LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 52

Women In Leadership Roles

PROF. SANTOSH RANGNEKAR

DEPARTMENT OF MANAGEMENT STUDIES

Contents

- Women in Leadership
- Characteristics of Women Leadership
- Where Are the Women?
- Where Are the Women In India?
- Barriers to Women's Leadership
- What are the main challenges for female leaders?
- 10 reasons why we need more women in leadership roles at the workplace
- HOW CAN YOUR WORKPLACE BETTER FOSTER GENDER EQUITY?
- Case Study
- Research Paper
- Book Recommendation
- References

Women in Leadership

- Women are gradually making their leadership presence felt in entrepreneurship, administration, education, engineering, health, etc. at regional, national, and global levels.

- Women are now resolved to break the traditional glass ceiling that barred them from entering leadership positions even if they possessed requisite skills and talent to occupy them.

- The world has witnessed the advent of women leaders such as Hillary Rodham Clinton, Indra Nooyi, Oprah Winfrey, Theresa May, Christine Lagarde, to name a few.
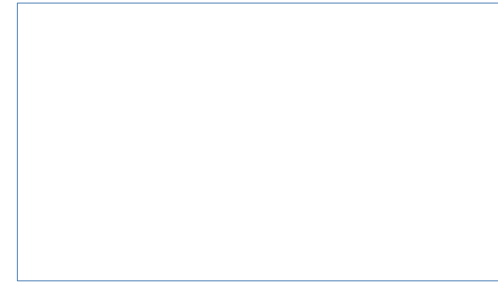

Image source- https://www.tutorialspoint.com/women_in_leadership/images/leadership.jpg
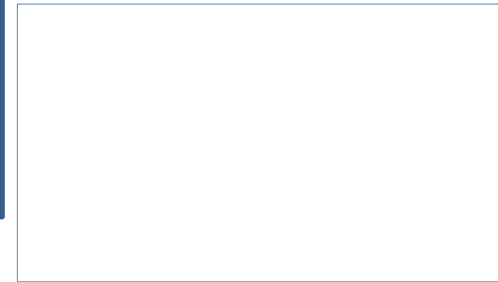
Some Women Corporate Leaders

Karen Lynch
CEO, CVS Health (CVS)

Mary Barra
CEO, General Motors (GM)

Safra Catz
CEO, Oracle (ORCL)

Indra Nooyi
former CEO of Pepsico.

https://www.investopedia.com/news/top-women-ceos/

Characteristics of Women Leadership

- Here is some of the common characteristic features of women leaders –
- ❖ **Transformational Leadership Style**
- Women leaders are more transformational than men leaders. They function as a role model for their subordinates. They inspire their team and spend a lot of time coaching their team.
- ❖ **Task-Focused**
- Women leaders are invariably focused on completion of tasks assigned within deadlines.

- ❖ **Prefer to Work in Collegial Atmosphere**
- Women leaders generally prefer leading and creating flat organizational structures that enables all to work in a collegial atmosphere interpedently.
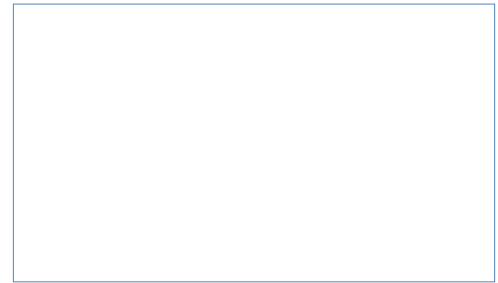
Characteristics of Women Leadership(Cont.)

❖ **Promote Cooperation and Collaboration**

- Women leaders promote cooperation and collaboration amongst the team members.

