Gendered-Perspective Agile Leadership in the VUCA Era During the Covid-19 Pandemic

Ismi D. A. Nurhaeni[1], Asbiyal Nurdin[2], Prama Wiratama[3], Yusuf Kurniawan[4]

[1]Department of Public Administration, Faculty of Social and Political Sciences, Universitas Sebelas Maret Surakarta, Central Java, Indonesia (email: ismidwiastuti@staff.uns.ac.id)
[2,3] Magister Students of Public Administration, Faculty of Social and Political Sciences, Universitas Sebelas Maret Surakarta, Central Java, Indonesia
[4] Department of English, Faculty of Cultural Sciences, Universitas Sebelas Maret, Central Java, Indonesia

Abstract

This study was to formulate a gender-responsive agile leadership model during the Covid-19 pandemic. A systematic literature review using PRISMA methods and field research on 18 purposely selected mid-level managers was conducted. The research discovers that first, agile leadership characteristics can be classified into individual and organizational dimensions. Individual characteristics include the personal values of agile leaders with good personalities. Organizational characteristics are characteristics to maintain and bring the organization to face a fast-changing and uncertain world. Second, the characteristics of gender-perspective leadership in the Covid-19 era are the commitment to change the management system, organizational culture, and the quality of leadership to promote gender equity. Finally, the Gendered-Perspective Agile Leadership model in the VUCA era during the Covid-19 pandemic is a leadership model that can quickly respond to gender issues through management system change, organizational culture, and character development of leaders oriented to individual and organizational characteristics. Individually trained leader characters are supposed to be intelligent, optimistic, communicative, accountable and compassionate, while organizationally oriented leader characters are adaptive, responsive, innovative, flexible, and transparent. This paper uses thematic analysis to fill the gap of the gendered-perspective agile leadership model by exploring the characteristics of gendered-perspective agile leadership in the COVID-19 era.

Keywords:
agile leadership; Covid-19; gender perspective; gender responsive; VUCA

Introduction

Today, organizations face a world full of volatility, uncertainty, complexity, and ambiguity (VUCA). The Covid-19 pandemic has made the VUCA symptoms more evident and therefore should be urgently handled. The sudden addition and the massive number of positive cases are highly volatile conditions because it causes many fatalities that coincide (WHO, 2021b). The high mortality is not solely due to the ferocity of the Covid-19 virus but is also caused by the capacity of medical facilities that are no longer able to accommodate the sudden surge in patients (Janti & Lai, 2021).

Health facilities also face unstable medical equipment prices due to the increasing demand for medical equipment (Lauren et al., 2020).

Uncertainty is characterized by false predictions about the Covid-19 virus (Ioannidis et al., 2020; Nathan & Lemoine, 2014). Opinions about treating this disease vary widely and its effectiveness is still under investigation (Tsang et al., 2020). Many parties have responded to the large number of information needs needed to deal with this uncertainty. For example, journals provide free access to research related to Covid-19 (Murugan et al., 2020), non-profit organizations collect and disseminate

information about Covid-19 (Maserat et al., 2020), and social media influencers provide voluntary public education (Lookadoo et al., 2021), and governments also consistently disseminate information through various channels. However, this massive information is also accompanied by the rise of hoaxes or fake news regarding Covid-19 (Moscadelli et al., 2020). It makes the uncertainty even worse.

The complexity of handling and preventing Covid-19 is characterized by the links closely related to each other, while the available information is limited (Nathan & Lemoine, 2014). According to the latest research results and other related factors (WHO, 2021a), efforts to prevent the spread of Covid-19 also changed due to many factors such as economic, social, and security considerations. Various prevention efforts have been carried out, such as implementing lockdown policy, transportation engineering, curfews, work from home, social assistance, etcetera (Hale et al., 2021). Those are done to find a balance point of factors related to handling the Covid-19 pandemic.

The Covid-19 pandemic began with very ambiguous conditions (Nathan & Lemoine, 2014). An event like this is unprecedented and unpredictable, at least since the Spanish flu outbreak (Flecknoe et al., 2018). Experts were not ready for a pandemic when the first wave hit (Gontariuk et al., 2021). The Indonesian government once encouraged domestic tourism activities when the Covid-19 virus began to spread by awarding tourism incentives to domestic and foreign tourists (Almuttaqi, 2020). Meanwhile, the responses of regional leaders in Indonesia are also different, some immediately implement a local lockdown (Setiadi, 2021), but others are waiting for the president's direction. The following ambiguous condition is that today's society has to face new normal conditions with stricter health protocols (Satgas Penanganan COVID-19, 2020). This condition brings unprecedented impacts, such

as a work-from-home policy to avoid crowds at work. It turns out that working from home impacts increasing the number of gender-based violence cases (Dlamini, 2020).

