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THE HIDDEN DIVERSITY: WHY THE CANADIAN FORCES WILL NOT MEET ITS EMPLOYMENT EQUITY TARGETS

Lieutenant-Commander B.L.H. Guymer

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By Lieutenant-Commander B.L.H. Guymer
Par le capitaine de corvette B.L.H. Guymer

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Abstract

The Canadian Forces (CF) has as an Employment Equity target of increasing the representation of women to twenty five percent from the current, and relatively stable, fifteen percent. Unfortunately, despite significant efforts the target has remained firmly out of reach. This is due to the fact that employment equity programs are focused solely on the face of diversity, the extrinsic factors such as sex and race. What employment equity programs have currently failed to incorporate are the aspects of personality and person to task work place fit. Research has demonstrated that certain personality types tend to be better suited to certain employment fields. In addition, research has proven that with some personality traits there is a significant gendered component. It is this point specifically where the CF Employment Equity goals begin to unravel. The CF currently has an organizational construct that is better suited to personality traits, individually and in combination, significantly more common amongst men and dramatically reducing the proportion of women who will be attracted to the CF as an organization of choice. Those women who do join are, by two thirds, concentrated into the occupational fields that are more inclusive of traditional feminine traits and the remainder will likely have the same personality traits as their male counterparts. The CF will have to decide if it wants to broadly modify the constructs of the organization to be more inclusive of feminine dominant traits or accept that the target of twenty five percent is unrealistic and unattainable.

Introduction

> *At bottom every man knows well enough that he is a unique being,*
> *only once on this earth; and by no extraordinary chance will such a*
> *marvelously picturesque piece of diversity in unity as he is, ever be*
> *put together a second time.*
> **- Friedrich Nietzsche**

Over the last half century there has been a constant ongoing dialogue about the plight of women in the workforce. This gender politic rich dialogue has given rise to terms like 'Glass Ceiling' and 'Pink Ghettos' and 'Gender Neutral' leading to discussions on why salary and promotions levels are not equivalent between the two sexes even though they perform the same work. Rhetoric and dialogue have given rise to new human rights and anti-discrimination laws. Associated employment equity programs have spawned new programs with the unintended effect of creating discontentment resulting in a backlash of accusations of reverse discrimination. Employers in general are in a difficult position especially as women still continue to be extremely underrepresented in senior management positions. Statistics Canada Data for 2006 indicated that women represented approximately 24% of Senior Management Occupations in general, however only 12% of Senior positions in corporate goods and services organizations.[1] Furthermore, while there has been improvement since 1988 when women earned 75.7 cents for every $1 earned by

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[1] Statistics Canada, "**Occupation - National Occupational Classification for Statistics 2006 (720)**," http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/tbt/Rp-eng.cfm?LANG=E&APATH=3&DETAIL=0&DIM=0&FL=A&FREE=0&GC=0&GID=0&GK=0&GRP=1&PID=92104&PRID=0&PTYPE=88971,97154&S=0&SHOWALL=0&SUB=0&Temporal=2006&THEME=74&VID=0&VNAMEE=&VNAMEF= (accessed March, 2013).

men, as of 2008 there continues to be a gender based economic wage gap as women still earn significantly less than their male counterparts at 83.3 cents to the male dollar.[2]

The Canadian Forces has not been immune to the effects of gender politics and its associated objectives. *The Canadian Forces Employment Equity Plan* of November 2010[3] indicates that the Canadian Forces (CF) has an objective to increase the representation of women in the Canadian Forces (CF) to 25.1%. This target has remained consistently out of reach as the percentage of women in combined CF Regular and Reserve Force continues to hover around the 15% point. This is despite advertising aimed specifically at encouraging women to join, the use of focus groups, the developments of new programs and years of study. The questions we must ask ourselves are, "Why can the organization not increase the percentage of women in the CF?" and "What is it that the CF is missing?"

In fact, the problem has less to do with extrinsic factors such as sex but more to do with the intrinsic factors related to personality. While the focus has been on the literal 'face' of diversity it is actually the brain and the heart that are truly informing the decisions to join or to stay.

Our hidden diversity is our personality, the underlying elements that drives our actions, our decisions, our perceptions, our belief structures and our interactions with the world around us. It is through the filter of one's personality that they evaluate potential employment opportunities and to which fields they find interesting and to which they are attracted. Therefore, organizational culture plays a significant role in employee decision-

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[2] Statistics Canada, "Why has the Gender Wage Gap Narrowed?" http://www.statcan.gc.ca/daily-quotidien/101220/dq101220b-eng.htm (accessed March, 2013).
[3] *Canadian Forces Employment Equity Plan Revision 1 - November 2010* (Ottawa, Ontario: Chief of Military Personnel, 2010).

making as to whether they are attracted to or will be retained in a certain field, industry or company/organization.

The Canadian Forces, a purported gender-neutral organization, still imbues an organizational culture more resonant with selective personalities types, which are more commonly align to traditional male dominant traits and it is because of this lack of personality diversity, the Canadian Forces will continually fail to attract and retain enough qualified female members to reach its Employment Equity objective of 25.1%.

A literature review of personality theories and their follow on implications for military organizations provides the foundation for this paper. Areas of research included: current CF studies, data and policies; personality theories, specifically the Myers-Briggs Type Indicator, the Five Factors Model and the E and S Brain theory; gender differences; comparison with other militaries; organizational and institutional cultural analysis and leadership theories.

This paper will be divided into five chapters. Chapter one will detail the foundation of personality and personality theories used throughout this paper. Focus will be on the Myers-Briggs Type Indicator (MBTI) and the Five Factors Model (FFM) both of which been used within the CF and other militaries. Chapter two will focus on understanding some of the gender differences in personalities and their behavioural manifestations. Chapter three relates how the current CF organizational constructs influence who is attracted and who is most likely to be successful within the CF. The fourth chapter will focus on where women fit within the CF based on general personality profiles in comparison to the current organizational constructs. The final chapter is a discussion on what this lack of personality diversity will mean for the CF and for future policy decision.

Chapter 1 - Understanding Personality

The study of personality has fascinated mankind for thousands of years because each person is a distinct composition of biological and psychological elements, which are further combined with unique experiences, hopes and fears.[4] It is a complex area of study and has generated many theories, which themselves have in turn influenced every other aspect of the human sciences including sociology, anthropology, education, growth and development, medicine and criminology. The span of influence of this field is remarkable because, quite simply, the human dynamic is the root of every relationship. Therefore, it is not surprising that understanding some basics from the study of personality would have a beneficial application to the work environment. The work place is based on a system of individual relationships such as: superior and subordinate, peer-to-peer, internal and external, public and private.

Scientifically speaking personalities are a composite of "cognitions, affects and behaviours" along with both "genetic and environmental influences" that incorporate an element of time resulting in "continually revised constructs of the present and future."[5] In order for scientists to truly understand the concept of personality they must study the detailed interaction of all these factors.

However, working at the level of extricating and differentiating biological and environmental factors through a lifetime of developmental phases is well beyond the requirements for this paper and beyond the necessity for most employers. By the time a person arrives in a work place the vast majority of their personality is already set, barring

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[4] David G. Martin, *Psychology:Principles and Applications* (Scarbourough, ON: Prentice-Hall Canada Inc, 1991) 375.
[5] Walter Mischel, *Introduction to Personality*, 6th ed. (Orlando, FL: Harcourt Brace College Publishers, 1999)5.

traumatic events. Therefore, this more simple definition will be used to provide a common understanding:

> Personality is a collective term which encompasses all of an individual's overt (observable) and covert (internal) behaviours (thoughts and feelings). These behaviours are perceived by the individual or others as having a unity, that is, of being consistent and characteristic[6]

Two important points are represented in this definition. First, it highlights that personality is relatively consistent (stable) and indicative of that individual (characteristic). Secondly, personality is a behavioural expression of our internal processes of thoughts and feelings. Both of these points have specific applicability to the work environment in that our behaviours are a manifestation of our personalities and will be relatively consistent over time. Therefore, an understanding of the personality of the individual and of the requirements of the tasks to be completed will allow for a better match of person to task. It also implies that people are not likely to adapt well to environments not suited to their personalities.

There are many personality tools available to determine key personality characteristics or traits. The three that are the primary focus for this paper are the Myers Briggs Type Indicator (MBTI), the Five Factors Model (FFM) and the Empathetic € and Systematic (S) Brain theory.

MBTI

The Myers Briggs Type Indicator is based on an understanding of four pairs of traits. Traits are ways of classifying and organizing multiple and complex personality dimensions into groupings that allow for better measurement and understanding. Traits

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[6] Martin, *Psychology:Principles and Applications* 374374.

are considered to be stable over time and not just temporary expressions of environmental influences.[7] For example someone may be withdrawn at the moment but that does not make him or her an introverted person.

The four pairings of traits in MBTI are: extroverted and introverted; sensor and intuitive; thinker and feeler; and judger and perceiver. Each pair will be explained in turn. It is important to note that each individual has aspects of both elements of each dimension in their personality make up and can call upon those attributes as required[8]. For example, each person will have attributes of both introversion and extraversion as the situation or their mood demands. However, a person's natural inclination favours one over the other. When we say that someone is extraverted that would be his or her normal state of interaction with the world around him or her. In addition, the rate of natural inclination is different between individuals and on each dimension. Someone may be strongly intuitive in that they seldom utilize their sensory perceptions or they may be mildly dominant in the feeling element in that they frequently call upon their thinking processes.[9]

Each of the MBTI pairs is described in turn highlighting some of the key attributes indicative of each of those traits. For complete definitions an excellent reference is *Gifts Differing* by Isabel Briggs Myers and Peter B. Myers.

Extroversion and Introversion (E/I)

This dimension describes how an individual relates to the greater world around them. Extraverts are externally focused and derive their stimulation from the outer world,

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[7] Mischel, *Introduction to Personality*143.
[8] Isabel Briggs Myers, *Gifts Differing* (Palo Alto, California: Consulting Psychologists Press, Inc, 1980).
[9] Loren Pedersen, *Sixteen Men Understanding Masculine Personality Types* (Boston, Massachusetts: Shambhala Publications, Inc, 1993) 25.

both directing and receiving energy from external sources. [10] Extraverts are commonly referred to as outgoing because they are often involved in many activities, are talkative and need to be actively involved in experiencing the world around them. Extraverts generally have extended networks of acquaintances and friends. Their frame of reference is, " they cannot understand life until they have lived it."[11] The engaging and charming individual at a party who can talk to anyone about anything and who is disappointed when the party is over would be the extravert mascot.

Introverts are internally focused and derive their stimulation from their inner world.[12] An introvert can often be described as withdrawn and quiet but they are processing concepts from a distance. They are generally exhausted by too much external stimulation and often need to retreat to recharge.[13] Introverts generally limit their social groups to close trusted friends. Their frame of reference is, "they cannot live life until they understand it."[14] At the same party as the extravert above, the introvert would likely to be chatting to the same small group for most of the evening or standing alone watching the room and relieved when the night was finished.

Sensing and Intuition (S/N)

This dimension is based on how information is perceived. Sensors are people who, for the most part, rely on their five senses to prove or trust what they believe.[15] They tend to rely on their own senses more than they trust the opinion or communication of others, therefore having to 'see it for themselves'. Sensors are often considered to be practical in that they work with what is and what can be proven and they especially "appreciate the

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[10] Anthony Storr, *The Essential Jung* (Princeton, New Jersey: Princeton University Press, 1983) 141.
[11] Briggs Myers, *Gifts Differing* 56
[12] Ibid. 7
[13] Storr, *The Essential Jung* 141
[14] Briggs Myers, *Gifts Differing* 56
[15] Ibid. 3

realities of the situation".[16] They, on average, "face life observantly, craving

enjoyment."[17] The Sensor is best suited for work that is detail oriented like accountancy,

banking and construction where the use of learned skills and repetitive tasks are comfort

food for their brain.

Intuitives, on the other hand have a more indirect method of perception as their

concepts are not bounded solely by the five senses. There is a strong unconscious

component to their processing and they tend to link information from multiple sources

accumulated over time to find essential patterns in the bigger picture.[18] In short, they

"face life expectantly, craving inspiration."[19] The Intuitive is the visionary who looks

beyond the facts into the wider realm of potentials and possibilities, accepting things

which are more tacit what than the Sensor finds comfortable.

Thinking and Feeling (T/F)

This is the evaluative function that influences how we come to conclusions.

Thinkers rely on logical principles and processes that are used to derive an impersonal

"true-false" style of conclusion[20]. Thinkers tend to be more analytical in an objective way

balancing facts and weighing pros and cons. Their processing tends to be more linear.[21]

An extreme example of an individual dominated by their thinking trait would be the

caricature of the absent-minded professor who cannot understand how they cause offense

to those around them when they cannot understand how others do not see the answers to

theoretical issues as clearly as they do.

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[16] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 17
[17] Briggs Myers, *Gifts Differing* 63
[18] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 17
[19] Briggs Myers, *Gifts Differing* 63
[20] Ibid. 3
[21] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 20

Feelers are more relationship oriented giving subjective value to decisions and processes focused more on what is "agreeable or not agreeable".[22] Feelers include what is perceived as important to them or others not just what is factual and they tend to orient their decision-making processes around values and value systems over logic and analytical processes.[23] The gentle kindergarten teacher who cares for boo-boos, wipes tears and teaches the value of sharing would be an archetypal Feeler.

Perceiving and Judging (P/J)

This preference is otherwise known as the lifestyle preference as it describes, "how an individual attempts to deal with the outer world."[24] The name is relatively self-explanatory in that a perceiver is a gatherer of information, someone who tends to be more tolerant of ambiguity and is often happy just watching what is happening around them. Philosophers love to perceive and mull information, extrapolating and molding it until it is just right for future use, unless of course something comes along that means it has to be re-examined yet again.

Judgers on the other hand are quicker to use available information to make a decision in order to take action. They tend to be more organized and structured in their processes and tend to be more controlled or controlling of their information processes.[25] Crisis and emergency response teams would be the epitome of individuals who are strong in the judging trait as they rapidly process information, make quick decisions and take immediate action.

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[22] Briggs Myers, *Gifts Differing* 65
[23] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 21
[24] Ibid.
[25] Ibid.