❖ **Communication Style**

- Women leaders tend to be participatory and possess a democratic style of leading people. They seem to abhor 'command and control style' practiced by male leaders.
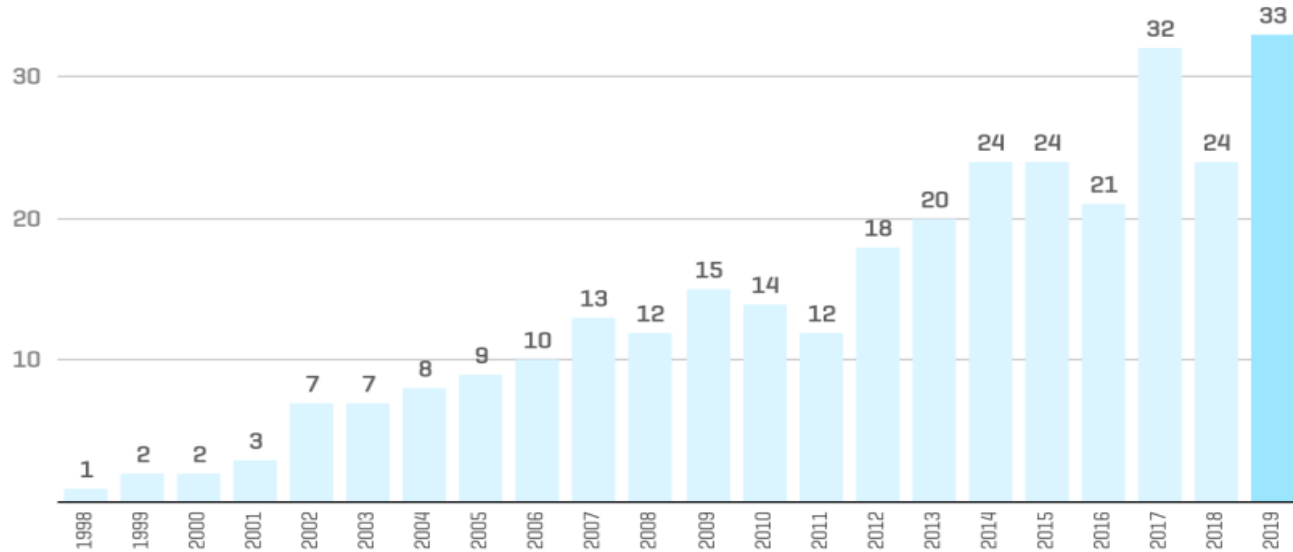
❖ **Self-Branding**

- Unlike their male counterparts, women leaders often appear to be modest or silent about their own accomplishments. They are seldom good at branding themselves.
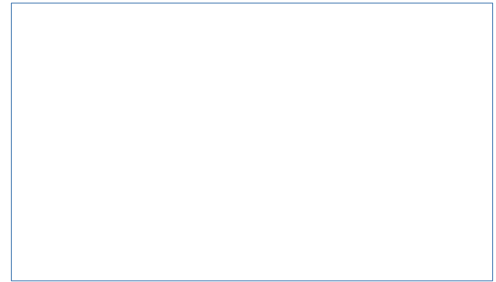
https://www.tutorialspoint.com/women_in_leadership/women_in_leadership_introduction.htm

Where Are the Women?

Number of Female CEOs in the Fortune 500

As of June 1, 2019; includes Bed Bath & Beyond's interim CEO

SOURCE: Fortune

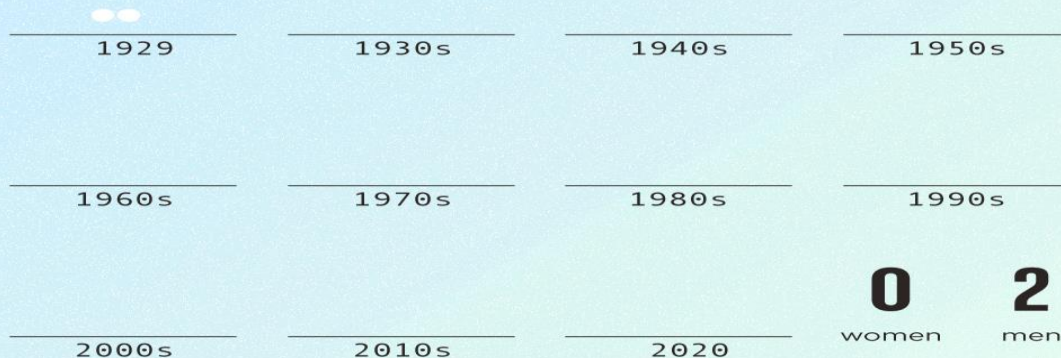FORTUNE

Where Are the Women?

THE ACADEMY AWARDS: WINNERS FOR BEST DIRECTOR
From 1929 to 2020

Kathryn Bigelow is the only woman director to win in the ceremony's **92-year** history

● Women
○ Men

1929   1930s   1940s   1950s

1960s   1970s   1980s   1990s

0 women   **2** men

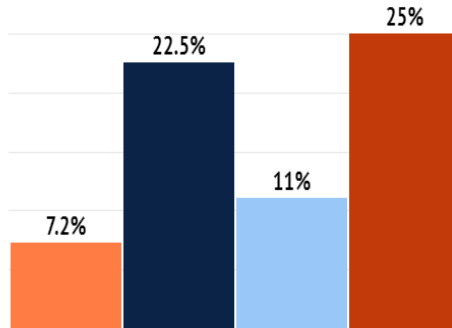2000s   2010s   2020

SOURCE | The Academy Awards

https://www.unwomen.org/en/digital-library/multimedia/2020/2/infographic-visualizing-the-data-womens-representation

Where Are the Women?

