

Developing Emerging Women Leaders

Julianna Hynes, PhD
Julianna Hynes & Associates
jkinghynes@xlence.org

Why Develop Up and Coming Leaders

Currently, women make up 47% of the US workforce. Of that, 51.4% are employed in management, professional and related occupations (US Census Bureau, 2011); however only 2.4% are CEOs of Fortune 500 organizations (Catalyst, 2011).

The low representation in the top leadership positions suggests the possible existence of a glass ceiling in a number of organizations. In a report titled *The Glass Ceiling Initiative*, released by the US Department of Labor in 1991, US Labor Secretary, Lynn Martin, noted that the glass ceiling not only affects individuals but society as a whole as it significantly impacts the number of potential candidates for corporate leadership (Wrigley, 2002). Furthermore, by cutting the executive candidate pool by half, organizations and society are deprived of the diversity of thoughts and ideas that come with a more diverse leadership team (Tossi, 2005).

By 2014, the workforce is predicted to be older and more diverse (Tossi, 2005). Additionally, because of the aging baby boomer generation (those born between 1946 and 1964), who will be between 50 and 68 years of age in 2014, the participation rate of those in the workforce is expected to decrease as “the annual growth rate of the 25-to-54-year age group will be 0.3 percent, and that of the young age group consisting of 16-to-24-year-olds will be essentially flat” (Tossi, p.25). As a result, employers will be faced with the challenge of filling a number of positions that will be left vacant by the baby boom generation and particularly, senior management roles (Desvaux, Devillard-Hoellinger, & Meaney, 2008). Therefore, employers need to begin preparing now for the mass departure (that has already begun) by tapping into the readily available diverse talent pool in the 25 to 54 year age group.

Filling some of these vital roles with women will allow companies to better attract and retain more qualified employees in order to meet business goals and increase motivation, productivity and efficiency (Desvaux, Devillard-Hoellinger, & Meaney, 2008).

In addition to the baby boom exodus, employers need to be concerned with retaining their current female workforce as women, in particular, vacate corporate positions in order to seek more of a challenge, to have more of an opportunity to self-actualize, to better expand their skill sets and to have more control over their

future (Buttner and Moore, 1997). This leaves organizational leaders with the challenge of keeping the talent they do have by being mindful of each individual's unique needs for growth and development.

Consequences of Minimal or No Leadership Development

Because of a low representation of women in senior management and executive positions there are a number of potential consequences.

Besides impacting organizational decision-making because of the lack of diverse thoughts and ideas, as noted above, another consequence of having a scarcity of women in senior and executive positions is a dearth of highly successful female role models to inspire other young women in making similar career decisions (Nauta, Epperson, & Kahn, 1998). Younger women or those aspiring to similar top-level, top-paying positions do not have a wealth of opportunities to observe other women who have similar backgrounds become successful.

Additionally, because of the low representation, there is also a lack of same-gender mentors to provide psychosocial support, guidance, sponsorship, coaching, exposure, and visibility to younger, more inexperienced women along their career paths (Noe, 1988).

A final consequence of low representation is the scarceness of literature on women's career development paths, theories, and success strategies as most of the assumptions of career theory are based on the experiences of Caucasian men. As a result, career theory is primarily based on assumptions that just do not hold true for a number of professional women because of the societal, organizational, interpersonal and personal experiences of most women. Work is often not always paramount, career decisions are not easily made by the matching of personal competencies to the qualifications of the profession, career development is not always likely to be a linear, upwardly mobile path and one does not necessarily get rewarded and recognized for her tenacity and aptitude (Betz, 2002). Often a woman has to take into consideration more than just her career when pursuing a leadership role.

Therefore, there is an opportunity for professional women and the organizations that employ them, to thoughtfully consider and purposefully manage her career and leadership development.

Solution: The Women in Leadership Workshop Series

To begin address the above consequences, Julianna Hynes and Associates has developed a Women in Leadership Workshop Series designed for professional women who:

- recognize the need to assume an active part in charting, planning and implementing steps to achieve their career goals.

- recognize the value of being involved in meaningful interaction with others as they navigate the various challenges towards success in their chosen fields.
- desire to participate in facilitated discussions involving the sharing of pertinent information, exploration of solutions and the all-important opportunity to self-reflect.
- are in the process of assessing options in being more focused in an ever-increasing fast paced environment.
- are ready to jump start their professional journey by ensuring that their "tool box" is well stocked in order to interface in this highly competitive global market.

