

Leadership and Team Effectiveness
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Lecture - 52
Women in Leadership Roles

In our previous sessions, we have talked about this leadership, and you see that the leadership is to be studied based on the demographic variables. So, we also see those who are young leaders; we have seen those who are below 40 right those leaders. Then we have talked about the senior leaders also those who are the senior in age and then they have proved themselves as a leader right.


Similarly, there will also be the economic conditions and leadership we have discussed that is those who were the economically poor and then have become the based on these caboose knowledge base organizations they have become the leaders. So, therefore then the third dimension, which today I am going to discuss with you in demographic variables, is women in leadership roles, right.

So, therefore if you talk about Indian history and so, in India for the freedom fighter, we have seen that there have been several warriors like they are Rani Lakshmi Bai from Jansi in India. So, therefore there have been several women who have proved themselves as leaders when we talk about today's organizational context.

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So, I will be discussing with you that is the what is the women in leadership characteristics of the human leadership is there where are the women where do they stand as far as leadership positioning is concerned, where are the women in India various women's leadership what are the main challenges for the female leaders ten reasons why we need more women in leadership roles at the workplace than how can you a workplace better foster gender equity then as usual the case study research papers book recommendations and references.

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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

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So, whenever we are talking about women in leadership rights. So, slowly and slowly, we have seen that in entrepreneurship administration education, engineering health, etc., at a very

different level, the regional level, national level global levels are there. Here I would also like to start a woman in leadership; it starts from the family. So, therefore whenever we are talking about that, leadership. So, it is not new for the woman.

In Indian culture, you will find it is the whole family is dependent on the lady of the house, and therefore, whenever we are talking about that is the leadership position. So, when we talk about society. So, in society, the basics, especially in Indian culture, will find that the woman is the leader right and of course, the father of the family is also contributing, but it is more towards the economic contribution is there.

As far as the culture is concerned and developing the child is concerned growing is concerned. So, that is Mr Sheru Rangneker has written a book on this that is the family management, and that is also a leadership position is there. So, break the traditional glass ceiling that bought them from entering leadership positions. Yes, of course, that is coming from the outside of the home and then becoming the organizational leader, right.

So, that is also not very new, but it still has much scope. The world has witnessed the advent of women leaders such as Hillary Rodman Clinton, Indra Nooyi, Oprah Winfrey, Theresa May, and Christine Lagarde, to name a few.

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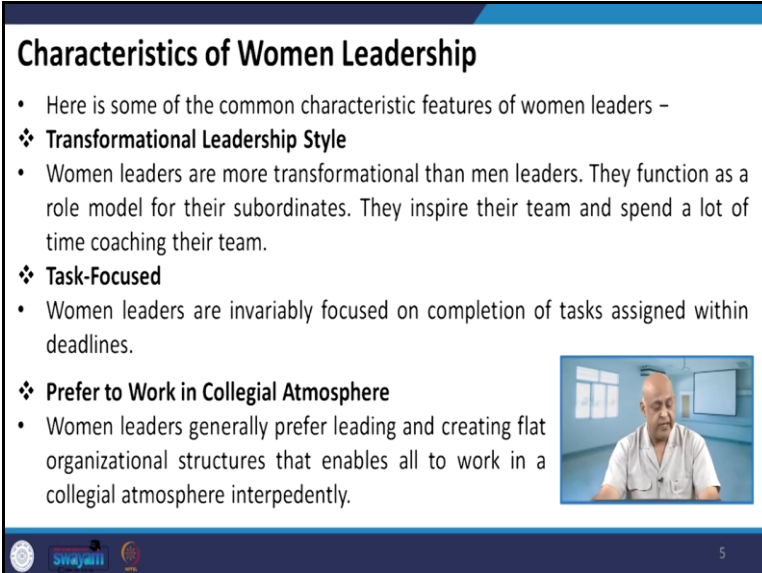
The slide is titled "Some Women Corporate Leaders" and features four portraits of women in corporate leadership roles. Below each portrait is a blue box containing their name, title, and company. The companies are linked with blue text: CVS, GM, and ORCL. In the bottom right corner of the slide, there is a small inset video frame showing a man in a white shirt speaking. At the bottom of the slide, there is a URL: <https://www.investopedia.com/news/top-women-ceos/> and a logo for "Swayam".

Portrait	Name	Title	Company
	Karen Lynch	CEO, CVS Health	CVS
	Mary Barra	CEO, General Motors	GM
	Safra Catz	CEO, Oracle	ORCL
	Indra Nooyi	former CEO of Pepsico.	

Furthermore, therefore here and I would also like to put some names that are the when we were in the banking industry in India, and at a time they were more than 12 chairpersons of the banks, and that were the women only in the banking industry, and that was the accurate representation of the woman leaders in India. Moreover, that is true in the financial institution and the SBI. So, these are the examples where the leaders like some of here are that you see then in the Indian banking industry.