Women in Corporate Leadership

- Fortune 500 CEOs (36)
- Fortune 500 board seats
- Top jobs in S&P 1500
- C-suite jobs in the top 1000 companies

7.2%   22.5%   11%   25%

Women in Academic Leadership

- Full professors
- College presidents
- Presidents who are women of color
- Medical school deans

32%   30%   5%   16%
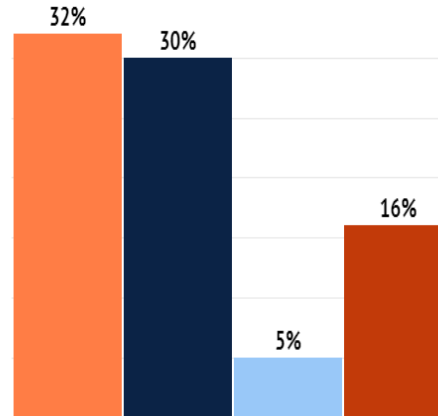
Image Source: https://www.aauw.org/resources/research/barrier-bias/

Where Are the Women In India?

- The Companies Act, 2013, makes it mandatory to have at least one woman on company boards, but the increase in gender representation on paper must translate into practices and culture.

- Women hold 17% of board positions in corporate India, but only 11% leadership roles.

- India fares better than its Asian counterparts when it comes to diversity in executive and non-executive roles in corporate boardrooms.

- Women in India occupy five percent executive chairs and 10 percent non-executive chairs, the numbers stand at 2.6 percent and 5 percent respectively in Asia. Around 23 percent large company boards in India average at least three women, up from 10 percent in 2018.

https://www.livemint.com/companies/news/indian-women-rank-ahead-of-global-peers-in-leadership-roles-11614795615945.html

Where Are the Women In India?(Cont.)

- The country is ahead of global average in women working in senior management positions and ranks third globally.

- Representation of women in corporate India has increased from 21% five years ago to 30% now, with higher representation in non-technical roles (31%) over technical roles (26%), the study by management consulting firm Zinnov, in collaboration with Intel India, has shown. However, only 11% of senior leaders are women, compared with 20% in mid-level roles and 38% in junior roles, it said.

- Consultancy firm Grant Thornton also claims Over 98 per cent of businesses in India have at least one woman in senior management as against the global average of 90 per cent.

Barriers to Women's Leadership

- The "qualities" of a leader — as well as the path to achieve leadership roles — are still largely based on an outdated male model that shuts women out.

➢ **Old Stereotypes**

- Because men have been leaders for so long, the traits associated with leadership are often thought of as masculine and not viewed as favorably when exhibited by women.

Image Source : https://bized.aacsb.edu/articles/2018/12/leadership-barriers-for-women-in-higher-education

Barriers to Women's Leadership(Cont.)

➢ **Fewer "connections"**

• Men still surpass women in having the networks to learn about opportunities and find mentors and sponsors to champion their advancement.

➢ **Bias and Discrimination**

• Sexual harassment, hostile work environments and subtle biases are still obstacles. Women of color face even further obstacles to their advancement and, as a result, are even less likely to move into leadership roles.

➢ **Lack of Flexibility**

• Balancing work and family can be a challenge that limits women from seeking leadership roles. Workplaces are still designed a decades-old notion of male and female domestic roles.

https://www.aauw.org/resources/research/barrier-bias/
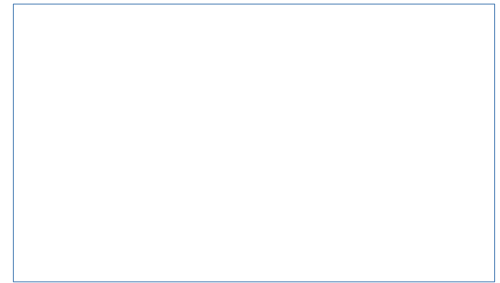
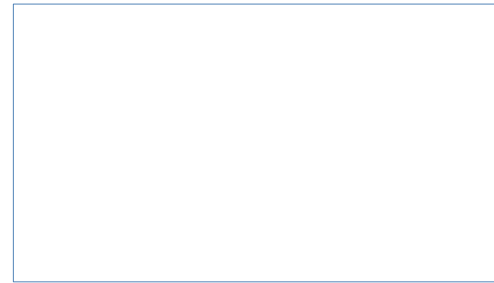# What are the main challenges for female leaders?

