

# Business Women Leaders and their Professional Support Systems

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# Agenda

- ▶ Facts
- ▶ Research Questions
- ▶ Rationale
- ▶ Theory
  - ▶ Professional support systems
  - ▶ Mentoring
  - ▶ Networking
  - ▶ Self-education & Training
- ▶ Method
- ▶ Results
- ▶ Drawbacks of the study
- ▶ Conclusion

# Facts

- ▶ Fortune 500 high-tech companies women make up only 11.1 percent of corporate officers.
- ▶ Matz (2001) study on *Women leaders, their style and confidence* shows that low self confidence correlates with the limited access to educational and professional support systems (p.1).
- ▶ Catalyst reported it is a “male-dominated business culture, poor recruitment and professional development, and work-life balance issues” that holds women leader back regardless of the industry.

- ▶ Catalyst (2003). Women in corporate management survey, Catalyst, New York.
- ▶ Matz, S. I. (2001), Women leaders their styles, confidence and influences. CA: Proquest.

# Research Questions

- ▶ What professional support systems are currently being utilized by women business leaders?
- ▶ What professional support systems are currently being utilized in USA & Canada Asia, Central and Eastern Europe?

# Rationale

- ▶ Knowing what professional support systems are being utilized can assist in further research on female leaders (PSS help female leaders to be more confident and successful)
- ▶ Conducting following study will uncover the gaps. ( female leaders don't utilize some of the support systems)
- ▶ Cross cultural aspect of the study will help to share the knowledge – provide the potential support for global female leaders
- ▶ The results will aid the young female leaders – educational manual on professional support systems

# Theory (Professional Support systems)

- ▶ There is not one single clear definition of what exactly professional support systems are.
- ▶ Vanessa DiMauro and Gloria Jacobs in their presentation to the American Educational Research Association Annual Meeting in San Francisco in 2003, referred to Professional support systems as “opportunities for teachers to take active roles in their professional community”.
- ▶ It was referred to “promotion to recognize their leadership outside of the classroom” where critical components of the professional support systems (PSS) are **networks** and **mentoring** each other (AERA, 2003).
- ▶ Other sources connected professional support systems with furthering **one’s own development**, where support systems should be available for all of general education (Eastern, 2005).

# Theory (Mentoring)

- ▶ One problem in the mentoring literature as stated by Robin Redner (1999) is “the lack” of one comprehensive, yet functional definition of mentoring”
- ▶ Mentoring has been defined as a developmental relationship in which a less experienced organizational member receives help and guidance from a more experienced member with the aim of improving the career opportunities and growth of the junior person (Kram, 1985).
- ▶ Kram, K.E., & Isabella, L.A. 1985. Mentoring alternatives: The role of peer relationships in career development. *Academy of Management Journal*, 28: 110-132.



# Theory (Networking)

- ▶ A “network” can be defined as the pattern of ties linking a defined set of persons or social actors. Each person can be described in terms of his or her linkages with other people in the network (Burt, p.6).
- ▶ According to Burt’s theory (1992; 1997), networks rich in structural holes provide ego with three primary benefits: more unique and timely access to information, greater bargaining power and thus control over resources and outcomes, and greater visibility and career opportunities for ego throughout the social system.
- ▶ Burt, R. S. 1992. Structural holes: The social structure of competition. Cambridge, MA: Harvard University Press.
- ▶ Burt, R. S. 1997. The contingent value of social capital. *Administrative Science Quarterly*, 42: 339-365.



# Theory (Self- education & Training)

- ▶ Val Singh (2003) in her survey on UK directors discovered a need for further intellectual development (p.328).
- ▶ Other professional support systems for female business leaders according to Vinnicombe S.; Singh V. are women-only trainings.
- ▶ Singh.V. & Vinnicombe S. (2003) Locks and keys to the boardroom. *Women in Management Review* Vol.18, pp. 325-333
- ▶ Vinnicombe, S., Singh, V. and Sturges, J. (2000), "Making it to the top in Britain", in Burke, R. and Mathis, M. (Eds), *Women on Corporate Boards of Directors: International Challenges and Opportunities*, Kluwer, Dordrecht.

# Method

## SELECTION

- ▶ 125 female business leaders in United States (East Coast), Europe (UK, Slovak Republic) and Pakistan
- ▶ Entrepreneurs, CEO, middle management, Junior Management
- ▶ Mailing lists; internet

## ▶ PROCEDURE

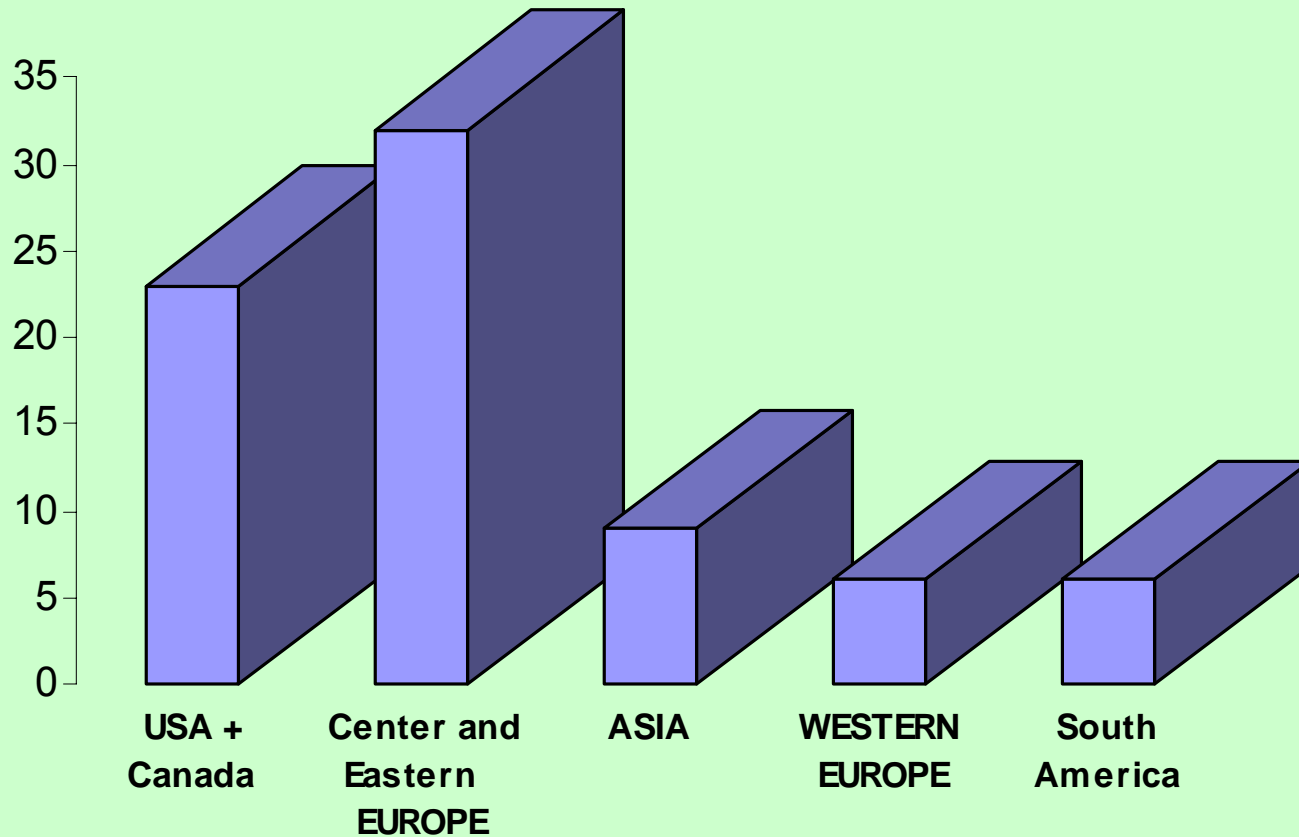
- ▶ Mailing, emailing
- ▶ Reminder postcard will be mailed /emailed 3weeks later

