
The importance of leadership training for women leaders and the leadership IQ profiles of women leaders in Yogyakarta Special Province

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Abstract: *This research aims at revealing how the women leadership profiles in Yogyakarta Special Province, including their ability to select their own team, the ability to cooperate, the ability to solve the problem, encouraging the enthusiasm of working, to maintain positive working culture and do synergy, which all of them figure someone's leadership IQ. This research is a survey research of women leaders who have joined to an association namely Badan Kerjasama Organisasi Wanita Propinsi Daerah Istimewa Yogyakarta (BKOW-Yogyakarta Special Province). Then the researcher took the sample randomly to the 35 people. They answered questionnaire, which refers to Murphy measurer, which has been tested and proven reliable. The collected data was analyzed using percentage, descriptive analysis and cross tabulation. The research shows that the ability as an elector to cooperate, to solve conflict, to encourage enthusiasm of working, to maintain positive culture of working, and do synergy is in the average. The research shows that 20% of respondents have high leadership IQ, 45.7%, have average leadership IQ and 34. 3% have low leadership IQ. It means that 65% the leadership IQ of women respondents in this research is in a high and average rate. Meanwhile, the low rate is 35%. This fact leads us to intensively pay attention upon the ability of women leadership by conducting an intensive and comprehensive training. Research shows that the leadership IQ of women is relatively mediocre. Therefore leadership training for women will be highly beneficial for them considering the roles they play.*

Key Words: *Women Leader, Leadership IQ*

1. Introduction

Background of the Problem

The attention to the women leader has been popular after the “prediction” of a couple of writer John Naisbit and Patricia Aburdene. They state that the decade toward the year of 2000 is the women leader decade. That surprising opinion has aroused the observer and researcher of women, both in Indonesia and in foreign countries, to question and to check about the truth. This kind of development shifts the public opinion about women activities, which shift from bedroom to boardroom (Tan, 1991).

In 90's decade, the existence of women leader in Indonesia could be seen by looking at the situation and its objective prospect based on statistic data. The success of 1990's census has revealed that the number of women citizen is higher than the man's number. The 1990 census has revealed that there are 179,321,641 citizen, 89,873,406 of them are men, and 89,448,235 of them are women. Quantitatively, women have great potency as men do, yet the great number of women quantity does not mean that they have other certain abilities. It

is known that the participation of women in education, business, politics and the chance and ability to be a decision maker is still low.

One of the indicators of human quality is the education level, which he/she experienced. Thus, the level of education also determines the potency and prospect of women leadership. It is clear that women still have less chance to take apart in determining any decision as a leader. While a comparison tendency to the past condition, the women leadership role has improved positively (Men. UPW, 1990).

However, the portion of women in the leading position is still lower than men's portion. For example, though women are in leading position, they are still in a middle position. There are still many obstacles to be in the top position. They sometimes become the source of problem whenever they do not know the way to be in the top positions. Women just rely on their very passive luckiness in promoting themselves in any organizations where they work.

That statement above signals that the chance of women in participating in certain leadership position is still low. Besides, women's brain is as intelligent as men's. Both of them also have same sensibleness and supreme the same desire. They also have potency to lead, including its actualization as an individual and social being (Marwah Daud, 1991).

The bias point of view between reality in women empirical world and human's point of view shows that basically there is no any basic differences between women and men, especially in leadership cases. Moreover, it is necessary to conduct a study to reveal those facts to the public. That study upon women leadership should receive more concern, especially concerning "the leadership intelligent" and the leadership profile. There is a belief that the study will be particularly able to solve women's problem and give a big contribution to improve of women's role in national establishment.