The ambiguity of Covid-19 can also be seen in the differences in the impact of the pandemic from a gender perspective in the world, including in Indonesia. For example, in Italy, the Covid-19 pandemic has reduced different incomes of women and men (82% women and 80% men), increased the household workload (19% women and 11% men) and teaching time for children (39% of girls and 29% of boys). Women feel more psychological disorders than men, both those who work as health workers and the community in general (Brivio et al., 2021; Fattori et al., 2021). Women who work from home during the Covid-19 in 76 countries (Frize et al., 2021), and in Slovenia (Rožman et al., 2021), tend to feel more stressed, less job satisfaction and work efficiency than men due to the increased intensity of household work and the task of taking care of children. In Zimbabwe, rural women suffer from reduced food security and access to health facilities, disorganized survival strategies, and increased childcare burdens (Nyahunda et al., 2021). The situation in Uganda is getting worse for refugees, the restrictions policy on business activities increases the risk of sexual and gender-based violence targeting women and teenage girls (Logie et al., 2021). However, studies in South Korea, suggest that the pandemic positively impacts sustainable life, especially for teenage girls (Yu & Choe, 2021).

In Indonesia, the Covid-19 pandemic has become increasingly unfriendly to women and marginalized groups since their workloads have increased (Gina & Komalasari, 2020). Chairani (2020) finds that the COVID-19 pandemic in Indonesia had impacts on women seen from health, economic, and social aspects. On the health aspect, women are vulnerable to COVID-19 because they play a major role in the care economy. On the economic aspect,

the pandemic has increased the unemployment rate as well as among women's informal workers. On the social aspect, women face double burdens to balance their productivity and household work while working from home. Although there is evidence that women in Indonesia face various limitations, women have also made an important contribution and become agents in crisis management for themselves, their families and communities (Fatimah, 2020).

In the end, the pandemic still affects men and women differently, both positive and negative. Unfortunately, gender perspective has not become a significant issue considered during the Covid-19 pandemic; even in clinical studies, only about 17% of the total studies are gender-responsive (Brady et al., 2021). This requires all parties, especially leaders, to agilely resolve public issues that are more gender-responsive so that gender-based disparities in the impact of Covid-19 can be minimized. The term 'gender perspective' is a way of seeing or analyzing which looks at the impact of gender on people's opportunities,

social roles, and interactions. This way of seeing is what enables one to carry out gender analysis and subsequently mainstream a gender perspective into any proposed program, policy, or organization. (Lozano & Calventa, 2021; Chang, 2020). Gender responsiveness is outcomes that reflect an understanding of gender roles and inequalities and which make an effort to encourage equal participation and equal and fair distribution of benefits. (Asi & Bebasari, 2022; Tirivanhu & Rensburg, 2018)

This article has a novelty based on a review of publications on the Scopus page using the keywords "agile AND leadership," "agile AND leadership AND gender," and "Agile AND leadership AND gender AND VUCA." A search conducted on September 6, 2021, based on publications from 1990 to 2020 found a total of 533 publications with the keywords "Agile AND leadership," 12 publications with the keywords "Agile Leadership AND Gender" and no publications with the keywords "Agile AND" Leadership AND Gender AND VUCA. This study aims (1) to map the characteristics of agile leadership that have been researched

Figure 1.
Research Novelty
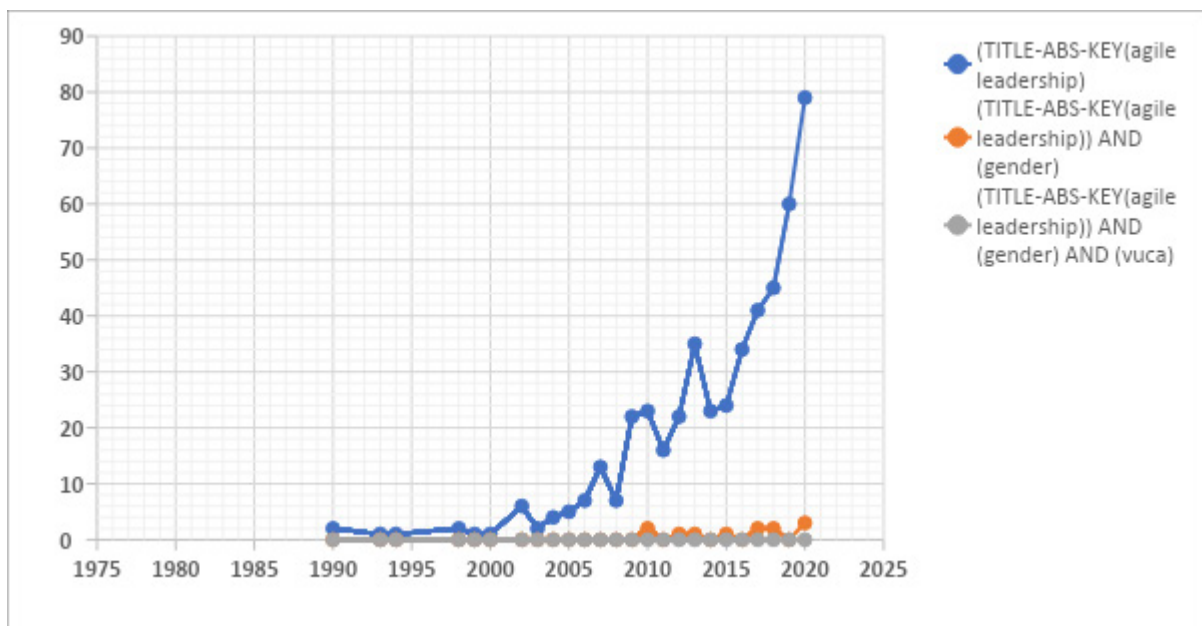
Source: Processed by Researcher

by experts; (2) to map the characteristics of gender-perspective leadership in the Covid-19 era; (3) to formulate a gender-responsive agile leadership model during the Covid-19 pandemic.

