the swift changes in the technology and other domains of life. Yet the participants feel that it is not the age that nominates leaders as young or old generation leader, rather it is their learning and adaptive attitude that creates distinctions. As one of the participants said

"I don't think it has relationship with the age, its relationship with your experience, with your exposure. Regardless of age, this is your own grooming which works as a change agent or otherwise." [Rehan]

In the light of above excerpts, it can be derived that old leaders (generation x) have only one drawback hindering them to become good transitional leader and that is their inability to use latest technology and techniques for being resistant to learn modern ways of doing business.

4.3.2 Portrait of Male Young Leaders (MY Quadrant)

Young leaders are believed to be better leaders by a number of participants in terms of their learning attitude, determination, creative sense, energy, passion, exposure, being technology savvy, adaptive to change, being empathetic and team orientation. These characteristics make them more dynamic, change initiator and thus quite different from the older generations. As shared by one of the participants,

"If you have determination and creative sense, you are a young leader. Age and experience matter but not more than determination and your working style…They (young leaders) are better as they know the new technology and techniques. They are also more connected to social media. Young leaders are more energetic, visionary and their communication is better than old leaders." [Sarmad]

Further augmented by another young participant,

"I don't like to impose myself on others as it is practiced by older generations. Besides being male, I am also a human and all others too. I (always) try to be along with them (my team), to listen to their problems, to make my plans according to their strengths and abilities."[Ali]

The critical difference between young leaders and the old leaders lies in the exposure. Besides the extended level of exposure, it's the vision that enables young leaders to initiate transitions. And if a leader has both vision and exposure then it will be "sonepesuhaga (an added value)" [Faraz]

4.3.2.1 Potential as Transitional Leadership

As compared to the older leaders, the learning attitude and adaptive behaviours of young male leaders makes them more suitable and competitive for the role of transitional leadership.
As shared by one of the young male leader

"The success of young leaders as being change agents lies in their readiness to learn new and innovative ways of doing business."[Faraz]

The very nature of being supportive, passive listening, active participation in creative activities and passionate readiness for innovative transitions while shouldering the inherent risks personifies the young leaders as most suitable incumbents to play the transitional leadership role.

4.3.2.2 Orientation to Change

Young male leaders are more change oriented and keen to take new initiatives. This is the "core identity of being a young leader" as identified by one of the participant,

"Adaptability, (though) everybody doesn't have, is one of the major traits of young male leaders and only those people get successful who adapt themselves according to the situation." [Sarmad]

This adaptability comes from being open minded, flexible attitude and innovative thinking. Added by another participant,

> "you see! that all of the giants of today IT world, they all are from the younger lot" [P.6] and they can root good change anywhere for having new ideas and thinking." [P.8]

The core characteristic of young leaders is adaptability. They have been brought up in an era wherein they have observed swift changes all around them and they have learnt naturally to adapt themselves accordingly to survive and compete which has become part of young leader's nature to keep on changing along with external changes or proactively bring change to lead the competition. Being adept in new technologies and being adaptive to new technologies, younger leader best fits in the current terrain of transition leadership

4.3.3 Portrait of Female Old Leaders (FO Quadrant):
Female old leaders are thought off as polite, supportive, caring, focused to work but having fear to take initiative, being dependent in decision making and resistant to take bold initiatives, though not for small, lower level transformations, but for large scale transitions. What distinguishes them from female young leaders is that they are mostly surrounded by a few female subordinates who's flattering attitudes keeps them closer to the female old leader. as shared by another female participant,

> "I always consult my very few fellow friends who are really sincere to me."[Tahir]

Normally females are more risk averse and do not even take the risk of switching their current jobs until and unless they are having any respect related issue. This very trait, to a certain extent restricts their full potentials to grow in the corporate world as transition leader. Old female leaders are more job oriented rather career oriented and normally have the fear of losing the power inherited in their leadership positions

4.3.3.1 Potential as Transition Leader
Females are believed to have full potential for a good transition leader. Even both young as well as old male participants endorsed that being a female is no more an issue to become a good transition leader. As shared by one of the young male participant

> "Genetically there is no issue. Logically they are same, men and women" [Sarfraz]

Added by one female participant,

> "Becoming a (transition) leader is easier for females like in the older ages, for with everyday passing year, the barriers, I mean social and domestic responsibilities cuts down to a manageable slot but the professional barriers get higher (laughter)." [Rubina]

The aims and goals of female leaders are found very high but they are just making all these efforts to get independence from male dominance by having power through financial independence. It is not the biological or psychological issue from the females' side that hinders them to become leaders. They are good at everything in doing whatever is entrusted to them but it's the psychological issues from the male side of the society. As shared by a participant,

> "The myth of women as damsels in distress should be removed" [Fawad]

The females are defined as "Sinf e Nazuk" (the soft creature) in the east and this definition has established mind sets of the male counterparts.

