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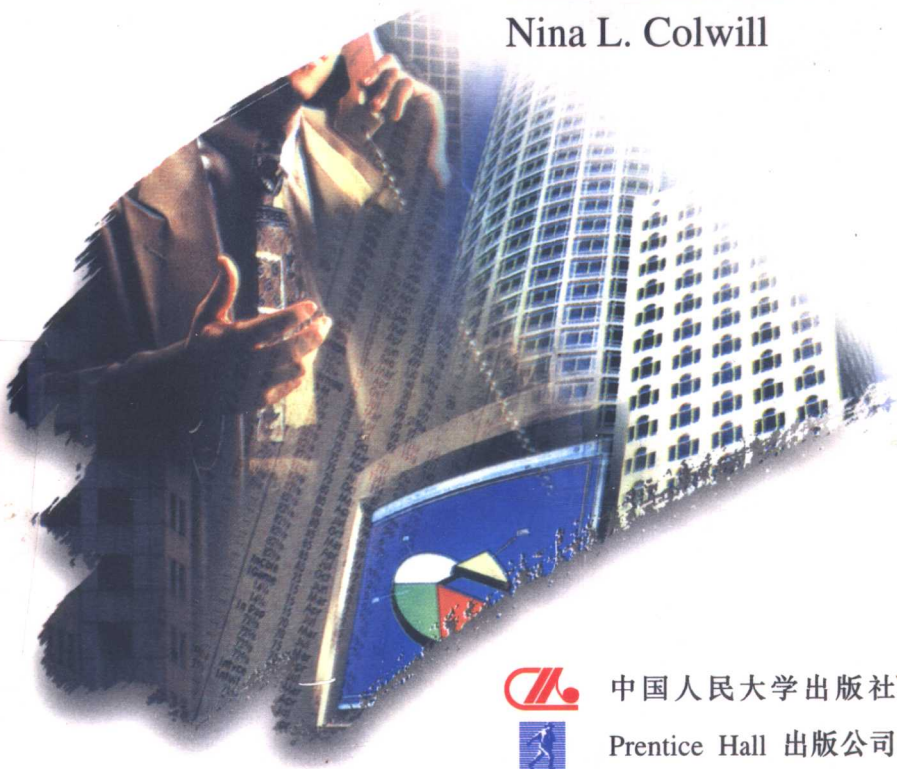
工商管理精要系列·影印版

管理中的女性

WOMEN IN MANAGEMENT

苏珊·文尼科博 著
尼娜·L·科维尔

Susan Vinnicombe
Nina L. Colwill



中国人民大学出版社



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《工商管理精要系列·影印版》

出 版 说 明

《工商管理精要系列·影印版》是中国人民大学出版社和西蒙与舒斯特国际出版公司继《工商管理经典译丛》之后，共同合作出版的一套大型工商管理精品影印丛书。

本丛书由欧洲著名管理学院和管理咨询公司的教授和专家撰写，它将 90 年代以来国际上工商管理各专业的最新研究成果，分门别类加以精练浓缩，由享誉世界的最大教育图书出版商 Prentice Hall 出版公司出版。每一本书都给出了该专业学生应掌握的理论框架和知识信息，并对该专业的核心问题和关键理论作了全面而精当的阐述。本丛书虽然篇幅不长，但内容充实，信息量大，语言精练，易于操作且系统性强。因此，自 90 年代初陆续出版以来，受到欧洲、北美及世界各地管理教育界和工商企业界读者的普遍欢迎，累计发行量已达数百万册，是当今国际工商管理方面最优秀的精品图书之一。

这套影印版的出版发行，旨在推动我国工商管理教育和 MBA 事业的发展，为广大师生和工商企业界读者，提供一套原汁原味反映国外管理科学研究成果的浓缩精品图书。有助于读者尽快提高专业外语水平，扩大知识面，掌握工商管理各专业的核心理论和管理技巧。

本丛书可作为管理院校的专业外语教材和各类企业的培训教材，对于那些接受短期培训的企业管理者、MBA 学生，以及想迅

速了解工商管理各专业核心领域的师生来说，本丛书更是极具价值的藏书和参考资料。

为了能及时反映国际上工商管理的研究成果，中国人民大学出版社今后将与 Prentice Hall 出版公司同步出版本丛书的其他最新内容并更新版本，使中国读者能借助本丛书，跟踪了解国际管理科学发展的最新动态。

1997 年 8 月

Preface

Organisations need talented women in their core jobs, therefore, not only for reasons of social fairness, important though that is, but because many of those women will have the kinds of attitudes and attributes that the new flat flexible organisations need. If they screen out the women they will handicap their futures.