Methods

To answer the research objectives, three stages as described in Figure 2 were carried out.

Step 1: Systematic Literature Review

Systematic literature review (SLR) was conducted using the PRISMA method (Page et al., 2021) to obtain two things. First, mapping the characteristics of agile leadership that have been researched by experts. Second, mapping the characteristics of gender-perspective leadership in the Covid-19 era. Figure 3 explains the two stages of SLR that is done, namely:

1. First Stage SLR

This SLR is done to get an initial understanding of the concept of Agile Leadership. To analyze research themes on agile leadership on SCOPUS literature with keywords ``agile AND leadership" in the category Title-Abs-Key on September 6, 2021, resulting in 533 articles. Then, the first filtering was done by seeking open-access and English articles and 102 articles were obtained. The subsequent filtering was done by using categories of journals and conference proceedings that resulted in 92 articles. After analysis of the abstracts was conducted, only seven articles were considered appropriate

to answer the research questions. The rest, 85 articles, were considered irrelevant to the research questions. To better understand the meaning of "agile leadership," citations from the seven articles were searched, and ten relevant articles were obtained. The total number of articles used in the qualitative synthesis is seventeen.

2. Second Stage SLR

Furthermore, to add a gender perspective and the Covid-19 pandemic in this literature study, an additional systematic literature review using the keywords "leadership" AND "gender" AND "covid" was conducted. Figure 1 describes the research procedure conducted based on the PRISMA guidelines. At the screening stage, only "open access" articles were taken to obtain a full article version. Then, the articles that use English and include "leadership" as one of the keywords were sorted to ensure that the selected records are focused on leadership study. To ensure the eligibility of records, the full articles were analyzed to select records with the main discussion being leadership and gender. Records that do not discuss these two things in the content or conclusion section will not be used in the next process. The total number of articles used in the qualitative synthesis is thirteen.

Step 2: Field Research

To understand GPAL in the Indonesian context, this research was conducted at the Ministry of Environment and Forestry (MoEF) for two reasons. First, the MoEF is one of the

Figure 2.
Research Steps

Step 1: Systematic Literature Review → Step 2:Field Research → Step 3: Model Formulation
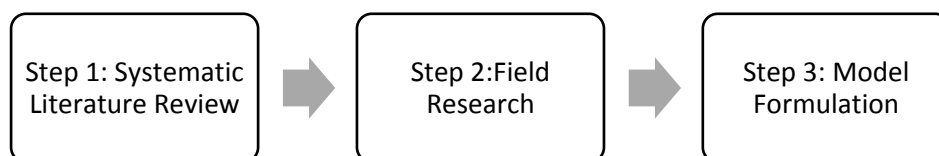
Source: Adapted from Page et al. (2021) and Creswel & David (2018)

Figure 3.
Step Details of Systematic Literature Reviews
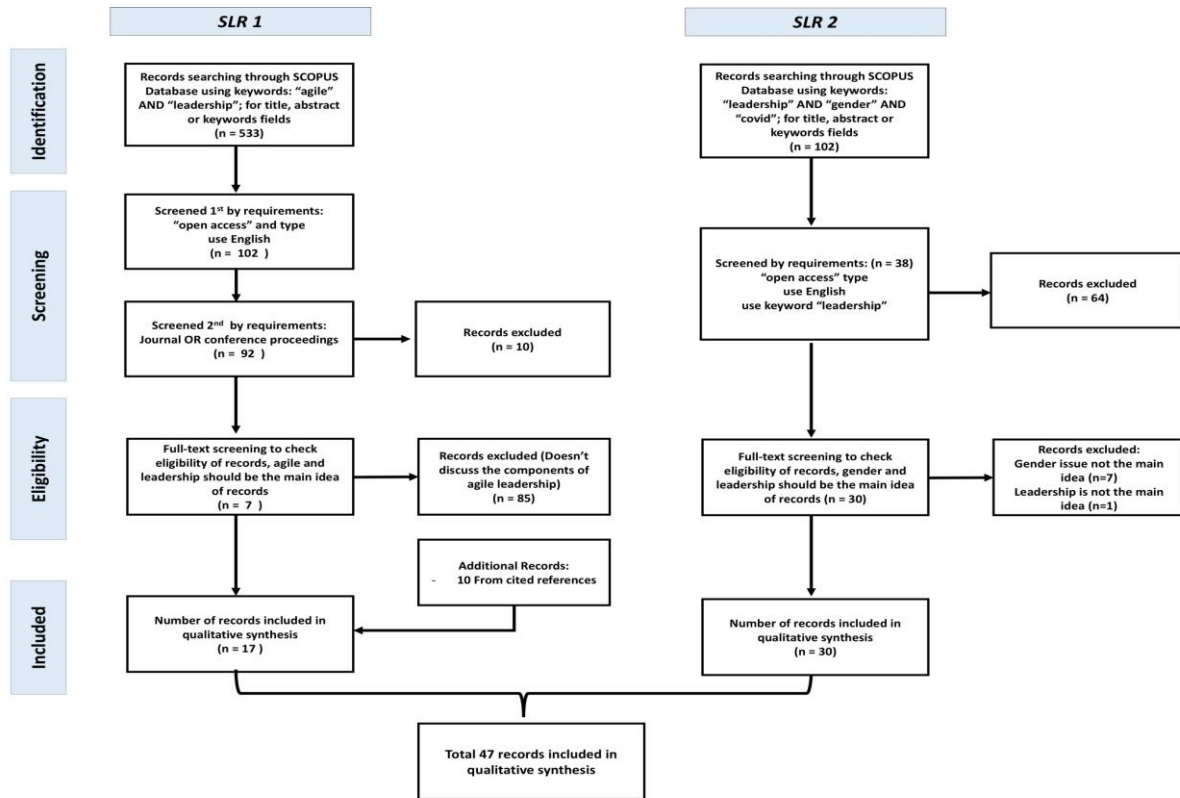
Source: Processed by Researcher

