



# 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, Mangers, Academicians and Executives.

## CONTENTS

### EDITORIAL NOTE

VALUE WAVES:  
WOMEN IN LEADERSHIP  
POSITIONS: WHERE IS THE  
GLASS CEILING ?? (PART-I)

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### Editorial Team

Chetan Bhojani and  
Team- Add Value Consultants

### E-mail:

chetan.bhojani@gmail.com

## Editorial Note

Dear Readers,

Women Empowerment, Women in Board, Women in Leadership these are the most common word we hear in the industry. But if we talk about reality or the execution of so called women centric initiatives, where do we stand...??

Recently, A Women's Reservation Bill has been passed in the Parliament and undoubtedly it is a welcomed move which will create an impact in the longer run. But do we have any criteria to select women on the basis of Merit, Qualities and Abilities? the answer is "No".

There is Glass Ceiling and factors like societal biases, perceptions and prejudices related to women at workplace, specially when it comes to selection at Leadership Positions...!!! Let's understand from the Expert. In this issue we have covered the article on "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-I)

Women's Reservation Bill has been passed recently and is no doubt a welcome move to increase the participation of women in our workforce and in leadership positions.

However, it does not clarify the criterion for selecting the women based on merit, qualities and abilities. A reservation policy must not only serve the purpose of 'inclusion' but also of the 'development' of the nation.

Today, lacs of Indian students leave our country to study abroad for quality education. The US has already processed over one million Indian visas in 2023 and has granted over 100,000 student visas. We lose a huge amount of money of the Indian parents and a large number of bright Indian kids in the process, as the competent Indian students like to work in an environment where the merit and competence is valued. Most of them have already seen their parent's struggle. Don't we need a change?

In the context of the Women's reservation Bill, if we are to really utilize the untapped potential and true talent of our country's women in higher education, we must be

prepared to accept the competent, confident, courageous ones in leadership and decision making roles. After three decades of serving in education sector, I have seen an exponential growth in the number of educated and talented women. But, just like men, women tend to either compromise and rise, or they turn a blind eye to what is happening around them in order to keep their jobs secured. Only the truly competent one's work with integrity, courage and confidence, but are more often than not, side-lined and harassed.

I raise this question because during the last three decades, a large number of Indian women have got educated, and joined the university system just like other fields of work. However, the competent women who are high performers, both inside the university and outside, and are struggling to find their place in leadership roles in various organizations. The way our universities work, does have a long term impact on all other fields because our future generation

learns from and at the university before joining the workforce. Therefore, it becomes even more important to uphold value systems and merit-based appointments inside the universities.

Further, our society has a tendency to question the ambitions and character of any woman who is competent, strong and has the desire to contribute to society to make a positive change. But those who are meek, submissive, and political, both men and women, are able to rise the ladder easily. As a consequence, the competent women prefer to or let go of their promotions, or leave the organization, when they are asked to do something that is against their value systems, and when they find that their work is not valued.

The competent women who work with courage and integrity have self-respect, as well as compassion for fellow human beings and for the society. They neither compromise on the principles and values at work, nor do they allow themselves to be exploited in person. Instead,

they back out of the system upon facing resistance and humiliation.

We understand that the older generation and those in power positions of society do not have enough experience working with strong women at workplace, because the number of such women has been too less so far. As a result, both men and women in senior positions, who are at the helm not for merit, but due to some political reason, often get confused, uncomfortable, insecure, and threatened, upon being faced with a competent women who works with courage at workplace. This despite that fact that competent women professionals are experts in their chosen field of work, efficient and do contribute immensely towards the organizations. However, the credit for such work is taken away by the incompetent, political bosses, to discourage the rise of such women. As a matter of fact, both, men and women, who are non-political, hardworking, competent, honest, who work with integrity and courage are often side-lined in our workforce. The competent ones are thus discouraged and leave the organizations, and also the nation, in search for places where their work is valued.

There are different reasons for this glass ceiling. The competent women are generally able to plan and complete their office work during office hours, and that too, independently. Therefore, they neither frequent the offices of their bosses with excuses, nor do they meet them outside office hours. Instead, such women professionals prefer to lead a balance of work and family life with dignity.

Now this does not go well with leaders who like sycophancy and appeasement. Further, the truly competent employees also possess great character, and therefore, they do not compromise and do not submit to any instruction of the incompetent bosses that has a likelihood of hurting the organization, society and the nation. The competent ones also question unethical behaviour and actions at workplace when it does not align with their value systems in an attempt to bring a positive change. We don't find them unnecessarily sending 'thumbs up' and 'applause' emojis to bosses in company whatsapp groups for appeasement. We don't find them in gossip hangouts inside and outside office, and such women don't

go out of the way to compliment and please the bosses.

What are the steps?  
Stay tuned for Part- II to know more about the same.

### 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



## Session on “Export Opportunities” organized under “Vibrant Gujarat, Vibrant District” Initiative



"Vibrant Gujarat-Vibrant District", an initiative to have inclusion of all the districts in the state is highly fruitful and appreciable. Presence of Ministers, MP, MLA and District Collector along with enthusiastic entrepreneurs made this program indeed Vibrant. Had a wonderful interaction with industry owners and executives on “Export Opportunities” at Amreli. Thank you to DIC for organizing the successful event.