

Women Role of Corporate Management in World



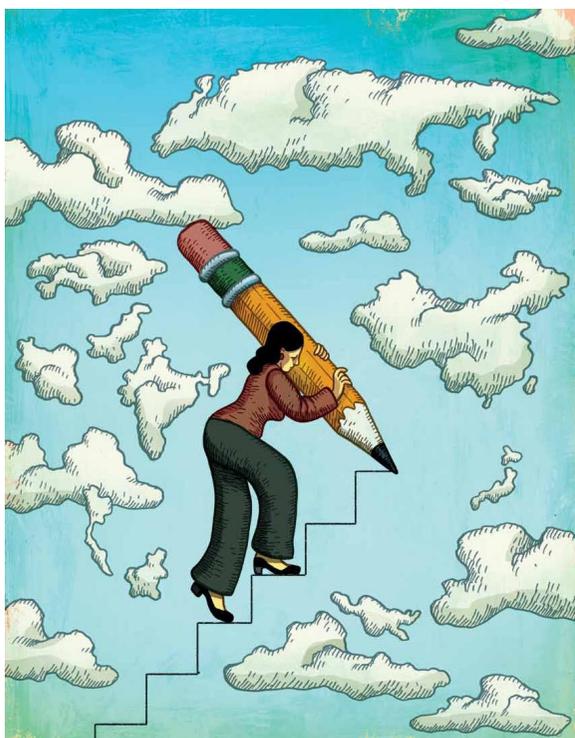
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ABSTRACT

This article only purpose of research, so this topics covers performance of women in top management level .Even a casual glance at the news over the past twelve months suggests that women are making big strides -- better educated than ever, stepping into high-profile CEO slots at companies like IBM (IBM) and Yahoo (YHOO), and, according to one much-publicized study, outnumbering men as the primary breadwinners in their households. Even so, in major U.S. companies, the percentage of women at or near the top has flat-lined. That's according to two new surveys of Fortune 500 companies by nonprofit research group Catalyst. On the plus side, notes Catalyst chief Ilene Lang, men-only Senate hearings and other highly visible events in 2012 meant that "so many people started asking, 'Where are the women?' In an increasingly diverse society, people are getting less comfortable with seeing these groups of the powerful who are all white males." It may take a while for that discomfort to translate into change. For now, Catalyst's research shows, women's share of corporate board seats, at 16.6%, hasn't grown at all since 2004. The percentage of female executive officers at Fortune 500 companies is even smaller -- 14.3% -- and has remained flat for three straight years. MORE: The 50 Most Powerful Women in Business



Sources www.womwne's pathways to leadership in Asia

Why is that? When it comes to senior executive jobs, a third Catalyst project provides some clues. Entitled *Good Intentions, Imperfect Execution? Women Get Fewer of the Hot Jobs Needed to Advance*, the report is part of a series that examines the careers of 4,000 high-potential MBAs of both sexes and compares men's advancement with the career trajectories of their female counterparts.

That subtitle is a mouthful. It turns out that men more often get the kind of "high-profile assignments, mission-critical roles, and international experiences" that typically lead to the C-suite and

above. One time-tested path to those hot jobs is finding a sponsor, an influential higher-up who paves the way.

Another approach that may work: Jump to a different company. "Being visible and making your accomplishments known is essential to getting the kinds of experience that can move you up into senior management, but some corporate cultures penalize women for that," Lang observes. "It's seen as 'not ladylike' or 'too pushy.' So, to get the right opportunities, you have to be in the right culture. Find a division, or a company, where there are already some senior women, and where you'll be allowed to flourish."

As for corporate board seats, Lang pooh-poohs the widespread notion that there just aren't enough qualified female candidates. "The 'supply problem' is a myth," she says. "But there are more qualified people than there are openings on boards, so it's very competitive. You need a champion, someone who is already 'in the club' and will vouch for you."

To connect board-ready female executives with companies looking for directors, Catalyst last month launched a service called Corporate Board Resource, a clearinghouse where CEOs of Catalyst member companies -- the gatekeepers of "the club" -- endorse women whose experience qualifies them for board seats. "Having the imprimatur of a CEO is tremendously powerful," Lang says. "It gets you noticed in places where you otherwise wouldn't be."

MORE: Why the U.S. lags Europe (and others) on board diversity

Another talent pool where board recruiting committees might cast a line: The Committee of 200, a Chicago-based nonprofit organization that now numbers more than 400 high-powered women in 100 different industries worldwide. Jan Babiak, a former Ernst & Young executive, is a Committee of 200 member who sits on three corporate boards.

"You have to treat [pursuing a board seat] like a job hunt, only with a revised resume that reflects what boards are looking for," Babiak advises. "Reach out to your network and let people know you're looking."

Babiak has given referrals to other women, which helped seven

of them land directorships in the past year. “Women have to support each other,” she says. “Other women helped me tremendously in getting my board seats, so now I’m paying it forward.” That kind of networking, which men have been doing forever, could be what finally budes the number of female directors off its current plateau.

Women rising: the unseen barriers

Research shows that for women, the subtle gender bias that persists in organisations and in society disrupts the learning cycle that is at the heart of becoming a leader.