4.3.3.2 Orientation to Change
The female old leaders are the leaders who are bit rigid as similar to their male counterparts. The only thing that is different, the females are relatively more caring, supportive, friendly and compromising. In terms of change initiatives, they are found to be reluctant to take charge of transition leaders as they risk averse and do not intend to hold responsibility of any negative outcome. This is mainly because of having fear to loose existing job wherein she is feeling herself at comfort zone otherwise. They do take interest

and support the person who is initiating but they do not take initiatives at their own as they are "risk averse" and "do not take responsibilities" at their own for having the fear of being "accountable" if "the project" fails.

4.3.4 Portrait of Female Young Leaders (FY Leaders)

Female young leaders, as compare to the older ones, are more energetic, passionate, visionary, career oriented, open minded, autonomy seeking and adaptive. Independence is the core element behind their professional efforts and all the basic characteristics that are needed to become a good transition leader are inherited in female young leaders. They do believe in themselves as it is apparent in the following excerpt shared by one of the participants,

> "If we have vision, we can do everything. You have to work hard in order
> to open the key of your door to independence and success." [Rubina]

Augmented by one of the male participants while sharing his lived experience with a female young leader as he enthusiastically shared his feelings,

> "She has very good decision making power; her differently thinking style,
> communicating ways, she has very much ability of risk mitigation, she also
> take risks. These are the things that make her a good leader." [Tahir]

4.3.4.1 Potential as Transitional Leader

The young females have plenty of opportunities across disciplines in all fields of life. The number of young females doing jobs and business is increasing rapidly. Besides this, the modernization of the society, infrastructural development, open mindedness of the males, and increasing literacy rates are reducing the barriers faced by the females as shared by one of the participant,

> "I don't think that in the present situation there are as such restrictions from
> the organization point of view. For example, in this organization, I don't
> feel or preserved any restriction for the growth of career of any female
> colleague." [Sarfraz]

Growth within the organizations is still challenging for the young females due to the attitude of male colleagues. In their journey of professional career from entry to leadership positions they are to confront various layers and levels of challenges, determined and termed as contours by Faiz (2015). So it can be derived from above narratives that every young woman can become good transition leader as she has have proven herself within her domestic domain only if the culture supports her and the male behavior gets transformed positively.

4.3.4.2 Orientation to Change

Young female leaders are found enthusiastic to transform not only themselves as per the needs of the their current job position but also they can bring favorable transitions in all work domains. Young female leaders, wherever they go, either changes the culture, work environment and attitudes of the others. They are believed as ambassadors of change as having,

> "My former boss has no vision in his career. On the contrary, I am very
> energetic and visionary. I want to do lot of things. I always imagine myself
> to next position after 6 months or a year. I usually do creative activities for
> the motivation of my team…I believe that young generation have very
> good public relations than old generation." [Tahir]

Further added by another participant,

> "Women are aesthetically very strong and they always bring positive
> change. It is my personal observation that wherever, you see, the women
> are working, the work environment is much positive" [Sarfraz]

The young females are ambassadors of change as they have inherited urge to become independent and make their destiny by themselves. They are enthusiastic and visionary. They are full of potentials and really a team player. They are aesthetically strong and they can bring positive changes in their environment. As quoted in above excerpts, the young females are better leaders as compare to the previous generations.

4.3.5   Proposed inductive Model

This research was aimed to derive the role of gender and generational variations to portrait the transition leader compatible with the needs of revolutionary transitions confronted by the organizations of Pakistan in 21st century. Based on the analytical model of gender, generation, leadership a conceptual model is proposed to encompass the varying combination of age and generational elements in search for the most suitable dyadic combination that fulfils the aims of this research.
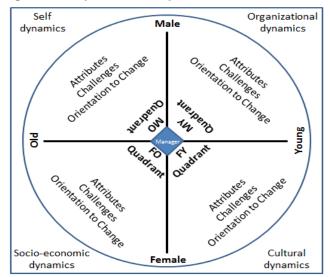
Figure 1: Proposed Conceptual Framework of Gender and Generation in Leadership

Source: Authors' Construction

Transition leadership is not a unidimensional phenomenon; rather it is a multifaceted construct that shapes up with the intersectional combination of certain characteristics attributed to gender and generational dynamics with the abilities to coping with the contours of self, organizational, economic, social and cultural subtleties. Here in this conceptual model that is devised on the concept of Cartesian plane with taking gender on y axis and generation on x axis. On y axis male is taken on the top edge whereas female is taken on the lower edge. Similarly, young is take on right most side of x axis and old is taken on the left side of the x axis. Though this distribution is not purely on the basis positivity or negativity as is taken in actual Cartesian plane but as per the findings of this research it can be drawn that the male has positive potentials, resources and support for being a change initiator whereas, female has limitations at different levels showing a negative trend of female towards a transition leader.