Identification of the Problem

- a. How does the profile of woman leaders perform their leadership in a community organization?
- b. How is the leadership IQ profile of woman leaders in performing their leadership; which can be further described as follow:
 - 1) How are the abilities to select its own collage so that they will be able recruit the most appropriate people?
 - 2) How are their abilities to cooperate in a teamwork?
 - 3) How are their abilities to solve the emerging problem?
 - 4) How are their abilities to evaluate improvement of working in an organization due to the related objectives?
 - 5) How are their abilities to organize in facing any emerging conflict?
 - 6) How are their abilities to handle the emerging sluggishness in the organization?
 - 7) How are their abilities to maintain the positive culture in an organization?
 - 8) How are their abilities to do synergize the common importance?
 - 9) How are the leadership IQ profiles of woman leaders?

The objective of the Research

This research aims at revealing a figure of how the leadership of woman leaders in performing their leadership to acquire the method how to form proper women's leadership profile. The profiles deal with their ability to: select their working team so that they will be able to get the appropriate collage, perform an appropriate cooperation, solve emerging problem in a collective design organization. The objectives of research are as follow:

- a. To perform evaluations of working quality of collage team to accomplish with collective oriented objectives.
- b. To solve any emerging conflicts.
- c. To emerge the enthusiasm of work when there is an emerging sluggishness of the organization.
- d. The performing efforts to maintain the positive culture of work in organizations.
- e. To do a synergy to acquire more proportion in the performed activities.
- f. To know the profiles of women's leadership IQ.

Leadership

The illustration of women leadership reveals as states that men and women have the same chance to lead a community. It means that the scope of leadership is in a public instead of in a domestic scope (at house). This definition is according to John Naisbit and Aburdene.

A leadership in an organization is a sustainable developed field with its various definitions and comprehensions. However, those differences have the same sense of meaning but they have different perspective.

Drucker (1997) states that from all of the leaders that have he met or observed, they have the same simple comprehension, which show how to act as a leader:

- a. She/he has followers as without any of them she/he is not a leader.
- b. An effective leader is not the one who is loved or respected. However, a leader is able to direct his/her followers to do the right things. Popularity is not a leadership, yet a successful is a leadership.
- c. A leader has obvious vision and place himself/herself as a guide.
- d. A leadership is not rank, special right, title, or money. A leadership is a responsibility.

Moreover, Drucker (1997) has stated that without considering differences in personality, ability, interest, every leader has the same way of activity:

- a. They do not begin with the question: "What do I want?" but they begin by saying: "What do I have to do?"
- b. Then, they ask: "What can I do to be different?" this case is a combination between things to do and talents that they have so they will reach their effective.
- c. Constantly, they will always ask the visions and objectives of the organization. What are performance and its outcome in an organization?
- d. They will definitely tolerant to human beings' diversities and will not demand a copy of their selves. They rarely write in their mind "do I like this person or do I dislike this person? They will consider the right standard and value.
- e. They will never be afraid to any supremacy in their organization. They will be proud of it.
- f. They will look their reflection in "a test mirror," so they will always be sure that the everyday morning person that they look at in the mirror is the model of person that they feel like. It is also a figure of leader, which is trustable, desired, and respectable.

Leadership IQ

The future leaders will face complex problems. Therefore, there are demands to the future leaders to possess additional points, especially the women leader.

Murphy (1996) defines and measures leadership as one of the forms of intelligence. *The degree to which a leader is able to use the faculty if the ability to learn from*

experience, to otherwise acquire and retain knowledge and to respond successfully to new situations to guide or skow others to an affective course of action or thought.

Through his long research, Murphy has tried to study about the nature of leaders' work in developed economic. Then, he is able to identify the talents and characteristics of leaders. According to him, those lead to the history record including a trustable person to run the determined vision and necessary breakthrough as well achieve the objective in a demanding time. A person who is able to see and solve the temporary problem by using his/her intelligence so that in the future it will give benefit in a long term period.

Moreover, he also states his opinion that in old concept, there are two different categories that separate a person who works and leads. The recent demand is in an organization, leaders refer to those who work and those who lead: in successful organization, every leader works and every worker leads (Murphy, 1996). A work leader is a person who is capable to state the right thing to the right people at the right time, so that the workers will able to do the work properly and according to the offered budget. He/she also states himself/ herself as a model to the workers through his/her behavior.