These are broad-brush descriptions of the four preference dimensions. Each of which has both merits and drawbacks. A judger may judge a perceiver to be hesitant and indecisive whereas a perceiver will perceive a judger to be overly judgmental and lack thoroughness. However, understanding the four dimensions gives us insights into how we, and our co-workers, interact with the world and information around us. Again it is important to note that each person has some capacity reflective of both sides of each dimension; however, the types are based on dominant preferences. In addition, not all preferences are equal. Someone may fall into the extreme side of introversion yet only be moderately more sensory than intuitive. When all four pairs are taken into account, there are 16 potential MBTI combinations that are used to describe personality profiles.

The Sixteen Types

Each type in the MBTI allows for a unique combination of dominant preferences that are generally predictive of how a person will view and interact with the world around them. Table 1-1 is an adaptation and summary of the 16 types taken from *Type Talk at Work*[26] by Otto Kroeger, including a useful short descriptor of each type.

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[26] O. Kroeger, J. Thuesen and H. Rutledge, *Type Talk at Work how the 16 Personality Types Determine Your Success on the Job* (New York, New York: Dell Publishing, 2002).

Table 1 -1: The Sixteen Personality Types

ISTJ Life's Natural Organizers	ISFJ Committed to Getting the Job Done	INFJ An Inspiring Leader and Follower	INTJ Life's Independent Thinkers
ISTP Just Do It	ISFP Action Speaks Louder than Words	INFP Making Life Kinder and Gentler	INTP Life's Problem Solvers
ESTP Making the Most of the Moment	ESFP Let's Make Work Fun	ENFP People are the Product	ENTP Progress is the Product
ESTJ Life's Natural Administrators	ESFJ Everyone's trusted Friend	ENFJ Smooth Talking Persuaders	ENTJ Life's Natural Leaders

Research has demonstrated that the 16 personality types are not evenly distributed across the populations sampled. In fact several personality types are significantly more dominant than others. This is due to the fact that several of the key preference dimensions are more dominant in Western society than others. In the extraversion and introversion spectrum, they are approximately equal at 49.3% and 50.7% respectively. In the sensing and intuition spectrum the division there is a far more marked division at 73.3% and 26.7% respectively. Furthermore, the Thinking and feeling percentages are 40.2% and 59.8%. This particular dimension has a significant gender component to it that will be explored in Chapter 2. The final pair of preferences, judging and perceiving, are relatively equivalent at 54.1% and 45.9%. Table 2-1 provides a summary of these statistics in the total column along with the break down by gender.

Due to these individual variations in the pairs there is a resulting skew in the overall percentages across the sixteen personality types, as demonstrated in Table 1-2.[27] Distribution factoring in gender will be discussed in Chapter 2. However, it should be

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[27] "Myers Briggs Statistics." Statistic Brain, http://www.statisticbrain.com/myers-briggs-statistics/ (accessed Jan, 2013,

noted that the two most dominant personality types in the population in general are the

ISFJ and the ESFJ. This is in sharp contrast to the personality type favoured by the CF,

which will be discussed in chapter three.

Table 1-2: Distribution of Personality Types

ISTJ	**ISFJ**	INFJ	INTJ
11.6%	**13.8%**	1.46%	2.1%
ISTP	ISFP	INFP	INTP
5.4%	8.8%	4.4%	3.3%
ESTP	ESFP	ENFP	ENTP
4.3%	8.5%	8.1%	3.2%
ESTJ	ESFJ	ENFJ	ENTJ
8.7%	12.3%	2.5%	**1.8%**

Temperaments

In the work place it can often be difficult to understand all four dimensions and

the sixteen personality types. There is a short cut in understanding personality types as

each of the sixteen types will fall into one of four foundational temperaments. Table 1-3

details each of the four temperaments and their associated personality profiles.[28]

Table 1-3: Temperaments

NF	NT	SJ	SP
ENFP	ENTJ	ESTJ	ESFP
INFJ	INTJ	ISTJ	ISFP
ENFP	ENTP	ESFJ	ESTP
INFP	INTP	ISFJ	ISTP

The NF temperament, "sees the possibilities and translates those possibilities inter

and intra personally".[29] These are the individuals who tend to join causes in order to

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[28] Kroeger, Thuesen and Rutledge, *Type Talk at Work how the 16 Personality Types Determine Your Success on the Job* 53
[29] Ibid.

better their communities and human interests and are passionate and sensitive. They

respond best to personal interaction and can be fiercely loyal to their cause and their team

but when disillusioned are difficult to regain. They are difficult to supervise and may

seem flighty and disorganized but within their context they have a strong capacity to

support others and their team.[30]

The NT is a challenging temperament both in their nature and for others to work

with. They have a deep requirement to understand the whys and why nots of everything.

They can appear to be challenging authority and processes when in fact it is their desire to

understand that drives them. Their intuitive nature makes it hard for others to follow how

they arrived at decisions and questions. However, the underlying drive is for competence

in not only themselves but those around them. They are best suited to strategic planning

and research due to their ability to see overarching details and connections.[31]

Those with an SJ in their profile are best suited to organizational management

because they take charge and are consistently dependable. They like structure and are

process oriented using analytical thinking. Their leadership approaches are

straightforward and goal oriented and they are often very loyal. They are the

traditionalists in North American society forming the largest single group and prefer to

perfect an organization instead of introduce what they perceive as unnecessary changes.

However, this can be a failing in their lower ability or lack of desire to anticipate future

changes that will require substantial organizational modifications.[32]

The SP temperament is the foundation for the living in the now mentality in that

they are more suited to live for the moment vice long term planning. They are generally

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[30] Ibid.
[31] Ibid.
[32] Ibid.

practical and resourceful and like to participate in activities that have more tangible and immediate rewards especially those involving technical skills. However, their desire for immediate results can lead them into the 'act now ask later' dilemma which can be harmful to overarching plans by superiors.[33]

Since temperaments "help us predict such things as how people teach, learn, lead others, socialize, manage money and relate to others"[34] they can also help us learn to match skills to tasks in the work place or how to adapt work place policies and procedures to achieve the greatest outcomes. For example if a volunteer organization with a goal of saving the planet attracts significant numbers of the NF temperament attempts to rigidly apply logical and analytical SJ organizational processes will have a dampening effect on NFs natural enthusiasm and passion. This will in the end undermine the ability of the organization to achieve its goals and objectives.

The second theoretical tool for understanding personality in the work place is the Five Factor Model (FFM) which focuses on five key overarching attributes vice sixteen personality traits.

Five Factor Model

The five factor model (FFM) is another trait analysis tool and was developed by Tupes and Christal in 1961.[35] This model, like the Myers Briggs Type model, builds upon the concept that personalities can be relatively measured if their broad ranges of behaviours are coalesced into certain groupings. The results of theses studies have been

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[33] Ibid.
[34] Ibid.
[35] Martin, *Psychology:Principles and Applications* 389

replicated repeatedly and as such are described as being, "consistent enough to approach the status of a law."[36] Each of the five factors will be explained in turn.

Extraversion

This factor is the same as has been provided by the MBTI. The extraverted person is considered to be more assertive, outgoing and talkative whereas the introverted person is more likely to be seen as withdrawn, shy or be less emotive towards others.[37]

Agreeableness

In this dimension the agreeable person is considered to be relationship oriented, compassionate and tolerant but also dependent. [38] This is an interpersonal dimension and to a relative degree relates to the Feeling portion of the MBTI. However, the opposite of agreeableness is considered to be non-compliance or antagonistic where the individual would have more difficulty making and retaining interpersonal relationships.[39]

Neuroticism

The neuroticism versus emotional stability scale is an important component of the five factors that is not addressed by the MBTI. This factor is focused on the emotional health and well-being of an individual. The neurotic person would be considered to be emotionally unstable, worried and more prone to self-doubt and self-consciousness. [40] The opposite end of this spectrum represents individuals who would be considered

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[36] Ibid.

[37] R. McRae and O. John, "An Introduction to the Five Factor Model and it's Application," http://psych.colorado.edu/~carey/courses/psyc5112/readings/psnbig5_mccrae03.pdf (accessed Jan, 2013

[38] Wendy Darr, "Military Personality Research: A Meta-Analysis of the Self Description Inventory," *Military Psychology* 23, no. 3 (05, 2011) 275. doi:10.1080/08995605.2011.570583.

[39] Martin, *Psychology:Principles and Applications* 389

[40] Ibid.

resilient, emotionally stable and less anxious. Researchers have identified lower scores on this particular factor as the best predictor for successful teamwork environments.[41]

Conscientiousness

This factor is the greatest predictor of workplace success in that the individuals high on conscientiousness are task oriented, dependable, tend to plan well and stick to their objectives in spite of difficulties.[42] At the opposite end of the spectrum people low on this factor would be considered lazy; in a work place environment, these individuals are likely to be perceived as social loafers who do not carry their share of the tasks.

Openness to New Experiences

This dimension is broadly based on a level of intellectual and experiential curiosity and is marked by creativity, imagination and motivation. [43] The opposite to this would be reticence and caution and a reduced expression of originality. This dimension is most frequently tied to success in training situations as well as a willingness to tackle new jobs and to be exposed to new experiences.

Overall these dimensions indicate how an individual relates to the world around them and have been shown to be strong predictors of future performance. However, this model does have some limitations in that it does not allow for a nuanced approach because expressions of factors such as extraversion or agreeableness will vary from individual to individual and cannot be captured within this model[44]. In addition, the statistical relationship between factors and actual performance has been discovered to be

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[41] Darr, *Military Personality Research: A Meta-Analysis of the Self Description Inventory* 274
[42] Ibid.
[43] Ibid.
[44] McRae and John, *An Introduction to the Five Factor Model and it's Application* 207

relatively small unless they are compared to a "situational moderator" [45] such as outcome performance within a given field. For example in the work place an aspect such as leadership within a given field can be explored using this model.

The final of the three theories used in this paper is based on Simon Baron-Cohen's book *The Essential Difference* and his discussion on the differences between the Empathizing (E) and Systematizing (S) Brains.

The E and S Brain

In his studies Baron-Cohen discusses what he has termed as the 'Empathizing or E' and 'Systemizing or S' brains which are relatively comparative to the concepts of a stronger preference within the thinking/feeling dimension[46]. Both men and women can have either dominance and it is important to note that sex does not determine brain style. However, his research has shown that there is a higher percentage of women with E brains and men with S brains. He also indicates that there is such a thing as a split brain, where the individual is capable of using both processes relatively equally. [47]   However, those who are real split brain individuals are far fewer in society than their dominant E and S brain counterparts and therefore this paper will focus specifically on the attributes of the E and S brains only.

The E brain is more emotionally attuned to what is going on around them. There are two components of empathy, cognitive and affective. Cognitive is defined as, "understanding the other's feelings and the ability to take their perspective," where as affective is defined as, "an appropriate emotional response to another person's emotional

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[45] Darr, *Military Personality Research: A Meta-Analysis of the Self Description Inventory*272
[46] Simon Baron-Cohen, *The Essential Difference. the Truth about the Male and Female Brain.* (New York, New York: Basic Books, 2003) 2.
[47] Ibid.

state."[48] Furthermore, the E brain interprets the dynamics of relationships and the responses of other people before seeing the underlying system or processes. As such, the E brain is more attuned to how others are acting or reacting to the situation around them and is often able to determine and then decipher minute details in speech, body language and emotional response.[49]

In short the E brain, which is more common among women than men, is much stronger on the Feeling component, the value of relationships over facts, within the MBTI and the E brain has developed specialized skills to support this approach to the world.

The S brain is more analytically attuned. The S brain is driven to understand or build objective systems out of the information provided. The S brain seeks to determine what the underlying rules of a system are in order to be able to predict or infer decisions or data. The S brain is better at classifying objects or systems of objects, through the use of extensive sub-categories, based on logical or objective premises because it is based on how that information would be used in future systems.[50] In relation to the MBTI, the S brain would be dominant in the Thinking preference.

Conclusion

Chapter one provided an overview of three tools for understanding personality the MBTI, the FFM and the E and S Brain Model. Using tools such as these provide some insight into attributes of the individual and how those attributes generally manifest which can allow for a better understanding of work place interpersonal relationships, working

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[48] Ibid. 32
[49] Ibid. Chapter 4.
[50] Ibid. Chapter 5

styles and task to person best fits. They can aid in decision-making but should not be used as definitive tools because individuals demonstrate varying degrees of each trait.

Furthermore, none of these tools are intended to make claims regarding superiority or inferiority of particular personality types. Rather, the tools provide important insights into the preferences and behaviours of individuals with various personality types. Care must be used when employing these tools to ensure that they are not transformed into a basis for discrimination or for devaluing the contributions of those who interact with the world in a way different than ourselves. Unfortunately, as chapter two will demonstrate this has and continues to occur along the gender lines as some attributes are more highly associated with men or women.

CHAPTER 2 - Gender and Personality.

In the world of gender politics life would be easier if men and women were equally distributed along the personality spectrum and that there were no inherent differences between the genders. It would definitely simplify the discourse and allowing the focus to remain solely on external factors, policy issues and gender based discrimination. It would also go a long way to supporting concepts such as gender neutrality and employment equity programs in non-traditional fields. However, the fact is that there are some differences between the genders and that they need to be understood instead of swept aside in a wash of political correctness that in turn only further devalues female gendered attributes.

These are provocative statements likely to give rise to the ire of some feminists (male or female) and in the wrong hands misused by what will be kindly deemed as traditionalists. Unfortunately, if that is so then both camps will have missed the point. The point is to no longer try to "cram a square peg into a round hole" nor to sweep differences aside but to learn to embrace the symbiotic relationship and value that this hidden diversity can bring to the work place.

In addition there are no absolutes. Some women demonstrate traditional male gendered attributes and some men demonstrate traditional female gendered attributes. Each person is their own unique self and will have a balance of all attributes within them. Some will be better at displaying a range of attributes and some will remain more fixedly within their dominant traits. The point is to understand some of the underlying general differences in order to truly appreciate them.

This chapter will explore some of the reasons why there are some gender differences in personality and how those differences manifest themselves through behaviours.

Becoming

The brain is an amazing and complex organism designed to maintain the body and ensure the survival of the species. It is a compilation of biological factions, hundreds of thousands of years of evolutionary selection, and environmental or cultural influences.

