
LEADERSHIP AND WOMEN

AREA: ABILITIES

COURSE Nr 80

SESSIONS: 5
CREDITS: 1

PROFESSOR: **CELIA DE ANCA**

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Director of the Centre for Diversity in Global Management

When approaching the subject of diversity in the corporate world, Celia de Anca is looking more deeply and broadly than many other specialists in this area. She sees diversity in terms of three concentric circles or layers and is interested in establishing the different tools needed to train people at these different levels.

On the outer layer, she says, are the marketing and communications activities companies put in place around diversity, while the central layer concerns more practical issues such as encouraging work-life balance, providing maternity leave or accommodating employees with a disability. At the inner core is what culture and gender can bring to the business.

It is this inner core Prof de Anca finds most compelling and is what she believes brings the most value to those companies that get it right. "You can have a flexible place to work, and you need marketing, but if you want to really learn about diversity you have to go deeper," she says. And for the Spanish-born professor, diversity means more than simply gender or ethnicity. It also encompasses personal characteristics. "Just because you have a woman on the board, doesn't necessarily mean you have sensitivity," she says.

Prof de Anca also believes that her work is filling a gap between a strictly academic approach to diversity and the hands-on diversity training conducted by consultants and in-house corporate learning departments. "At business schools, we can give more depth to what corporations are doing but we also need to take on board more of the practicality that corporations and consultants use in their teaching."

She also spreads her knowledge and experience beyond business school walls. Part of this is reading papers at international conferences and publishing articles in specialist magazines. But Prof de Anca also organises training and mentoring programmes for female entrepreneurs in Latin American and Islamic countries, and has run and managed educational projects in the Middle East for 10 years. She is a member of the Ethics Committee of Morgan Stanley's Ethics Fund, Spain and a member of the International Scientific Committee of the UNiversity Euromed in Marseille, France.

Academic Background

PhD in Philosophy, Universidad Autónoma de Madrid, Spain

BA in Arabic Philology, Universidad Autónoma de Madrid, Spain

Master's Degree in European Community Studies, Universidad Politécnica, Madrid, Spain

Master's Degree in International Relations, Fletcher School of Law and Diplomacy, Boston, USA

Academic Experience

Professor of Global Diversity, Instituto de Empresa, 2002 to present

Director of the Centre for Diversity in Global Management, Instituto de Empresa, 2002 to present

Regular researcher for the Centre for International Mediterranean Studies (TEIM)

Corporate Experience

Assistant to the Vice-President, International Financial Institutions, International Division Banco Santander, Madrid, Spain

Co-ordinator of Development Projects, Centro de Promoción de Investigación Iberoamérica Europa (CIPIE)

Director of Corporate Programmes, the Euro-Arab Management School (EAMS) Granada, Spain

INTRODUCTION:

Women leaders worldwide are gaining important positions in the corporate world and other professional environments. Today's International organizations are increasingly open to the idea that women can act as a catalyst for the organization's capacity to innovate.

The workshop will focus on reviewing the international environment of women leaders, and discussing different strategies for career management as well as the challenges and opportunities that women face in their professional careers.

OBJECTIVES

- Identify features of Women in Leadership that exist worldwide.
- Open dialogue about what is holding women back: including the preparation of a list of common barriers & issues in the different regions
- Analyse suitable instruments for women's career enhancement
- Understand how mentoring and women's networks can be used as a tool for career enhancement
- Discuss the options and choices for professional women across regions; including issues like women's social & work roles.

METHODOLOGY

Three key aspects need to be explored and understood when talking about women's leadership. First of all it is important to talk about the **social aspects** of women's leadership, to understand the existence of women's social roles and to discuss potential differences across countries. Second, the different strategies currently used by **organizations** to retain women's talent need to be analyzed. Finally participants need to be aware of the **individual opportunities and choices** women have in their careers.

The 5 sessions that comprise this workshop will be thus divided into two methodologies:

1- Theoretical Approach: The first part of the workshop will focus on a theoretical analysis of the international environment and on the different instruments used by international organizations to retain women's talent.

2- Group work and group dynamics: Group work and different dynamics will be used to help participants apply theoretical tools to individual experience.

PROGRAMME

SESSIONS 1 & 2:

Theme: Options & Elections of Women Business Leaders: A cross-cultural perspective
After a brief analysis of the international environment, participants will develop a group perspective of barriers to professional, personal and career development and different corporate strategies for enhancing women's careers.

Readings:

- 1- Peter Capelli and Monika Hamori, *The new Road to the Top, in Harvard Business Review on Women in Business*. HBR 2005
- 2- Maria Consuelo de Santa Maria; *From the third world comes the third woman*. At the conference "Arab Women in the XXI Century a Business Opportunity" IE Business School, Madrid, June 30 & July 1, 2003

SESSIONS 3 & 4:

Theme: Key instruments for Women's career advancement: mentoring and the use of networks. These sessions will help identify areas where women's networks and mentoring can help, including:

- Why a mentor?
- How a mentor can help in career progression, (advancement as well as personal development)
- Mentoring vs Coaching
- How to find a mentor
- How to maximize the mentor's experience

Participants will work in a group on women's networks to help identify:

- The usefulness of women networks
- How to identify the most convenient network
- How to use international women networks efficiently.