Meanwhile, Emmment (1996) through his research shows that certain easy recognizable patterns have supported a leader who has high IQ-leadership score. In every small or big organization such as in a hospital, a government or private institution, is easily founded, a model of person to ask for opinion, or guidance whenever in a complex situation and a model of person to see whenever achieve the necessary result.

A person who considers possessing a high Leadership IQ score also shows a high score whenever Emmment measures him/her by implementing the Leadership IQ Self Assessment. According to Emmet (1996), there are seven principles that have to be concerned in running a leadership: 1) be an achiever; 2) be pragmatic; 3) practice strategic humanity; 4) be customer focused; 5) be committed; 6) be learned optimist; 7) be responsible. The leadership's objectives will effectively and efficiently be achieved when a leader consider those seven orientations.

The Factors of Leadership IQ

a. The selector factor

It is an ability to choose appropriate collages in teamwork. It deals with how to attract people (*kiring*), to select, to give direction, and to differ something.

b. The connector factor

It includes the ability to communicate with collages. When someone is able to start the communication so he/she does not merely wait another to start the communication, he/she shows a good capability. Each person assumes that he/she is responsible to build a necessary communication. People who possess a high leadership IQ score have a very high commitment level characteristic. Those kinds of leader will not be able to do their job without any hope and optimism to create a new and better world. They have a great responsibility to associate with other people and even other people should contact them.

c. The problem solver

According to Murphy (1996), the fact shows that true leaders use around 60% of their time to solve the problem. They use 30% of their time to perform other seven roles of leader, which is in line with solving the problem. They use only around 10% of their time to do their other routine jobs.

d. The evaluator

An evaluation is an activity of strategic humanity. It needs competition and knowledge to improve something achieved. A successful leader will do an evaluation and improvement strategy by carefully doing recent situation coverage.

e. The negotiator

The role of a negotiator is to gain a consensus of what job descriptions to give good service to the collage. They achieve the output through the core principal; negotiating to the costumers instead of considering their own needs. Therefore, it is important to diagnose the need of customers so that they will understand the core of the problem and concern that all that happened are the consensus objectives.

f. The recovering

It is an ability to handle sluggish, motivate to do renewal and encourage hope from leaders' collapse, and suffering.

g. The protecting

It is an ability to give any respond to any kind of crisis, which considers as a potential threaten to devastate employees and organizations.

h. The synergy

A high-level leadership IQ leader will know the way to make a better working structure. He/she will combines individual and teamwork to achieve a bigger outcome.

The Leadership Effectiveness Principles

Those are some principles to achieve an effective leadership:

a. Good achievement

An effective leader should understand that self-achievement and competence have important role in building his authority and success. In a new economic world, every worker is a leader so that it has a motto; "If I am not succeed, we will not succeed, if we are not succeed, I am not succeed too." A work leader has an opposite direction to a celebrity leader who believes that every person that he/she knows is more important that what he/she knows. The work leader is also in opposite to a money leader "cukong" who believes that the key of success is by purchasing and manipulating people. The people who possess a high Leadership IQ score tend to indicate that they believe in destiny, which determines by their selves while common leaders tend to believe that many people determine them.

b. Pragmatic

Recent work leaders comprehend that an achievement needs pragmatism. They tend to choose to work in practical and effective way instead of in complex situations.

c. Practical strategies to cover up self-deficient

Work leaders have a good comprehend to their selves, what is their minus and plus points. They also have to know how to cover their weakness by doing sustainable learning.

d. Focused to the consumers

Work leaders have to be capable to create flexible organization and in line with the consumers' demands which have the same mission with organization's principles. The consumers are carrier to gain achievement. The work leaders should understand that they would not able to work alone without the extern factors of organization.

e. High working commitment

By having high working commitment, effective leaders will able to perceive and work out emerging problem and build optimism to achieve a bright future with their association.

f. Learn to be optimist

Effective work leaders will able to transform any difficulties proper situation in looking for proper chances to build a benefit association. They will learn how to behave and succeed in solving any emerging problem. They fully have a responsibility to determine their life, consumers as well serving their consumers.