seven ministries that received an award named '*Anugerah Parahita Ekapraya*' at mentor level from the President of the Republic of Indonesia in 2020. Second, the MoEF is the only one of the seven ministries that seeks to promote gender responsiveness for 40 officials of echelon 2 through the virtual GLEADS class (Gender Leaders Summit) and 1.000 employees at the site level through the virtual TEACH class (Training for Ecogender Activation Hub). This five-month virtual class has produced gendered-responsive echelon 2 officials who practice the creative thinking and design thinking that support the TEACH participants to develop innovations in the implementation of gender mainstreaming. The survey was carried out using Google forms to 18 informants participating in GLEADS because they are middle managers who bridge policies at the top management level to be followed up at the site level. The 18 informants were the representatives of all directorates in the MoFE.

The questions formulated in the questionnaires are open-ended. This type of question enables researchers to gain a more holistic and comprehensive understanding of the studied issue because open-ended responses allow respondents to provide more options and opinions, giving the data more diversity than a closed-question or forced-choice survey measure (Allen, 2017). This is in line with the objectives of this section since the objectives of this step is to describe how the gender-perspective agile leadership has been performed in Indonesia. All activities carried out at this stage can be seen in Figure 4.

Step 3: Model Formulation

In this stage, we performed a thematic analysis of both datasets (questionnaire and

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Figure 4.
Field Research Procedures

| Research site selection | → | Selection of research participants | → | Developing online questionner using Google Form | → | Data collection and analysis | → | Conclusion making |
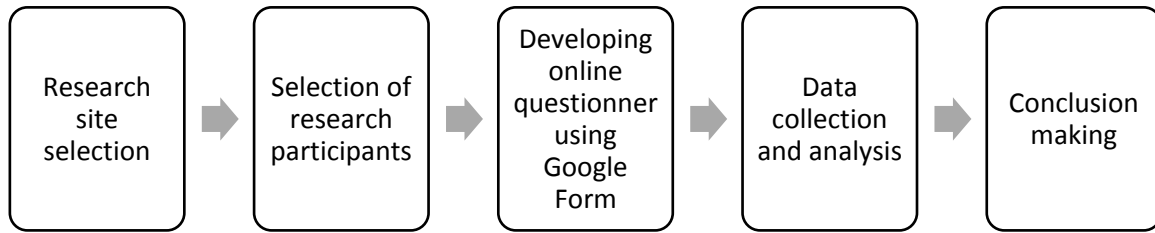
Source: Processed by Researcher

systematic literature review) through three coding cycles (Thomas & Harden, 2008): Firstly, open descriptive data were generated directly from the features of GPAL found in the articles and experienced by the GLEADS participants. Secondly, a focused thematic analysis was performed to identify the relationship and pattern between the definition in the literature and the questionnaire results. This step is essential to see the important connections between the openly coded data. Lastly, thematic phrases were grouped according to commonalities and abstracted into theoretical categories for a comprehensive meaning. The validity of data was conducted using source triangulation.

Figure 5.
A Venn diagram illustrating a conceptual model of Gendered-Perspective Agile Leadership

Systematic Literature Review on Agile Leadership

Systematic Literature Review on Gender Perspective Leader in Covid-19

Gendered Perspective Agile Leadership

Empirical Studies on Leader Experience While Facing Gendered-Effect Caused by Covid-19

Source: Processed by Researcher

Results

Understanding the concept of agile leadership and gendered-perspective leader is very important before formulating the model of gendered-perspective agile leadership. Based on the literature view, it is found that an agile and gendered-perspective leader should possess some of several characteristics. These characteristics then can be classified into two categories that are organizational oriented characteristics and individual oriented characteristics. Organizational oriented characteristics are the leadership characteristics needed to maintain and bring the organization to face a fast-changing and uncertain world while individual oriented characteristics are related to personal values that must be owned by a leader. Personal values will produce traits, attitudes and leadership styles as drivers of leadership behavior and shape an organization's culture (Črešnar & Nedelko, 2020; Horney et al., 2010). The classification of those characteristics can be seen in table 1.