# Method cont.

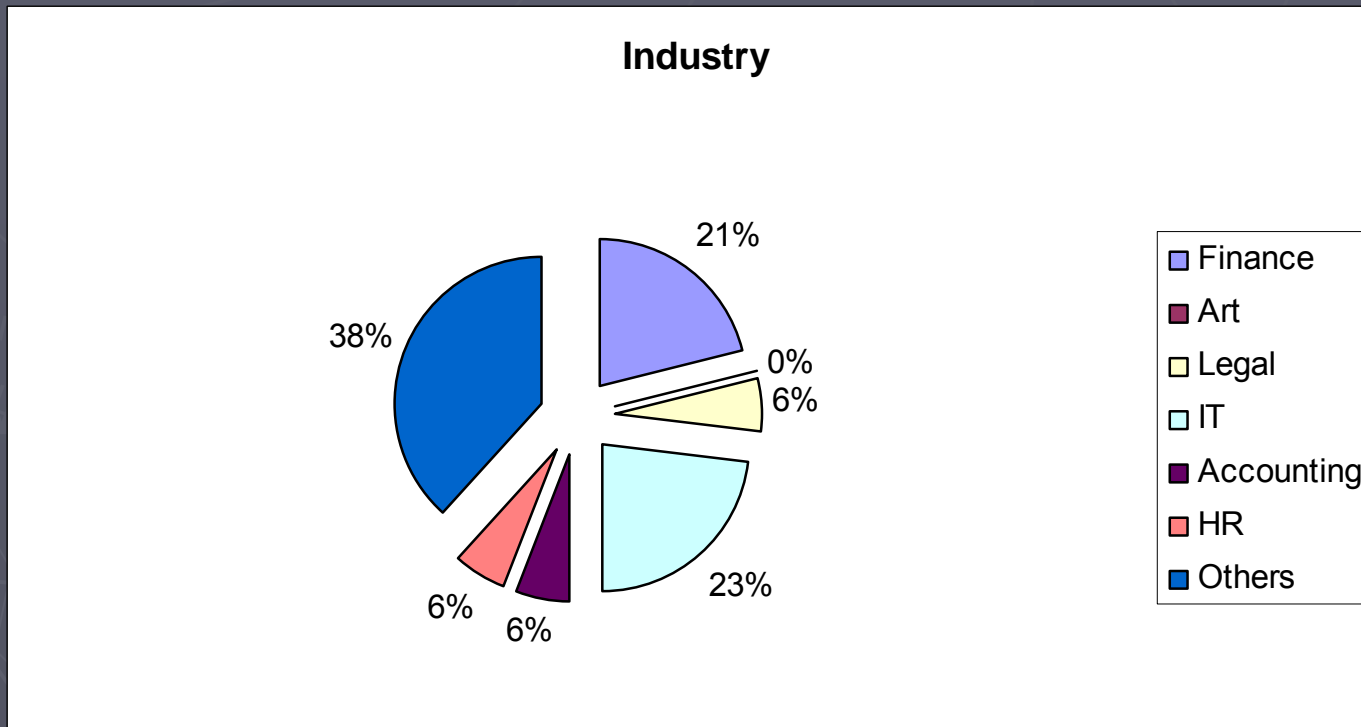
## INSTRUMENT

- ▶ The items were created based on the theory/ rationale of professional support systems.
- ▶ three sections: mentoring, networking and self-education and training.
- ▶ the section on mentoring has 8 items, section on networking 6 items and section on self-education & training 8 items.
- ▶ The inter-rater reliability was 0.95.
- ▶ Time to fill out the survey :15-20 minutes

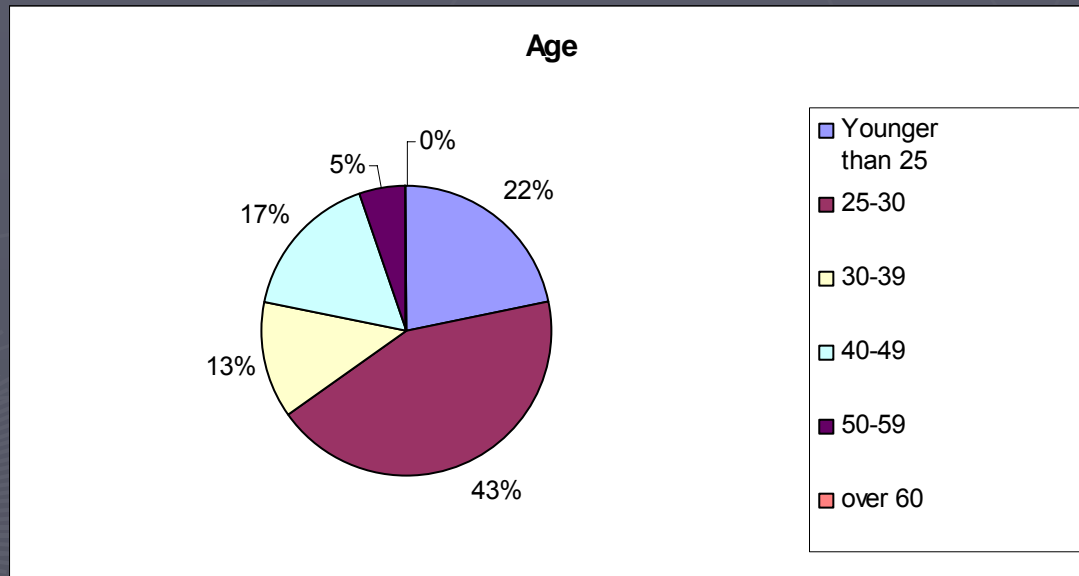
# Demographics (Participants)