Readings:

- 1- Laura L. Bierema, Women's Networks: A Career Development Intervention or Impediment? In *Human Resource Development International* Vol.8, n° 2 2007 – 224 June 2005. pp 208-225
- 2- Nicola Stevens and Mirella Visser, Mentoring and its Benefits for Women, in *Women@Work* N° 7. PWN. February 2007. www.EuropeanPWN.net. Pp18-27

SESSION 5:

Theme: *Can an executive career be planned?*

The last session will debate some of the issues involved in the planning of an executive career, including: What skills are needed to grow within a company to management positions? Are there differences between the needs of women and men?

Class Preparation.

Please go to the Diversity Community <http://communities.ie.edu/> and download the conference given by Ms. Isabel Linares, President of the Sanitas Foundation, member of the Sanitas Board of Directors on Thursday, March 22nd 2007. From 19:30h to 21:00h

Before the class, participants are requested to participate in the open forum entitled "Can an executive career be planned?" held by the diversity community at <http://communities.ie.edu/>

ADDITIONAL BIBLIOGRAPHY

- 3- Cranny-Francis, Anne; Waring, Wendy; Stavropoulos, Pam and Kirkby, Joan Gender studies, Terms and debates, Palgrave Macmillan 2003
- 4- *Bottom Line: Connecting Corporate performance & gender Diversity*. Catalyst Report. Catalyst 2004.
- 5- *Breaking through the glass ceiling, Women in Management* . Updated 2004. ILO. Geneva 2004
- 6- Celia de Anca & Cornelia Geissler, *Wenn Manner Frauen Fordern*, Harvard Business manager November 2006 pp 108-119
- 7- Cruzado, Marisa y Velasco, Asunción ed. *¿Vives o Trabajas?; Flexibilidad Laboral y Equilibrio Personal general rentabilidad y satisfacción* LID Editorial Empresarial. 2005.
- 8- Francine D. Blau & Lawrence M. Khan, *The Gender Pay Gap : Have women gone as far as they can ?* in *Academy of Management Perspectives*, February 2007pp 7-23
- 9- Heller, Lidia. *Las que vienen llegando, Nuevos estilos de liderazgo femenino*. Grupo Editor Latinoamericano. Buenos Aires. 1999
- 10- Joan Tarzian, *Spanish Women: Breaking the Glass Ceiling*, *BusinessWeek Europe* January 8, 2007<http://www.businessweek.com/globalbiz/europe/>.
- 11- *La conciliación clave para igualdad laboral de la mujer*, en la *Gaceta de los negocios*, 14 de Marzo del 2005
- 12- Lynch, F 1997, *The diversity machine, the drive to change the white male workplace*, Free Press, New York, 1997.
- 13- *Mujer y Empleo, opciones y decisiones*, Círculo de progreso. Madrid 2005
- 14- *Panorama sociolaboral de la mujer en España*. Numero 39, primer trimestre 2005. Consejo Económico y Social
- 15- *Quality of Women's work and Employment, Tools for change*. European Foundation for the Improvement of Living and Working Conditions. Foundation Paper N° 3. December 2002. www.eurofound.eu.int
- 16- Sylvia Ann Hewlett & Carolyn Buck Luce, *Off Ramps and On-Ramps: Keeping the talented Women on the Road to Success* in *Havrvard Business Review on Women in Business*. HBR 2005 pp 1-29
- 17- Susan Vinnicombe and Val Sigh, *Developing Tomorrow's Women Business Leaders*, Chapter in R.Burke and D. Myerson (eds) *Advancing Women's Careers: Research and Practice*, Blackwells, 2002
- 18- Susan Vinicombe and Dr Val Singh, *The Female FTSE Report* 2006.
- 19- Virginie Martin et Isabelle Pignatel. "Les instances de pouvoir des 500 premiers groupes français: un monde androcentrique", *EUROMED Marseille* May 2004
- 20- Virginie Martin ed. *Au delá D'un monde Gris Franelle*, Ed Euromed Marseille. 2006.
- 21- Veronique Bourez: *Women on Boards : Moving beyond Tokenism*. EPWN. Abril 2005. www.EuropeanPWN.net.
- 22- Wharton Amy S. *The sociology of Gender* Blackwell UK 2005
- 23- *Women in Financial Services: the Word on the Street*. Catalyst 2001. www.catalystwomen.org.
- 24- *Women in Leadership a European Business Imperative*. The Conference Board- Catalyst 2002. www.catalystwomen.org.