- Here is some of the major challenges faced by women leaders:
- The first and most obvious challenge is that most of the people in the room are men, but this creates an opportunity for women to stand out and create a long-lasting impression from the off.
- A scenario that appears time and time again revolves around building a supportive network in a space that males dominate. Use this chance to seek both men and women as connections and mentors who will help you along your career path.
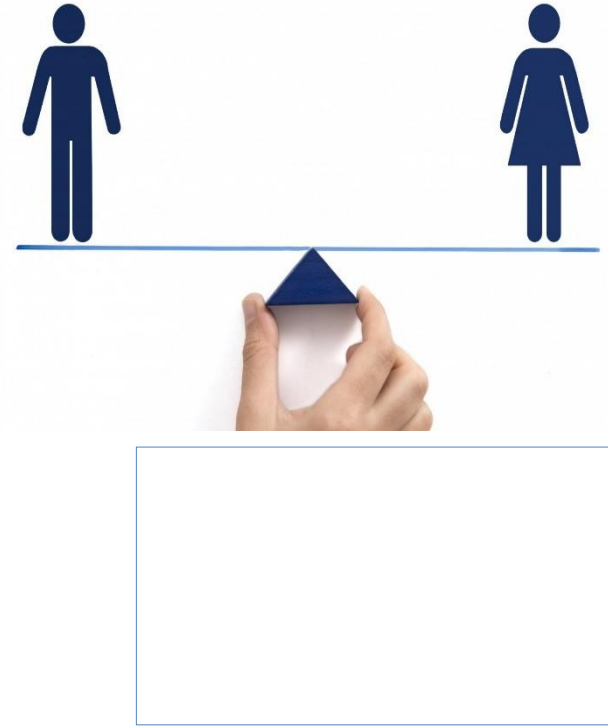
https://www.incimages.com/uploaded_files/image/1920x1080/getty_820106544_200013342000928095_355853.jpg

What are the main challenges for female leaders?(Cont.)

- Often with a full-time role, coupled with the additional stress of raising your own family, it can be hard to juggle work alongside personal life. However, if the pandemic has taught us anything, it is to create a healthy work-life balance.

- The sad nature for a lot of women is that expectations can often be set lower, and the trick is not to see this in a dim light, but to change your vision and realise it's easier to exceed your goals and showcase why you shouldn't be overlooked.

- Women can often be perceived as more emotional and less decisive than men, yet women bring more diverse physical, mental and emotional experiences to everyday conversations.

https://www.naturalhr.com/2021/03/23/10-reasons-why-the-world-needs-more-women-in-leadership-roles/

10 reasons why we need more women in leadership roles at the workplace

Here are some benefits women can bring to leadership roles:

1. Women leaders will paint the future- A woman who is currently not in a leadership role can be a daunting prospect entering such a high-profile role with current stigmas that may be attached. In turn, this could push away the younger generation from striving to break down barriers.

2. Unique transformational ideas will be brought to the front- meta-analysis comparing male and female leaders identified those female leaders were more transformational. They demonstrated more contingent reward behavior than the two-dimensional actions (active and passive management) presented by male leadership.
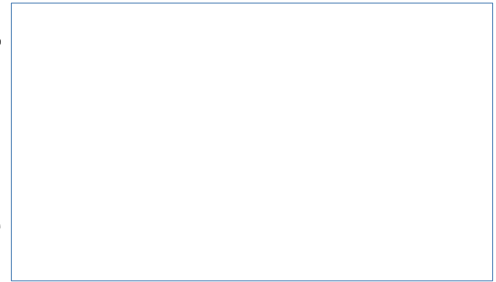
3. The enhancement of teamwork

- There is no doubt that we've all seen women demonstrate passion, enthusiasm and a capability to take command of a situation when need be (let's not look further than our own mothers or female caregivers in this instance).

4. Women demonstrate superior leadership values

- Heading back to a national Pew Research Center Social and Demographic Trends survey, 2,250 adults ranked women better than or equal to men in seven of the eight primary leadership traits assessed throughout the survey.