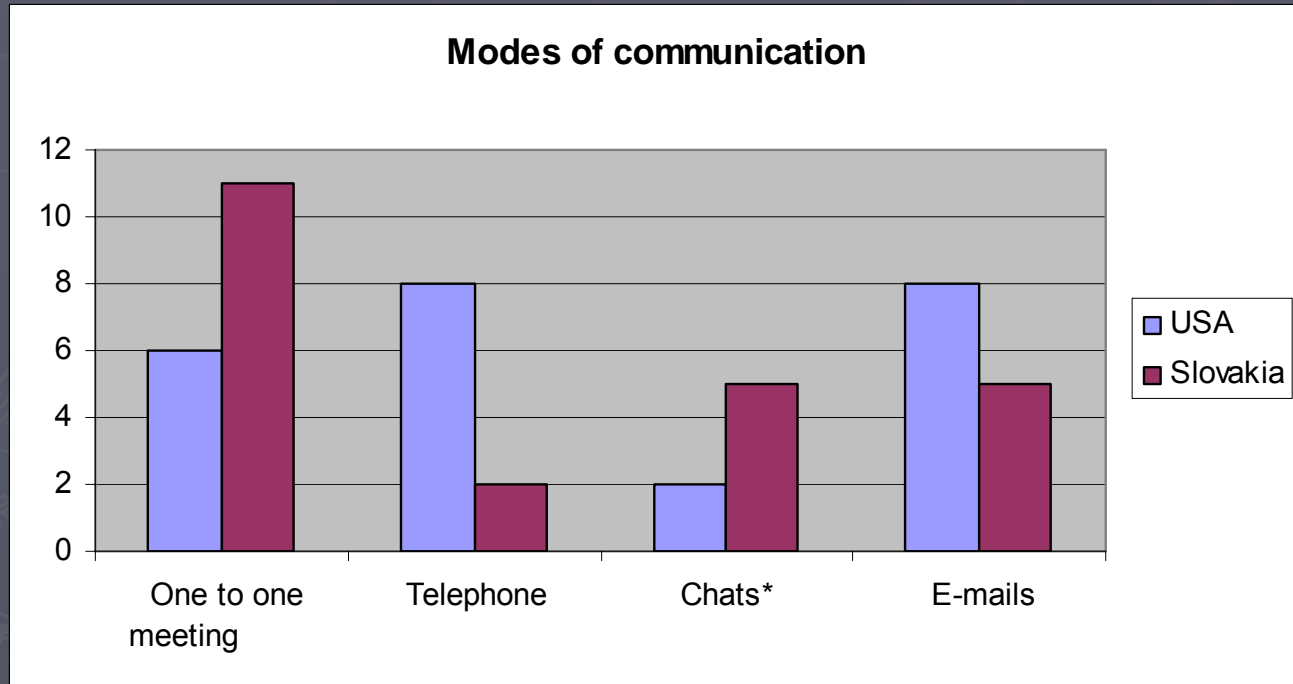
# Demographics (Industry)