The brain while in uterus is infused with hormones that influence the development of the male and female sex in various ways, including brain development. The XX and XY chromosome markers alert both the mother and fetus to each release different hormonal cocktails that aid in the development of the baby within its pre-determined genetic markers.[51] The study of these developments through the use of PET and MRI[52] scans of male and female brains have revealed differences in brain activity.[53]

For hundreds of thousands of years men and women were required to perform separate roles to ensure the survival of their families. Traditionally, men hunted and women gathered and tended to hearth and home. One was necessary for the other and both were necessary for survival of the family or clan unit.[54]

This separation of tasks created different strengths that are still seen today. For example men generally have a stronger geo-spatial ability, a handy skill when hunting prey because missing by inches or meters can lead to hungry families. Women tend to be

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[51] M. Gurian and B. Annis, *Leadership and the Sexes; using Gender Science to Create Success in Business* (San Francisco, California: Jossey-Bass, 2008) 10.

[52] Positron Emission Tomography (PET) and Magnetic Resonance Imaging (MRI) are two processes for developing 3D images of the human body.

[53] Ibid.

[54] Jim Stempel, *The Nature of War Origins and Evolution of Violent Conflict* (Jefferson, North Carolina: McFarland & Company, Inc., 2012).

more detail focused and can determine minute differences that served them well such as when determining which coloured red berries were safe for eating and which were not. The skill sets were symbiotic and necessary for mutual survival.

There are dozens of examples that could be given and none point to superiority of one gender over the other, but rather to the development of differences based upon necessity. It would be imprudent to assume that hundreds of thousands of years of biological evolution and genetic selection were suddenly no longer echoed in our genetic make-up.

The values and worth assigned to gender came later with the advent of culture and necessity of power and superiority, war fighting and commercial gains.[55] Culture continues to this day to influence the expression of gender and what is deemed acceptable, traditional or avant guarde. Culture continues to influence our values and beliefs. Cordelia Fine highlighted this in her book, *Delusions of Gender,* when she challenges "neurosexism" research and refers to it as a "coating [for] old fashioned stereotypes" and not truly addressing the cultural foundations for gender and gender discrimination.[56] Unfortunately, assessing only the cultural implications is as dangerous a path to tread as not factoring them in at all. It can lead to assumptions that will conflict with biological realities thus resulting in misleading information and understanding.

Regardless of whether there is belief that gendered differences are biological, evolutionary or culturally derived the reality is that they do still exist and are apparent in our society. In fact, "by the time you arrive at your first workplace, your gender was

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[55] Ibid.

[56] Cordelia Fine, *Delusions of Gender, how our Minds, Society and Neurosexism Create Difference.* (New York, New York: W.W. Norton and Company Inc, 2010).

genetically, hormonally, neurally and socially wired. It was and is a natural part of you."
[57]

Understanding personality is a way of neutralizing many of the gendered arguments because there are a range of men and women in each category. However, because there is an unequal distribution of men and women in some of those categories which has manifested itself into work place schisms it is important to understand what some of those gendered differences are and how they manifest behaviourally.

TYPES by Gender

During research conducted by Isabel Briggs Myers and the Myers Brigs Foundation it was discovered that there was a gendered component to Types.[58] While many of the traits were relatively similar there was a marked difference in the thinking and feeling dimension. A break down of each component by gender is provided in Table 2-1.[59]

Table 2-1: Personality Traits by Gender

Preference	Total	Male	Female
E- Extraverted	49.3%	45.9%	52.5%
I – Introverted	50.7%	54.1%	47.5%
S – Sensing	73.3%	71.7%	74.9%
N – Intuitive	26.7%	28.3%	25.1%
T – Thinking	40.2%	56.6%	24.5%
F – Feeling	59.8%	43.5%	75.5%
J – Judging	54.1%	52%	56.2%
P – Perceiving	45.9%	48%	43.8%

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[57] Gurian and Annis, *Leadership and the Sexes; using Gender Science to Create Success in Business* 11
[58] Briggs Myers, *Gifts Differing* Chapter 3 Type Tables for Comparison.
[59] "Myers Briggs Statistics."

However, that is only the beginning. After analyzing the breakdown of each preference by gender one now has to see how that break down translates into each of the sixteen types. This becomes extremely important because when one is looking to match type to employment the range of best fits begins to markedly shift between the men and women. The breakdown by the sixteen types is included in Table 2-2.[60]   This data illustrates that within the general population there is a larger proportion of males in several of the T types and females are more dominant in the F types. In addition, the data illustrate that while there may be a higher preponderance of women or men in different categories, they are nonetheless both represented in each of the sixteen types. Therefore, regardless of the field or industry and its associated organizational culture there will be both men and women who find that particular arena attractive. The only difference will be in the percentages.

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[60] Ibid.

Table 2-2: Personality Types by Gender

Type	Total	Male	Female
ISFJ	13.80%	8.10%	**19.40%**
ESFJ	12.30%	7.50%	**16.90%**
ISTJ	11.60%	**16.40%**	6.90%
ISFP	8.80%	7.60%	9.90%
ESTJ	8.70%	**11.20%**	6.30%
ESFP	8.50%	6.90%	**10.10%**
ENFP	8.10%	6.40%	9.70%
ISTP	5.40%	**8.50%**	2.40%
INFP	4.40%	4.10%	4.60%
ESTP	4.30%	5.60%	4.30%
INTP	3.30%	4.80%	1.80%
ENTP	3.20%	4.00%	2.40%
ENFJ	2.50%	1.60%	3.30%
INTJ	2.10%	3.30%	2.10%
ENTJ	1.8%	2.7%	0.9%
INFJ	1.46%	1.30%	1.60%

MANIFESTATIONS IN BEHAVIOUR

Internal preferences will produce external manifestations in terms of behavioral tendencies because the emphasis and value placed on different information within the same situation will produce different reactions and outcomes. As indicated previously the thinking trait or S Brain is more often associated with men and the feeling trait or E brain is more often associated with women. As a result there are some relatively consistent, albeit often stereotypical, different behavioural traits between men and women. These will be discussed in terms of Communication, Leadership, Success and Stress. While not a comprehensive list these categories demonstrate some higher-level differences that are applicable to the Canadian Forces work place and as such will be revisited in Chapter 3.

It cannot be emphasized enough that these are trends and not absolutes. There are women who are very S brain orientated and fit well into a sensing/thinking dominated

workplace and there are very empathetic men who are more comfortable in the nurturing environment.

Men who have S Brain Influences

Communication

S Brain communication tends to be processed through a thinking process and the results are more factually oriented, impersonal,[61] literal and direct with the end objective of aligning a degree of conformity with the speaker's point of view. [62] In general, men will spend more time using language to demonstrate their knowledge, skill and status which can lead to interruptions when others are speaking in order present their opinions.[63] In comparison to the E Brain speakers, people who dominant a conversation, or "hijack" it are less concerned about the other person's needs and are more focused on meeting their own needs.[64]

Leadership

Leadership has a stronger transactional component as the S brain is logically calculating the ends and the values of the means.[65] There is a stronger reliance on prescriptive management processes where orders and directions are given in an assertive style vice a participative style.[66] A particular strength is the ability to see teams and the organization as a whole focusing on the inter-relationship of the functions vice the individuals.[67]

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[61] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 58
[62] Ibid.
[63] Baron-Cohen, *The Essential Difference. the Truth about the Male and Female Brain.* 50
[64] Ibid. 50
[65] Gurian and Annis, *Leadership and the Sexes; using Gender Science to Create Success in Business* 58
[66] Ibid. 60
[67] Baron-Cohen, *The Essential Difference. the Truth about the Male and Female Brain.* 126

Success

With regard to success, men are more likely to claim any successful outcomes as a reflection of their skill and attribute failures to external causes.[68] This view of the failure leads to a higher degree of emotional separation from the event and in many regards increases the likelihood of resilience in the work place. This can result in S brains being more likely to, "grandstand or be egocentric in discourse, or talk up what they have done and ignore other people's contributions."[69] This can increase a competitive atmosphere with other S brains, and increase discord and discomfort with E brains.

Stress

Due to biological differences when under stress the male and female bodies excrete different hormones that affect the way the brain functions. As a result males will have a more overt and physical expression of their stress often perceived as aggression[70]. The thinker will revert to "tried and true methods for getting things done, often ignoring information that could help him in the process."[71] This can result in a form of rigidity that isolates the S Brain from peers and subordinates in problem solving which can impede achieving the most effective results.

Women who have E Brain Influence
Communication

Women tend to communicate from a person-centered approach, which results in a more polite and inclusive discourse.[72] Empathetic communicators are constantly

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[68] Martin, *Psychology:Principles and Applications* 696
[69] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 48
[70] Gurian and Annis, *Leadership and the Sexes; using Gender Science to Create Success in Business* 44
[71] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 63
[72] Ibid. Chapter 2

monitoring the conversation to ensure there is an equal distribution of time and the opportunity for others to not only speak but to be understood.[73] During a conversation the E Brain will hold eye contact for longer, better interpret facial cues and be more aware of the subtle body language that indicate changes in comfort and investment into a conversations[74]. This methodology of communication often requires more personal investment and time which can, initially at least, be perceived to slow the process of production.

Leadership

E brains tend to be more interactive, participative and communicative in their leadership styles,[75] and include attributes that are more related to transformational vice transactional leadership approaches[76] They are less directing and more complementary in their work with colleagues in order to ensure a balanced sense of well-being for all participants.[77] Due to the fact that relationships are often central to the E brain, a woman is more likely to ensure that success is shared amongst the team. Finally, women tend to be more democratic in their decision-making.[78]

Success

Women have a tendency to attribute their acts of success to luck rather than attributing it solely to personal skill[79]. To attribute it to their own skill alone would be counterproductive to the development of relationships and a sense of teamwork central to

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[73] Baron-Cohen, *The Essential Difference. the Truth about the Male and Female Brain.* 24
[74] Ibid. 55
[75] Gurian and Annis, *Leadership and the Sexes; using Gender Science to Create Success in Business* 58
[76] *Leadership in the Canadian Forces: Conceptual Foundations*Canadian Defence Academy - Canadian Forces Leadership Institute, 2005).
[77] Gurian and Annis, *Leadership and the Sexes; using Gender Science to Create Success in Business* 58
[78] Marloes L. van Engen, der Leeden van and Tineke M. Willemsen, "Gender, Context and Leadership Styles: A Field Study," *Journal of Occupational & Organizational Psychology* 74, no. 5 (12, 2001) 583.
[79] Martin, *Psychology:Principles and Applications* 696

the E brain approach. However, the greater reliance on relationships and the support

derived there of does allow for more resilience during failure.

Stress

Women have a propensity to 'talk out' problems in order to reduce stress and

create solutions. They are less likely to become overt or physical in their response with

the exception of tears. Women have larger tear ducts and are more likely to demonstrate

stress through crying[80]. In addition, since aggression occurs, generally, in the absence of

empathy it can be difficult to be aggressive with someone while still caring about how

they feel and how what is being said and done is affecting them. [81] E Brains will often try

to resolve a situation before resorting to aggressive behaviours. However, when

aggression is employed it is less direct and more often tied to verbal discord. This type of

aggression is designed to separate the offending person from the group, ultimately

resulting in damage to relationships.[82]

The Double-Bind

The general tendencies as indicated above are just that tendencies. Not all men or

women act in the same manner and there are plenty of women with S brains and men with

E brains. In fact there are some current studies that demonstrate that the leadership

differences between men and women are often negligible.[83] This begs the question of the

extent to which the studies discussed above are out-of-date or irrelevant.

There are men and women who fit the personality profile of each kind of position

and would have the natural strengths to perform well in those jobs.   However, the

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[80] Gurian and Annis, *Leadership and the Sexes; using Gender Science to Create Success in Business* 14
[81] Baron-Cohen, *The Essential Difference. the Truth about the Male and Female Brain.* 35
[82] Ibid.
[83] van Engen, van and Willemsen, *Gender, Context and Leadership Styles: A Field Study*, 581-598

proportions for each gender would be different. For example the ISFJ personality type is best suited to teacher, librarian, nurse or health services worker[84] and there is more than double the number of women with that personality profile then men (refer to Table 2-2). Yet if we change the F for a T and look at an ISTJ, they are better suited to accountant, Police Officer, technician and mechanical engineer.[85] Men are twice as likely to have that profile than women.

Furthermore, this research does not address the extent to which people are suppressing their natural inclinations in order to 'fit in' to a workplace or job. This kind of situation is often referred to as a double-bind.[86] For example, a woman may act in a way that more closely resembles their male counter parts in order to be deemed successful. However, as a result she can be perceived as being less feminine which in turn undermines her relationships with other women and men. Unfortunately, a man who is in an occupation with a high feeling component may have his masculinity or intelligence questioned as exampled in the old joke that male nurses were either gay or not smart enough to be a doctor.

Employment

Statistic Canada data compared employment of women in the years of 1987, 1999 and 2009. This data found that women are still employed in traditional female occupations. Interestingly, 67% of women compared to 31% of men are working in the fields of health care, education, administration, social sciences or religion and sales or

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[84] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 125
[85] Ibid. 72
[86] Esther Lopez-Zafra, Rocio Garcia-Retamero and M. Pilar Berrios Martos, "The Relationship between Transformational Leadership and Emotional Intelligence from a Gendered Approach," *Psychological Record* 62, no. 1 (Winter2012, 2012).

service. This is down slightly from 71% over 20 years ago but the change is still small over such a large period of 'modern' time.[87] Men are concentrated into the construction and labour fields, transportation, manufacturing, natural sciences and business fields. This trend and these percentages are important to note as they will reappear within the CF employment model in Chapter Four.

Conclusion

Whether, as a result of biology, evolution or culture, there are some general differences between men and women in the distribution of personality types. The main, and most critical, difference is along the thinking and feeling dimension within the MBTI which is replicated in the E and S Brain differences in accordance with the theory posited by Baron Cohen. These differences in proportions result in the skewing of percentages of men and women in different fields.

Recent studies in leadership indicate that men and women do not necessarily have different leadership styles. However, what that demonstrates is that the focus on gender alone is misleading. Gender alone does not determine personality, fit or performance. Using gender as a factor of study only works when considered within the scope of personality and culture, both socially and organizationally.