Furthermore, there is a big difference in the classification of the characteristics of gender-perspective leaders. The characteristics classification of this concept is the results of scrutinization of Dhillon & Nguyen (2020) classification. Based on this view, the classification of organizational orientation describes the things that leaders need to do for their organization. Meanwhile, individual orientation is a leadership characteristic possessed by leaders at the individual level (see table 2)
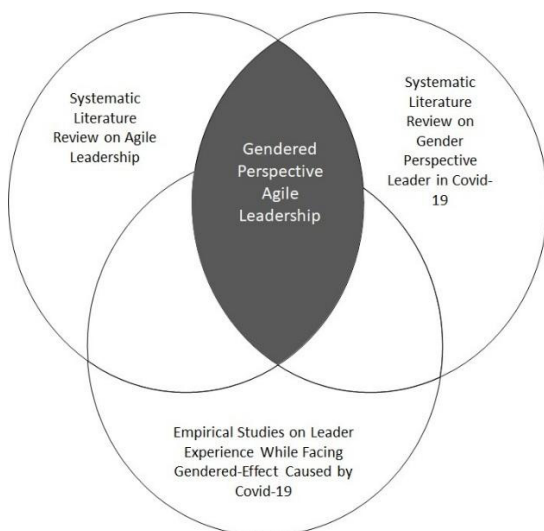
Table 1.
Agile-Leaders Characteristics

No	Category	Characteristics	Source
1	Organizational Oriented	Flexible, Visionary, Open	(Aldianto et al., 2021; Attar & Abdul-Kareem, 2020; Kooij, 2020; Parker et al., 2018; Tano, 2006)
		Adaptive,Responsive,ChangeMaker, Problem Solver	(Črešnar & Nedelko, 2020; David et al., 2016; Fachrunnisa et al., 2020; Spiegler et al., 2021; Tsai et al., 2019; Zulkifli et al., 2021),
		Collaborative	(Casey, 2014; Cheng et al., 2021; Zaidi & Bellak, 2019)
		Able to Manage Conflict	(Tsai et al., 2019)
		Able to Conclude Properly	(Doz & Kosonen, 2010)
		Accept differences, competent, transparent, and trustworthy	(Joiner & Josephs, 2007).
2	Individual Oriented	Emotionally and Socially Intelligence	(Parker et al., 2018; Spiegler et al., 2021)
		Discipline	(Parker et al., 2018; Spiegler et al., 2021),
		Acts following organizational goals, energetic, passionate, optimistic, integrity	(Casey, 2014
		Communicative	(Attar & Abdul-Kareem, 2020)
		Informative, decisive, sensitive, care,	(Adnan et al., 2020)
		Critical Thinking	(Casey, 2014; Zaidi & Bellak, 2019)
		Creative	(Črešnar&Nedelko,2020;Fachrunnisaetal.,2020;Horney et al., 2010; Joiner & Josephs, 2007).

Source: Processed by Researchers

Table 2.
Gendered-Perspective Leaders

No	Category	Characteristics	Source
1	Organizational Oriented	**Management System Change**	
		● Providing more opportunities	(Bukhari et al., 2020; Campos-García, 2021; Cevik et al., 2021; Evagora-Campbell et al., 2021; Sharma et al., 2020).
		● Work recognition	(Bukhari et al., 2020; Figueroa et al., 2021; Gabster et al., 2020; Rabinowitz & Rabinowitz, 2021)
		● Flexible working hour	(Jones et al., 2020; Keenan et al., 2021; Narayana et al., 2020; Woitowich et al., 2021)
		● Funding and support facilities	(Bukhari et al., 2020; Sharma et al., 2020; Woitowich et al., 2021)
		Organizational Cultural Change	
		● Shared responsibility	(Lamb et al., 2021; Søgaard et al., 2021).
		● Diminishing stereotype	(Priola & Pecis, 2020)
		● Promoting inclusion culture	(Warrior et al., 2020).
2	Individual oriented	Openness	(Clark & Gruending, 2020)
		Transparency	(Clark & Gruending, 2020) (Kamani et al., 2020) (Esfahani et al., 2020).
		Accountability	(Clark & Gruending, 2020) (Grebelsky-Lichtman & Katz, 2020; Kamani et al., 2020).
		Communally	(Eichenauer et al., 2021).
		Collaborative	(Rubenstein et al., 2020).
		Responsive	(Thomson, 2020).

Source: Processed by Researchers

Based on the two-staged literature studies, it can be seen that there are several characteristics of agile leaders that are in line with the characteristics of gender-perspective leaders. These characters can then be mapped into two groups; individual-oriented characters, namely the personal values leaders possess, which can eventually lead to organizational oriented characters. Through the existence of these characters, a leader can take actions within his organization through management system change and organizational culture change to overcome gender problems that arise due to the Covid-19 pandemic. To get a more comprehensive understanding of how this works at a practical level, the results of a study of leaders at the Ministry of Environment and Forestry (MOEF) dealing with the gendered effects of the Covid-19 pandemic will be explained.