# Demographics( Age)

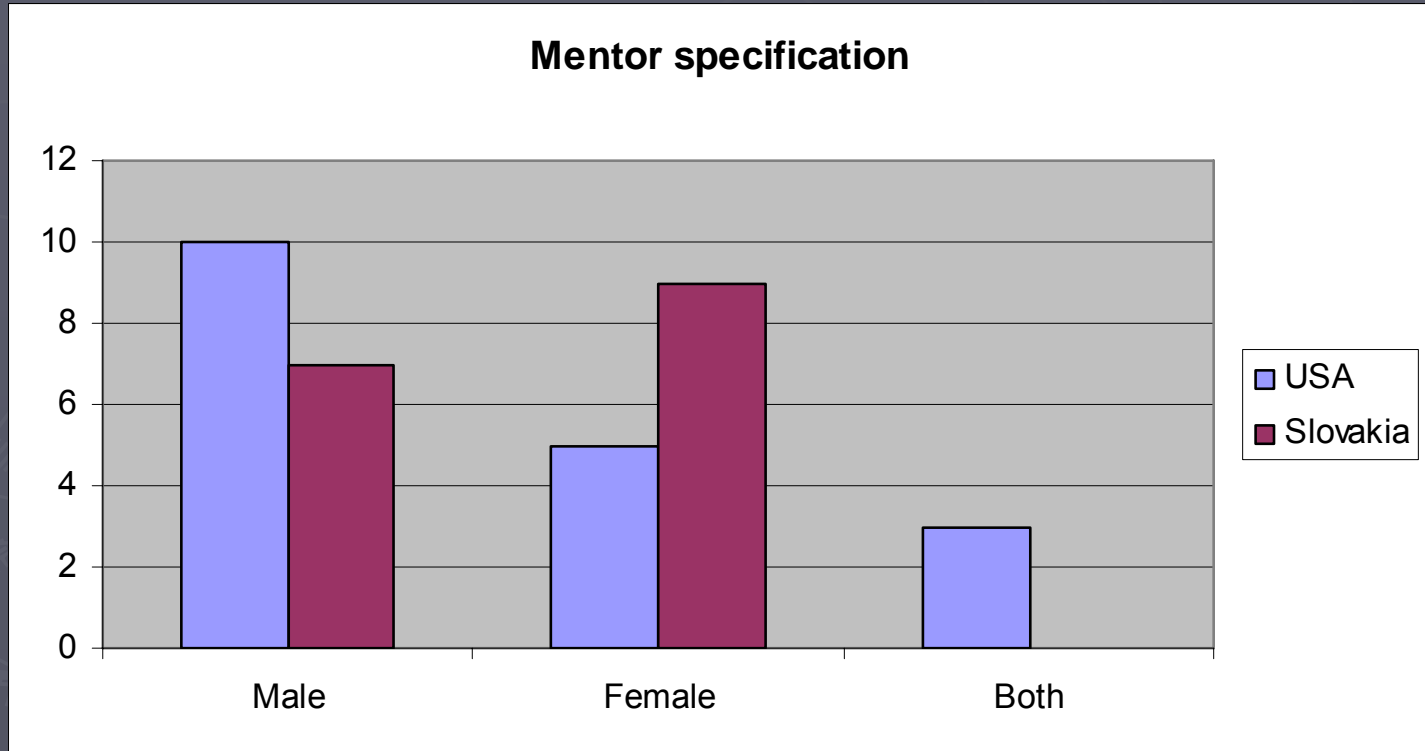


# Results ( mentoring )

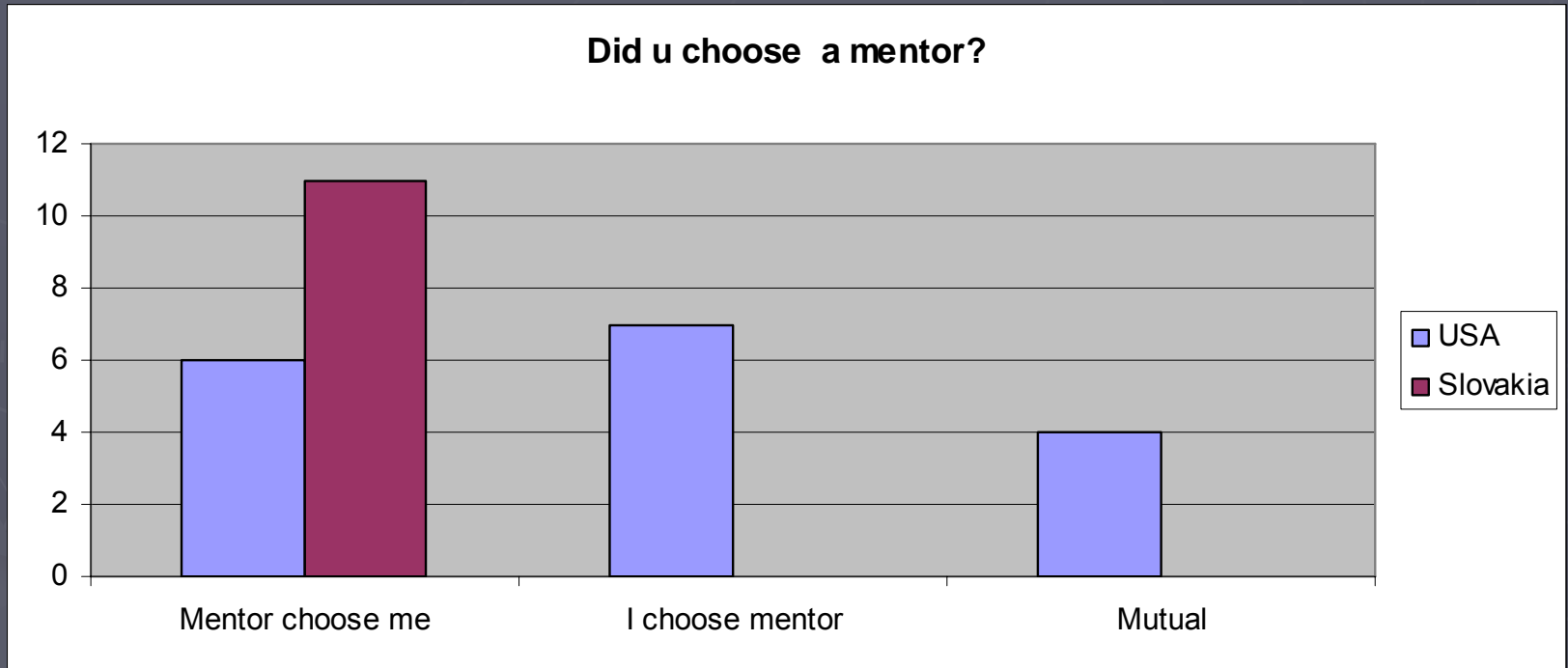




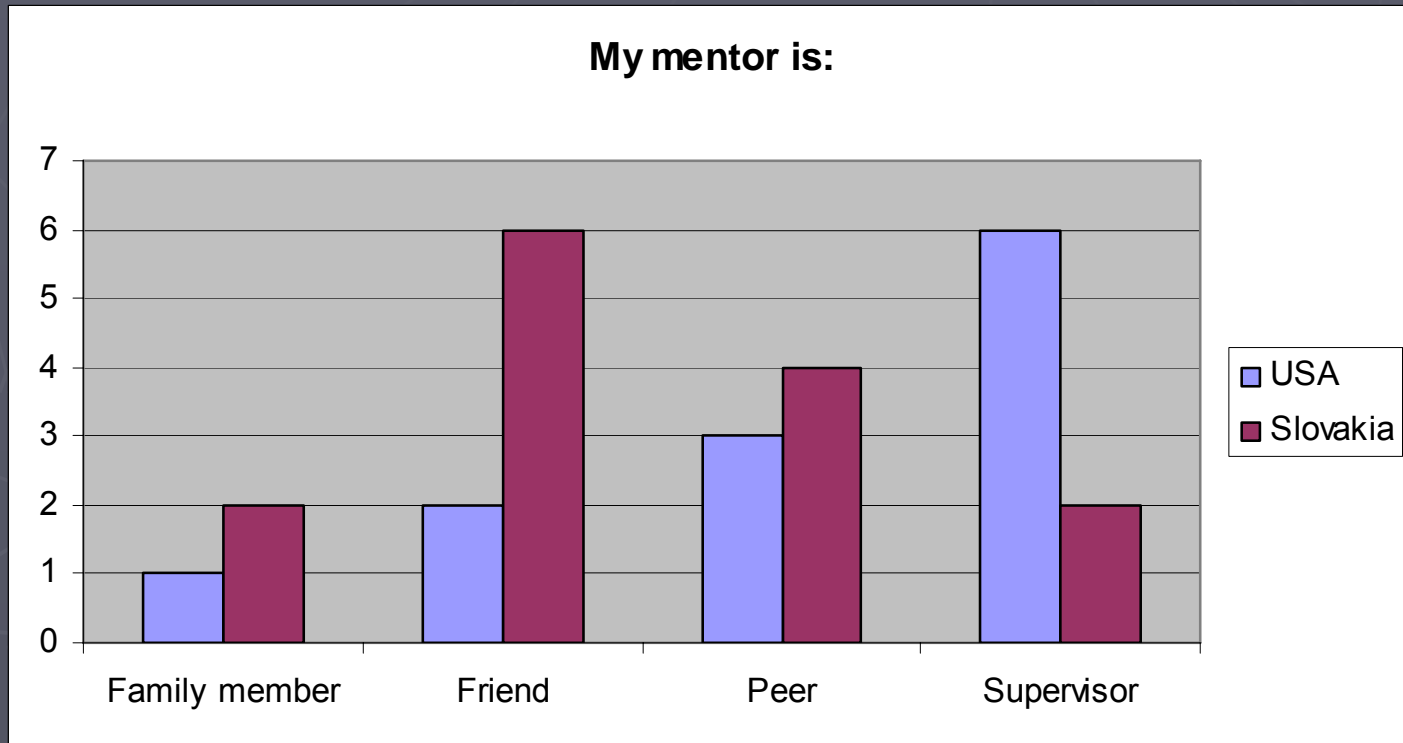
# Results ( mentoring )