- g. Approving responsible
They have to be responsible to their selves, other people, and proactively in facing and solving the emerging problem.

2. Research Method

Research Population and Sample

The population in this research is women leader, which associate in *Badan Kerjasama Wanita Provinsi Daerah Istimewa Yogyakarta (BKOW-D.I.Y)*. They are the delegation of *BKOW-D.I.Y* members including the leaders of *BKOW-D.I.Y*'s organizations.

The population is 117 people according to the number of organization member of *BKOW-D.I.Y*, which consists of the organization's leaders and two delegations of each member of *BKOW-D.I.Y*. The sample has randomly taken 30% of *BKOW*'s members that is around 35 people.

The way of sample taking above has considered those following reasons:

- 1) The leaders and delegations of member organization *BKOW-D.I.Y* have more knowledge in organization field.
- 2) The leaders and delegations of member organization *BKOW-D.I.Y* have the following ability:
 - a) The ability to mobile and take advantage of organization's potencies.
 - b) The ability to deal with ideas.
 - c) The ability to transform ideas.
 - d) They have intellectual requirements such as creativity, critic, and inquiry.
- 3) The technique of sample taking is purposive sampling. It uses to choose women leader that is the leader of organizations and delegations of member organization *BKOW-D.I.Y*. People who are consider having leadership attitude.

Research Instrument

The standard instrument, which composed by Murphy (1996) is use to measure the leadership IQ This instrument is The Leadership IQ Self Assessment (LIQ-Self Assessment). The researcher translated into the native language as the LIQ-Assessment is in English. Then the researcher tested its validity and trustworthiness so that this instrument will be methodologically able to take its responsibility in the future.

The instrument in this research uses the leadership Self Assessment (LIQ) measurement device composed by Murphy.

The respondents of this experiment a women organization leader, which does not represent her organization in *BKOW* nut she is also the leader of women organization. Due to this experiment, the researcher distributed 35 questionnaires. However, there are only 25 questionnaires in return.

The analysis result of instrument experiment shows that this instrument is quite valid and reliable. There are five items, which did not succeed from 36 items. The result of trustworthiness test is R 0,911. It means that this instrument is accurate and has methodologically responsibility.

3. Findings and Discussion

The respondents of this research are the leaders of woman organizations in Yogyakarta which are united in *BKOW (Badan Kerjasama organisasi Wanita)* Yogyakarta Special Province and the other woman leaders. The result shows that the average age of the respondents is 45.5 years old. With the oldest respondent of 70 years of age, the youngest

of 25 years old, and the deviation standard of 23.5 it shows that the average of active woman leaders is in their prime maturity.

Most of them have undergraduate degree and some even have graduate and post graduate degree. Their lowest educational level is the Junior High. The data also shows that the average period of their leadership until now is about 6.5 years. The longest period is 12 years and the shortest is 2 years. It shows that they already have enough experience in their leadership. If we link it with the first time they began to join in the organization, they seems to be active in the organizations since they were 28.5 years old. The oldest age of their involvement in the organization is 53 years old and the youngest starts from 15 years.