Participants get to engage in an interactive workshop that will stimulate their thinking, motivate them to take action and inspire them to envision a successful career with such topics as:

Career Visioning

Start your new year out right with mapping out your career vision and setting goals for success!

What is Your Leadership DNA?

This seminar will discuss the concepts of leadership, the different leadership styles to use in diverse situations and what means to be an effective leader at all levels of the organization.

Time and Stress Management

Do you find yourself late for many engagements, unable to keep commitments or feeling like people do not trust what you are saying? This seminar will help you learn how to manage your time more efficiently, ensure high personal and professional integrity (say what you mean and mean what you say) and effectively manage your stress while building your career.

Early Management Skills – Part A

How do you manage yourself professionally? Are your meetings effective? Do you give stellar presentations? Once a project is completed are you able to debrief with your team and identify what worked and what didn't? This seminar will help you focus on some of your more professional management skills.

Early Management Skills – Part B

We continue our early management discussion by learning how to create strategies and tactics for yourself, your team or your department and how to use visioning to motivate and inspire you to excellence.

Panel Discussion

Meet powerful women who will share their leadership successes, lessons, guiding principles and experiences that brought them to where they are today. You don't want to miss this motivating, encouraging and inspiring discussion!

Additionally, JHA can design other modules depending on the organizational need. Other topics include:

- ✓ Networking 101 – Building Your Professional Network
- ✓ How to navigate the political organizational terrain
- ✓ Becoming more visible – seeking out high profile projects
- ✓ The benefits of having a mentor

References

- Betz, N. E. (2002). Explicating an ecological approach to the career development of women. *The Career Development Quarterly*, 50, 335–338. Retrieved from <http://0-web.ebscohost.com.library.alliant.edu/ehost/pdf?vid=99&hid=107&sid=e24542d0-5d2b-4ac4-99ab-771d665137bc%40sessionmgr102>
- Buttner, H. E., & Moore, D. P. (1997). Women's Organizational Exodus to Entrepreneurship: Self-Reported Motivations and Correlates with Success. *Journal of Small Business Management*, 35(1), 34-46. Retrieved from <http://web.ebscohost.com/ehost/detail?vid=7&hid=110&sid=f89b3086-6908-419c-9a82-c3b1fc28134d%40sessionmgr104&bdata=JnNpdGU9ZWwhvc3QtbGl2ZSZzY29wZT1zaXRI#db=bth&AN=9704115709>
- Catalyst. (2011). *US Women in Business*. Retrieved from <http://www.catalyst.org/publication/132/us-women-in-business>
- Georges, D. (2008). *McKinsey Quarterly*. McKinsey & Company. Retrieved from https://www.mckinseyquarterly.com/A_business_case_for_women_2192
- Nauta, M. N., Epperson, D. L., & Kahn, J. H. (1998). A multiple-groups analysis of predictors of higher-level career aspirations among women in mathematics, science, and engineering majors. *Journal of Counseling Psychology*, 45(4), 483–496. Retrieved from <http://0-web.ebscohost.com.library.alliant.edu/ehost/pdf?vid=9&hid=103&sid=0a822701-8556-4332-9bf9-07c08d86c84b%40sessionmgr102>
- Noe, R. A. (1988). Women and mentoring: A review and research agenda. *Academy of Management Review*, 13(1), 65–78. Retrieved from <http://0-web.ebscohost.com.library.alliant.edu/ehost/pdf?vid=13&hid=103&sid=0a822701-8556-4332-9bf9-07c08d86c84b%40sessionmgr102>
- Tossi, M. (2005). *Monthly Labor Review Online*. Bureau of Labor Statistics. Retrieved from <http://www.bls.gov/opub/mlr/2005/11/art3full.pdf>
- US Census Bureau. (2005-2009). *American Community Survey*. Retrieved from http://factfinder.census.gov/servlet/STTable?_bm=y&-geo_id=01000US&-qr_name=ACS_2009_5YR_G00_S2401&-ds_name=ACS_2009_5YR_G00_
- Wrigley, B. J. (2002). Glass ceiling? *What glass ceiling?* A qualitative study of how women view the glass ceiling in public relations and communications management. *Journal of Public Relations Research*, 14(1), 27–55. Retrieved November 24, 2006, from <http://0->

web.ebscohost.com.library.alliant.edu/ehost/pdf?vid=37&hid=109&sid=8af126
0c-0629-4cdc-a853-96061bb389c8%40sessionmgr109