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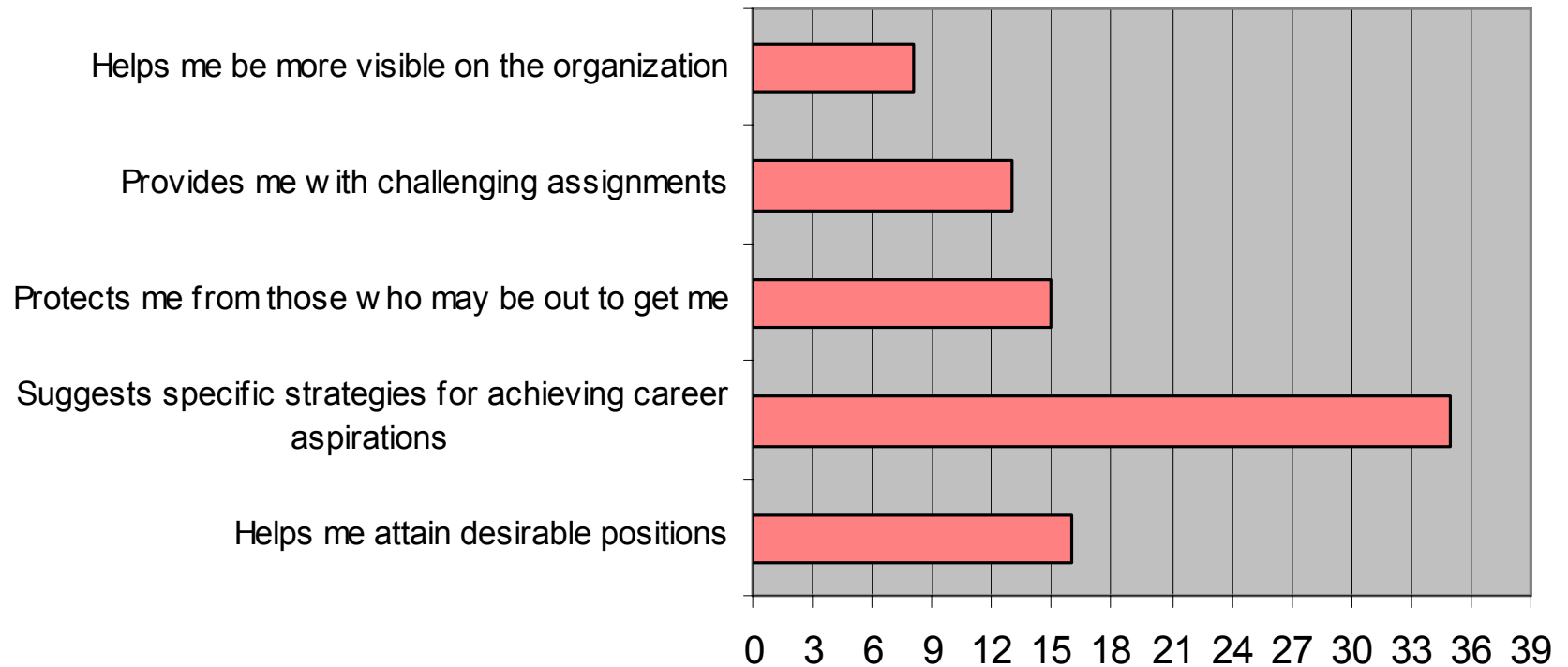