5. **Business-wide communication can be enhanced**

- Communication is said and known to be among a woman's strongest skill. Female leaders will utilize this power to enhance meaningful conversations with employers, co-workers and partners.
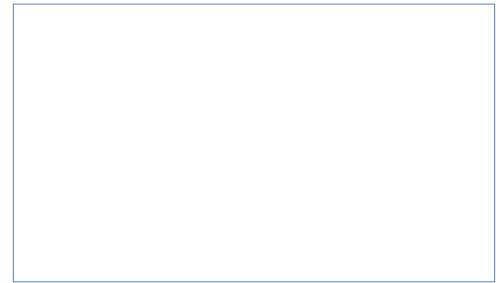
6. Achieve a better financial outcome

- Within a more diverse workplace, the more likely creative ideas are going to be presented. This helps fuel growth and helps create more sustainability within an organization.

7. **Fresh new outlooks and perspectives**

- Women leaders will bring skills, different perspectives, and innovative ideas to the table, but these three combined will help create new perspectives that lead to better decision-making as a whole for the business.

8. Women leaders can provide better mentorship

- Especially for the younger generation, the power of role models cannot be overlooked. Regardless of a person's gender, all people need someone who will guide them to progress in their careers.
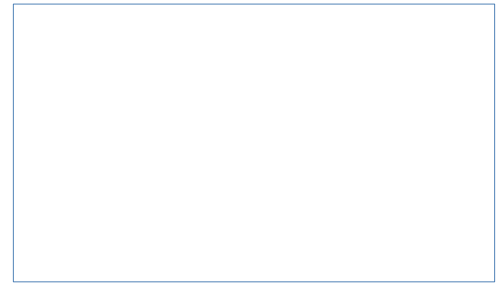
9. The ability to wear many hats

- In a women's life, wearing different hats within their roles is often a common occurrence. You can find them often balancing careers, households and taking up the mantel of parental guidance along with many other experiences. These combined help women leaders to quickly adjust to new situations and focus on finding solutions to real-life work issues.

10. Women in leadership roles can close the gender pay gap

- Something that can often be overlooked is that the gender pay gap can be transformed into a gender opportunity gap. It has been seen that when males and females start their progress from scratch, men are usually offered more opportunities leading to higher-paying positions.
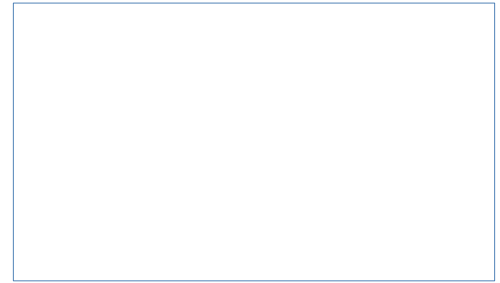
# HOW CAN YOUR WORKPLACE BETTER FOSTER GENDER EQUITY?

- **Commit to conducting regular pay audits.** Analyzing compensation by gender (as well as by race) allows companies to identify inequities and take steps to correct them.

- **Commit to a culture of fairness and equity and build that into their core values**. Employers need to review their hiring and promotion practices to make sure women have equal opportunity.

Image Source : https://www.strategyblocks.com/wp-content/uploads/2017/09/people.png

- **Adopt practices and policies to encourage salary transparency.** Job descriptions should include salary bands for each position and role within an organization. Pay secrecy policies — such as ones that punish employees from discussing or inquiring about wages — should be abandoned.
- **Abandon the practice of using salary history to set wages.** This perpetuates the gender pay gap because it assumes that prior salaries were fairly established.

- **Ensure workplace flexibility so that women — and men — can better balance the demands of their home life with their jobs.** Good parental leave policies — as well as leave for other types of family caregiving — are essential to enabling everyone to succeed and advance in their careers.

https://www.aauw.org/resources/article/business-case-for-gender-equity/
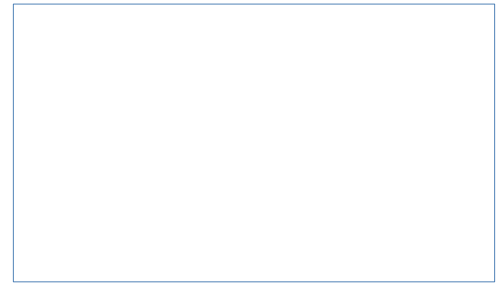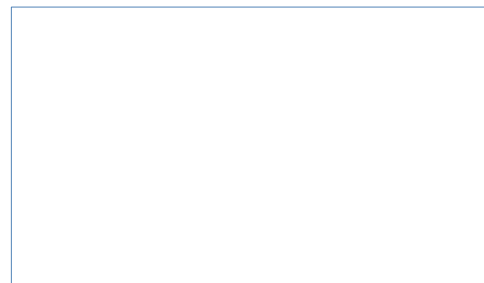
Case Study: Women in Leadership Roles