We talk about the Arundhati Battacharya, and all those who have given these organizations positions are they when the Kiran Shaw Mazumdar. So, therefore when we talk about that, these corporate leaders. So, these leaders have proved themselves that is the; yes, whether it is a question of the rural marketing, whether it is, a question of the digital marketing whether it, is a question of the science, technology, or management issues like I have given the example of the Kiran Shaw Mazumdar and therefore biotech when we talk about.


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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.



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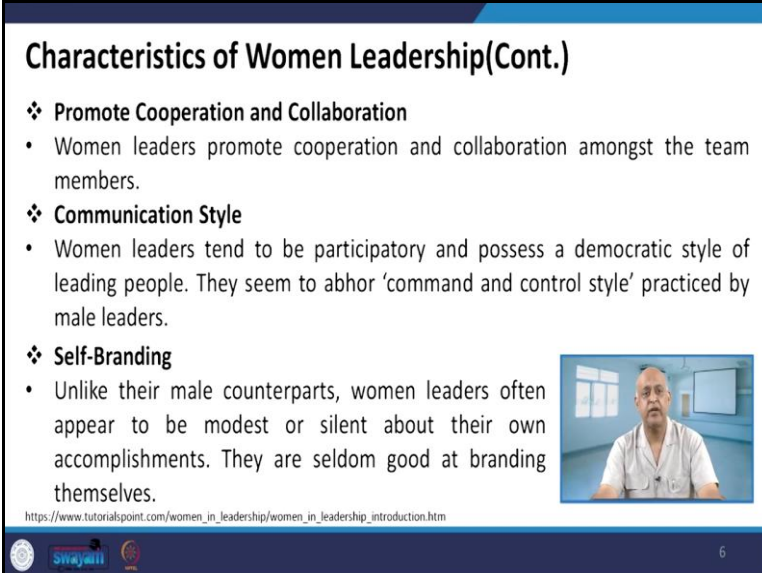
So, these are the examples that are the leading, and then definitely you find that is these women have proved that is very as I said very successful leaders are concerned. In administration, I would like to talk about Indian the Kiran Bedi is there. So, therefore these are the leaders who are different in social or political or economic, legal, or technological areas. They have proved themselves very successfully.

Now, when we are talking about the transformational styles that we had discussed in the leadership styles, if you remember when we talked about the theoretical model of leadership, are there the charismatic leaders and transformational leaders we have talked about in the previous sessions. So, we women leaders are more transformational than men leaders in there they function as a role models for their subordinates, inspiring their team and spending much time coaching their team.

Now you see that I will make an analogy with the family here and, therefore, what a mother does for all family members? The house lady keeps all the children and the father's relationship with in-laws and the parent's relationships societal relationships. So, that is it that is a team she creates a team, and they spend much time developing born and brought up of the child is there.

Recently, our Prime Minister Modi is also okay sometimes kept talking about the mother, and therefore, we find that is also a leadership and example is there. So, therefore we talk about that is its leadership as a transformational also task focus and prefer to work in a collegial that particular environment is there.

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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

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So therefore, in that case, it is always working together. What I found is expected in this particular trait is togetherness. Whether it is the family or the organization, nation or globally, we talk about this concept in leadership. The very common with the women leadership is there that

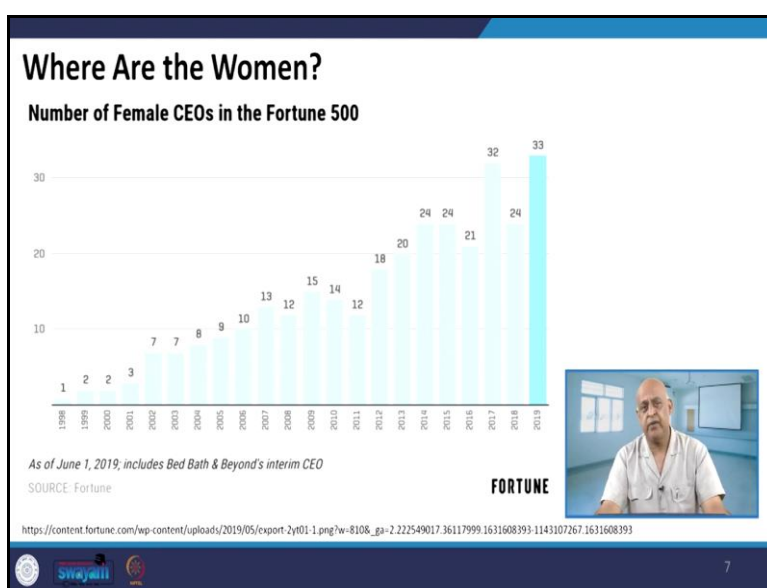
is Vasudeva come what we say, and that is the global village and leading these this globe is a family itself right.