The respondents visions of life are: having a family and giving contributions to the society; struggling for women's equality with men; doing daily activities for the family as well as for the society, for education; able to enjoy life by filling it with either physical or non physical activities which gives contributions for self, family, and society; keeping and strengthen the faith and obedience to God by improving their qualities and praying, hoping for God's mercy either in living and the afterlife, doing more and more good deeds for the society; all activities in lines with Moslem's teaching and all the good will doing; useful and supportive for religion, family, society, nation and self; living *sakinah*, *mawaddah* and *rahmah*; live for charity and hoping for God's mercy; creates a *sakinah* family with achievements and this family is able to give contributions to the fellow society, their environment so they become a *maramah* society; to work and do good deeds; living is praying, living is a process of learning, help women to improve their family living, egalitarian, democratic world and honest and harmonious humans; struggle against injustice, stand for the right; know what they want and struggle to reach them; happy family, successful children, brighter future; don't be afraid to try something new, since tomorrow must be better than today; living is God's giving and working is for praying so life must be full of activities which contributes to the society, family, and self. Humble, discipline, and cooperation is the main element for everything; as a housewife and a mother, able to keep the family in peace, whole and happy; organizations is important to be the venue for positive relationships, to gain knowledge and information which is obligatory for every Moslem, patience training since the differences in visions makes it possible to train patience in a discussions to find the resolution of the problems; with experiences, skills, intelligence and motherhood which are different from men's I believe that women will be more comprehensive in judging something and having the same opportunities as the men; live this life as it is, but with full responsibility; life is about responsibility. The responsibility to the God, to pray to God and it is expressed in family, environment and society's living of our choices; even women cannot abandon their nature (married and give birth) it is hoped that women are still able to have carrier and move forward; honest, clean and professional.

The Leadership IQ

The leadership IQ consists of 8 dimensions, they are:

- a. The ability to choose. The ability to select their team work to get the right person.
- b. The ability to make a relationship, how they can cooperate with their team.
- c. The ability to solve problems
- d. The ability to evaluate the organization's progress in achieving their goals.
- e. The ability to negotiate when dealing with conflicts
- f. The ability to be the 'healer'. The ability to deal with the weariness in the organization.
- g. The ability to protect. The ability to maintain the positive culture of the organization.
- h. The ability to do a synergy.

This ability is categorized into low, medium, and high. This grouping is based on the deviation standard of categorization.

In the ability to choose, the result shows the tendency of medium level is dominant among the respondents. There are some 85.7% of the respondents are categorized as having medium level of this ability, 11.4% as high level, and there are almost 3% of respondent are categorized in having low level of this ability.

The ability to make a relationship is almost the same between the low, medium and high level. The low level covers about 34.3% of respondent, medium covers about 37.1% and the high level covers about 28.6% of respondents. In this term, only less than one-third of them are having a high level of ability to make a relationship.

If we observe the result of the research about the ability to solve the problems, we can see that their ability tends to be in low and medium level. More than half of the respondents have the low ability in problem solving, about 37% of them are in the medium level and only 8.6% of them have a high level of problem solving ability.

In the ability of evaluating the respondents, most of the respondents are in low and medium level. There are only one person with high level of ability and some 48.6% of them are in low level and some 48.6% are in medium level. Thus, almost half of the respondents have low level of evaluating ability and the other half have medium level of evaluating ability.

The ability of negotiating of the respondents is in the medium level and tends to drop into the low level. Only 17.1% of them are having high level of negotiating ability. The rest of 83% of them are categorized in medium and low level ability. For the ability to be the 'healer' the result shows better qualifications compared to the ability of problem solving and negotiation even though it's not very significant. Almost 70% of the respondents have a medium level of healing ability. Only 5.7% have the high and the other quarter of them have the low level of healing ability.

The result on the ability to protect shows that most of them are in the medium level. More than 70% of them have the medium level of ability, 11.4% of them have the low and only 17.1% of them have the high ability to protect.

The ability to do a synergy is not as high as the ability to protect. The result shows that the respondents' ability to do a synergy tends to be in the level of medium to low. More than 90% of them are having the medium and low level of ability. It makes sense since the ability to do a synergy is the combination of the other seven abilities stated previously. The result specifically shows that 54.3% of them are in low level, 37.1% are in medium level, and only 8.6% of them are in high level of ability. Overall, the respondents who have high leadership IQ covers about 20% and the medium one covers about 45.7% and the low one covers about 34.3% of the respondents. It means that 65% of the women leader's leadership IQ is categorized in medium and high level and only 35% of them are categorized in the low level of ability.