The results of the field research shows that the leaders of MOEF also possessed and stated several characteristics that can be helpful for them in dealing with pandemic conditions within their organization without forgetting the gender perspective. Those characteristics are:

Table 3.
Gendered-Perspective Agile Leadership

Individual Oriented	Organizational Oriented
Creative	Adaptive
Accountable	Agile
Compassionate	Collaborative
Discipline	Flexible
Effective	Innovative
Efficient	Responsive
Influential	Open
Growth-Mindset	Transparent
Communicative	Visionary
	Problem-Solver

Source: Processed by Researchers

Discussions
Agile and Gendered-Perspective Leaders: Lesson Learned from Literature Review

Research on agile leadership increases yearly, especially in the VUCA era and during the Covid-19 pandemic. The concept of agile leadership itself was introduced by a scientist from the US, Mervyn L. Tano (2006) who revealed that the term agile commenced being applied by Indian tribes in the past. The Indians realized that they were in a permanently changing environment and fraught with the threat of global warming whose trends were not known whether to improve or to worsen. This condition requires them to always adapt and requires agile leaders who are creative, collaborative, visionary, innovative, and responsive so that the challenges arising from these conditions can be adequately handled.

Furthermore, several previous studies have also conducted further elaboration on the characters of an agile leader, divided into two groups, namely the characters that are 'Organizational Oriented' and 'Individual Oriented'. The results of this study have shown that those two characters are needed by organizations to face the VUCA era especially during the Covid-19 pandemic.

As we know before, the Covid-19 pandemic had a different impact towards men and women so it is important for leaders to become a more gendered perspective, yet agile. In organizational orientation, leaders need to carry out management system change and organizational culture change to respond to the unequal impact of Covid-19 on men and women. In management system changes, leaders provide wider opportunities for women to get leadership positions both in a project or organizational structure (Bukhari et al., 2020; Campos-García, 2021; Cevik et al., 2021; Evagora-Campbell et al., 2021; Sharma et al., 2020).

Management systems need to carry out a selection and promotion process that is inclusive and not gender biased (Jagsi et al., 2021; Kamani et al., 2020; Narayana et al., 2020; Warrior et al., 2020), based on meritocracy, not clientelism (Priola & Pecis, 2020) to maintain the diversity of leadership (Erkmen et al., 2021).

Organizations need to provide opportunities for women to show their capacity through public speaking, for example in academic conferences and other professional forums (Erkmen et al., 2021; Figueroa et al., 2021; Søgaard et al., 2021). Management needs to open opportunities for women to obtain professional development, such as mentorship, courses, training, and career development (Keenan et al., 2020; Last et al., 2021; Nguyen et al., 2021; Rodríguez et al., 2021; Woitowich et al., 2021).

One opportunity that organizations should also open to women is the opportunity to participate in decision making so the idea of diversity and collective intelligence in decision making can be increased and improved (Evagora-Campbell et al., 2021; Figueroa et al., 2021; Gabster et al., 2020; Lewiss & Jagsi, 2021; Narayana et al., 2020; Sharma et al., 2020). Structural discrimination should not occur in the decision-making process against certain groups including women (Priola & Pecis, 2020).

In addition to providing opportunities, organizations need to provide adequate work recognition for women (Figueroa et al., 2021). Leaders need to recognize that women are very likely to carry a heavier burden during the Covid-19 pandemic than men (Gabster et al., 2020), where they have to do home and office tasks at the same time (Rabinowitz & Rabinowitz, 2021) while childcare support is not easy to come. Alternative work schedules/ flexible working hours are significant for women, especially during this situation (Bukhari et al., 2020; Rabinowitz & Rabinowitz, 2021). Flexible working hours allow them to adjust the schedule between home and office work more flexibly without compromising the quality of their work while maintaining wellness (Keenan et al., 2021). In addition to flexible working hours, leaders need to reward women, for example, by increasing rewards and strong compensation protection (Jones et al., 2020) and continuing the remote working system even though it is no longer in a pandemic situation because it increases work flexibility, especially for women (Narayana et al., 2020). Furthermore, during the Covid-19 pandemic, leaders need to ensure that the tenure-clock-extension system is not gender biased (Woitowich et al., 2021).

Organizations need to demonstrate their commitment to gender equity by providing funding and support facilities specifically for women (Bukhari et al., 2020; Sharma et al., 2020; Woitowich et al., 2021). The special needs of women that need to be considered include lactation rooms, facilities for pregnant women, breastfeeding breaks and paid maternity leaves (Esfahani et al., 2020; Jones et al., 2020; Rabinowitz & Rabinowitz, 2021). Organizations can also provide support such as providers of household task solutions, childcare, food delivery, and tutoring for children affected by school closures to ease the homework of female workers during the pandemic (Gabster et al., 2020; Keenan et al., 2021; Narayana et al., 2020). Research funding/sponsorship through an affirmation program for women can also be an option to provide special funding as compensation for women's higher activities than men during the Covid-19 pandemic (Nguyen et al., 2021).