- Rashmi was a fresher in a factory assisting the plant HR Manager. She had done her BHRM degree and joined the factory as a Trainee Apprentice. MITESH was the new Head-Operations who used to sit in the city office and visit the factory twice a week. He Was looking for an Executive Assistant (EA). He saw RASHMI underutilized in the factory and after discussing with the Plant HR Manager, he offered RASHMI to work as his EA managing his schedule, communication and data analytics requirement. MITESH promised RASHMI He would train her, but it was up to Rashmi to pick up things quickly. RASHMI Pick the fast and in five months' time was managing quite well. The city office was 1.5 hours from RASHMI's residence, which was close to the factory. But She had a hunger to grow and learn, and so she moved to a PG close to the city office to avoid commuting time.

Case Study: Women in Leadership Roles

- After four months as the EA to the Head-Operations, the Plant HR Manager resigned, and the factory was in a crisis as there was number one to take care of HR, Salary Processing and Statutory requirements.

- MITESH Discuss the matter with RASHMI, and she happily volunteered to support the factory by spending three days a week in the factory and three days a week doing his EA work. MITESH was happy with himself. He loved to throw challenges at junior staff and see them struggle initially, but with their **grit** and **enthusiasm**, they did not let work suffer.

  Things moved on and after interviewing a good number of candidates (as the pressure on MITESH to fill in the vacancy quickly was relived due to RASHMI pitching in), MITESH finally selected a new Plant HR Manager.

Case Study: Women in Leadership Roles

- RASHMI also supported the new Plant HR Manager in the initial weeks by handing over all the relevant files, information and work.

- After that, things were going smoothly. Suddenly MITESH saw a marked drop in RASHMI's engagement and performance. He was quite senior and guarded and did not ask RASHMI directly the reason for her drop in performance. She would take unplanned leaves, forget deadlines and act strangely at times. Two weeks of this and one day RASHMI came in and put in her papers. She had worked for 11 months in the organization. MITESH Was heartbroken.

Again, he would have to search for a new person and teach her/him from scratch. The reason which RASHMI gave for her quitting was to support her father in his shop as he was not keeping well. 'Not The real reason' MITESH thought to himself.
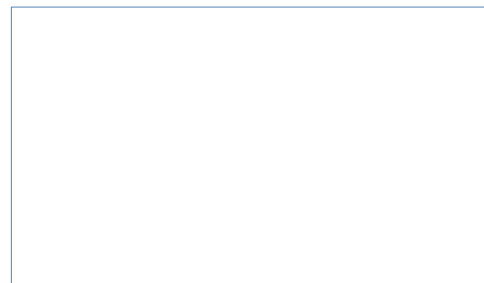
Case Study: Women in Leadership Roles

- The next day, he called RASHMI to his cabin and mildly probed for the reason for her quitting. And did she sing. She said, "I'll put in everything to my work, did two jobs for almost 5 months and sometimes used to reach home at 9:00 PM. As a girl, I travelled 1.5 hours to the city office and at times 1.5 hours more to go to the factory for the second half. All this for what?" She continued hysterically, "I saw everybody getting their increment in their salaries. When I checked my salary credit **nil increment**. And then I realised bosses are only for sucking your blood, but when it is payback time, they forget all the work you have done."

The reality was that MITESH was new. He didn't get into too much detail of what increment was given to everyone. RASHMI Was not considered for increment as she had joined mid-year. She would be due for increment next year after she had completed 1.5 years.
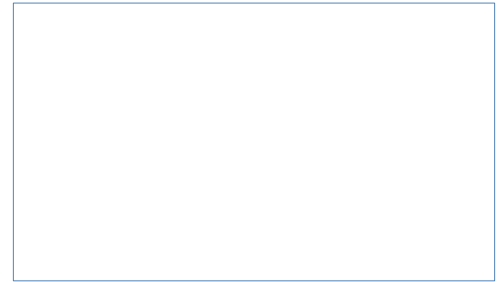
Case Study: Women in Leadership Roles

- MITESH Tried his best to console RASHMI and explain about company policy. "But I work for you first, then I work for the company." MITESH Pleaded for another chance to correct the situation immediately. MITESH Didn't want to lose her at any cost, and he genuinely believed she deserved a good increment. (As a trainee, she was at a low base).