Each profession and organization will have its own culture or an organizational personality so to speak, that will generally attract individuals who are most likely to see themselves reflected within that organizational culture and as such are relatively unlikely to have cause to question their compatibility with its practices, processes, and priorities.

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[87] Statistics Canada, "Despite Progress, Women Still Concentrated in Traditional Female Occupations," http://www.statcan.gc.ca/pub/89-503-x/2010001/article/11387-eng.htm#a17 (accessed March, 2013).

Awareness of the key personality characteristics that are most likely to complement the culture will allow for a better understanding of how gender is represented within.

Chapter three will highlight the complementary cultural personalities of the Canadian Forces, including those that are most dominant, yet taken for granted as necessary. Through this analysis it becomes clearer why women continue to be under-represented within the CF overall.

Chapter 3 – Organizational Culture and Personality

Different lines of work call upon different skill sets and emotional demands. An accountant will generally require more analytical skills than a day care provider, and a day care provider will require more empathetic skills than say a lawyer. However, a criminal lawyer and a family lawyer may require different levels of certain key traits to fit within their legal niches. To some degree these nuances are intuitive and are often the source of satire and humour. This is not to say that every person within a specific field has the same personality type only that certain personality types aggregate within certain fields. This concept is captured in a quote from *Sixteen Men Understanding Masculine Personality Types*,

> Typological theory addresses the attraction to, and aptitude for, particular occupations and the likelihood that one possesses or can develop specific skills needed for them. Specific psychological types are overwhelmingly represented in certain professions and underrepresented in others, irrespective of the frequency of the type in the general population[88]

This chapter, divided into three sections, will highlight the general personality profile of the Canadian Forces (CF) and which personality attributes are most likely to be reflected within this environment. The first section will cover general organizational culture concepts. The second section will address specifically address aspects of the Canadian Forces culture. Finally, the last section will address which personality factors are a best fit for the Canadian forces.

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[88] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 7

Organizational Culture

Culture can be defined in many ways. CF leadership doctrine defines it as,

> A shared and relatively stable pattern of behaviours, values, and assumptions that a group has learned over time as an effective means of maintaining internal social stability and adapting to its environment, and that are transmitted to new members as the correct ways to perceive, think, and act in relation to these issues.[89]

As there are a myriad of definitions about culture it is stated to be "one of the spongiest words in social sciences."[90] The CF doctrinal definition incorporates key elements that reflect learned and shared values and assumptions that influence behaviour and subsequent outcomes. As such, this is the working definition of culture that will be used for the purposes of this paper.

Culture is often based on a multitude of influences such as social, economic, political, religious, and academic to name but a few, and it has been stated that "there is often more to culture than meets the eye, and our understandings are usually much more fragmented and superficial than the reality itself."[91] This is a critically important point because failure to truly understand the complexity of any culture will lead to mistakes in interpreting reasons for action and behaviour. In an organizational setting, however, not understanding culture can result in failure to anticipate and adapt to changing environments. Globalization demands cultural intelligence as governments and corporations strive to achieve their aims in various cultural milieu. The UN alliance in Afghanistan came to this realization when fighting forces were able to win battles but not

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[89] *Leadership in the Canadian Forces: Conceptual Foundations* 129 Glossary.

[90] *Cultural Intelligence and Leadership*, ed. Karen Davis (Kingston, Ontario: Canadian Defence Academy Press, 2009) 1.

[91] Gareth Morgan, *Images of Organization* (Thousand Oaks, California: Sage Publications, 2006) 146. 146

affect lasting change. It was not until there was a "hearts and minds" approach were true gains against the Taliban started.

Cultural intelligence is not just a national or state issue. In fact the underlying issues of culture are embedded in our own societal elements including public, private and volunteer/not for profit organizations. Organizational theory posits that organizations, as entities in their own right, have their own cultures and sub-cultures, which may be reflective of but are distinct from the society to which they are entrenched. Gareth Morgan in *Images of Organization* states, "Organizations are mini-societies that have their own distinctive patterns of culture and sub-culture."[92] He further states that, "corporate culture rests in distinctive capacities and incapacities that are built into the attitudes and approaches of organizational members."[93] Fundamentally, not only does the organization influence the individual but the individual influences the organization.

This cultural relationship between individuals and organizations influences many leadership and management theories. For example, the 1990's management theory of flat hierarchal structures resulted in expectations that middle managers would improve production by making decisions and leading change in their organizations. These were the same middle managers who had become successful and achieved a level of status in the organization within the old system. When these middle managers were asked to downsize their own rank and file, not surprisingly, many of them became resistant. This resistance influenced the culture of the organization to one that was not progressive but staid. Thus, the organization influenced the individual who in turn influenced the organization.[94]

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[92] Ibid. 125
[93] Ibid. 147
[94] A. Mills et al., *Organizational Behaviour in a Global Context* (Peterbourogh, Ontario: Broadview Press, 2007).

Overall, organizations do have their own cultures, which are to varying extents and in various ways representative of the greater society in which they exist and of the tasks to which they are designed to perform. It is important that leaders and managers understand that culture is a powerful tool and a key to understanding underlying behaviours that may benefit or impede change.

CF Culture

The Canadian Forces, as an organization like any other, has its own distinct culture. However, this culture is still rooted in Canadian societal values, Western philosophies (including religious underpinnings) and dominant ways of thinking. However, one very unique element is based on the primal reason for its existence, the management of violence to achieve state objectives.[95] As such, the CF demands of its members to accept a clause of unlimited liability and to not only stand in the face of violence but to conduct violence as necessary. This most basic principle is deeply interwoven into the CF culture and the expectations of all who join. This concept is captured in the following statement,

> "*studies in this tradition [organization as culture] define military culture as the deep structure rooted in the prevailing assumptions, norms, values, customs and traditions that collectively, over time, have created shared individual expectations amongst members. It is a form of glue that holds people together*"[96]

The "over time" aspect of the above quote is really quite important. The CF is founded upon the patriarchal Anglo-Saxon ideals of the early 1900s. It is that ideological influence that created many of the underlying ideals that defined what is considered as success, power, status, value and relevance. In order to navigate successfully through this culture and to

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[95] Richard Gabriel, *The Warrior's Way A Treatise on Military Ethics* (Kingston, Ontario: Canadian Defence Academy Press, 2007) 76.
[96] G. Caforio, *Social Sciences and the Military: An Interdisciplinary Overview* Routledge,[2007]).

create, "an appropriate social reality"[97] those ideals are internalized within the culture and passed on to individuals within.

The rituals and customs which were "embedded into the formal organizational structure"[98] of the CF structure during that time and even before, are still often resonant in today's ceremonial rituals and practices. Militaries, the CF included, are one of the most ritualistic organizations in modern societies. Expressions of these rituals are apparent in dress through uniforms and insignia, language through the use of acronyms and short hand, ceremonial evolutions like mess dinners, promotions, medal and change of command ceremonies.

The Military Leadership Handbook states, "Culture guides behaviour and action in ways that are not visible, in ways that are quite unconsciously taken for granted, and in ways that are frequently rooted in decades of historical practice and understanding."[99] When it is not visible or conscious one often does not think about it or is unaware of the underlying influence. It is this invisible dimension that is addressed in this paper, the hidden diversity. Do the organizational history and constructs of the CF pre-determine who is attracted to, retained and valued by the organization?

Cultural Elements of Note

> *External perceptions of the military, from NGOs, include descriptions such as: Rigid, authoritarian, arrogant, impatient and conservative.*[100]

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[97] Morgan, *Images of Organization* 135
[98] Ibid. 128
[99] Karen Davis, "Culture," in *The Military Leadership Handbook*, eds. B. Horn and R. W. Walker (Kingston, ON: Canadian Defence Academy Press, 2008)203.
[100] Karen Davis, "Cultural Foundations," in *Cultural Intelligence and Leadership An Introduction for Canadian Forces Leaders*, ed. K. Davis (Kingston: Canadian Defence Academy Press, 2009) 51.

Over the last twenty years, especially since the Somalia Inquiry, culture in the CF has been actively researched resulting in the publishing of several seminal books and reports. As it stands today much of formal CF culture of note is predicated upon the CF ethos.

The Canadian Forces Ethos "comprises values, beliefs, and expectations that reflect core military values that must be embraced by members in order to serve Canada to the best their abilities."[101] These underlying values are focused in four primary areas: accepting unlimited liability, having a fighting spirit, enforcing and maintaining discipline and a focus on teamwork. Core military values are stated as being: duty, loyalty, integrity and courage.[102] These are the foundational aspects to which the military culture has been and continues to function.

However, it is not only 'what' the CF ethos is but 'how' it creates and shapes values and influences the tenor of culture. This tenor will make it attractive to certain types of people to want to become or remain a member. Much like a stew, one can have all the same beef and vegetables but if there is a change in herbs and the fluids used to set it together then it will become palatable to some and not to others.

Three omnipresent factors of military life: scientific approach, warrior mentality, and discipline will be explored in more detail to demonstrate how they influence the tenor of the culture and who is most likely to find it palatable.

Scientific Approach

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[101] Canadian Forces, "Canadian Military Doctrine," http://www.cfd-cdf.forces.gc.ca/sites/page-eng.asp?page=10831 (accessed February, 2013).
[102] Ibid.

This approach was originally developed by Frederick Taylor with the intent to increase productivity. It became the single most common management approach in all industrialized nations. Taylor believed that a hierarchal management structure was paramount because it bound the managers with rules and regulations enforcing compliance. This reduced independent thought and the "exercise of arbitrary or personal authority".[103] It provided conformity of thought and action and ensured the implementation of measureable and trackable outcome-based results. Taylor scientific approach was originally designed for industrial companies but the overall management philosophies are applicable to any highly regimented or scrutinized organization.

Aspects of this approach are prevalent within the CF through the use of a structured hierarchy, the official assignment of command authorities and responsibilities. It is also apparent in the extensive use of drill, doctrine and regulations to inform thinking and even control actions. This scientific approach is the epitome of an S Brain (systematic) or thinking philosophy and is fundamental to the very core of the CF activities.

The CF publication entitled, *Cultural Intelligence and Leadership* makes the following statement, "It is important to note that analytical thinking is one of the key attributes of CF Professional development and as such is complementary in many ways to systems thinking."[104] In order to ensure a commonality in approach, recruits are taught tools for problem solving in order to structure their thinking into one that is relatively linear. Even the internationally used Operational Planning Process is an attempt to ensure a logical step-by-step process through what is in fact a creative and visionary process.

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[103] Mills et al., *Organizational Behaviour in a Global Context* 25
[104] *Cultural Intelligence and Leadership* 6

This is not to say that linear and systematic thinking approaches are wrong in this situation it only indicates that those who are naturally inclined to those processes would be more comfortable within this system and those who prefer a more creative and fluid organization would not necessarily be attracted to the CF as a place of work.

Warrior Mentality

During the 1980's there was more focus on an occupational mentality and pictures of pilots with brief cases were part of the advertising campaigns. After the Somalia Incident, any aggressive or 'warrior' like expressions resulted in investigations and immediate discipline. However, Canada's re-entry into war-fighting vice peace-keeping created a change in that perspective and the warrior mentality was re-introduced to the CF and really became a focus during the War on Terrorism and the resulting conflict in Afghanistan. Demonstrating the infusion of this concept The Canadian Defence Academy Press released a book entitled *The Warrior's Way, A Treatise on Military Ethics.*[105] The underlying concept is that a warrior is a soldier, sailor or airman/airwoman who must be focus on the profession of arms and all the duty that it encompasses including unlimited liability, the management of violence and duty before self.

This re-invigorated concept unfortunately comes with some historical baggage. What image is evoked by the term warrior? Historically it has been male, physically dominant, powerful, aggressive, fighter, protector and fearless. A required reading for 1/7 NCOs in the U.S. highlights some other traits that, "a person must posses as part of the Warrior Ethos".[106] These include:

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[105] Gabriel, *The Warrior's Way A Treatise on Military Ethics*

[106] The Warrior Ethos: A Definition, "The Warrior Ethos: A Definition," http://www.angelfire.com/realm2/apache/warriors_ethos.htm (accessed Feb 15, 2013).

A person who hates to lose
A person who enjoys a physical contest of skills, strength and
endurance
A person who understands being a warrior is a mental and physical
way of life
A person that understands warriors are proud
A person that understands women are to be protected from the
enemy; not put in a foxhole to meet them

In short the warrior ethos emphasizes the attributes of "physical strength, an aggressive nature and virility – all traits that are less common or not present in women."[107] The side effect of this impression of what a warrior is supposed to represent ends up being exclusionary to those who are not dominant or aggressive in personality, prefer relationship building vice competitive approaches, and who are more focused on the creative arts rather than the application of violence and discipline.

Discipline

Discipline is a core principle of militaries and it is infused in every element of assigned duties, training, doctrine, legal authorities and performance.[108] Discipline is multi-faceted from the standpoint that it is not only enforced through punishment or standardized training but is expected to be internalized in every member in his or her conduct and behaviour. The result is that discipline is included in almost every aspect of speech, dress, performance and expectation including the demands for physical fitness, loyalty, integrity, duty and honour. Command is infused with the necessity to not only enforce but to embody discipline.

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[107] Katherine Vigneau, "Improving Gender Integration in the CF: Recruitment, Employment and Cultural Transformation" Canadian Forces College), 60.
[108] *Leadership in the Canadian Forces: Conceptual Foundations* 130

Discipline has been used to ensure conformity of thought and action, "even coercively"[109], and it is one of the prime ingredients that sets the military culture apart from its civilian counterparts. Conformity has ensured a common understanding, which reduced confusion in the battlefield and reinforced the hierarchal structure of a command and leadership driven organization. One of the side effects is a limitation on creativity and freedom of expression especially when in a position of disagreement with a superior. There are hardly any pop-cultural references that do not include a group of trainees on a parade square or running en masse with some drill sergeant yelling at them, usually using some form of derogatory speech and where at least one subordinate is acting out of fear of their commander or for fear of reprisal from the group.

A common expression heard in the military is, "we defend democracy we do not practice it." This expression demonstrates the rigidity of command and control. For those already in uniform, or to those who aspire to the sense of honour and duty which being part of a military organization brings, statements like this not only make sense but may have a deep resonance. However, on the other side, the level of imposed discipline expected in the military, especially through the early years is likely to be less attractive to those who truly value independence and independent thought[110], emotional connections or more relaxed approaches to schedules and demands.