Management system changes will be meaningless without cultural change (Kamani et al., 2020). Meanwhile, cultural change only succeeds if all parties are involved and take a role (Lamb et al., 2021; Søgaard et al., 2021). Organizations need to eliminate the stereotypes pinned on women such as the weak (Thomson, 2020), sidelined in power and decision-making (Priola & Pecis, 2020). A patriarchal culture that places men as the head of the household, while women have the main task of doing unpaid domestic work (Priola & Pecis, 2020) can also disrupt gender equality in an organization. Masculinity such as men should not be afraid can interfere with leaders' responsiveness in dealing with the pandemic. Instead of responding quickly with

precautionary policies, they put their bodies together to imply that, as men, they are immune to the virus (Thomson, 2020). Organizations must be able to develop a culture of inclusion within the organization by familiarizing all voices to be heard, personal traits are respected, and ensuring all parties can contribute based on their respective maximum capacities. This must be explicitly measured and periodically (Warrior et al., 2020).

Meanwhile, In the classification of individual orientations, some of the characteristics of a leader with a gender perspective that a leader needs to have in dealing with Covid-19 are first, responsiveness. The public wants leaders to be responsive to pandemic conditions without necessarily being masculine (for men), so they are reluctant to admit that the risk of the virus is real and feel that there is no need for preventive measures. They prefer to "fight" with viruses because avoiding them implies a feminine and weak trait (Thomson, 2020).

Second, openness. Female leaders are usually better able to show an attitude of openness (Clark & Gruending, 2020), namely being intentionally consultative and inclusive in their leadership styles (Kamani et al., 2020). The public easily accesses their leaders because of this inclusive attitude.

Third, transparency. Women leaders can be transparent. (Clark & Gruending, 2020) especially updates regarding the pandemic conditions and the reasons behind the policies taken. They do it spontaneously with concise explanations to bind public trust, this trust can ultimately encourage public compliance with government policies (Kamani et al., 2020). To do this in a timely and adequate manner, leaders need to hear and respond to the public's concerns (Esfahani et al., 2020).

Fourth, accountability. Women leaders tend to be highly committed to accountability so that the public perceives them as inspiring and competent leaders (Clark & Gruending,

2020). They show strong attitudes, adaptability, perseverance, grit, empathy, passion, optimism, and tenacity (Grebelsky-Lichtman & Katz, 2020; Kamani et al., 2020).

Fifth, communality. Female leaders are more considered competent when they behave more communally, which is more concerned with relationships than achieving goals (Eichenauer et al., 2021). Through feminine qualities such as empathy, compassion, and listening, leaders can create an egalitarian and inclusive environment that is more communal, involving all parties including women in decision making (Kamani et al., 2020; Rubenstein et al., 2020). Feminism does not have to be done by women only, male leaders can also be feminine if needed because there is no statistically significant impact between national leaders' gender and covid-19 fatalities (Windsor et al., 2020).

Lastly, collaborative. Leaders need to collaborate with various parties including the public, including women so that their specific needs can be properly accommodated (Rubenstein et al., 2020). In collaborating, female leaders tend to use flexible expression, and emotional communication and this method has proven to be effective in times of crisis (Grebelsky-Lichtman & Katz, 2020). They can integrate opinions and input from epidemiologists and other experts, not being closed and exclusive only to certain circles (Kamani et al., 2020).

Why do we need Gendered-Perspective Agile Leadership?: Practical Experience from MOEF

Covid-19 has caused tremendous disruption in all sectors of work. According to Dhita et al. (2020), the Covid-19 pandemic has opened up the weakness of bureaucracy in Indonesia, which still tends to lead to the Weberian bureaucracy characterized by regulations and lines of work that result in the slow and unfit in dealing with the Covid-19 pandemic and the associated issues.

Even so, a brief titled" The Covid-19 Crisis: A catalyst for government transformation?" published by the OECD (OECD, 2020) states that the pandemic can be a catalyst for changes that occur in the public sector because this condition requires the public sector to react in unprecedented ways, with the crisis necessitating novel responses at breakneck speed.

As explained earlier, responding to change not only requires a responsive and adaptive organization but also requires an agile leader to lead these changes. In Indonesia, one of the ministries that pay attention to the importance of leaders in dealing with crises and leading change amid a crisis is the Ministry of Environment and Forestry of The Republic of Indonesia (MOEF).

Through the GLEADS program, MOEF created a high-level conversation forum among MOEF leaders to respond to the changes that are resulting from Covid-19. In addition, considering the differences in the impact of the Covid-19 virus on men and women in the workplace, this forum also aims to transform from "Gender Neutral" to "Nature Gender" so that differences in gender impact that arise can be overcome.

In line with previous findings related to gender differences in the impact of the Covid-19, the same thing was also found in the MOEF. The results of an empirical study of 18 leaders in the MOEF found that during a pandemic, female workers tended to face a "double burden" condition. This is indicated by the increasing domestic workload of women who work at home because they have to pursue job achievements but on the other hand, they also have to act as caregivers.

To deal with these conditions, there are several interventions carried out by the MOEF leaders starting from doing interventions at the personal level, namely encouraging male workers to help their partners at home and giving flexibility to women who work at home

to regulate their work patterns and times. Meanwhile, interventions at the organizational level are carried out by conducting segregated assignments between men and women, promoting inclusiveness by providing equal opportunities for men and women to lead a task, and strengthening communication and coordination among workers in the organization. In doing these interventions, the leaders identified that several skills and characteristics were needed both the individual-oriented and organizational-oriented, so that the interventions carried out could achieve their goals and run well.