- But RASHMI was done with and refused to budge, and MITESH had to give up in the end. A good employee last as she was an emotional girl and her boss failed to manage the **emotions and legitimate expectations** of the lady in the room.

Research Paper

Stereotyping and women's roles in leadership positions

Cortney Baker

Purpose

The purpose of this paper is to provide a literature review of current trends with regard to women in leadership positions. Women are increasingly reported as having excellent leadership skills. In fact, women, more than men, are praised for having traits and styles that are associated with effective leadership performance.
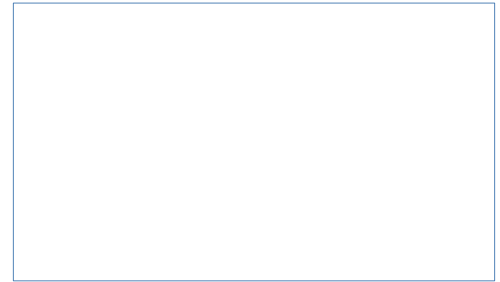
Design/methodology/approach

The design of this paper was a literature review of current research on gender differences in men and women in top leadership roles.

Findings

Despite the evidence that women are capable of being top performers, women are still not attaining top-level leadership positions in comparison to their male peers. This paper will consider some of the reasons that women have difficulty in climbing the corporate ladder as well as discuss stereotyping and gender as it relates to leadership traits.
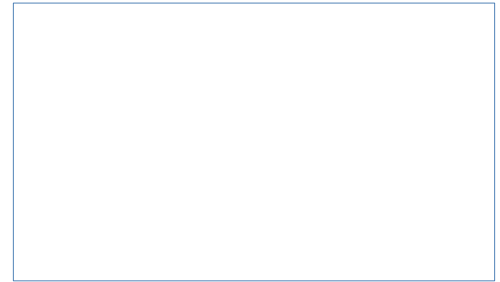
Social implications

As a result of this paper, employers are encouraged to hire and promote women into their corporations top leadership positions.

Originality/value

This paper further contributes to the discussion of women in leadership and the disparity that continues in having women employed in the upper echelons of corporations. The value of this paper is to provide employers further evidence that women comprise skillsets that necessary for company advancement.
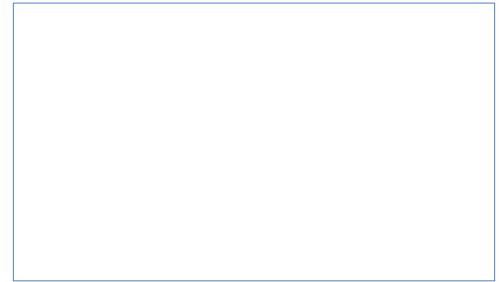
BOOK RECOMMENDATION

Women and Leadership: Conversations with some of the world's most powerful women

Authors: Julia Gillard & <u>Ngozi Okonjo-Iweala</u>
Publisher: Transworld Digital (23 July 2020)
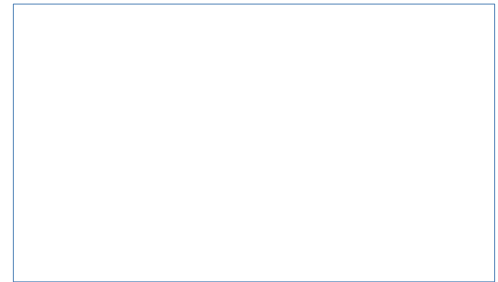**Language**:   English
Paperback: 334 Pages
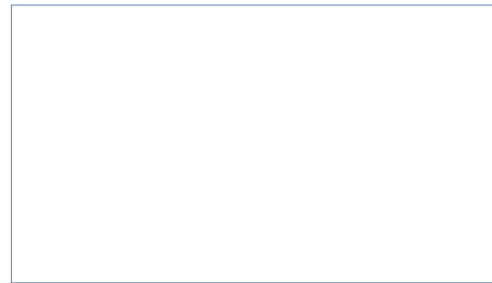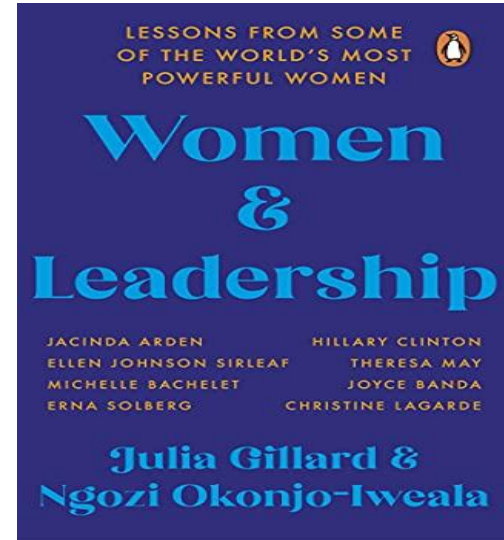**ISBN :**   0262045745
ASIN :   B0891YHYJV
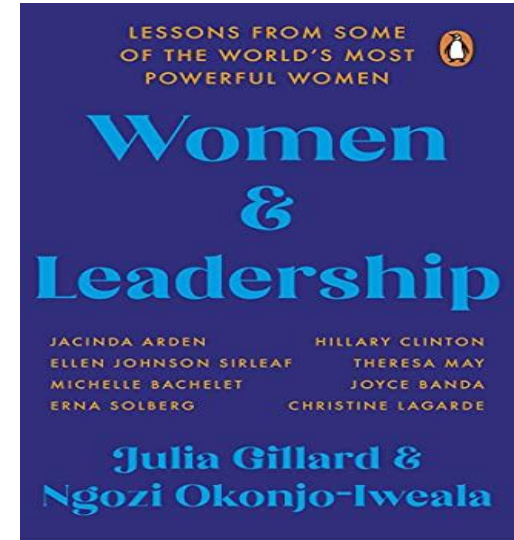
BOOK RECOMMENDATION