Charles Handy¹

Why is there a need for such a book? Consider the following five illustrations.

1. Britain's top woman surveyor, Mary Dent, went into the profession because she read on the back of a Quaker Oats packet, 'Why not let your daughter become a surveyor?'² She is Executive Director of Planning and Conservation with the Royal Borough of Kensington and Chelsea. In 1992 she was elected President of one of the divisions of the Royal Institute of Chartered Surveyors.

Today women make up 17 per cent of the student membership of the Royal Institute of Chartered Surveyors but only 5.6 per cent of associates and fellows. Of student chartered accountants 37.1 per cent are women, but women form only 14.3 per cent of qualified members of the Institute of Chartered Accountants.³

2. Hilary Heilbron QC is one of only 41 women QCs of a total of 760 QCs. She is chairman of the Bar Council's Sex Discrimination Committee which produced a watershed report on sex discrimination at the Bar in 1992, commissioned by the Bar Council and the Lord Chancellor's Department. The report concluded that there is 'substantial evidence

of early and continuing unequal treatment between the sexes at many levels of the profession'.

Women now account for 20 per cent of independent barristers. In 1991, 42 per cent of those called to the Bar were women, yet at judicial level there are no Lords of Appeal in Ordinary, one woman Lord Justice of Appeal of 27, 3 women High Court Judges of 83 and only 19 women circuit judges of 421.

3. Alison Halford, who became the first woman Assistant Chief Constable after 20 years of service, abandoned sex discrimination allegations against the Police Force and retired at 52. Her 40-day acrimonious court case was financially backed by the Equal Opportunities Commission, costing £1.2 million. Of the 86 posts of Chief Constable and Deputy Chief in England and Wales none is held by a woman.
4. Abigail Kirby-Harris, a former Army Captain, has filed a claim against the Army for £500,000 damages because she was dismissed from her Officer's post for becoming pregnant. The Ministry of Defence has already paid out £30 million in compensation to ex-servicewomen discharged while pregnant.
5. The Arthur Anderson Corporate Register, which surveyed all 20 000 public-company directors in Britain in 1994, found that despite a quarter of a century of equal opportunities, there were only 234 women directors, holding between them 113 executive directorships and 155 non-executive posts.⁴

The year I was born – 1948 – was the first year that women were permitted to attend Oxford University. But such progress – late in coming in the academic world as it was – has not been matched in the management world. Women were not allowed into the Stock Exchange, for example, until as late as the 1970s. 'Too rough, my friend', explained one pinstriped man, interviewed at the time, saying that there was too much shoving and pushing on the floor of the Stock Exchange and that the 'fair and fragile sex would be trampled underfoot'.

Kate Saunders, a journalist, writes about Opportunity 2000 three years after its fanfare launch by John Major in 1991:

When you begin to restore an ancient fresco caked with centuries of soot, the first little clear patch will have the effect of making the rest look dirtier. The optimistic third annual report from Opportunity 2000, the government-backed campaign for a more woman-friendly workforce, only highlights our pitiful lack of progress and the immensity of the task ahead.

Opportunity 2000 has 275 member companies in the public and private sectors, covering more than 25 per cent of the workforce.⁵

The obstacles to women taking their rightful places in the running of business and industry are still formidable and, some would argue, growing more intractable. The realignment of power needed to change the position of women in the working world is only gradually beginning to inch forward and may not make appreciable gains before the millennium.

Meanwhile, the male-dominated business world is denying itself the remarkable contributions women could make to wealth creation and the provision of services, and indeed are making, whenever opportunities for them to take visible roles in the management sphere are open to them. Part of this contribution is the sense of collaboration, cooperation, participation, empowerment, credit-sharing and involvement that women bring instinctively to their jobs. As the American feminist, Gloria Steinem, pointed out:

Women tend to define power differently . . . traditional definitions of power have a lot to do with the ability to dominate other people and benefit unfairly from their work . . . We, as women, on the other hand, tend to define power as the ability to use our own talents and to control our own lives.⁶

If the radical re-engineering of companies continues to reshape them into small teams more responsive to customers, more sensitive to people and more in touch with their global markets, the need for women managers should grow exponentially. Already, management experts on both sides of the Atlantic are claiming that the management style of women better fits the demands of new organisations than their male counterparts.