Model Formulation of Gendered-Perspective Agile Leaders

As previously explained, both the results of theoretical and empirical studies find several important components possessed by a gendered-perspective agile leader. The first is individual-oriented characteristics. From the various characters, it can be concluded that there are five main characteristics that a GPAL must possess namely intelligence, optimism, communication, accountability, and compassion. The five characters are the result of the categorization of other characters, as can be seen in Table 4.

Table 4.
Individual Oriented Characters

No	Character		Sub-Character
1	Intelligent	-	Critical-Thinking
		-	Influential
2	Optimistic	-	Energetic
		-	Passionate
		-	Growth-Mindset
3	Communicative	-	Informative
4	Accountable	-	Integrity
		-	Discipline
		-	Decisive
		-	Effective
		-	Efficient
5	Compassionate	-	Care
		-	Communal
		-	Empathy

Source: Processed by Researchers

The five individual-oriented characters then support the creation of organizational oriented characters, namely adaptive, responsive, innovative, flexible, and transparent. The five organizational-oriented characters are also the result of the categorization of other characters at the organizational level as can be seen in Table 5.

Table 5.
Organizational Oriented Characters

No	Character		Sub-Character
1	Adaptive	-	Collaborative
2	Responsive	-	Change Maker
		-	Problem Solver
		-	Capable Manage Conflict
3	Innovative	-	Visionary
4	Flexible	-	Agile
5	Transparent	-	Openness

Source: Processed by Researchers

With these characters, both at the individual and organizational levels, will produce agile leaders and can overcome gender problems in their organizations through management system change or organizational change as can be seen in Figure 6.

Conclusion

The findings of this research fill the gap of the gendered-perspective agile leadership model by exploring the characteristics of gendered-perspective agile leadership in the COVID 19 through agile leaders and gendered-perspective leader lenses and then grounding the practical experience from the mid-level managers in MOEF. Furthermore, the gendered-perspective agile leadership (GPAL) in the VUCA era is a leadership model that can quickly respond to gender issues such as stereotypes, double burdens, marginalization, subordination, and gender violence through management system change, organizational cultural change, and character development of leaders who are competent and oriented to individual characteristics and organizational characteristics. Individually oriented leader characters are intelligent, optimistic, communicative, accountable, and compassionate, while organizationally oriented leader characters are adaptive, responsive, innovative, flexible, and transparent.

The individual traits possessed by leaders will lead them to show organizational traits such as adaptive, responsive, innovative, flexible, and transparent. These two traits will encourage leaders to create management system change and organizational cultural change through the provision of several programs within their organization which can be helpful to deal with the gendered impact caused in the VUCA era. A major limitation

Figure 6.
Gendered-Perspective Agile Leadership Model
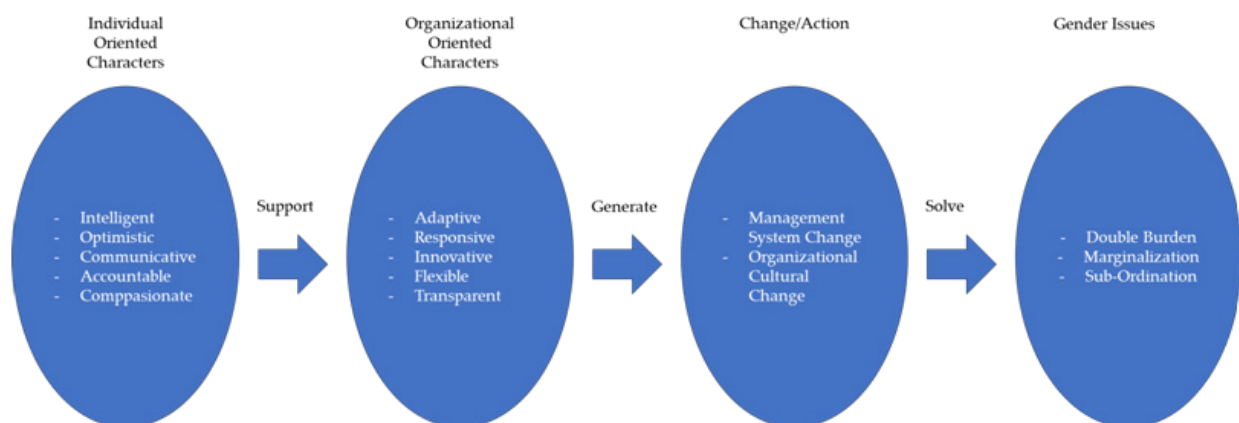
Source: Processed by Researcher

of this research is the use of a qualitative approach and sampling that only involve one institution, so the results of this study can not be generalized. To enhance the generalizability of results, future research should consider using a quantitative approach then test the applicability of the model as well as measure what are the main traits that a leader should possess to become an effective gendered-perspective agile leader.

Finally, this research became a pioneer study which showed the type of traits and acts leaders need to possess and consider while dealing with gendered impact in the VUCA era, especially during the Covid-19 pandemic. As such, future research should take into account traits a leader really needs to possess to become an effective GPAL and provide a bigger sample, not just the number of respondents but also the variety of organization so the model can be structured more properly.

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