



# VALUE TALK

A MONTHLY NEWSLETTER BY ADD VALUE CONSULTANTS

Add Value Consultants is a leading Management Consulting Firm serving Indian Industries. This Newsletter is an endeavor to provide updates, understanding and sharing of global practices to the Business Owners, Managers, Academicians and Executives.

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ISSUE: 05

VOLUME: 11

YEAR 2023

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## Editorial Note

Dear Readers,

Hope you had a Great Diwali Celebration and  
Wishing you all a very Happy New Year...!!!!

While we celebrate the festival of lights, it brings new energy, perspectives and joy to the lives of people. Have you ever thought what can bring the energy and motivation to your employees to fuel the business growth? It would be right leadership with new energy and perspective and with a strong vision who can drive workforce to achieve the organization goals.

While selecting a leader there should not be any biases specially the Gender Bias. It must be purely on capabilities of an individual. In this issue we have continued with the part-II of "Women in Leadership Positions: Where is the Glass Ceiling?" authored by Dr. Indu Rao.

Have a Great Time....!!!

Regards,  
Brinda Bhatt

### WOMEN IN LEADERSHIP POSITIONS: WHERE IS THE GLASS CEILING ?? (PART-II)

In the last issue with Part I of the article we spoke about increasing the contribution of competent, courageous and educated women towards development of organization and the country through leadership or decision making roles.

But the question is What to do when truly competent women with integrity are more often sidelined or harassed..???

#### Part-II

Unfortunately, for the reasons mentioned in part-I, Competent women are disliked by the power lobbies and tagged as people with a wrong "attitude", and "difficult to work with". They are not selected to top leadership and decision making posts and are left out on purpose. In fact, they are time and again harassed to discourage other women and men from 'behaving' like this.

But this does not serve the purpose of creating an ecosystem for "development". When we have incompetent yes-men and yes-women at the top or at the second level leadership positions, it only serves the vested interest of

the ring leader to continue in his/ her chair. The organizational and social goals and needs don't matter anymore, then. In such cases, lobbies are created at the helm of organizations, which act as an insulating layer for any kind of real issues, problems or new ideas to surface, or get resolved. The lobbies further spend their time in gossip, misfeed and in creating narratives to discourage the innovative, positive ideas from the competent employees and professionals and sometimes just to teach them and others a lesson. This kind of behaviour stems from the desire to continue in the chair as long as possible, regardless of what happens to the organization and to prevent any kind of positive change.

All of this translates into a great loss to the nation because, the ideas and ability to execute ideas by the competent employees could have resulted in path-breaking outcomes for organizations and in turn towards the improvement in higher education, and to meet the development goals for society and our nation.

Now, coming to the recent passing of Women's Reservation Bill, there is pressure of promoting and including women at leadership positions. Organizations are trying to include women in Company boards, and leadership teams. But should we include women just because they are 'women' or we should bring in the truly competent ones who will lead the change? It is sometimes observed that in order to 'show' the inclusion of women, the meek and submissive women are preferred and picked up, who will "fall in line", and this is actually the same practice as applicable for the men. The question is, are we mature enough to accept the Competent, Courageous Women and Men, who actually have the potential and talent to bring a positive change and lead the development of our nation? No single leader can do this for our large country. We need thousands and thousands of leaders at various levels.

Here, we must also understand that the danger of appointing incompetent submissive women/men

to top leadership positions is that they in turn appoint less competent people in the second level leadership position, due to insecurity reasons and the chain follows down the line. Appointing incompetent women at top position will completely destroy the likelihood of competent talented women in any leadership positions. Therefore, it is very important to consider how we implement the Women's reservation bill.

Summing up, we need a change in our mind-set to accept only the competent people at leadership positions. But we know that the current power lobbies that have already been formed in various organizations over several decades and may not allow this due to their own incompetence and insecurity. Therefore, to meet the development goals of our nation, let's encourage the competent, non-political, honest and hardworking women and men in our workforce by giving them their due and begin with higher education system because values in all other professions are largely created through values imbibed from the education system.

### About the Author



**Dr. Indu Rao** is a Dean and Professor of Management at PDEU. She has 30+ years of experience.

She has 7+ years of experience in working with the multinationals like CG Power and GE.

Awarded as Visionary Pioneer by Women' Entrepreneurship Day (WED) Foundation, USA

### Statistics: “Women in Leadership Position in India”

- APAC's rise to 32 per cent from 30 per cent in 2022 places it ahead of North America for the first time since 2018.
- In 2021, the stretch factor for women increased slightly from the 2018 figure of 1.22 to 1.30 in India. It indicates that compared with men, a smaller group of women are taking on many more board seats. Men, by comparison, have a stretch factor of 1.20
- India has a total of 36% women in the senior management positions in mid-market businesses.
- Around 9 per cent of such businesses still have no women in senior leadership roles globally, the report said.
- Only 1 in 10 women in India Inc rises to leadership position: Study

(Source: Grant Thornton's International Business Report