Management guru Charles Handy puts it forcefully:

For these jobs the organisations want quality people, well educated, well skilled and adaptable. They also want people who can juggle with several tasks and assignments at one time, who are more interested in making things happen than in what title or office they hold, more concerned with power and influence than status. They want people who value instinct and intuition as well as analysis and rationality, who can be tough but also tender, focused but friendly, people who can cope with these necessary contradictions. They want, therefore, as many women as they can get.⁷

Women in management is not a new topic, but it now has a new urgency; whereas in the past parallels were drawn between civil rights struggles and equal opportunities became the watchword for women everywhere with controversy around quotas and affirmative action. Today a clear business case can be made for increasing women's participation at all levels in the workforce. The business case for expanding the numbers and elevating the positions of women management is rooted in the context of managing employee diversity as a vital resource. Gender is one of six

primary dimensions of diversity – those immutable human differences that are inborn and which exert powerful impact throughout a person's entire life. (The other primary dimensions of diversity are age, ethnicity, physical abilities/qualities or (disabilities) race and sexual/affective orientation.)

The business case for increasing women in management therefore rests on three major supporting arguments:

1. Women's natural work style fits in better with the changes in jobs and the changing structure of organisations than their male counterparts' work style.
2. Women can give companies a competitive advantage in the global marketplace by helping them reflect better in their management teams the gender make-up of the markets into which they are selling.
3. Skilled women are a vital resource. As demographics result in a shortage of skilled employees in the run-up to the new millennium and beyond it will be imperative to recruit more women into management.

The business case for more women in management starts by looking at the predicted radical changes in work itself and those already taking place. Re-engineering, using self-managing teams, flattening hierarchies, designing computers to do routine work, using new technology to deliver complex information systems to frontline employees, thereby eliminating intermediaries, dejobbing or downsizing will make many jobs redundant.

The focus will shift from structured jobs to the work that needs to be done, from traditional job holders to competent people who are flexible in their approach to work, not worried about status and the trappings of status, entrepreneurial, empowering, flexible, multi-tasking, capable of working in self-managing teams, employee-nurturers, and good verbal communicators. These traits and qualities favour women managers and their preferred natural ways of working. This close fit between women and the changing nature of work and managerial style should, of itself, increase a company's desire to hire and to retain and promote qualified women managers.

There are human resources issues favouring the recruitment of more women managers. As career ladders disappear, managers will be expected to have portable career portfolios and the emphasis will shift from career development in one company to personal development in many.

Since personal development and intrinsic work satisfaction motivates women more than traditional career development up the hierarchy, with its associated package of salary, status and company perks, women are again better suited to embrace the kinds of careers on offer in organisations.

Women have always needed to take a more holistic approach to life, balancing work with family needs. As the structure and attitudes of society change towards management, more single parent families and women with elderly relatives will be at an advantage in dealing with these future changes.

Management in the Millennium, a report by Britain's top firms, looked into the skills needed in the next century. These skills naturally favour women – and include interpersonal skills, change management, communication skills, the ability to listen and to relate to others. Ten years ago there were only a dozen women branch managers at Abbey National. Today there are 315 women branch managers, half the total number. Jane Ageros, Head of Corporate Affairs at Abbey National plc, says that many of these women bank managers will move up into more senior positions and that the trend is 'unstoppable'.

In a BBC *Panorama* programme 'The Future is Female'⁸ Professor Dennis Malfese of the University of Southern Illinois said: 'If our future society tends to continue to develop the way it is, in terms of becoming more complex [requiring] information managers, relying on verbal skills, the creation of documents, the assimilation of information, one would suspect that's going to advantage females a great deal.'

In the UK one million new jobs, mainly part-time jobs for women, will be created between now and the year 2000, according to the Institute for Employment Research of Warwick University. This increase, the Institute predicts, will come from cyclical recovery rather than long-term growth. Unfortunately this spurt in employment growth will be offset by a continuing decline of male full-time employment and unemployment will remain above the 2 million mark until the end of the century. On the positive side the Institute's predictions include a growth in industrial output of 3.3 per cent per year from 1993–7 and an increase in individual productivity by 2.7 per cent – the best performance for 40 years.

By 2010 Caucasian males will account for less than 40 per cent of the total American labour force, according to the research report of the Hudson Institute.⁹ Of the more than 20 million jobs that are expected to be created in the United States in the run-up to the new millennium, women and people of colour are expected to fill 75 per cent of them. Diversity in gender, age, ethnic heritage, physical ability, race and sexual/affectional orientation are increasing in the workplace as US society becomes more culturally diverse. In Europe in general by 2025 more than 20 per cent of the population will be over 65 years old. Eighty per cent of the new entrants to the labour market could soon be women.