So, they promote cooperation and collaboration; as I mentioned about the team building, who can learn the better team-building than the housewife who has to interact and develop the different characteristics personality characteristics of the family members are there, and the same thing happens at the workplace also. When we talk about the promote cooperation and collaboration, right.

So, she gives that freedom that is the expression right. So, therefore she gets more cooperation because there is a concern. So, that woman is always concerned for each team member, and nationally as a response, she gets the cooperation, and the work together is there. Now they tend to participate in possessing a democratic style of leading people because that is a communication style right.

So, therefore it is the command and control style practised by the male leaders is more right divided the participation and understanding right that that is the woman leaders have adopted the communication style is there. Now here it is; self-branding is also concerned. Now you see they are the silent partners of the growth, and that is they do not brand themselves very fast.

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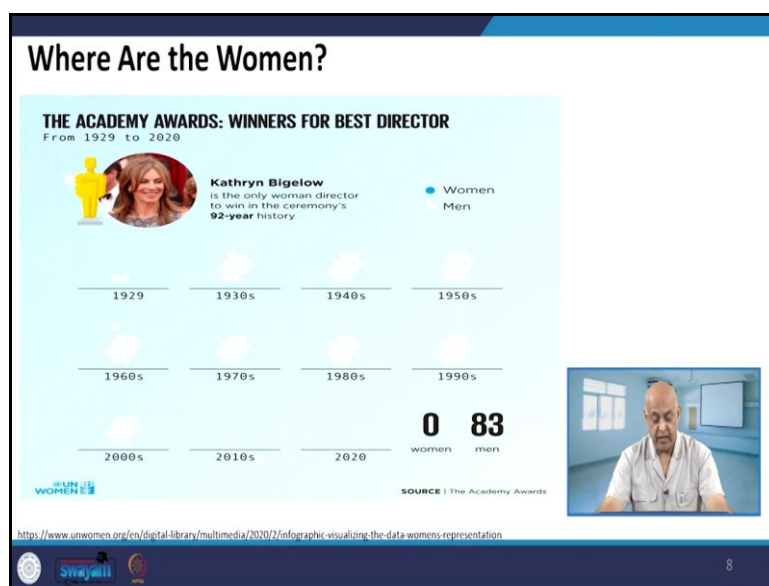


And then you will find that the results are there, and then the secret they are the secret leaders. Many of them are the secret leaders are there, and that is their contribution is there, but they are not that dominating and in the race to prove that this organization is because of me. So, it is not my concept of me. Rather than it is a concept of us because us is there. Now you see there is a statistics used in fortune 500, and then that is in 2019 it has been reached to the 33 number is there right and when we make this trend analysis right. So, definitely in the case whenever we are, we see the jump is there, right. So, therefore in that case when from 2011 onwards right and therefore, we find that is the if we take the this these nine years before nine years and the after nine years is there and therefore the leadership opportunities as far as the fortune companies statistics is concerned and that that has been increased.

So, naturally the, it is also a reflection of society in the global society this number which has been increased though it is a small number every we are expecting much more number and of course, we see that is these number will keep on increasing. So, therefore, in that case, right, but when we see about 1988. So from 1988 to 2019 from 1 to 33, so, if you see, the percentage-wise right.

So, it is remarkable growth is there. However, we find it in the fortune 500 companies when discussing these global leadership concerns.

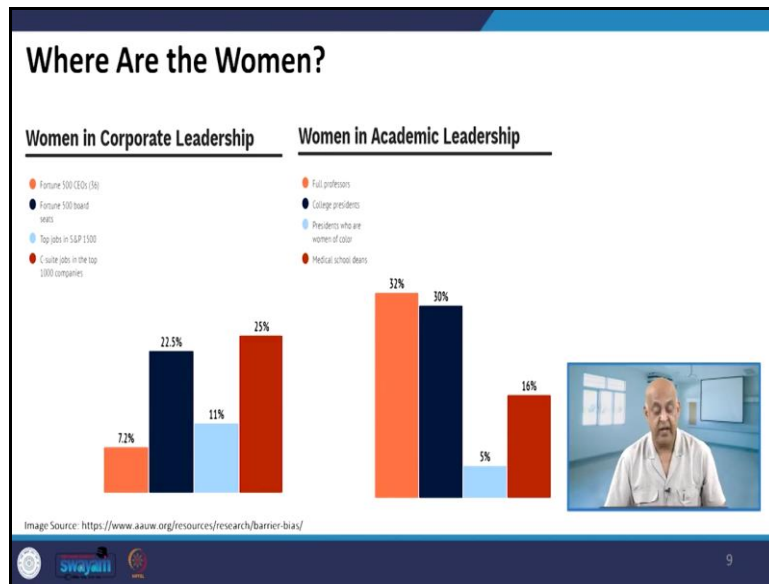
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Moreover, here, as we know, that is the leadership that is required is is is a very highly competitive position in the fortune 500 companies we say. So, we cannot underestimate this number but expect that much more number is there, but here we find that the academic award from 1929 to 2020 is concerned winner for the best director is concerned suitable. So, Catherine Bigelow, the only woman director to win in the ceremonies of the 92-year history, is concerned, right.