Overall, the elements of the scientific approach, warrior mentality and disciple are only three of many elements which highlight the tenor of the CF culture. It also significantly influences who would be attracted to and successful within this organization. The next section will be focused on answering two key questions: Are there specific

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[109] Radu Adrian Mandache, "Theoretical Approaches to the Military Organization," *Revista Academiei Fortelor Terestre* 15, no. 1 (03, 2010) 36.
[110] Ibid. 37

personality traits that are best suited to working with the CF, as the CF is currently designed? If so, what are they?

Personality In the CF

In previous chapters, information was provided on two personality tools and a personality theory. They were the Myers Briggs Type Indicator (MBTI), the Five Factors Model (FFM) and the Empathetic and Systematic Brains (S/E Brain). Studies that have compared these tools to the CF culture, or militaries in general, have yielded some consistent personality traits that mark success within the current military structures. The following quote highlights the desirability of a good fit between personality and organization.

> In a good fit between the individual and the work environment, then there is a strong possibility that the goodness of fit will manifest itself in high job performance, high job satisfaction, and little stress in the system"[111]

The overarching results of each of these tools will be discussed in turn.

MBTI

Otto Kroger and his team studied typology at work and one of focuses was on the traits most dominant in management and leadership. He found that overall the personality traits of leaders, whether in corporate, government or military roles were remarkably similar. From his book, *Type Talk at Work* he writes,

> "One common myth among corporate, government, and military circles is that these entities are quite different from one another. Our data proves this myth false. Typologically four star-generals and senior executives service personnel are nearly identical to Chief Executives, majors and government managers closely resemble

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[111] Mills et al., *Organizational Behaviour in a Global Context* 95

middle managers in the corporate world; and entry levels in all three systems look remarkably alike"[112]

In terms of MBTI, Table 3-1 details the distribution of each of the Sixteen Personality Types from Entry-level position to Executive Officer. Combining information provided by Kroeger's book *Type Talk at Work* along with the information previously provided in Table 2-2, table 3-1 demonstrates the breakdown, in comparison to the general population, for positions within the corporate, government and military structures.

The most dominant trait in the military is Thinking (T). This trait ranges from 57% for entry positions upwards of 95% for General Officers. The rate of T within the workforce, especially within the military is significantly higher than the population average, which is at approximately 40%. The second most prominent trait is the Judging aspect. This trait ranges from 59% for entry positions upwards of 87% for general officers. This rate is also significantly higher than that of the general population, which is at approximately 50%. These two elements combined represent a staggering 85% of all key organizational leadership positions.[113]

Another interesting fact is that the S function, which is approximately 73% of the overall population, is slightly under-represented at the executive level. However, it is significantly paired with the TJ function, which equates for 60% of the total 66% of personalities with the S function. Table 3-1 shows the relationship by percentages of each personality type by population average and level of leadership and management. The net result is that in military, corporate and governmental work the dominant personality type is ISTJ followed closely by the ESTJ.

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[112] Kroeger, Thuesen and Rutledge, *Type Talk at Work how the 16 Personality Types Determine Your Success on the Job* 276
[113] Ibid.

Table 3-1: Personality and Leadership[114]

	Average	Entry	Middle	Upper	Executive
ISTJ	**11.6**	**19**	**29.6**	**20.7**	**32.1**
ISFJ	13.8	8	2.6	1.7	0.5
INFJ	1.46	1	1.5	0.6	0.2
INTJ	**2.1**	**3**	**10.1**	**11.2**	**15.8**
ISTP	5.4	8	4.2	3.9	2.5
ISFP	8.8	9	1.0	0.1	0.1
INFP	4.4	5	1.4	0.6	0.4
INTP	3.3	2	3.2	5.5	1.3
ESTP	4.3	5	3.3	2.8	1.0
ESFP	8.5	5	1.1	0.2	1.0
ENFP	8.1	5	1.3	1.3	0.8
ENTP	3.2	2	6.0	8.1	5.3
ESTJ	**8.7**	**16**	**19.9**	**22.8**	**28.0**
ESFJ	12.3	8	2.8	1.6	0.9
ENFJ	2.5	2	1.8	1.1	0.7
ENTJ	**1.8**	**2**	**9.9**	**17.7**	**9.4**

In table 3-2 there is a summary of the four most common personality types in these organizations and the resulting aggregation of specific traits. That level of concentration will have an exponential downward influence on what is deemed to be successful and valued in the organization.

Table 3-2:Four Most Common Personalities in Leadership

	Average	Entry	Middle	Upper	Executive
ISTJ	11.6	19	29.6	20.7	32.1
INTJ	2.1	3	10.1	11.2	15.8
ESTJ	8.7	16	19.9	22.8	28.0
ENTJ	1.8	2	9.9	17.7	9.4
Total	**24.2**	**40.0**	**69.5**	**72.4**	**85.3**

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[114] Ibid. Table is a combination of tables provided by O. Kroeger and the information provided at Table 2-2.

A 2000 study by the US Naval Command and Staff College, in a multi-year analysis of their Lieutenant Commanders, students and staff, replicated these findings.[115] Central to their results was that they found 25 percent of their population was ISTJ and 19 percent were ESTJ, both of which are consistent with Kroeger's research findings. Furthermore, the lowest represented personality types were all F based including ISFP, INFP, ESFP and INFJ.[116]

Another organizational entity that would have significant similarities to the military would be the police; an organization also strict on protocol, discipline and schooled specifically in the implementation and management of violence. In a 2011study on personality within a Policing Environment a relatively similar finding was made. There were four key groups sworn officers, male and female and civilians, male and female. This research found that within a police culture the dominant traits were also thinking and judging. Table 3-3 demonstrates the distribution.

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[115] Jane Moraski, "Leadership: The Personality Factor" (Masters, United States Marine Corps Command and Staff College), .
[116] Ibid.

Table 3-3 Distribution of Personality Traits in a Police Organization[117]

Preference	Male Officers	Female Officers	Male Civilians	Female Civilians
E- Extraverted	50%	41%	33%	45%
I – Introverted	50%	59%	67%	52%
S – Sensing	68%	75%	61%	66%
N – Intuitive	32%	25%	39%	44%
T – Thinking	**80%**	**61%**	**67%**	**45%**
F – Feeling	20%	39%	33%	55%
J – Judging	70%	72%	50%	62%
P – Perceiving	30%	28%	50%	38%

What this means is that thinkers and judgers are more attracted to the corporate, government and military cultures and that they will have the greatest likelihood of future successes within those organizational constructs. As demonstrated earlier in this chapter with regard to the CF in particular the scientific approach is one that is highly encouraged because it is logical and has predictable patterns with assigned authorities to ensure accountability and control. This is a world in which the thinker would flourish. The thinker who is "analytical, objective, detached and firm-minded"[118] would find the military organization with its hierarchal regulation oriented processes not only understandable but completely rational.

In short, currently a majority of the leadership of private, public and military organizations fit within one of four key personality types. A description of the two most common are provided below. They differ solely on the extraverted and introverted component however their behavioural manifestations are slightly different.

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[117] J. Hall et al., "Police Leadership: Culture, Personality and Promoton" (Research Project, RCMP, November 2011).

[118] Kroeger, Thuesen and Rutledge, *Type Talk at Work how the 16 Personality Types Determine Your Success on the Job* 38

ISTJ

The ISTJ (Introverted, Sensing, Thinking, Judger) embodies logical analysis and strong decisiveness. They tend to take very little for granted and are exceptionally focused but can be perceived as overtly controlling. They honour their commitments and rely on facts over theory or conceptual designs. Their introverted component will give them the impression of the strong silent type, which can sometimes be mistaken as being aloof or disconnected from the group.

ESTJ

The ESTJ (Extraverted, Sensing, Thinking, Judger) is prototypical North American type A personality. They like to be in control and will "run as much of the world as may be theirs to run."[119] They are task and goal oriented, factually based and procedurally logical. They often portray a self-confidence and self-assurance that is beneficial in leadership positions. Their extraverted component will give them a greater ease when working with others but can also appear as insensitive or intolerant. The appreciation of an outgoing and commanding leader has been the subject of military writing dating back hundreds of years, with one of the most popular being from Clausewitz,

> *Never forget that no military leader has ever become great without*
> *audacity. If the leader is filled with high ambition and if he pursues*
> *his aims with audacity and strength of will, he will reach them in*
> *spite of all obstacles."*
> **- Karl von Clausewitz**

Furthermore, these studies demonstrated that the attributes that are dramatically under represented are the Feeler (F) and Perceiver (P) functions, highlighting a

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[119] Briggs Myers, *Gifts Differing* 86

remarkable lack of personality or hidden diversity. This will be discussed in more detail in Chapter Four.

FFM in the CF

The Five Factors Model condenses a multitude of traits and personality attributes into five key factor groupings: Extraversion, Agreeableness, Conscientiousness, Openness to New Experiences and Neuroticism. In the work place, this model has been employed to determine what traits are characteristic of things such as: successful completion of courses, leadership assignments and personal hardiness.

Hardiness

In a 2011 report on a CF study into the roles of hardiness and personality in psychological well-being, several key findings were reported. Not surprisingly, neuroticism was negatively correlated with personal hardiness as higher levels of emotional instability work to reduce resilience and the ability to be successful in a work environment, especially a stressful work environment like the military. Extraversion and conscientiousness were positively correlated with resilience as they were related to diligence and self-discipline in an "achievement striving domain."[120]

Agreeableness had a mixed conclusion in that it was positively correlated with resilience but negatively correlated with leadership. Agreeableness, an indication of empathy, warmth and a cooperative approach, was related to larger social support networks, which would reduce stress levels. However, it is these same factors that act contrary to the typical image of leadership and thus have the potential to undermine the

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[120] A. Skomorovsky and Smith G.A, *Implementation of the Trait-Self Descritive Personality Inventory (TSD-PI) into the Canadian Forces Selection Process*Directorate Personnel Applied Research, 2007).

projection of leadership. Overall, this study revealed that there are statistical correlations between hardiness and the personality factors within the FFM.

Performance

In a 2001 meta-analysis conducted by Barrick, Mount and Judge to determine the validity of the Five Factors model they also included a military component. [121] This analysis found that neuroticism had the strongest negative association with performance and teamwork as it was related to lower cohesiveness in goal setting and attainment and with lower self-efficacy.

Extraversion was positively related to training performance. It was theorized that the higher external stimulation for extraverts increased desire for recognition and reward, which result in striving for higher achievements. In short, "extraverts are more sensitive to signals of rewarding situations."[122] Another correlation with training success was openness to new experiences. Individuals with higher degrees of this factor showed increased interest in and participation with others, which increases overall training performance.

Agreeableness was correlated with work in team settings where the natural empathetic skills worked along with team objectives and goal settings vice individual achievements. However, within a military setting, "traits such as compassion and tolerance are less likely to be valued in military leadership"[123] due to the necessity to enforce command and the associate rules and regulations. Therefore, those higher in agreeableness would be viewed as having less 'command presence', a term used to describe a strong military leadership bearing.

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[121] Darr, *Military Personality Research: A Meta-Analysis of the Self Description Inventory*, 272-296
[122] Ibid.
[123] Ibid.

Conscientiousness has been found to be the only consistent predictor of overall job performance from the FFM.[124] This would relate to the aspects of responsibility, dependability and achievement orientation that are inherent aspects of conscientiousness. Individuals who rate high on this factor also rate their military experiences with more favorability.[125]

Predictors of Success

A longitudinal study on college graduates looked into some predictors of work place success.[126] This study used, as one of its indications of success, salary levels. The findings indicated that neuroticism and agreeableness were negatively associated with salary levels while extraversion, conscientiousness and openness to new experiences were all positively related. The explanations behind these findings were relatively consistent with the studies previously outlined.

However, there were some anomalies. First, agreeableness was a negative attribute due to a higher level of compliance and a reduced willingness to firmly negotiate for starting salaries. Second, this study demonstrated that the strongest correlation of salary level was not actually based on personality but on gender with women statistically earning less when all other factors were held to be consistent.[127] Finally, this study found that initial career success was determined more on personality than on ability. This phenomenon can create a self-fulfilling prophecy in which those who are seen early to fit the personality profile are given more opportunities for advancement and development. Therefore, "individuals who may be less charismatic or fit less obviously with the

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[124] Mills et al., *Organizational Behaviour in a Global Context* 106

[125] Darr, *Military Personality Research: A Meta-Analysis of the Self Description Inventory*, 272-296

[126] Joseph C. Rode et al., "Ability and Personality Predictors of Salary, Perceived Job Success, and Perceived Career Success in the Initial Career Stage," *International Journal of Selection & Assessment* 16, no. 3 (09, 2008), 292-299. doi:10.1111/j.1468-2389.2008.00435.x.

[127] Ibid.

corporate culture may not be given the encouragement necessary to realize their abilities."[128]

Another study on military commendations and discipline demonstrated that self-discipline and military bearing (high conscientiousness), emotional stability (low neuroticism) were positively correlated with commendations. [129] Reprimands, on the other hand were positively related to determination, which is not related specifically to the five factors. The issuance of commendations was used as a sign of success in military organizations given the fact that salary is not a negotiated instrument.

Overall, the FFM studies indicate that within the CF the factor of conscientiousness is consistently correlated with success and that neuroticism is consistently correlated with mal-adaption. The factor of extraversion is tied to initial success due to a more open and engaging personality and a drive for external acknowledgement and rewards, however, its long-term application is less clear. Agreeableness is mixed in that those with higher scores do well in team settings even though agreeableness is not positively correlated with perception of strength and leadership.

S and E Brains

The final personality theory, was the concept of the Systematic and Empathetic Brains as described by Simon Baron-Cohen. The Systematic Brain is factually and analytically constructed and primarily understands processes and objects from the perspective of how they fit into or are defined by a larger system. The Empathic Brain is

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[128] Ibid.

[129] Reyhan Bilgi and H. Canan Sümer, "Predicting Military Performance from Specific Personality Measures: A Validity Study," *International Journal of Selection & Assessment* 17, no. 2 (06, 2009), 231-238. doi:10.1111/j.1468-2389.2009.00465.x.

better skilled at deciphering cues and details and responding to them in order to create a

relational connection with appropriate responsive emotions.[130] This theory aligns well

with the Feeling and Thinking traits in MBTI and the agreeableness dimension in the

FFM.