The Discussion

The leaders will have to face complex problems in the future. Thus a leader must have profound abilities including the women leaders. Leadership according to Murphy (1996) is defined and measured as one of the form of intelligence. From a thoroughly research he finally found out the existence of leadership IQ which encourages people to be able to say the right thing to the right people at the right time. He/se also shows his/her self with his/her deeds and becomes the model for the people he/she interacts and communicates with. This research also shows that a leader with high leadership IQ is encouraged by certain and easily identified pattern. The Leadership IQ is supported by these factors:

The Selector Factor or the Choosing Factor

This selector factor is the ability of the leader to choose the right person to be his/her partner. It covers how to interest people (hiring), select, direct, and evaluate the right people to be involved in their organization. The result of the research to the women leaders in Yogyakarta Special Province which joins in *Badan Koordinasi Organisasi Wanita (BKOW)* shows that the ability as the selector is in the medium level. Almost 85.7% of the respondents are in medium level, 3% of them are in low and 11.4 5 of them are in high level of ability. Thus, there are about 97% of the respondents whose selecting ability tends to improve into the high level of ability. It means that the ability to select their partner is mostly in the medium level although some of them are in high level of ability. Meanwhile, the success of the organization mostly depends on the ability to form a solid team.

The Connector Factor or the Ability to Communicate

This factor is the ability to communicate with his/her partner. A good ability in doing this is shown in the way they don't have to wait until someone approach him/her but they do it first instead. They assume that they are responsible to make the sufficient communication. People with a high leadership IQ have a characteristic of having a high commitment. This type of leaders cannot do their job without the support of hopes and optimisms to be able to make a good relationship to create a new and better world. They believe that they are responsible to communicate with others. And even the others have to communicate with them.

The Problem Solver

According to Murphy's research (1996), the fact shows that a good leader uses about 60% of his/her time to solve problems. They use the rest of 30% of their time to do the other seven roles of their leadership which combined in the effort to solve the problems. Only about 10% of their time is spent to do the other routines. Some of the time of their leadership period is used for problem solving activities. On the contrary, the result of this research shows that the leaders who have higher problem solving ability only covers about 8.6% of the respondents and the medium covers about 54.4% of respondents and the low covers about 37% of respondents. Considering the harder challenges to come, there should be more leaders with higher level of problem solving ability. Even though it is not very significant since there are more leaders with medium level of problem solving ability than the low or less ones. In this term, they can be upgraded from the low to the high level of problem solving ability by giving a proper and right steps and guidance.

The Evaluator

Evaluation is a part of strategic humanity activities which needs good competence and knowledge to improve the achievements. A successful leader will arrange their efforts by doing evaluations and improving their strategies through a precise and careful considerations of what is being faced. This evaluating ability is very important in observing comprehensively the situations they face and how far their achievements have been and considering their powers and weaknesses. The result of this research shows that almost half of the respondents shows a medium level of ability and almost half of them shows the low level of evaluating ability.

The Negotiator

The role of the negotiator is to achieve the consensus of what is need to be done so they can give good services to their partners. They can gain the achievements through a core process, which means that they negotiate for the sake of the customers and not for the sake of their selves. Thus, it is important to diagnose the need of the partners (consumers) so they can understand the core of the problem and consider this as the goal that need to be achieved in the consensus. The research shows that most of the women leaders are categorized to have medium and low level of this ability and only 17% of them have a high level of this ability

The Healer

The ability to motivate to make some improvements and elevate the hopes from the regression, suffers of the people they leads. This ability includes the ability to deal with weakness, the ability to do some activities to raise the joy and spirit of working. This ability is also supported by their spirit and creativities. The research shows that the women leader's scores are in the medium level of this ability.