So, like you can see these numbers and then this is progressive, this slide is there. So, therefore in that case, in the Catherine Bigelow this 2010, we have found that is the yes, and this is becoming the in the history of these 92 that is in 2008 right.

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So, here we find that is the yes, there are many scopes, right, that is the; we have to give the opportunity. So, therefore, society, we mean the society and the business world, are changing. Now and then, we find it is the yes women are occupying the leadership positions is concerned. So, 7.2% of the CEOs in the corporate leadership after 36.

So, therefore while in the case of fortune 500, what is it say it is a board is 22.5% is there correct? Furthermore, whenever tower and top outs of this will be 11% is there and when we talk about these solid jobs in the top 1000 companies, which is a 25%. So, naturally, this particular percentage shows that the issued jobs to the top companies are increasing.


If we talk about the corporate leadership reserve, academic leadership is concerned. So, therefore the full professions are the 32% which is excellent, and they call a college president the 30% of women who are the women of colour right. So, presidents who are the women are 5%, and those who are the medical school deans with a 16% are there. So, yes, we find that is the in the academic leadership if we compare the corporate leadership with the academic leadership.

So, the academic leadership positions percentage is higher than the corporate leadership is there.

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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>

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Now here I would also like to mention another dimension, and that another dimension is this that is the hypothesis only you know which is that is the yes, in the academic field the women leadership are getting the more opportunities. Now here I would like to, not only the education; it is the service industries you will find. In the service industries, the percentage of women leaders is, compared to earlier, increasing.

Moreover, now we know this is the in this era 21st century, we find that is the service industries are also doing almost equally pleasing to the manufacturing industries, or maybe some industries are ahead of their manufacturing. The companies act 2013 makes it mandatory for India to have at least one woman on company boards, but the increase in gender representation and paper must translate into practice and culture is their rights. Moreover, therefore, that is this compulsion.


Now I would like to mention that is how these compulsions are why these compulsions are introduced. These compulsions are introduced because they were not the representation. So, therefore that is why the following sentence we have used should not be only in the paper, but rather it should be in practice and culture. Seventeen% of the board positions in corporate India, but only 11% of leadership roles are there.

So therefore, in that case, from the board rooms to the CEO's room, debt is still required to have much scope. India fares better than its Asian counterparts. Diversity in executing non-executive roles in the corporate boardrooms is there. So, executive chairs 10% 2.6% 5% in Asia, 23% of large company boards in India average at last three women are from the 10% in 2018. So, these figures are how this 5% is increasing right.

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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.



<https://economictimes.indiatimes.com/news/company/corporate-trends/india-ahead-of-world-average-on-women-in-senior-management-report/articleshow/81318172.cms?from-mdr>

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Furthermore, whenever we talk about the role of women in India, that has been the continuous efforts made by society and the country to give them more presentations. The country is ahead of the global average in a woman working in senior management positions and ranks third globally. So, definitely, yes, there is always a scope to go to the first position, right.

However, yes, this is also a counselling position is there. Representation of women in corporate India has increased from 21% five years ago to the 30%. So, therefore this is a good jump. With

the higher representation, non-technical roles are at 31% over the technical roles are at 26% is there. The study by management consulting firms now in collaboration with Intel India has shown this percentage has been represented reported.

However, only 11% of the senior leaders are women, compared with the 20% in mid-level roles and 38% in the junior roles. So, this person checks that that is required to be reached the top positions, and consultancy from the Grant Thornton also claims over 98% of businesses in India have at least one woman in senior management right. So, therefore is against the global average of 90%.

Moreover, here and then it is this is a matter of pride that is the here the percentage of business in India where the women representation and it is becoming the very, very high compared to instead the that the global averages of the 90% only. So therefore, in that case, these senior management positions have been occupied by these women in the business right. So, that has been increasing.

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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>

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We also have to understand that this is not that easy; however, this percentage may be looking the less, but when we talk about the barriers, these percentages are not equal to the men's leadership. So, therefore there are specific barriers are there. So, what is that barriers are there. We have talked about the indifferent leadership theories: behavioural and contingencies theories.

So, that is the qualities of a leader as well as the part to watch leadership roles are still primarily based on an outdated male model that shuts the woman out and therefore, in that case, it is the cultural practices we which is to be focused right and then to develop and change that particular culture right. So, two things are essential here; one is that leadership and leadership in the organization are concerned.