One of the points raised in his book, *The Essential Difference,* Baron-Cohen states

that S and E brains, utilize communications for different reasons. He states that S Brains,

"are more likely to grandstand or be egocentric in discourse, or talk up what they have

done and ignore other people's contributions"[131]. This point was further enhanced by the

statement that S Brains, "spend more time using language to demonstrate their

knowledge, skill and status and try to show off or impress, which can lead to interruptions

in order to give their opinions."[132]

Whereas, E brains are more prone to utilize "social enabling language, which

ensures that each person has an opportunity to speak and provide their own opinions" in

order to further relational oriented objectives. In achieving this E brains tend to use more

compromising and softer or politer language during discourse and are less boastful in

their speech patterns.[133]

In a 2011 study entitled, "*Self-Enhancement of Military Leaders: Its Relevance to

Officer Selection and Performance*"[134] self-enhancement was divided into two categories,

communal and agentic. Communal self-enhancement was a "moralistic bias" based on

having greater personal control and employment of ethical values in comparison to

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[130] Baron-Cohen, *The Essential Difference. the Truth about the Male and Female Brain.* 3
[131] Ibid.
[132] Ibid.
[133] Ibid.
[134] Jan-Erik Lonnqvist et al., "Self-Enhancement in Military Leaders: Its Relevance to Officer Selection and Performance," *Applied Psychology: An International Review* 60, no. 4 (10, 2011). doi:10.1111/j.1464-0597.2011.00452.x.

others. Agentic self-enhancement is based on having greater performance and out-puts and has an "egotistic bias."[135]

The agentic self-enhancement is closely related to the S Brain style of discourse and those who employed his style of discourse were more likely to be rewarded with leadership opportunities. This self-enhancing style of discourse has been linked with increased perceptions of positive first impressions, competence, masculinity, social dominance and charisma all of which increased the likelihood of receiving initial leadership opportunities in a military context.[136] It was also found that those who tend to self-promote were more likely to be seen as confident and had an increased score of ego resiliency, which relates to lower scores of neuroticism within the FFM model. The study theorized that this form of self-enhancement is connected with a, "masculine form of narcissism"[137] which does not impede initial perceptions and selections.

In the self-promoter's desire to "look good" they often perform well initially. However, over time the self-promotion can become a maladaptive trait undermining long-term perceptions.[138] Unfortunately by this point the individual has already assumed the coveted leadership position, has moved on from it before problems can be discovered or is in the midst of the organizational self-fulfilling prophecy often referred to as being a 'golden child'.

The communal self-enhancement was more related to servility and the desire to look good to superiors in order to compensate for self-doubt and potentially low self-esteem. This form of self-enhancement is negatively correlated with leadership

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[135] Ibid.
[136] Ibid.
[137] Ibid.
[138] Ibid.

emergence and was connected to a "feminine form of narcissism."[139] This communal self-enhancement and the desire to look good through the service to others is more closely aligned with the E Brain style of both discourse and interpersonal interactions.

In the previous study one of the points raised was that desired military leadership traits have a relation to the concept of social dominance.[140] In a 2007 study entitled, "*Right-Wing Authoritarianism and Social Dominance Orientation in a Canadian Military Sample*" indicated that CF members are, in general, higher in social dominance than their civilian counterparts. Social dominance orientation (SDO) is determined based on, "the extent to which a person supports group-based dominance" and to the "extent to which a person will have negative attitudes towards certain non dominant out group members."[141] Right wing authoritarianism (RWA) measures three aspects: submission to authority; supportive of aggressive tendencies respected by established authorities and supportive of social conventions.[142] Higher levels of RWA are associated with a culturally based prejudicial bias and negative attitudes towards, "women and traditional gender roles."[143] The study indicated that traditionally there has been a positive correlation between RWA and membership within the military. This correlation stems from the systematic, hierarchal, disciplinary and regulatory bound structure of the organization which, "may be inadvertently" nurturing underlying RWA traits.[144]

The study reviewed new officer applicants to the military in the form of first year military university students and used an equivalent civilian grouping for a basis of

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[139] Ibid.
[140] Ibid.
[141] Adelheid A. M. Nicol, Danielle Charbonneau and Kathleen Boies, "Right-Wing Authoritarianism and Social Dominance Orientation in a Canadian Military Sample," *Military Psychology* 19, no. 4 (10, 2007) 240. doi:10.1080/08995600701548072.
[142] Ibid.
[143] Ibid.
[144] Ibid.

comparison and found that individuals applying to the military might not, in fact, be higher on RWA or SDO than their civilian peers. However, after completion of university the SDO rating was statistically higher for the fourth year military students than for their fourth year civilian peers. The results of these studies indicate that socialization is a significant contributing factor to higher levels of SDO within the military.[145] Therefore, those demonstrating similar traits to the social norm are more likely to be accepted based on the social constructs of conformity and discipline, which are desired attributes within a military organization.

On a final note, the study also indicated that men in general score higher on both traits, SDO and RWA, than women. This factor would align with both the higher percentages of women with the feeling component in MBTI, the related agreeableness component in FFM or the E Brain theory in that women are more relationship oriented and more empathetic to distress, which would generally run contrary to aspects of SDO and RWA.

Limitations

As with all studies and tools there are limitations in their application and their interpretations. First, none of the theories or studies described above can delineate absolutes. Each individual is a unique mixture of each trait and when called upon has the ability to act in a range of surprising manners. The concepts only serve to act as guides to enhance the understanding of individuals and organizations. They can be used to open dialogue, explore both inside and outside the proverbial box but should not be used as the sole basis to form decisions nor screening protocols.

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[145] Ibid.

Second, each theory describes some form of gender trend, but they must be considered as just that, trends. There are women who are naturally more inclined to fit the S brain or Thinking functions and men who are more inclined to fit the E brain or F function. Decisions on behalf of Employment Equity that do not factor in the hidden diversity, can serve to impede organizational goals and alienate the individuals who do fit within the CF desired persona, either male or female.

Third, trait diversity is not always organizationally sound.[146] Based on the tasks they are mandated to perform, some organizations not only desire but need individuals with similar traits. There are professions, tasks and trades that are better suited to certain individuals because their skills and strengths are a good organizational fit. This may have the unintended effect of limiting the pool of available individuals who have both the trait fit and desire to join. What the organization wants and needs must be discerned before policies are developed that will end up being counter-productive to organizational efficiency and success.   Finally, many of these studies on the CF have been conducted using current members within the current organizational constructs. It cannot be assumed that the current organizational construct is correct now nor the one needed for the future. Therefore, determining that individuals high on conscientiousness and extraversion and lower on agreeableness will be successful for future iterations of the CF is misleading. The current higher levels of the Thinking and Judging functions or the S Brain approach within the CF are strongly reminiscent of Canada's cultural foundation, Anglo-Saxon and patriarchal, but may not be suited to a more globalized world where military operations are no longer conventional war fighting but are shifting to more

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[146] Kroeger, Thuesen and Rutledge, *Type Talk at Work how the 16 Personality Types Determine Your Success on the Job* 107

asymmetrical war fighting along with humanitarian and nation building tasks. The CF needs to truly understand where it needs to go in the future before setting policies that are based solely on visible diversity without considering the underlying factors which influence diverse attitudes, behaviours, and abilities.

However, while acknowledging the limitations above there continues to be some ramifications for women within the CF given the current organizational constructs and limited trait diversity. Regardless of current efforts the CF cannot attract nor retain women in the CF in a greater proportion than approximately fifteen percent[147]. Much of this can be explained through the gender trait tendencies explained in Chapter Two and current organizational demands as explained in this chapter. Chapter Four will explore how this combination manifests itself in the employment and current limitations involving women in the CF.

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[147] *Canadian Forces Employment Equity Plan Revision 1 - November 2010*

Chapter Four – Women in the CF

Many would say that the issues and obstacles facing women in the military are well known, well documented and a lot of effort has already been put forth to try and alleviate discrimination and to improve diversity within the CF. Policies originally designed to encourage integration, such as zero tolerance for harassment, are now deeply embedded into the CF organizational culture. Yet despite these efforts the CF cannot achieve any of its Employment Equity objectives, especially the single largest objective which is to increase the proportion of women from a relatively stable 15 percent to the desired 25.1 percent of the total population.[148]

Often the term gender is used as a polite way to say sex and subsequently gender diversity is seen in terms of a head count between male and female.[149] Gender is a far more encompassing term. Gender combines not only the physical demonstrable differences like strength and speed but it is formed from within the social constructs and expectations that have been assigned to each of the sexes and include differences in gender roles, work, family, expectations and beliefs.[150] It also encompasses a preference for certain inherent traits that define how an individual sees, interprets and interacts with the world. As demonstrated in Chapter Two there are some generalized differences in personality traits between the two sexes that influence individual fit with task.

Failure to fully incorporate the differences in gender, vice biological sex, leads to concepts such as "gender neutral". This concept assumes that by the avoidance or removal of obvious distinctions between males or females, policies and ideas can become

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[148] Ibid.

[149] Mills et al., *Organizational Behaviour in a Global Context*

[150] Caforio, *Social Sciences and the Military: An Interdisciplinary Overview*

gender neutral.[151] Unfortunately, the neutralization of language does not change the underlying constructs that formed the original premise for what was valued in an organization. With regards to the CF, since the standards and belief structures in place when integration started were originally based solely on the male model the mere remove of gender related language and the neutralization of policies has limited impact on the underlying constructs and renders the concept of gender neutrality as nothing more than an urban myth. Unfortunately, what it does end up doing is undermining, because the objective standards to be achieved are still inherently masculine in nature, the real process of valuing differences in personality constructs and feminine dominant traits.

In this chapter diversity will be explored in how the personality models, and subsequently their proportional application to the sexes, fits with the CF culture and how that impacts attraction, retention and attrition of women in the CF.

Organizational Culture meets People

Fundamentally, there are four conclusions that can be drawn from Chapters One through Three. The first being simply that personality traits and preferences influence not only how one interacts with the world but also which types of occupations and organizations to which they would have a better fit.

Two, there are some proportional differences between the sexes for each of the traits. The Thinking (T) and Feeling (F) components are the most markedly different as women are more likely to rely upon feelings to process information, make decisions, etc., and men are more likely to exhibit traits related to the thinking component of a personality profile. The S and E brain concept also demonstrated this fundamental

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[151] "MacMillan Dictionary." http://www.macmillandictionary.com/open-dictionary/entries/gender-neutral.htm (accessed February, 2013).

difference between the sexes with women proportionally more E Brain and men with S Brain traits.

Three, it is clear that the CF is a hierarchal and rules bound organization that encourages systematic thinking, conscientiousness, leadership and decisiveness. This results in an above average representation of the thinking (T) and judging (J) elements or the S Brain. The military culture is, like it or not, garnered to complement the traditional male attributes.

Finally, as demonstrated by the concentration of these personality types at the higher ranks it can be summarized that those individuals who portray these traits are more likely to receive greater opportunities over their counterparts who portray other personality traits.

There was an interesting 2010 United States Air Force (USAF) report on personality disposition of female pilots in comparison to their male colleagues and their civilian female peers. This report was based on a meta-analysis of literature and studies from over a twenty-year period. Overall, the personality traits required for pilot proficiency included: conscientiousness, integrity, achievement orientation, emotional stability, openness, self-confidence and self-esteem.[152]

The overall findings indicated that female pilots were "generally calm, emotionally resilient, extraverted, open to new experiences, competitive and tough-minded."[153] The report also stated that the female pilots were more closely aligned in personality to their male colleagues than to their female counterparts even though they

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[152] Wayne L. Chappelle et al., "NEO PI-R Normative Personality Data that Distinguish U.S. Air Force Female Pilots," *Military Psychology* 22, no. 2 (Apr, 2010) 159. doi:10.1080/08995600903417308.
[153] Ibid.

still tended to demonstrate more emotional warmth and be more open minded to issues such as politics, religions and art.[154]

Furthermore, the report also indicated that different airframes attracted differences in personality. The Fighter aircraft attracted slightly more competitive and extraverted personalities where as the tanker and transport airframes attracted people (both male and female) who were less aggressive and more open and gregarious.[155]

One of the explanations for the homogeneity of the group is that the rigorous selection criteria employed tends to screen out individuals who are not 'perceived' to be the right fit.[156] The end result appears to be that the right personality, irrespective of gender, was the underlying key criteria. However, before making that a definitive assumption, one must discern if the selection criteria is truly performance based or if they are holdovers from previous times. In other words, it is important to consider the extent to which such selection criteria is performance-based or based on preconceived notions that reflect traditional gender-related assumptions.

The Math

Depending on the source and test type the results of personality tests will tend to vary a little bit. According to the Myers-Briggs statistics 57% of men are thinkers and 75% of women rely on Feeling traits. Another study provided by Loren Perserson in *Sixteen Men* indicated that 61% of men use thinking while 68% of women use Feeling.[157] Unfortunately, there are no specific percentages given for the E and S brains except to say

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[154] Ibid.
[155] Ibid.
[156] Ibid.
[157] Pedersen, *Sixteen Men Understanding Masculine Personality Types* 28

that approximately two thirds of men have S brains, and approximately two thirds of women exhibit E brain traits.

While an absolute is impossible there is a strong correlation between men and thinking/S brain and women and feeling/E brain. This is important because as certain fields of work are more attractive to certain types of personalities and ways of processing information, it implies that men and women on average will be attracted to different types of tasks because those tasks will be more in tune with their natural strengths.

A simplified mathematical demonstration will show how this may impact employment attraction for the Canadian Forces.[158] Factor one, the Canadian population is on average a 50/50 division between men and women. Factor two, an average the models indicates that of 60% of men have a T preference or S brain. Factor three, 66% of women have a Feeling preference or Empathetic brain. Therefore, with 60% men and 34% of women having a T preference will result in approximately 47% of the combined population; 66% of women and 40% of men will have an F preference resulting in 53% of the combined population. The above data leads to the mathematical conclusion that jobs requiring a Thinking preference will have only 47% of the combined population available from which to attract members. Furthermore, only 17% of the total population will have that personality trait and be female. That percentages will continue to shrink by about half again once you add the judging function which is also predominant within the military.