The Protector

The ability to respond to different crisis that become a threat or potential to hamper the employee and the organization, it includes the ability to preserve the positive culture in the organization. The research shows that this ability only covers about 17,1% of leaders with high level of this ability and 11,4% low and 71,5% of them are in the medium level.

The Synergy

A leader with a high level of leadership IQ knows how to make a balance working structure where it can be combined by individuals and teams altogether to achieve better result much better than the calculations of those aspects. The research shows that this ability in doing a synergy is lower than the ability as the protector. This ability tends to be in the medium to low level.

The result of the research shows that the ability to solve problems, evaluate, negotiate, and synergy tends to be in the medium an even low level. Meanwhile the challenges which will come in the future are more difficult and competitive. Thus, these abilities need some special attentions so they can deal with it and overcome these problems and can be improved. This is supported by Murphy's statement that these problems can be solved through intensive training.

The ability to make a choice, to make a relationship, to be a healer, and a protector are better, which tends to be in the medium level. From the factors in the form of leadership IQ as a whole, the research shows that most of the leaders are in the medium level, 34.5 of them are low, 45.3% are in medium level, and only 20% of them are in high level of this ability.

From this research it can be concluded that since the Leadership IQ had by the women leaders in Yogyakarta Special Province tends to be in the medium level, it is important to solve the problems as soon as possible to upgrade their level. This is due to the more competitive and harder challenges to come.

The Restraint of the Research

This leadership IQ research uses the valid instrument arranged by Emmet Murphy in 1996 which is then translated into *Bahasa Indonesia*. The translated edition is then being

tested. The result is valid enough and reliable even though some of his statements are considered to be invalid.

This already tested instrument even though is already considered as reliable and valid, is still considered to be impractical, difficult and complicated by some respondents, so most of the respondents are reluctant to fill until the en last questions, some of them unfinished it. To fill it altogether is also a difficult thing to do since the respondents are very busy and it takes times to fill the tests. Thus, only less questioners are returned through some efforts and individual approaches. Only those with high considerations return the questioners.

In this term, not all of the members of *BKOW* are included as in the previous arrangement. To complete the number of the respondents, the researcher also asks some women leaders form the campus and other organizations so the total respondents reach the number of 35 persons.

4. Conclusion

- a.** The average age of the respondents is about 45 years old. Most of their education level is the undergraduate level. They have a long experience in the organization. Their visions are mostly about the religions and the balance of career and family.
- b.** The leadership IQ tends to be in the medium to the low level among the respondents. There are only few of them have a high level of leadership. Specifically, based on the leadership IQ factors, we can see that: a) the ability to make a choice among the women leaders in Yogyakarta Special Province tends to be in the medium level (85.7%); b) the ability to be the connector tends to be in balance between the low and the high and also the medium level; c) the ability to solve problems tends to be in the medium and low level. The low leveled covers about 37.1% and the medium is about 54.3%; d) the ability to evaluate also tends to be in the medium and low level. The medium level covers 48.6% and the low level covers about 48.6% of the respondents; e) the ability to negotiate tends to be in the medium and low level. The medium covers about 42.9%, low 40.0% of the respondents; f) the ability to be a 'healer' tends to be in the medium level ($\pm 70.0\%$); g) the ability as the protector tends to be in the medium level (71.5%); h) the ability to synergy tends to be in the medium and low level. With leaders in the medium level covers about 37.1%, and low 54.3%; i) in some points, the longer the person holds the leadership, their leadership IQ tends to decrease.
- c.** This fact leads us to intensively pay attention upon the ability of women leadership by conducting intensive and comprehensive training. It needs intensive cooperation among the existing woman organizations. Leadership training for women is very important, especially for those who are actively involved in organizations. Hence, women's involvement in all sectors is essential. Research shows that Leadership IQ of women is relatively mediocre. Therefore leadership training for women will be highly beneficial for them considering the roles they play

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