So, leadership in the family is already the ladies are having the almost 100% I will say in but as per is these are corporatist culture right. So, therefore that is with the old stereotypes and that men have been leaders for so long. The trade associated with the leadership is often thought of as masculine and not viewed as favourable even exhibited by the woman; in that case, you see that management concept of leadership, which is the force.

So, the days that had gone when the; structures were top-down, or the bottom of approaches now is a circle. So, therefore in the circle, whether it is not the question of this top-down leadership or the bottom of leadership, it is everyone.

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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/>

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So, there are now talking we have discussed in the previous session that leaderless groups are there, and therefore there is no question of masculinity. So, fewer connections men still suppress women in having the network to learn about the opportunities and find mentors and sponsors to

champion their advancement. So, therefore that networking because what is important now; we have discussed this that is about exposure.

Exposure will come to any person with the help of networking, and therefore, in that case, when the resources are provided simple example is the spending the money there is for the education of the girl candidate. So, therefore when we say that he is, she will also have an equal education compared to the boy is concerned. So, therefore it is not the choice between them; that is, the boy is going to a very high modern school, and the girl child is going to a school where there is not much exposure.



So however, this concept is now becoming minimizing but not, but that also gives an understanding of the ex-world. So, therefore better the exposure better will be the networking, and the better will be the networking where better will be the opportunities. So second is the bias, and discrimination is there. There is sexual harassment and a hostile work environment right. So, this type of issue, however, the government of India has taken many initiatives and the legal protection, and here we find that the woman is likely to move into the leadership roles faster than before.

Lack of flexibility is there. So, work and family lot of research work has been done by two students have done on this is the quality of work-life and work-life enrichment.

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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

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So, therefore this is the balancing. Balancing this work and family is always a question, and in a country, like India, where it is the there are specific roles and responsibilities are the fix for the women of the lady of the house only, and the male does not contribute right, a simple example is like the cooking is concerned right. Moreover, in that case, because of these types of issues, networking exposure going outside of the home becomes challenging.

So, what are the significant challenges there? The first and most obvious challenge is that most people in the room are men, but this creates an opportunity for women to stand out and create a long-lasting impression in the office there. So, you see that every weakness has an opportunity, and every strength has a threat right. So, therefore, in that case, it is always that whatever the limitation is there, that limitation is in the opportunity itself.

So, a scenario that appears repeatedly resolves around building a supportive network in a space where males dominate. So, using this chance to seek both men and women as the connections and mentors who will help you along your career path is there and therefore, in that case, and the, whether it is a male, or the female is a man woman. So, then, in that case, you are looking for a chance.


Moreover, the chance is there through the connections only, and when you get the mentors right and then you will find that is the whenever there is a suitable match that we have talked about the

mentorship earlier, there is a mentor mental relationship and whenever there is a mentor mental relationship and this glass ceiling is not there.

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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/>

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So, therefore in that case, if the right mentor has been in connecting with the mentee whether the, whether the mentor and mentee are respective of their genders, then definitely there will be the successful leadership. So, what are the main challenges for the female leaders is there. There is often a full-time role coupled with the additional stress of raising your own family, and it can be hard to juggle work alongside personal life is there right from the beginning; I am saying this a cultural issue, right.

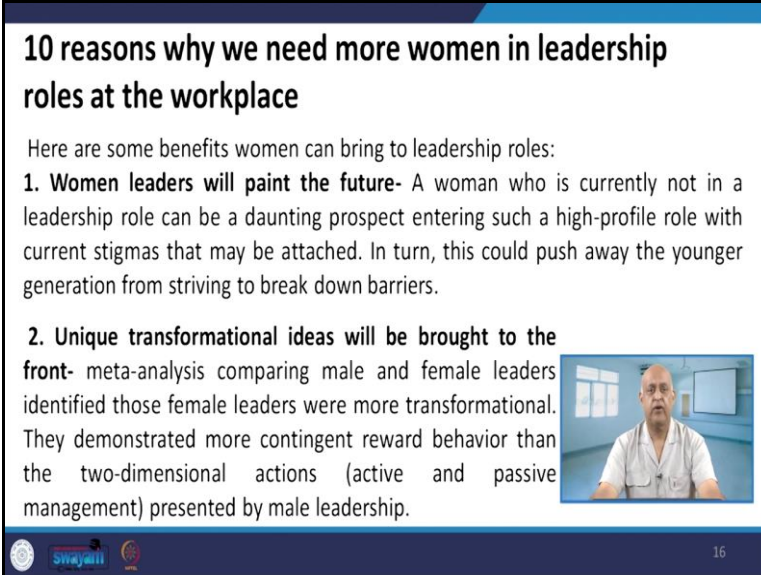
So, therefore she is a leader, but she is a leader more toward the personal life of every member of the family right. So, therefore it is the question of whether this is the way to develop that leadership. So, if the pandemic has taught us anything to create a healthy work balance, is there right. Furthermore, I will also like to talk about it as a work from home in the further slide that is how this pandemic has given me the opportunity.