# Results ( mentoring )

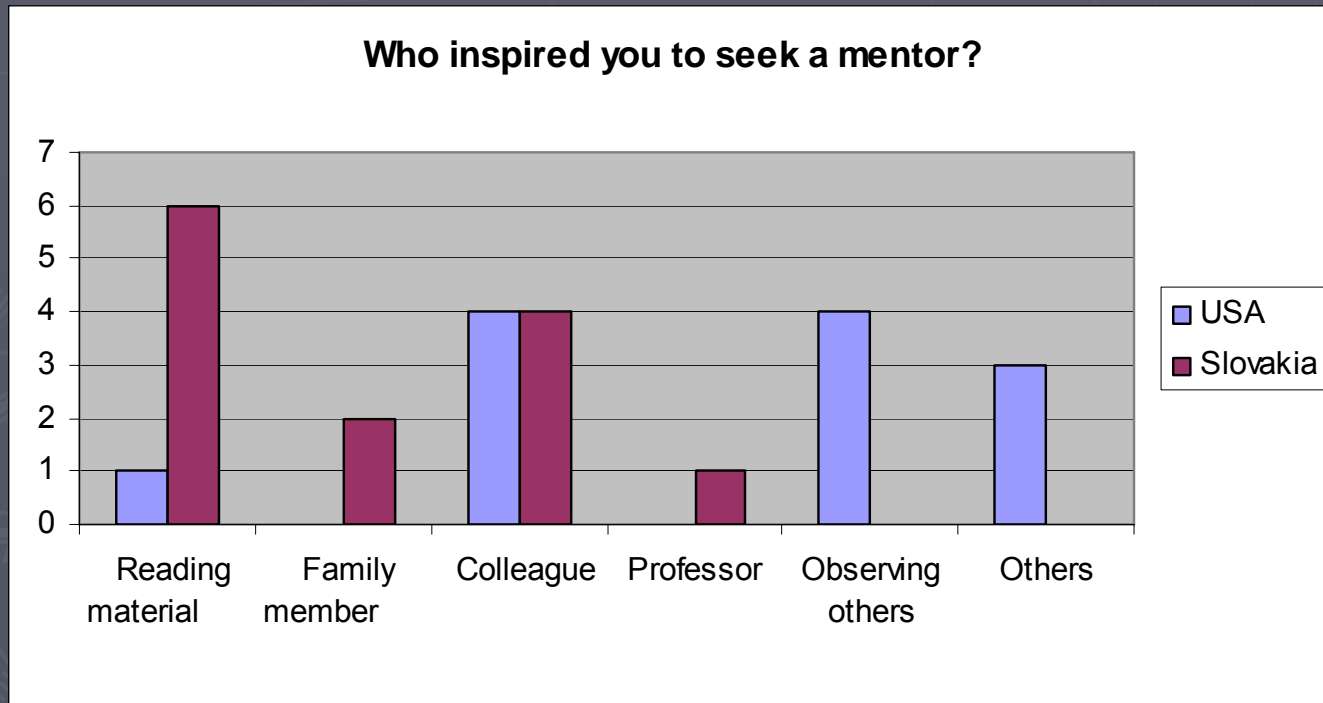


# Results ( mentoring)

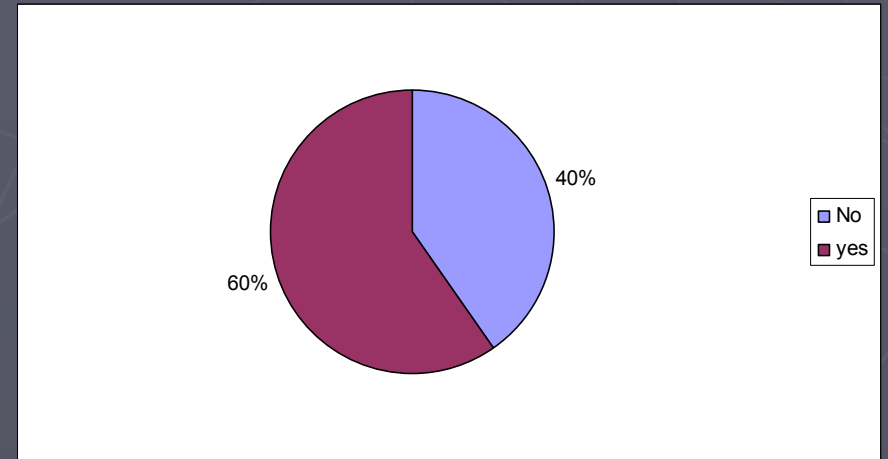
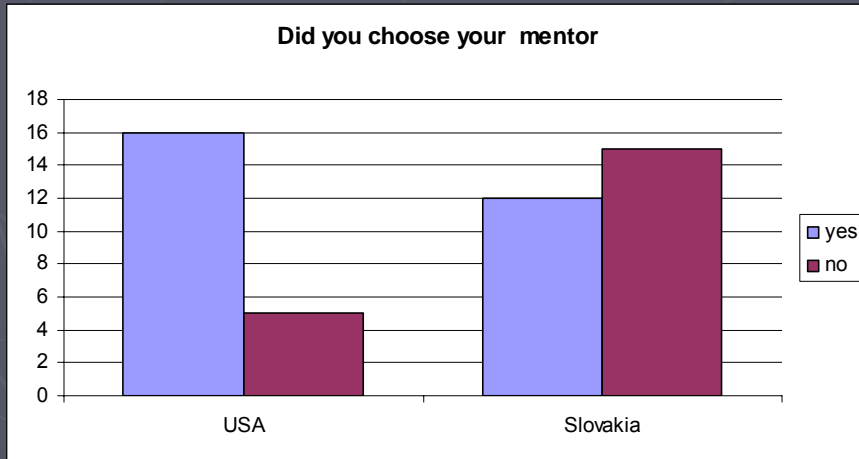
## Functioning of the mentor



# Results ( mentoring )



# Results ( mentoring )



# Results ( mentoring)

## ► Benefits of having mentor:

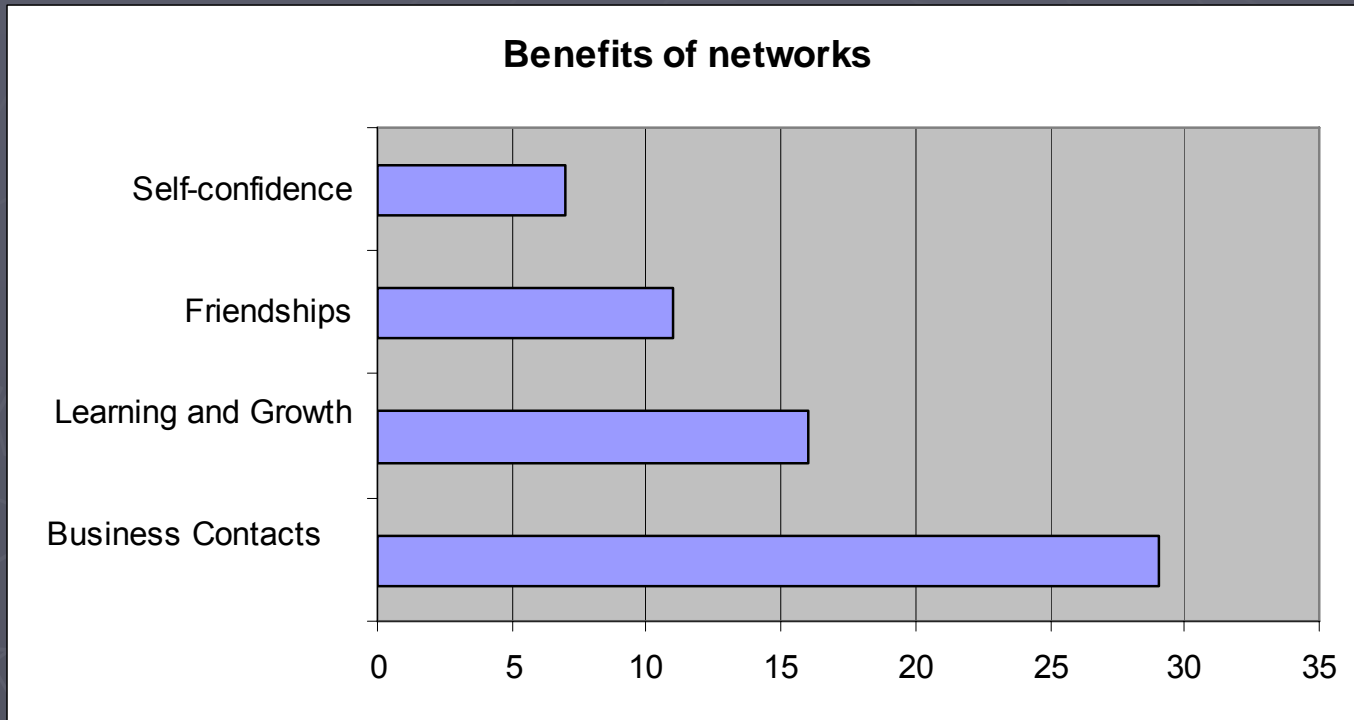
- Confidence
- Gaining more understanding
- Alternative point of view
- Help in achieving goals
- Motivation