Sources The Hindu news paper September 11, 201

Many CEOs who make gender diversity a priority — by setting inspirational goals for the proportion of women in leadership roles, insisting on diverse slates of candidates for senior positions and developing mentoring and training programs — are frustrated. They and their companies spend time and money on efforts to build a more robust pipeline of upwardly mobile women, and then not much happens. The problem with these leaders’ approaches is that they don’t address the often fragile process of coming to see oneself, and to be seen by others, as a leader. Becoming a leader involves much more than being put in a leadership role and acquiring new skills. It involves a fundamental identity shift.



Sources www.womwne's pathways to leadership in Asia

Organisations inadvertently undermine this process when they advise women to proactively seek leadership roles without also addressing policies that communicate a mismatch between how women are seen and the qualities and experiences people tend to associate with leaders.

A significant body of research shows that for women, the subtle gender bias that persists in organisations and in society disrupts the learning cycle at the heart of becoming a leader. This research also points to some steps that companies can take in order to rectify the situation. It’s not enough to instil the “right” skills as if in a social vacuum. The context must support a woman’s motivation to lead and also increase the likelihood that others will encourage her efforts.

BECOMING A LEADER

People become leaders by internalising a leadership identity and developing a sense of purpose. Internalising a sense of oneself as a leader is an iterative process. People assert leadership by taking purposeful action. Others affirm or resist the action, thus encouraging or discouraging subsequent assertions. These interactions inform individuals’ sense of self as a leader and communicate how others view their fitness for the role.

As people’s leadership capabilities grow and opportunities to demonstrate those capabilities expand, challenging assignments and other organisational endorsements become more likely. Such affirmation gives them the fortitude to experiment with new ways of exercising leadership. An absence of affirmation, however, diminishes self-confidence and discourages them from experimenting. Leadership identity eventually withers away, along with opportunities to grow. Integrating leadership into one’s core identity is particularly challenging for women, who must establish credibility in a culture that is deeply conflicted about whether, when and how they should exercise authority. Practices that equate leadership with behaviours considered more common in men suggest that women are simply not cut out to be leaders.

Despite a lack of discriminatory intent, subtle, “second-generation” forms of gender bias can obstruct the leadership identity development of a company’s entire population of women. The resulting underrepresentation of women in top positions reinforces entrenched beliefs and maintains the status quo.

The three actions we suggest to support women’s access to leadership positions are (1) educate women and men about second-generation gender bias, (2) create safe “identity workspaces” to support transitions to bigger roles and (3) anchor women’s development efforts in a sense of leadership purpose.

EDUCATE EVERYONE ABOUT SECOND-GENERATION GENDER BIAS

For women: Second-generation bias creates a context in which women fail to reach their full potential. Feeling less connected to one’s male colleagues, being advised to take a staff role to accommodate family, finding oneself excluded from consideration for key positions — all these situations reflect work practices that put women at a disadvantage.

We find that when women recognise the subtle and pervasive effects of second-generation bias, they feel empowered because they can take action to counter those effects. They can put themselves forward for leadership roles when they are qualified but have been overlooked. And they can seek out sponsors to develop them in those roles.

For women and men: Second-generation bias is embedded in stereotypes and organisational practices that can be hard to detect, but when people are made aware of it, they see possibilities for change. In our work with leadership development programmes, we focus on a “small wins” approach to change. In one case, participants in a leadership development programme noticed that men seemed to be given more strategic roles, whereas women were assigned more operational ones, signalling that they had lower potential. The participants proposed that the

company provide clear criteria for developmental assignments, be transparent about how high potential was evaluated and give direction as to what experiences best increased a person's potential. Those actions put more women in leadership roles.

CREATE SAFE "IDENTITY WORKSPACES"

In the upper tiers of organisations, women become increasingly scarce, which heightens the visibility and scrutiny of those near the top, who may become risk-averse and lose their sense of purpose? Thus a safe space for learning and experimentation is critical in leadership development programmes for women.

Companies should encourage women to build communities in which they can emotionally support one another's learning. Identifying common experiences increases women's willingness to talk openly without fearing that others will misunderstand or judge them. When they are grounded in candid assessments of the cultural, organisational and individual factors shaping them, women can construct coherent narratives about who they are and who they want to become.

THE IMPORTANCE OF LEADERSHIP PURPOSE: why importance ?

To manage the competence-likability trade-off -the seeming choice between being respected and being liked — women are taught to downplay femininity or soften a hard-charging style. But the time and energy spent on managing these perceptions

can ultimately be self-defeating. Over-investment in one's image diminishes the resources available for larger purposes. People who focus on how others perceive them are less clear about their goals and less open to learning from failure.

Anchoring in purpose enables women to redirect their attention toward shared goals and what they need to learn in order to achieve them. Instead of defining themselves in relation to gender stereotypes, female leaders can focus on behaving in ways that advance the purposes for which they stand.

Learning how to be an effective leader is like learning any complex skill: It rarely comes naturally and usually takes a lot of practice. Successful transitions into senior management roles involve shedding previously effective professional identities and developing new, more fitting ones. Yet people often feel ambivalent about leaving the comfort of roles in which they have excelled.

Second-generation gender bias can make these transitions more challenging for women, and focusing exclusively on acquiring new skills isn't sufficient; the learning must be accompanied by a growing sense of identity as a leader. That's why greater understanding of second-generation bias, safe spaces for leadership identity development and encouraging women to anchor in their leadership purpose will get better results than the paths most organisations currently pursue.

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