So, because when it is started with the work from home practices. So, this said nature for many women is that expectations can often be set lower, which is self-belief. So, that is that belief in self-belief about whether I can be a global leader or not. So, therefore the benchmarking practices you see we always talk about are what you said for yourself irrespective of gender.

So, women are used to setting their priorities as the family is. We wish that the equal priority will be set by the lady of the house for her contribution to society. So, a woman can often be perceived as a more emotional and more minor decision than men, but this is because the researcher does not have this type of finding, and they are more emotional and less about this issue than it is reverse.

Bringing more diverse physical, mental, and emotional experiences to the everyday conversation is there, and with this particular dimension, this has been proved.


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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.





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So, here are some benefits women can bring to leadership roles. There is a woman leader who will paint the future. You know who is currently not in a leadership role can be a daunting practice transparent entering such a high profile role right that with the current stigmas that may be attached in turn this could push away the younger generation from striving to break down the various is there. So, therefore definitely becomes more important that is the how we can make the more leadership roles for the women are concerned.

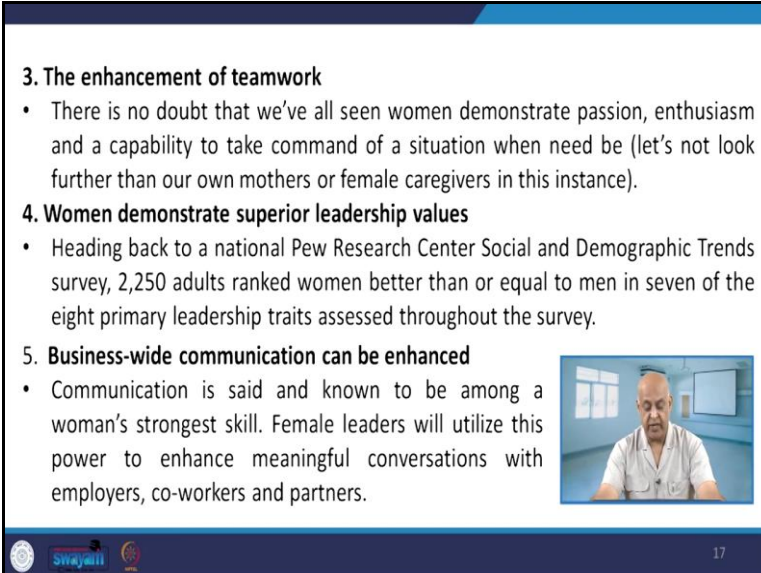
Furthermore, naturally, whatever the barriers are there, those present like we were talking about the 38%, we have talked about the 27% 25% right. So, therefore in that case simple example, I would like to give up academics. So, in academics, when we find that more women are in the

leadership percentage, it is better because they have pushed away these barriers and invited the younger generation.

So, unique transformational ideas will be brought to the front of the meta-analysis comparing male and female leaders, identifying that female leader were more transformational and demonstrated. So, therefore they have. So, because we are, we know the leaders and leaders give their male leaders credit to their mothers that is whatever the transformation is there, they say that it is because of their mothers.

So, they demonstrated more contingent reward behaviour than the two-dimensional actions of active and passive management presented by the central leadership is there. So, therefore always that unique transformational idea is not like this that is the women are not having. Women have this unique transformational idea, so we have the world's transformational leaders.

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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.

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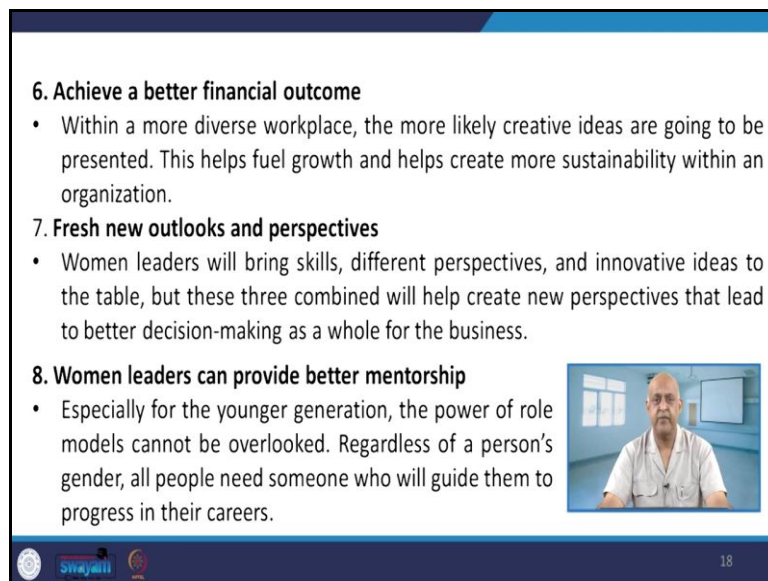
So, therefore the primary route is the women only. So, here we the third dimension, we talk about enhancing teamwork. So, in India, it is a collective family culture; however, it is the, and nowadays, because of these dual-income practices and because of the global village, you can say, and it is the families, not that much a collective family is not there, but the essential culture is their collectivism only.