Women make up less than 10 per cent of national leaders. Behind this statistic lies a pattern of unequal access to power. Drawing on current research and in conversation with some of the world's most powerful and interesting women about their lived experience, Gillard and Okonjo-Iweala explore gender bias and ask how we get more women into leadership roles.

Speaking honestly and freely, women leaders such as Jacinda Ardern, Hillary Clinton, Michelle Bachelet and Theresa May talk about their ideas receiving less acknowledgement than their male colleagues' ideas, what it's like to be body-shamed in the media, and the things they wish they had done differently. Their stories reveal how gender and sexism affect perceptions of women as leaders, their pathways to power and the circumstances in which their leadership comes to an end. The result is a rare insight into life as a leader and a powerful call to arms for women everywhere.

https://m.media-amazon.com/images/I/41E5c3DpNlS.jpg

References

https://www.investopedia.com/news/top-women-ceos/

https://www.tutorialspoint.com/women_in_leadership/women_in_leadership_introduction.htm

https://www.unwomen.org/en/digital-library/multimedia/2020/2/infographic-visualizing-the-data-womens-representation

https://www.livemint.com/companies/news/indian-women-rank-ahead-of-global-peers-in-leadership-roles-11614795615945.html

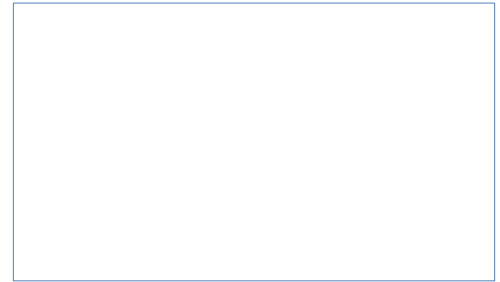https://www.aauw.org/resources/research/barrier-bias/

https://www.naturalhr.com/2021/03/23/10-reasons-why-the-world-needs-more-women-in-leadership-roles/

https://www.aauw.org/resources/article/business-case-for-gender-equity/
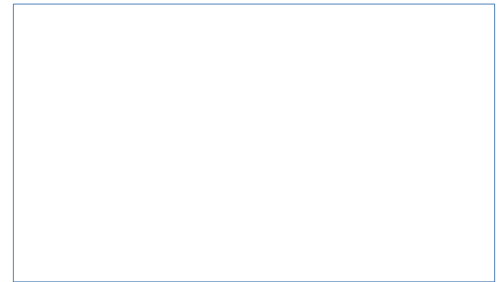
References

- Baker, C. (2014), "Stereotyping and women's roles in leadership positions", *Industrial and Commercial Training*, Vol. 46 No. 6, pp. 332-337. https://doi.org/10.1108/ICT-04-2014-0020
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2015). Leadership: Enhancing the Lessons of Experience (8th Edition). McGraw Hill.
- Robbins, S. P., Judge, T. A., & Vohra, N. (2016). Organizational Behavior (16th Edition). Pearson Education Inc.

Thank You