This does not, however, account for the fact that even if an individual has both a T and J trait that they, male or female, will have the willingness to apply violence in the

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[158] The percentages used in this calculation are based on an average of several available statistics. They are not intended to be absolutes but only provide a basic concept for consideration.

service of country and the obligation of unlimited liability. Therefore, this will further reduce the proportion who might have otherwise considered a military career. All of which to state that meeting the CF Employment Equity targets of 25% with an available target population of significantly less than that, proportionally speaking, will continue to be extremely difficult.

Current Disposition

According to the CF 2010/2011 Employment Equity Report[159] the following information describes the current distribution of women in the Canadian Forces. Tables are provided at Appendix A for further clarification.

Officers

From the 2010 data, female applicants made up 19.79% of the enrollments heavily weighted towards Support, Medical and Dental, Chaplaincy and Air Operations (not Pilots). Further details are at table A-2 of Appendix A.

Women represented approximately 16.7% of the officer corp. They are disproportionately represented the Medical and Dental Field at 47% of that cohort, Support trades at 29% of that group and are 19.2% of the MPs Officers. Women are particularly under represented being only 3.2% of General Officer being, 4.23% of combat arms and 5.12% of Pilots. See table A-2

Women received 17.49% of the available promotions; again they are concentrated within the Support, Chaplaincy and Medical and Dental Fields where women received 30%, 27% and 52% of the available promotions in those fields. However, in all other

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[159] . *Canadian Forces Employment Equity Report FY 2010/2011* (Ottawa, ON: Department of National Defence,[a]).

occupations the rate of promotion is either closely aligned with the representation or slightly below it. See tables A-3 and A-4.

Rank distribution for officers demonstrates a marked decline with increase in rank level; 15 percent of all Majors are women, 9% of Lieutenant-Colonels are women, and just 5% of Colonels are women.[160] See table A-5.

Non Commissioned Members

During the same time period, female applicants made up only 10.74% of the overall applicant group. They were heavily weighted towards dental at 100%, Clerical at 80%, Logistical Support at 35% and medical at 35%, Air Operations (not Pilot) at 27%.[161] See Table A-2.

Overall, women represented 12.7% of all NCMs in the CF, but they are most likely to be employed in medical, administrative, and support MOCs; women comprise 87% of CF members in dental trades, 60% in clerical, 41% of medical, 24% of Music, and 23% of those employed in Logistics. Women are particularly under represented in Combat arms where they are represented at just 1.5%, Naval Maintenance at 3.25%, Electrical Mechanical Engineering at 2.7% and Military Engineers at 3.3%. See Table A-1.

Women received 14.7% of the total promotions. The promotion numbers followed a very similar pattern to the officer cadre in that in the fields already predominant with women is where the majority of the promotions occurred. Overall, promotions were in line with gender representation in most trades. See tables A-3 and A-4.

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[160] *Canadian Forces Employment Equity Plan Revision 1 - November 2010*
[161] *. Canadian Forces Employment Equity Report FY 2010/2011*

Rank distribution for NCMs has a steady decline in the Senior NCMs ranks. Women represent 15% of all Sergeants but only 11% of all Warrant Officers. However the Master Warrant Officer rank there is an 8% distribution and then a 6% distribution at Chief Warrant Officer.[162] See table A-5.

In total of the 68,006 Canadian Forces Regular members 58,703 were men and 9,303 were women for a total representation of 86.3% and 13.7% respectively with a slightly higher percentage distribution of women in the Officer Cadre than in the NCM Cadre. It is important to note that the representation of women in the CF is similar to other Western militaries. Women represent 9.1% of military members in the UK, 14.4% in Australia, 16.8% in the US, and 17.9% of military members in New Zealand[163] It is important to note that in all cases, women represent well under 25% of military members, the representation goal identified in the CF Employment Equity plan.

The Two Thirds Issue

What is also notable is that women in the military are collecting in the same basic trades as those in the civilian world as noted in Chapter 2. Using the information provided at table A-1 and removing the support trades identified in the above paragraphs the distribution of women within the CF skews dramatically to 9.16% in the Officer Cadre and only 5.5% within the NCMs for an overall representation of 5.6% of the Canadian Forces. Table A-6 provides further details. This skewed distribution was also highlighted in the CF Personnel Management Council Meeting of 5 November 2012.[164]

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[162] *CF Personnel Management Council Meeting Held on 5 Nov 12 - Record of Decisions* (Ottawa, Ontario: Chief of Military Personnel, 2012).
[163] Ibid.
[164] Ibid.

Returning to personality trait theory, the rationale lies in the trait to task comparison. The functional areas where women are collecting are predominantly trades that allow for a better match with E brain, Feeling (F) trait and higher levels of agreeableness as define by the FFM.

The personality profiles best suited to religious or clergy work are the ENFP, INFP or ENFJ models.[165] Each of these models has a strong Feeling (F) and Intuitive (N) and component followed by the Perception (P) component. In order to be a good padre the skills of active listening, compassion and empathy are essential. The ability to understand disparate issues requires strength in non-linear thinking. Some leadership is required to be able to lead a chaplain team but this effort is far more collaborative and cooperative than directive[166].

The medical and Dental fields are best represented by the personalities of ISFP, ESFJ and ISFJ[167]. Each of these personalities again has a strong Feeling component and a sensing component. The requirement to demonstrate linear and systematic thinking in order to find solutions to medical issues is critical but high degrees of compassion and empathy are not only required but expected in a field of patient care.[168] It is important to note that the personalities for surgeons and scientist are a bit different in that the F component is replaced by a stronger T component.[169]

Among those employed as Clerks are very likely to share ISFP and ISFJ personalities.[170] The Sensing Function works best with linear thinking and the

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[165] Pedersen, *Sixteen Men Understanding Masculine Personality Types*, 246
[166] "Forces.CA Browse Jobs." http://www.forces.ca/en/jobexplorer/browsejobs-70?gclid=CNGa5syqz7UCFe0WMgodjRsA3Q (accessed Feb, 2013).
[167] Pedersen, *Sixteen Men Understanding Masculine Personality Types*
[168] Briggs Myers, *Gifts Differing*
[169] Pedersen, *Sixteen Men Understanding Masculine Personality Types*
[170] Ibid.

mathematical processes necessary for form filling and calculations. The necessity for interaction with individuals in order to provide assistance encourages the Feeling function over the Thinking function.

In another example of differences the personality type best suit to be trainers is the ENFP.[171] Individuals higher on the Feeling function and the E brain function are better able to read the cues of the students in order to interpret which students are understanding the material and why they are having difficulty. Furthermore, the stronger empathy and compassion component encourages openness with instructors vice a fear of failure and reprisal for errors. Unfortunately, military training and education does not consider this as part of its selection process posting individuals into training organizations who may be excellent in their fields but not suited to the training of others.

Overall, of the 9,300 women who were in the CF during 2010 over 6,000 of them were employed within the Chaplaincy, Medical/Dental and Logistics fields where they comprise a combined 35% of the overall population in those areas.

Conclusion

As in the civilian world, the distribution of women is disproportionately within the more traditional Feeling compatible fields of care and nurturing with a higher emphasis on non-combative roles. Those women who are outside those fields are more likely to have a personality make up that matches their male counter-parts and are conducive to the overarching organizational culture.

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[171] Kroeger, Thuesen and Rutledge, *Type Talk at Work how the 16 Personality Types Determine Your Success on the Job*

This pattern of employment has proven to be relatively stable over time and in more in line with personality trait to task fit than with sex or even culturally reformed versions of gender.

Unfortunately, this makes achievement of the Employment Equity goal of 25.1% women within the CF extremely difficult to obtain. In short, either the objective has to be forfeited to practicality or the over-arching CF culture reconstructed to be more inclusive of personalities that are feeling and perception orientated as per MBTI or are higher in agreeableness as per FFM.

Historically, the CF culture has been necessary for conventional war fighting and a realist society that was, "based on the premise that world politics is essentially and unchangeably a struggle amongst self interested states for power and position under anarchy, with each competing state pursuing its own national interests."[172] In that world a competitive and aggressive foundation is critical for survival.

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[172] Canadian Forces College, "Theoretical Foundations Seminar C/DS-547/SCO/SM-1," (2012). Chapter 2 Theories of World Politics, 27

Chapter Five - Discussion

Chapter one introduced personality traits and types through three different theories: MBTI, FFM and E/S Brain. A brief description of each theory was provided along with a break down of key traits. Each of these theories demonstrated some significant degrees of overlap.

Chapter two described how those personalities are distributed between the two sexes and how those different distributions manifest into behaviours.

Chapter three outlined key aspects of the military organization and how that generated an organizational culture. This organizational personality is highly representative the Thinking function or scientific approach and relies a great deal on the decisive judgments. It also embodies a more traditional male personality type.

Chapter four described how women in the CF were distributed amongst the different occupational fields. Women are employed by two thirds in the more traditional occupations dominated by women in the civilian arena such as medical/dental, support and emotional/spiritual care.

What Does This Mean Now

Traditionally, in western society the feminization of certain roles such the service industry, sales and clerical positions became known as pink-collar jobs.[173] Their lower status meant lower compensation and pink-collar became pink-ghetto where women's work was devalued in comparison to their male counterparts. The low compensation and status resulted in the subjugation of women to a secondary support position and usually in a position of subordination with little power and earning less than their male counterparts.

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[173] Mills et al., *Organizational Behaviour in a Global Context*

Unfortunately, those lower status jobs are still the ones that not only utilize but value the traditional female attributes of caring, empathy and agreeableness whether filled by men or women.

The CF has come a long way to eliminate disparities in compensation between women and men through the use of common pay for rank and time in rank, and specialist pay for jobs demanding higher levels of technical skill. This, however, does not compensate for a power and status imbalance.

As demonstrated in Chapter Four women are still under-represented among the senior rank levels, with representation below 5% at the highest levels. First, this is due to the lower number of women within those occupations that lead to the highest rank levels in the CF. Two thirds of women in the CF belong to support occupations or trades in which there are limited opportunities to achieve the most senior rank levels. Most key leadership positions are generated from operator trades such as the combat arms, pilot and maritime officer.

Furthermore, as argued by Kroeger et al., in a like begets like concept, type begets type.[174] In other words, individuals tend to value in others the traits and attributes that they value in themselves and therefore will align mentorship and personnel selection for tasks and opportunities with those who most closely resemble what the leader values as important. While this bias is usually unconscious it does have a limiting effect on the upward movement of individuals with a non-dominant personality type, male or female.[175] As was previously indicated those who have the necessary skills but not the

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[174] Kroeger, Thuesen and Rutledge, *Type Talk at Work how the 16 Personality Types Determine Your Success on the Job* 107

[175] Linda Brannon, "Gender Psychological Perspectives," in , 6th ed. (Boston, MA: Allyn and Baron, 2011) 310.

same outward personality traits often have slower starts to their careers. This can lend itself to attrition and work place dissatisfaction.

The *Annual Report on Regular Force Attrition 2009/2010* indicated that there was no correlation between gender and overall attrition however they did note that attrition based on gender and Years of Service (YOS) were related.[176] This finding was presented with caution as more research is required to fully understand the impact of gender across different occupations. Of note, women are more likely to depart during the change of Terms of Service windows. Female officers are more likely than their male counterparts to depart at the end of the first Short Service Engagement (SSE) with 9 – 13 YOS, and at 20 YOS which marks the end of the Intermediate Engagement (IE). Female NCMs are more likely to depart before completing initial training in the first year of service, and after completing 10 YOS.

In light of these discrepancies in departure points future research in attrition may wish to determine not only why people are leaving but why people are staying. Based on this author's discussions with her female counterparts researchers may find that many women only stay in order to guarantee an income (pension) for their family instead of any loyalty or love of their job. The staying for the pension would actually be indicative of their F function with the primary interest being family over military. If this proves to be the case, the upcoming pension reforms may have significant impacts on retention and attraction.

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[176] Department of National Defence, *Annual Report on Regular Force Attrition 2009/2010* (Ottawa, Ontario: Director Research - Personnel Generation,[2011]).

According to the 2009/2010 attrition report, the greatest single influences on departure in early career or at TOS windows were Unmet Expectations and poor CF fit.[177] Furthermore, women were significantly less likely to indicate any interest in rejoining the CF once they had decided to depart.[178]

All of which seems rather predictable when looking at the overall CF culture, the distribution of personality traits between the genders, the congregation of personality types at critical leadership levels and in certain trades and the relatively low proportion of women above the Sergeant or Major rank levels.

What does this mean for the Future

Unfortunately Employment Equity policies do not address personality dimensions and issues. They do not demand an increased awareness and sensitivity towards not only what a person does but in valuing the way in which they do it. The continual focus on the external dimensions of diversity will not fix the 'Good CF Fit' issues that are at the root of the gender diversity problem. Unless there are fundamental changes to the CF culture the rate of women in the CF who will be attracted to, successfully complete training and be retained within the CF will continue to fall well below the 25% objective.

The year 2013 is an optimal time for the CF to take a close look at how it operates as an organization. Operations in Afghanistan have wound down. A key lesson learnt is that conventional warfare on its own is a part of the past; the future now holds a mixture of operations which demands a wider variety of skills. Asymmetrical operations are well suited to an intuitive trait, because they require less sensory input and an increased level

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[177] Ibid.

[178] Kathy Michaud, *The Canadian Forces Exit Strategy 2005-2008* (Ottawa, Ontario: Director General Military Personnel Research and Analysis,[2011]).

of overarching vision and strategic planning. Humanitarian and nation building operations encourage more employment of empathy and compassion in liaison with distressed communities with cultural differences. The CF learned this throughout the Afghanistan Campaign.

The United Nations, as per its Security Council Resolution 1325, is calling for more women to be included in peace negotiations and nation building because real success cannot be achieved without the participation and equality of the sexes. In order to assist this process it is important that supporting nations who have troops on the ground have women included in those troops. Sandra Perron writes,

> The initially symbolic but ultimately operational impact of having female soldiers and officers within the front line ranks of the initial point of contact lays the foundation on which the UN, in partnership with its deployed member countries can begin building trust with the local population and eventually centralize its gender issues. Women who have suffered traumas of war will not readily participate in the peace process if they feel threatened, over powered or encircled in another male dominated environment. By their mere presence, female soldiers can uniquely facilitate an atmosphere of safety, acceptance and gender power-sharing.[179]

What people, who incorporate the traditional female attributes, can bring to the table are strengths in empathy, listening, understanding, natural skills in reading body cue and other non-verbal language. What women in particular can do is invite conversation with the half of society usually ignored or frightened and utilize an inclusive non-confrontational approach to problem solving sometimes not offered to men[180]. The time to develop and encourage a wider distribution and practice of these traits is now.