So, there is no doubt that we have seen women demonstrate passion with enthusiasm and the capability to command a situation when needed. So, there are several examples of dear friends in India, and there you will find that is the women who come across the adverse situation and have taken the family's leadership position. Moreover, I am not talking about the last 20 years or 30 years; I am talking about the Indian culture.

So, therefore in that case, and whenever such an adverse if even situation is there and they have got the leadership position, they have proved that is the yes even in that case they have the patient enthusiasm and capability in the favourable situation of course is. So, women demonstrate the superior leadership values in their research into social and demographic trends survey 2050 adults rank women better than or equal to men in seven of the primary leadership threats assessed throughout the survey.

So, business-wide communication can be announced. So, the question arises that is the then, what stops them. So, it is business-wide communication. So, therefore that is the when whenever the opportunity is given then, it has been seen that is the whatever a strong woman's most vital skill is communication. Moreover, if she uses this power to enhance meaningful conversation with the employees, co-workers, and partners, who can stop the organization's success.

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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.



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Achieving a better financial outcome is there. Within a more diverse workplace, the more likely creative ideas will be presented, which helps fuel growth and helps create more sustainability within an organization is concerned. Then this is possible only when we are talking about how this is ultimately the goal and objective right and the incentives are concerned.

So, therefore this is whenever we want; that is the what will be the motivation. So, naturally, becoming the financial outcome outcomes is one of the motivations that help the growth and create more sustainability within an organization is there now the fresh new law outlooks. The perspective is concerned that woman leaders will properly bring skills, different perspectives, and innovative ideas to the table, but these combined will help create new perspectives that lead to better decision-making for the business.

So, whenever the skills scales mean, that is the all the skills whenever talking about that is about the taking the family together or the communication or the collaboration skills. So, collaborative skills and team-building skills are there, and then creativity. So, therefore when the I when she brings this collaboration with creativity, it becomes a significant lead to a better decision-making process that can provide better mentorship and mother with the role of the mother.

So, we know who can be a better mentor than the mother. So, their role models cannot be overlooked of a person's gender; all people need someone who will guide them to progress in their careers, and all of us have gone through that particular phase when right from our school days when the first time when we have entered the learning centres and then there was the mother only you know who was holding our hand and from there we have started our journey


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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 mantle 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.



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

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So, therefore that is this type of strain will lead her because already these capabilities exist in nature has given these capabilities. The ability to wear many hats is a significant role a woman plays; the different wearing hats within their roles is often a common occurrence. Often balancing careers, household and taking up the mental and the parental guidance and the many other expenses are there. So, if you go to the whole day routine of a lady of the house and these all roles we keep on learning in the MBA education.

Whether it is the change management, whether it is stress management, whether it is conflict management, whether it is team building right or whether it is the leadership roles are there. So, combined, she plays all these heads from day to night, and the woman in leadership roles can close the gender pay gap. So, what can often be overlooked is that the gender pay gap can be transformed into a gender opportunity gap.

When males and females start their progress from scratch, that has been seen. Men are usually offered more opportunities leading to higher-paying positions are there. Now we cannot escape from this particular point, right. So, therefore that whenever they progress, they start from this scratch are there. So, then definitely, in that case, even many times you see there is a woman because of these colourful hats.

Here, they find that let men of the house go ahead and sacrifice women.

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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>

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Because that makes them the more that the playing the different heads may be the cause behind this particular decision-making process. So, how can your workplace better post-gender equity? So, commit to regular pay audits analyzing compensation by gender and race. Thus, nowadays, it is not possible. Maybe in very few places, it is earlier it was much practice.