## ► How has mentor helped you:

- Advice
- Get confidence
- Inspiring
- More visibility in community
- Challenging the individual



# Results (Networks)



# Results( Self Education)

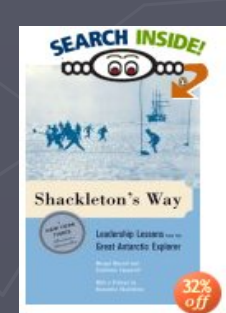
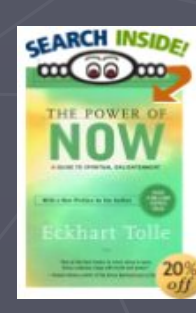
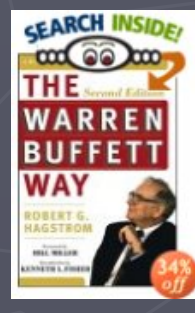
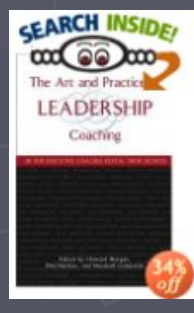
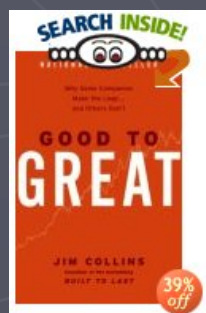
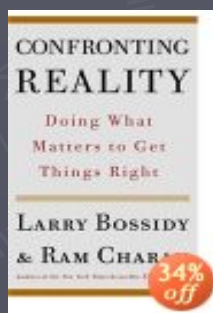
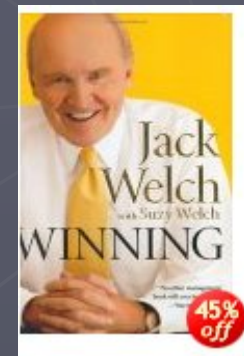
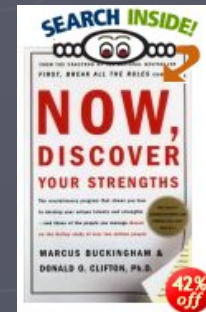
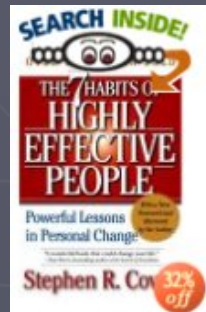
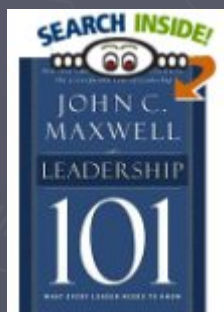
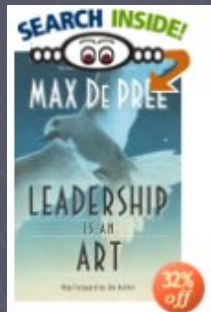
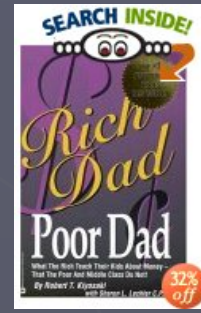
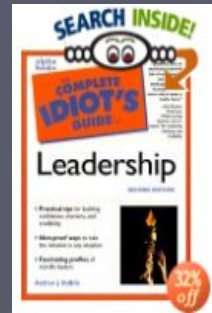
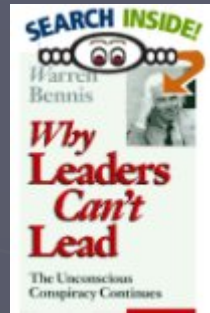
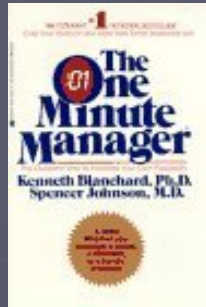
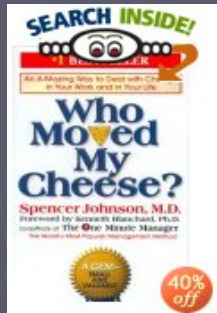
## MAGAZINES:

- ▶ Manager
- ▶ HR Magazine
- ▶ Business week
- ▶ Harvard Business review
- ▶ Fortune
- ▶ NAFE
- ▶ Legal assistance
- ▶ Money
- ▶ Entrepreneur

