



## **WOMEN IN LEADERSHIP**

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### **1. MODULE OVERVIEW**

Increasingly, businesses are being evaluated on a broad set of concerns including their environmental and social impacts as well as their financial success. The representation of women in leadership positions is one of the social factors that is highly visible and easy for stakeholders to examine. The presence of women in the leadership ranks of a business can be interpreted as indicating a lack of anti-woman bias in staffing decisions and lack of inclusion of women's perspectives in decision-making. As such, building gender diversity in the leadership ranks has become a valued objective for senior leaders of business firms who wish to demonstrate fairness and inclusiveness.

The goal of increasing women's presence in business leadership has been hotly contested, however, as have been the methods used to attain that goal. Opponents express concerns about the costs of employment equity regulation to business and about the possible occurrence of reverse discrimination against men. Proponents counter that the current systems in many business organizations unfairly disadvantage women, that government regulation is needed to incentivize businesses to change, and that the pursuit of employment equity makes businesses more productive and profitable in the long run.

The day-to-day experiences of women and men in business get lost in ideological debates of this sort. Counter-examples can be found to refute the views in either camp, which suggests that people have many different experiences in real organizations. Canadian business has been changing over time to increase the presence of women in leadership, however, there is still a long way to go before gender equality in senior leadership positions will be achieved. For instance, in 2012, 26 years after the passage of the 1986 Employment Equity Act, only 18.1% of FP 500 Senior Officers are women, and only 6.9% of FP 500 Top Earners are women. Why is achieving gender equality taking so long, and will we ever get there?

In this course, we will debate the hard questions in order to build a more multifaceted understanding and to create more sophisticated strategies for moving more women into senior leadership positions. Some of those hard questions are:

- Are women treated inequitably or are women their own worst enemies?
- Can women sleep their way to the top?
- Are women bosses too controlling?
- Is family incompatible with a fast-track career?
- Can we and should we change organizations to become more woman-friendly?

In the long run, the solutions we generate as a result of hearing multiple sides of each issue will be more effective than one-sided initiatives for moving women into senior leadership positions.

Part of the Women in Leadership module is devoted to career strategies and tactics. We'll examine how to present yourself as a professional, the pitfalls to avoid in job interviewing, tactics for negotiating salaries and benefits, managing romance and sexuality in the workplace, and changing organizations to create a more gender-equitable environment.

## **2. MODULE OBJECTIVES**

The objectives of the second module of the course on Women in Leadership are to:

- build knowledge of the current status of women as Canadian business leaders,
- deepen understanding of the factors affecting women's opportunities in business,
- identify strategies for enhancing women's movement into senior leadership positions, and
- hone the personal skills to build one's own career (regardless of whether you are a man or a woman).

## **Module 2: Women in Leadership**

### **Class and Topic Schedule**

<b>Women in Leadership: Opportunities</b>	
<b><i>Case / guest / exercise</i></b>	<b><i>Topic</i></b>
11. Indiscreet Conversation on Hiring	Hiring Women
12. Brussels & Bradshaw; Forrest & Faneuil	Welcoming/Including Women
13. Sophia Tannis: The European Transfer	The Labyrinth of Leadership for Women
14. Jerome – separate distribution	Women, Work & Family
15. Deloitte Dads – separate distribution	Men, Work & Family
<b>Women in Leadership: Strategies</b>	
<b><i>Case / guest / exercise</i></b>	<b><i>Topic</i></b>
16. Women Board Directors – Championing the Tough Issues	Becoming Influential
17. Managing Romance in the Office	Sex in the Workplace
18. Vlaad & Company: Recruiting Women in the Capital Markets	Job Interviews
19. Anjali Kumar: Negotiating a Job Offer	Negotiations
20. Diversity at JPMorgan Chase: Right is Good Enough for Me (A)	Changing Organizations