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[179] Sandra Perron, "WOMEN: Weapons of Mass Reconstruction? Gender Mainstreaming in the Canadian Forces: An Operational Necessity" (Masters of Science (International Relations), UCD Dublin), 14.
[180] Ibid.

The world is becoming more global, and technology is changing the face of war. Face to face interaction on the battlefield has begun to give way to armaments from a distance as demonstrated by the employment of UAV Drones, and the increased usage of cyber and space technology.

The slow but steady shift from a global society dominated by the realist perspective towards one that is more open and liberal, socially minded and environmental aware is another indication that variety in personality will become exceedingly important in the future.[181]

The old CF culture may no longer be what the future needs to ensure Canadian security.

Conclusion

In conclusion, the CF will not be able to meet its current Employment Equity targets for women given that the organizational construct is designed to work better with personality attributes which are disproportionately and traditionally male. The organizational culture has resulted from more than just its founding Canadian society but also out of the tasks it must perform. Historically, the employment of violence, the use of discipline and the demand for conformity have created an organization that is not well suited to incorporate the more traditional feminine attributes of feeling, caring, perception and empathy. Unless, of course, it is within the more caring and less combat/confrontational fields such as medical and support occupations, where both military and civilian women are disproportionately employed.

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[181] Stempel, *The Nature of War Origins and Evolution of Violent Conflict*

By scratching below the surface it is apparent that certain traits, and their associated skills, have a significant gendered relationship. The CF demand for the specific traits of thinking and judging create an atmosphere that is exclusionary to the use of feeling and perceiving traits. The end result is more men and less women who are attracted to and retained within the CF.

Exploring the hidden diversity, the realm of personality traits, can lead to a better understanding of strengths and skills that a wide range of individuals can bring to the table. It can lead to a better understanding, valuation and incorporation of the different personality types and how they can be maximized to achieve our national objectives. When those trait differences are explored and exploited the organizational culture will grow to be more inclusive which will have a secondary effect on the number of women who may find the CF the opportunity of a life time.

The international push by the UN for the inclusion of women and their issues into political and national discussions is an important gateway for the Canadian Government and the CF. In order to lead by example the CF must learn to leverage the skills and attributes traditionally associated with women, and women themselves, in order to encourage the women of the world to actively participate in peace negotiations and global societal improvements.

Appendix A

Table A-1: Breakdown by Gender of the CF[182]

Overall					
Military Occupational Groups		Men		Women	
	Total Number	Number	%	Number	%
General Officers	93	90	96.77%	3	3.23%
Naval Operations	1398	1233	88.20%	165	11.80%
Maritime Engineering	779	690	88.58%	89	11.42%
Combat Arms	3168	3034	95.77%	134	4.23%
Air Operations - Pilots	1914	1816	94.88%	98	5.12%
Air Operations	1448	1241	85.70%	207	14.30%
Aerospace Engineering	1071	896	83.66%	175	16.34%
Engineering	928	824	88.79%	104	11.21%
medical and Dental	1255	664	52.91%	591	**47.09%**
Chaplaincy	237	204	86.08%	33	13.92%
Support	3666	2609	71.17%	1057	**28.83%**
MP	204	165	80.88%	39	**19.12%**
Unknown	55	47	85.45%	8	14.55%
TOTAL OFFICERS	**16216**	**13513**	**83.33%**	**2703**	**16.67%**
Naval Operations	3173	2845	89.66%	328	10.34%
Naval Maintenance	3872	3746	96.75%	126	3.25%
Combat Arms	10784	10619	98.47%	165	1.53%
Air Operations - Transmissions	1282	1140	88.92%	142	11.08%
air Technicians	5751	5276	91.74%	475	8.26%
MPs	1403	1218	86.81%	185	13.19%
Operations General	3614	3181	88.02%	433	11.98%
Communications and Electronic Maint	2473	2334	94.38%	139	5.62%
Medical	1753	1043	59.50%	710	**40.50%**
Dental	212	26	12.26%	186	**87.74%**
EME	3728	3628	97.32%	100	2.68%
Military Engineers	3688	3567	96.72%	121	3.28%
Clerical Personnel	3270	1302	39.82%	1968	**60.18%**
Music	229	174	75.98%	55	**24.02%**
Logistical Support	6485	5022	77.44%	1463	**22.56%**
Unknown	73	69	94.52%	4	5.48%
TOTAL NCMs	**51790**	**45190**	**87.26%**	**6600**	**12.74%**
GRAND TOTAL	**68006**	**58703**	**86.32%**	**9303**	**13.68%**

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[182] Date represented in these tables was taken from the CF EE Report FY 2010/2011 Annex B. Data taken was organized in order to show total numbers, and the numbers with their associated percentages for men and women. The categories of ranks and trades was not changed from the original tables.

Table A-2: Breakdown by Gender of Enrolments 2010

Enrolments					
Military Occupational Groups		Men		Women	
	Total Number	Number	%	Number	%
General Officers					
Naval Operations	103	79	76.70%	24	23.30%
Maritime Engineering	98	86	87.76%	12	12.24%
Combat Arms	167	153	91.62%	14	8.38%
Air Operations - Pilots	55	52	94.55%	3	5.45%
Air Operations	73	55	75.34%	18	24.66%
Aerospace Engineering	48	41	85.42%	7	14.58%
Engineering	67	60	89.55%	7	10.45%
medical and Dental	46	16	34.78%	30	65.22%
Chaplaincy	9	6	66.67%	3	33.33%
Support	79	50	63.29%	29	36.71%
MP					
Unknown	3	2	66.67%	1	33.33%
TOTAL OFFICERS	**748**	**600**	**80.21%**	**148**	**19.79%**
Naval Operations	318	271	85.22%	47	14.78%
Naval Maintenance	399	380	95.24%	19	4.76%
Combat Arms	588	574	97.62%	14	2.38%
Air Operations - Transmissions	55	40	72.73%	15	27.27%
air Technicians	207	188	90.82%	19	9.18%
MPs	52	43	82.69%	9	17.31%
Operations General	178	163	91.57%	15	8.43%
Communications and Electronic Maint	221	207	93.67%	14	6.33%
Medical	98	64	65.31%	34	34.69%
Dental	10	0	0.00%	10	100.00%
EME	282	276	97.87%	6	2.13%
Military Engineers	165	161	97.58%	4	2.42%
Clerical Personnel	60	12	20.00%	48	80.00%
Music	9	7	77.78%	2	22.22%
Logistical Support	115	75	65.22%	40	34.78%
Unknown					
TOTAL NCMs	**2757**	**2461**	**89.26%**	**296**	**10.74%**
GRAND TOTAL	**3505**	**3061**	**87.33%**	**444**	**12.67%**

Table A-3: Breakdown by Gender of Promotions 2010

PROMOTIONS				
Military Occupational Groups	Men		Women	
	Number	%	Number	%
General Officers	20	100.00%	0	0.00%
Naval Operations	198	90.83%	20	9.17%
Maritime Engineering	128	89.51%	15	10.49%
Combat Arms	524	94.93%	28	5.07%
Air Operations - Pilots	156	94.55%	9	5.45%
Air Operations	152	88.89%	19	11.11%
Aerospace Engineering	153	84.53%	28	15.47%
Engineering	154	90.06%	17	9.94%
medical and Dental	90	48.39%	96	51.61%
Chaplaincy	8	72.73%	3	27.27%
Support	473	70.28%	200	29.72%
MP	15	78.95%	4	21.05%
Unknown				
TOTAL OFFICERS	**2071**	**82.51%**	**439**	**17.49%**
Naval Operations	423	87.76%	59	12.24%
Naval Maintenance	635	97.09%	19	2.91%
Combat Arms	1555	98.48%	24	1.52%
Air Operations - Transmissions	205	87.61%	29	12.39%
air Technicians	778	90.47%	82	9.53%
MPs		0.00%	254	100.00%
Operations General	620	88.32%	82	11.68%
Communications and Electronic Maint	412	92.58%	33	7.42%
Medical	198	61.30%	125	38.70%
Dental	6	13.64%	38	86.36%
EME	592	98.34%	10	1.66%
Military Engineers	740	97.24%	21	2.76%
Clerical Personnel	247	34.50%	469	65.50%
Music	26	81.25%	6	18.75%
Logistical Support	914	75.66%	294	24.34%
Unknown	235	89.35%	28	10.65%
TOTAL NCMs	**7586**	**82.83%**	**1573**	**17.17%**
GRAND TOTAL	**9657**	**82.76%**	**2012**	**17.24%**

Table A-4: Breakdown by Gender in Comparison to Overall of Promotions

Promotions Compared to Overall						
Military Occupational Groups	Men			Women		
	Number		%	Number		%
General Officers	90	20	22.22%	3	0	0.00%
Naval Operations	1233	198	16.06%	165	20	12.12%
Maritime Engineering	690	128	18.55%	89	15	16.85%
Combat Arms	3034	524	17.27%	134	28	20.90%
Air Operations - Pilots	1816	156	8.59%	98	9	9.18%
Air Operations	1241	152	12.25%	207	19	9.18%
Aerospace Engineering	896	153	17.08%	175	28	16.00%
Engineering	824	154	18.69%	104	17	16.35%
medical and Dental	664	90	13.55%	591	96	16.24%
Chaplaincy	204	8	3.92%	33	3	9.09%
Support	2609	473	18.13%	1057	200	18.92%
MP	165	15	9.09%	39	4	10.26%
Unknown	47	0	0.00%	8	0	0.00%
TOTAL OFFICERS	**13513**	**2071**	**15.33%**	**2703**	**439**	**16.24%**
Naval Operations	2845	423	14.87%	328	59	17.99%
Naval Maintenance	3746	635	16.95%	126	19	15.08%
Combat Arms	10619	1555	14.64%	165	24	14.55%
Air Operations - Transmissions	1140	205	17.98%	142	29	20.42%
air Technicians	5276	778	14.75%	475	82	17.26%
MPs	1218	0	0.00%	185	254	137.30%
Operations General	3181	620	19.49%	433	82	18.94%
Communications and Electronic Maint	2334	412	17.65%	139	33	23.74%
Medical	1043	198	18.98%	710	125	17.61%
Dental	26	6	23.08%	186	38	20.43%
EME	3628	592	16.32%	100	10	10.00%
Military Engineers	3567	740	20.75%	121	21	17.36%
Clerical Personnel	1302	247	18.97%	1968	469	23.83%
Music	174	26	14.94%	55	6	10.91%
Logistical Support	5022	914	18.20%	1463	294	20.10%
Unknown	69	235	340.58%	4	28	700.00%
TOTAL NCMs	**45190**	**7586**	**87.26%**	**6600**	**1573**	**12.74%**
GRAND TOTAL	**58703**	**9657**	**86.32%**	**9303**	**2012**	**13.68%**

Table A-5: Distribution of Rank by Gender

Distribution by Rank					
Officers	Total	Male	%	Women	%
General	1	1	100.00%	0	0.00%
Lieutenan-General	11	11	100.00%	0	0.00%
Major-General	27	27	100.00%	0	0.00%
Brigadier General	53	50	94.34%	3	5.66%
Colonel	327	317	96.94%	10	3.06%
Lieutenant-Colonel	1274	1160	91.05%	114	8.95%
Major	3620	3110	85.91%	510	14.09%
Captain	6265	5137	82.00%	1128	18.00%
Lieutenant	1382	1069	77.35%	313	22.65%
Secont Lieutenant	1588	1323	83.31%	265	16.69%
Officer Cadet	1668	1308	78.42%	360	21.58%
Grand Total	**16216**	**13513**	**83.33%**	**2703**	**16.67%**
NCMs					
Chief Warrant Officer	607	577	95.06%	30	4.94%
Master Warrant Officer	2070	1929	93.19%	141	6.81%
Warant Officer	3903	3523	90.26%	380	9.74%
Sergeant	7164	6132	85.59%	1032	14.41%
Master Corporal	8979	7614	84.80%	1365	15.20%
Corporal	16767	14561	86.84%	2206	13.16%
Private	12300	10854	88.24%	1446	11.76%
Grand Total	**51790**	**45190**	**87.26%**	**6600**	**12.74%**

Table A-6: Distribution by Gender less Key Support Occupations

Overall - Less Female dominant Groups		Men		Women	
Military Occupational Groups			Men		Women
	Total Number	Number	%	Number	%
General Officers	93	90	96.77%	3	3.23%
Naval Operations	1398	1233	88.20%	165	11.80%
Maritime Engineering	779	690	88.58%	89	11.42%
Combat Arms	3168	3034	95.77%	134	4.23%
Air Operations - Pilots	1914	1816	94.88%	98	5.12%
Air Operations	1448	1241	85.70%	207	14.30%
Aerospace Engineering	1071	896	83.66%	175	16.34%
Engineering	928	824	88.79%	104	11.21%
Chaplaincy	237	204	86.08%	33	13.92%
Unknown	55	47	85.45%	8	14.55%
TOTAL OFFICERS	**11091**	**10075**	**90.84%**	**1016**	**9.16%**
Naval Operations	3173	2845	89.66%	328	10.34%
Naval Maintenance	3872	3746	96.75%	126	3.25%
Combat Arms	10784	10619	98.47%	165	1.53%
Air Operations - Transmissions	1282	1140	88.92%	142	11.08%
air Technicians	5751	5276	91.74%	475	8.26%
MPs	1403	1218	86.81%	185	13.19%
Operations General	3614	3181	88.02%	433	11.98%
Communications and Electronic Maint	2473	2334	94.38%	139	5.62%
EME	3728	3628	97.32%	100	2.68%
Military Engineers	3688	3567	96.72%	121	3.28%
Unknown	73	69	94.52%	4	5.48%
TOTAL NCMs	**39841**	**37623**	**94.43%**	**2218**	**5.57%**
GRAND TOTAL	**50932**	**47698**	**93.65%**	**3234**	**6.35%**

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