Similarly, young leaders are taken on positive side of x axis as they are quite positive towards change initiatives and have all the qualitative that are positively associated with being a good change agent whereas on the other hand, old leaders are taken on the negative side of x axis as they are rigid and are quiet negative about transitional initiatives for having the characteristics that are negatively associated with change orientation and initiation.

The four different quadrants developed in this model are labelled as MY, MO, FO and FY quadrants that represent the dynamics in terms of male young leader, male old leader, female old leader and female young leader respectively. All these factors that make up the quadrant model are the inside-out factors that shapes up transition leaders where leaders have to confront with the contours of self, organizational, socio-economic and cultural dynamics taken here as outside in factors as derived in this study.

The proposed four quadrant transition leadership framework will personify the four indigenous types of transition leaders at the interplay of gender and generation. This framework will clarify the role of gender and generational variations in terms of transition leadership and will also develop understanding about their dyadic intersectionality. Businesses are seeking the right persona with positive motivation towards change initiatives. This study is vital for developing understanding about he the critical needs of being adaptive in

near future while setting foundational guidelines for the transition leaders to assess themselves in line with the changing needs of the 21st century businesses and be responsive.

The proposed framework can facilitate critical understanding of inherent differences for being a male or female and young or old leader in terms of strengths and weaknesses specifically within the spectrum of transition leadership. This will institute a novel mechanism to select and develop the transition leaders as per the transformational needs of 21st century.

4.5   Conclusion

In the light of above findings, it can be derived every leader has to achieve the objectives through others, so these "others" are very important. A transition leader can only achieve his/her objectives if he/she considers his companions equal and give them the ownership of the organization. A transition leader must have three qualities, that are firstly he/she must have grandeur, secondly his/her code of conduct must be extremely beautiful and he should take pains for his/her companions he/she must be adaptive with high aims. In this regards clear differences are derived above in terms of gender and generational leadership characteristics and approaches.

Males are found better transition leaders than females with the edge of social dominance and power over females whereas females are found good transition leaders but lacking in social support while being victimized of poor mentality and psyche of male counterparts and multi-level barriers. But even then, the young female leaders are believed as being ambassadors of change. On the other side, male young leaders are icons of transition and change in terms of both gender and generational advantages as well as inherent opportunity of being young and energetic. Besides the clear differences across generations, being young is not defined in terms of number of years rather it is relative to the degree of adaptiveness towards changing needs.

So in the light of findings and above discussions, it can be derived that a transition leader has precincts of gender and generation wherein intersectionality exists and four different quadrants can be identified with distinct characteristics, challenges and orientation towards change. In addition, it is also concluded that both age and gender are relative terms that are not specific to certain number of years or physiological differences respectively.

4.6   Implications for Research and Practice

Transition leadership has emerged as need of the 21st century as this century has been known as the century of transitions and transformations. Businesses are in dire need and are seeking for the right personality with positive motivation towards change initiatives. To this end, this study is vital for the understanding of the dynamics of gender and generational perspectives to grasp the interplay and interconnectedness in terms of characteristics needed for a transition leader. Furthermore, the varied attributes attached with both genders and the generational dynamics of old and the young, will set foundational parameters for Human Resource personals to develop specifications needed for a transition leader if needed to be hired or can also develop, design and deliver the needed trainings specifically needed by the transition leaders to improve themselves. It is valuable contribution for organizations to transform the conventional leaders to transition leader by incorporating the needed attributes and skills.

Besides this, it can also set guidelines for the older leaders to assess themselves in line with the changing needs of the 21st century businesses and help them to be adaptive to keep themselves in the category of young leaders as it is derived that "being young" is a relative term and is just a state of mind. On the other hand it will also provide basis for the challenges faced by the female leaders at different structural levels both domestically as well as in the organizations. The findings can help them learn the unavoidable need for being adaptive. This research also sets grounds to understand critical need for encouraging females to partake their role professionally. For this, the findings suggest to develop supportive environment to utilize the potential of females positively in the overall transition process as the qualities of the young females are well-matched with the qualities needed for efficient implementation of the transitional interventions.

4.7   Research Limitations and Future Research

Conducting qualitative business research in Pakistan was challenging in terms of access and recruitment of those at leadership positions. In addition, organizational restrictions with respect to tape recordings were an additional limitation. Similarly accessing female leaders was also critical as the number of female leaders was very limited in the selected universities and only one female agreed to participate of the total four females who were contacted.

With regards to future research, the complexity and dynamics involved in being a transition leader are not restricted to the gender and generational variations. So this notion of dynamics   and interconnectedness can be further investigated across disciplines. Similarly, limited role of structural levels is being exposed in term of structure agency relationships that can be further investigated to clarify the structural limitations confronted by the transition leaders.

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