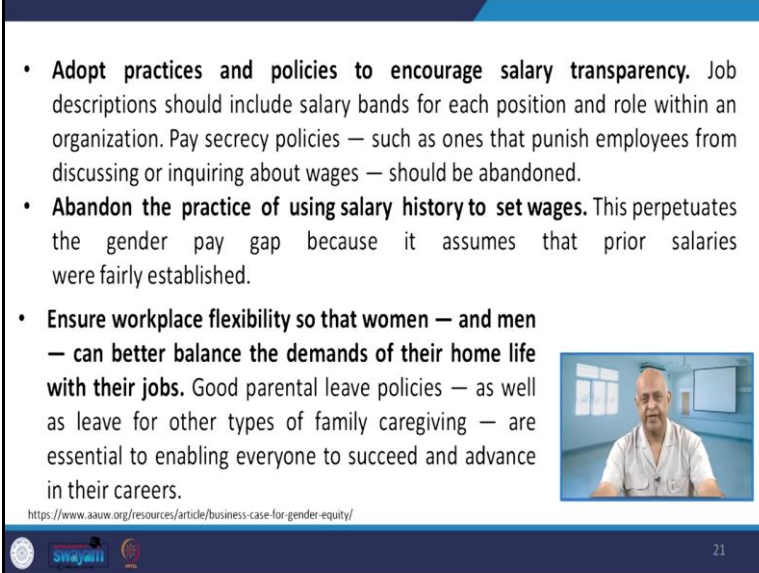
The compensation for the male was more for the same job than the female was there right. So, there, but now that understanding is minimized as much as possible, I think. So allows the companies to identify inequities because now we live in the era of talking about equities. So, therefore inequities are if it is there and any lady brings into the knowledge, then definitely there will be the equities brought by the organization.

So, commit to a culture of fairness and equity and build it into their core values. So, they need to review their hiring and promotion practices right. So, when we talk about now, we have seen the percentage. So, the percentage is that the board members' percentage is better than the CEO's position. So, here, we have to review our promotional practices, and when we do not have those biases and assumptions, that is how the woman will handle this challenging task.

So, then this particular bias, when we remove it, will find it is yes, we can give the promotions opportunities to the equation to the female also. And then whenever an equal opportunity has

been given, they will be the fairness and having them better fostering equity is there. So, what do organizations have to do organizations HR policies?

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- **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/>

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So, organization policy should support these aspects where fair and equal promotional policies are available. Adopt the practices and policies to encourage salary transparency, and the job description should include salary brand bands for each position enrolled within an organization. So, basic secrecy policies that punish employees from discussing or inquiring about devices should be abundant.

So, therefore in that this is the; if somebody asks, you want to know that I am also in the same position and what my opposite gender is getting right. So, therefore irrespective of the person; of course, another legal issue will be there of personal rights and all, but yes, the payments are the same. There is no discrimination on the base of the payments are concerned. And then, the evidence of using salary history to set wages perpetuates the gender pay gap because it assumes that the priorities were pretty established.


So, if the organization continues this type of practice, I am sure that it is in this digital era. So, then it is not that possible to hide that gap because if the gender pay gap is there, it is definitely against the law. Ensure workplace flexibility so that the women and men can better balance their home life demands with their jobs.

I was talking about this: the work from home is concerned and therefore for those who have this responsibility of home right. Then definitely they can make a better contribution at the workplace also because of the work from home. So, good parental leave policies are right now in India; now, there are six months of maternity leave, and paternity leave is also there. Thus, family caregiving is there.

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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.



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So, therefore we find that is the yes, the initiatives are taken then, but still, many initiatives have to be taken because they still do not reach the equity right. Moreover, remove our biases and give them opportunities to bring them as per their competency, which the women leaders deserve then. Definitely, in that case, they will not be that many barriers to what we are talking about today.

Moreover, of course, in the speedy first-year growth, the women leaders in the organization will be there and corporate CEO positions and leadership positions.

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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.



This is the case study we usually talk about that is the in this particular case study is there, and then you can go through this case study and find out that is the how this is there right.

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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.



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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.



And then these are these the research papers are there stereotyping and women's roles in the leadership positions are there, and therefore this particular research paper will talk about how the leader's position with the help of this literature review that is how excellent leadership skills are provided.

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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.



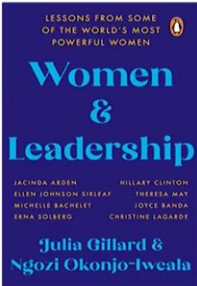

Conclusion and these papers' findings are that women are more capable of being the top performers, still not attaining the top-level leadership positions right. So, this paper will consider some of the reasons as we have discussed them and some of the more this paper will be talking about.

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BOOK RECOMMENDATION

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

Authors: Julia Gillard & [Ngozi Okonjo-Iweala](#)
Publisher: Transworld Digital (23 July 2020)
Language: English
Paperback: 334 Pages
ISBN : 0262045745
ASIN : B0891YHYJV

<https://m.media-amazon.com/images/I/41E5c3DpNIS.jpg>

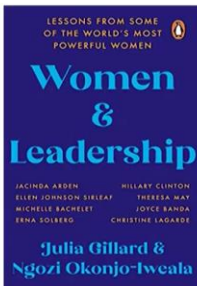

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This book recommends women and leadership most powerful women some of the.
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BOOK RECOMMENDATION

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/41E5c3DpNIS.jpg>

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So, that is a conversation, and definitely, this will help us to understand more and create more opportunities for women leaders' rights.
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gender-equity/](https://www.aauw.org/resources/article/business-case-for-gender-equity/)



Moreover, as usual, these are the references you can refer to; thank you.