There is a marketing advantage that comes from increasing women and the other minorities in the workforce. As the EU draws its member states into ever-closer union, as barriers between countries collapse and mobility of labour increases and as markets become increasingly global, there are

strong strategic and marketing reasons for having a diverse senior management team that reflects the pluralistic and global markets into which a company is selling. If the marketplace continues to become more and more multicultural and if the purchasing power of women continues to rise, there are advantages to reflecting this rainbow perspective within a company's own management.

As Rosabeth Moss Kanter observed:

Today both women and men have a stake in equal opportunity issues. Full development of human resources is a key competitive advantage in the knowledge society. Meritocracy – letting talent rise to the top regardless of where it is found and whether it is male or female – is essential to business success in free-market economies. Within this context, the quality of women in the work force is no longer a politically correct luxury. It has become a competitive necessity.¹⁰

Demographics indicate a scarcity of skilled workers in the first decade of the next century. Recognising this, companies are framing policies and developing implementation strategies on managing employee diversity as a vital resource. The argument is a simple one – as skilled diverse employees (women, racial minorities and others) recognise their value as scarce resources, they will look to companies with proven track records (not simply hastily drafted policies) of managing women and diverse employees before accepting positions. Those companies whose boards and senior management teams mirror a real commitment to women and to other diverse employees will have a competitive advantage in recruiting the skills and mix of management needed to thrive.

Beyond the business case for increasing women in management there still remain the strong philosophical, ethical, social and political arguments of ending discrimination of all types in the workplace. The arguments supporting women's role in management converge from all directions. It has not been easy, in writing this book, to examine each argument discretely. Perhaps it is not even necessary to do so since all that rises must converge.

The Essence of Women in Management, then, examines the rationale for expanding opportunities for women to achieve a more equal representation in management positions. It explores research on the status of women managers in Europe, analyses female roles in organisations, looks at the balancing act between work and family, examines the plethora of research on sex differences and illuminates the underlying issue of power and powerlessness. The book puts forward strategies for shattering the artificial glass ceilings to women's advancement to senior management posts. These strategies include women-only training, networking, mentoring protégés, assessment and the Government's intervention for women managers: Opportunity 2000.

Of course, many of the underlying issues here have a long history. Jane Austen (1775–1817) complained about the inequalities between men and women of her own day. ‘Yes, yes, if you please, no reference to examples in books’, she wrote. ‘Men have had every advantage of us telling their own story. Education has been theirs in so much higher a degree; the pen has been in their hands, I will not allow books to prove anything.’

We offer this slender volume to you, dear reader, to help redress the balance.

SUSAN VINNICOMBE

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Acknowledgements

Victor Hugo's words 'Nothing can withstand the force of an idea whose time has come' are true and apply aptly to the theme of this book of increasing numbers of women in management; but while the idea creates its own momentum and is invincible, it is extremely useful to have help with such an idea.

The help we have had has come from many quarters – from our students, from colleagues, from our Universities and from the women managers with whom we have worked in many different countries. They have all contributed to our understanding of the complex issues facing women managers.

Particular thanks go to Joan Edwards who typed most of this book from early drafts to finished manuscript. Tammy Wright took responsibility for the chapters written in Canada and receives our gratitude. Erla Colwill Anderson produced the index for the book and deserves our thanks. Lastly, this book would never have reached conclusion without the constant chasing, encouraging, coaching and monitoring of John Bank, whose help was greatly appreciated.

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European Women in Management

Susan Vinnicombe and Jane Sturges

Rather than just responding to the Economic Community's policies, women need to be at the centre of the debate about the single market and its effect on women. The women's movement will increasingly have to look at campaigns to extend women's rights with a European and international focus.

Jane Pillinger¹

Forty per cent of the European workforce is female, according to statistics compiled by the European Community. Yet women's entry *en masse* into the workplace has by no means guaranteed them access to top jobs on a similar scale. With accurate figures hard to come by, an optimistic estimate suggests that just 10 per cent of European managers are female. When one considers senior management positions, the figure is far smaller.

The influx of women into the European workforce has been one of the dominant social trends during the past 30 years: women are entirely responsible for the growth in employment in the EU since the 1960s. Between 1965 and 1991, the number of women employed within the European Community rose from just under 40 million to just over 53 million. During the same period, the number of men employed fell slightly from 83 million to 82 million.²

In particular, the activity rate of women of prime working (and child-rearing) age, that is aged 25 to 49 years, has risen dramatically. In some countries, such as Denmark, Finland and France, most women continue in employment after they have children and in others, such as Germany and the UK, women's working careers are also showing less signs of interruption. By the end of the century in many European