## NEWSPAPERS:

- ▶ NY times
- ▶ Advocate
- ▶ Financial Times
- ▶ Wall Street

# Results( Self –education Leadership Books)



# Results (Networking –Associations)



# Results (Self-Education( workshops))

Negotiation

Communication

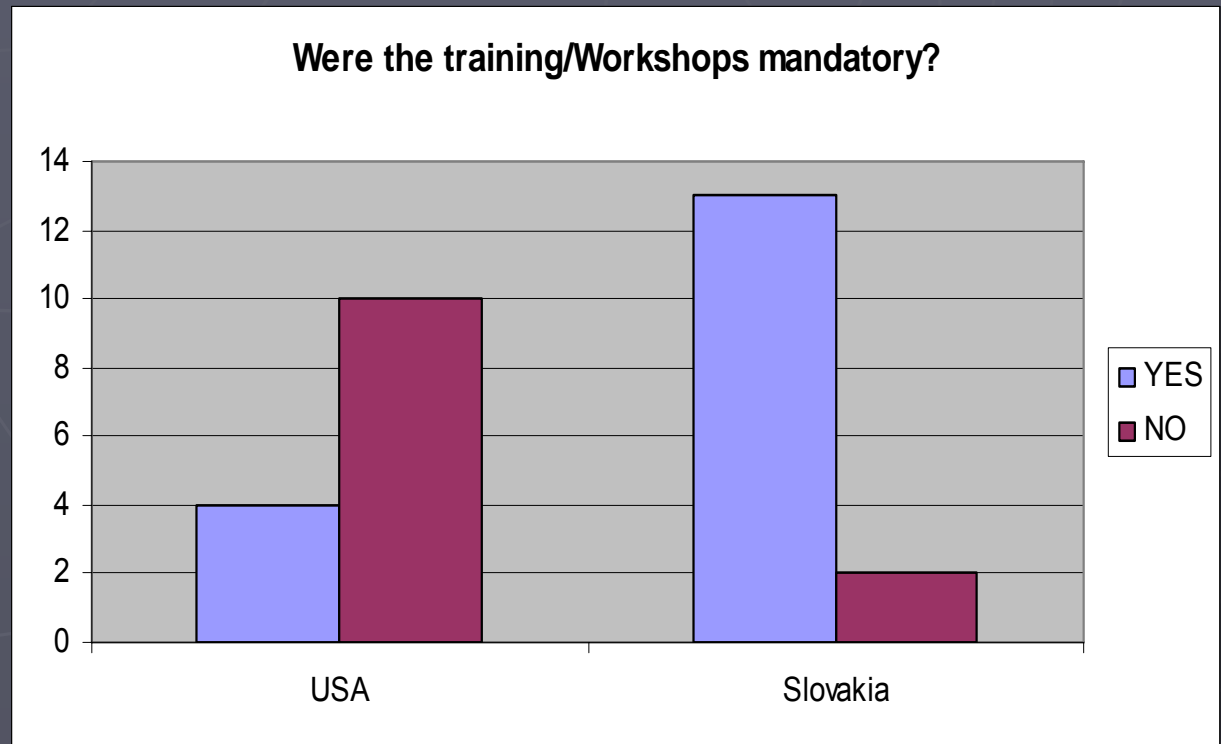
Motivation

Assertiveness

Presentation skills

Empathy

Team Building

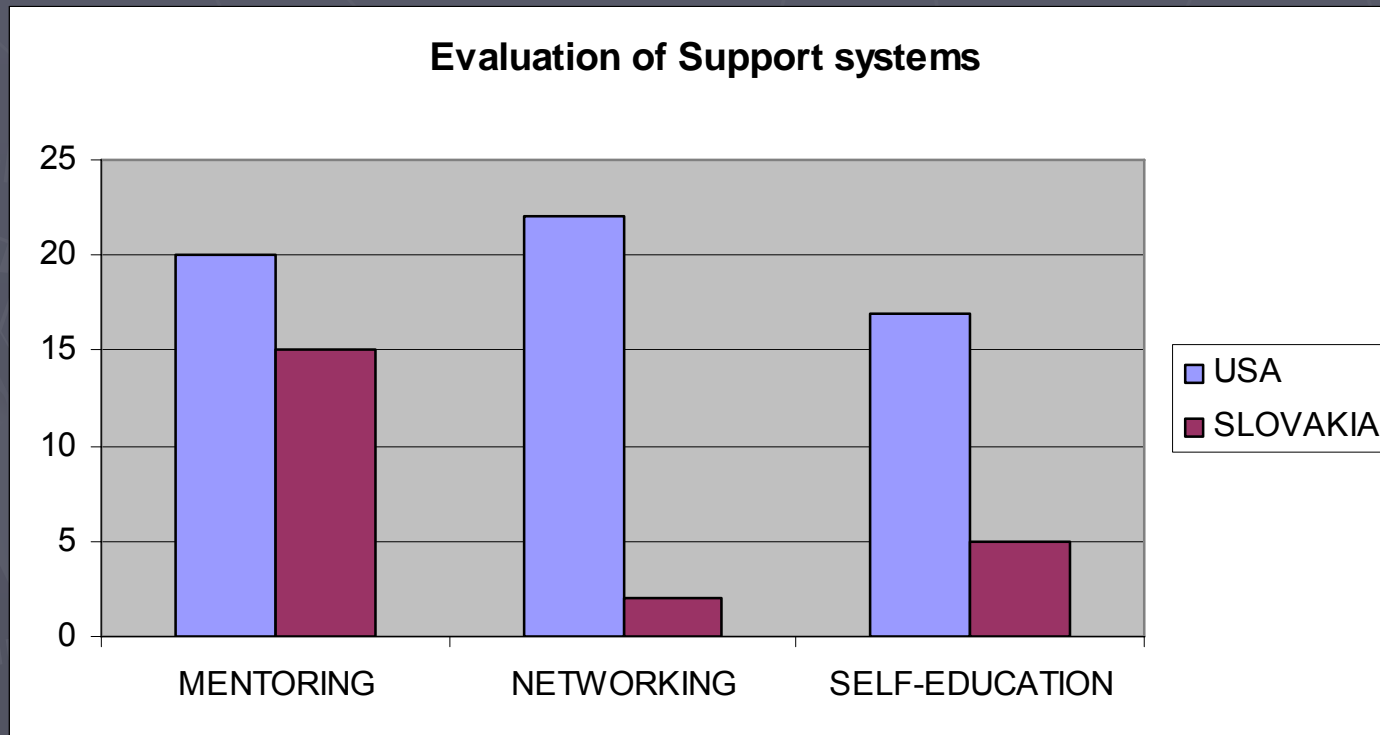


# Drawbacks

- ▶ Industry
- ▶ Biased answers
- ▶ Instrument
- ▶ Sample size ( cross cultural)

# Conclusion

- ▶ Need for PSS
- ▶ New market Central ( Eastern Europe)





**THANK YOU !!!**

