

# GLASS CEILING

## Women in Management

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<p>Abstract</p> <p>This study has examined the phenomenon called Glass Ceiling. It has approached the phenomenon in two different views. One is career development and another one is women in management. Main purpose for this study was to inspect women working life and career opportunities. Why women's career developments end in a certain level? What is glass ceiling and how to break it? Paper also investigates reasons behind the effect. Prejudices and biases are the worst enemies for women's career. How to change these beliefs and corporate cultures? Is the glass ceiling nonsense or is it real?</p> <p>This paper has been created from different books, articles and studies. Based on those studies and other materials I became to a conclusion that glass ceiling still exists. Not as strong what it used to be, but still there are many obstacles for women to overcome. Glass Ceiling phenomenon has been investigated quite broadly. This is why I didn't use any primary data. All data is secondary.</p> <p>After this intensive research about glass ceiling I have found some ways to lower academic ladders to Board room for women. Everything starts from upbringing and university life. Most of those bi-ases are created in those times. Women should also be more active and louder and make sure to be noticed when they wants promotions. When women want children and career they should combine with many things. In these days it is not a crime to ask help from outside. Spouse, neighbor, relatives and paid help are helping women to manage their domestic life and career. Organizations have been benefit from women's contributions. There are studies which have shown incredible growth in companies' performance, after they have pointed a woman to be a top manager or a chief executive officer.</p>		
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Miscellaneous		

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## 1 INTRODUCTION

The glass ceiling phenomenon was first mentioned in a Wall Street Journal article in 1986 written by Hymowitz & Schellhardt, (1986) to describe the lack of upward mobility for women and minorities into executive ranks in corporate jobs today. The road to the top positions was described as “blocked by corporate prejudice and traditions resulting in lack of support for women and sponsors (mentors)”. (Gumbus & Grodzinsky 2004, 136.) In 1986 the biggest obstacle was labeled as intangible; “Men at the top feel uncomfortable with women beside them.” (Hymowitz & Schellhardt 1986.) It is this invisible barrier for women to reach job positions in management or in the Executive of the Board for further career development. Even women are better than some men in those positions they are discriminated only because of their gender.

I wanted to approach Glass Ceiling phenomenon partly because I am a woman and graduating from University of Applied Sciences and I have been wondering has it been worth nothing to choose academic degree, if you can't reach those top positions where you have been trained and educated. I first got so excited when I heard this phenomenon in our Human Resource Management class. I decided to start working on it and study it. I have read many articles and books based on different kinds of Glass ceilings and also what comes after that when you have broken it.

Women are more educated now than they were before and they are just starting to acknowledge their rights and they are fighting for those rights. Younger generation is going to aim career wise much higher than their grandmothers or mothers. Still many different cultures, corporate cultures or beliefs and norms in society, are making this quite difficult. I have seen this kind of problem all over the world, not only less developed countries but also in developed countries. There are some differences between the countries as a cultural issue. Now South -Europeans and South -Americans are lifting their head and women want to have a change in their working culture.

Thanks for advanced technology and to different methods, it is possible to interact with other people all over the globe.

We are living in 21<sup>st</sup> century and men should have noticed by now how good women are in management. I am aiming high in my career; I want to be an entrepreneur. At least then I can be sure I am getting what I want. In my opinion I strongly believe that breaking the glass ceiling is going to take another 50 years. I don't have time to wait for that but I want our next generation have a greater opportunities even they are women. I know that situation has changed a lot during decades but it is still not what it should be.

The object of this thesis is to find reasons behind the glass ceiling phenomenon and find some solutions to solve them. I wanted to research the women in management and career development. How these kinds of issues are affecting a company's everyday life? The most important asset for each company is their human resources. When these resources are not treated equally the outcome is definitely not the best what you could get. There are many research made in this field. That is why I am not going to use any primary data, only secondary data. I felt I do not want to reinvent the wheel again.

I am also introducing you to another phenomenon called glass cliff. This comes right after when you have broken the glass ceiling. When women are in top management position, are they treated equally as their male colleagues? Do they get same kind of support and resources than their counter parts do? Is it easy to be in management when you are a woman? What harm does it to the company? Not even mentioning the salary differences. This thesis answers the following questions:

1. Why women's career developments end in a certain level?
  - Why do they face the glass ceiling?
  - How to break the glass ceiling?
2. How women in management are helping entire organization?

- Why companies should employ women to work on top management level?

## **2 WOMEN'S CAREER DEVELOPMENT**

### **2.1 Career theories**

History of career theories has drawn from an individual's uninterrupted career development, which happens inside of one or two companies in a permanent employment. Changes of organizational structure and global competition have made new demands of studying career theories and their developments. When describing a career, we should notice three important things. It depends on which field we are dissecting the concept. It can be psychological, sociological, anthropological, economical or different fields of leadership. Second observation includes the changes in organizations, in society and in individuals. Third starting point, which includes also in the field, is in what level we are observing the person's career. It might be individual's point of view or organizational point of view or perhaps both. (Ekonen 2009.)

There are 5 ways to define concept of career: (Hall 1976; Young & Collin 2004.)

1. Career as an advancement
2. Career as a profession
3. Career as a lifelong series of duties
4. Career as a lifelong series of role experiences
5. Career as a constructional concept

#### **2.1.1 Career as an advancement**

In this traditional definition people connect to vertical career development, which means going up in hierarchic ladders in your career. It also means all promotions directing up and successful career is also labelled unbreakable and heading to the top. (Ekonen 2009.)

### **2.1.2 Career as a profession**

This definition present less known view that only certain professions have career development. If career has been described as vertical development, other professions such as teachers or cleaners don't have a career. (Ekonen 2009.)

### **2.1.3 Career as a lifelong series of duties**

In this definition career means individual's earlier work experience, series of duties in their whole life. This definition thinks everyone who have been working and are still working, have a career. Career is not judged by vertical development, but it is more objective side of career. This means concrete things what person does and gets involved, for example accepting certain tasks or refusing those tasks. Also salary and position are remarkable factors here. (Ekonen 2009.)

### **2.1.4 Career as a lifelong series of role experiences**

This definition includes individual's experiences from series of duties and actions which his/her career includes. This is a subjective side of this definition, which means that career is more individual's personal development and it compose their values, beliefs, motivation and changes when aging. In this case success or non success in their career is only decided by a proper not outsider. (Ekonen 2009.)

### **2.1.5 Career as a constructional concept**

Career as a constructional concept definition, means that your career can be reviewed objectively and also with your personal ideas of your career. There have been only few approaches from this definition excluding some exceptions. (Ekonen 2009.)

## **2.2 Factors of career enhancement or career hinder**

Women's factors for career enhancement or hinder has been a conversation piece for long time. There have been various studies from a subject. Researchers have found many factors for career hinders but not that many for career enhancement. In this conversation there have been two different opinions. One conversation indicates women to be victims in organizational structure and society mechanism. Another says that if women are really concentrated on their career they would reach those top positions in organization and therefore none succeeding is women's own fault.



Steps for developing women and women leaders' career can be judged as discrimination. Justification for career enhancement is part of what kind of leader company wants. Is the company overemphasizing similarity of women and men leaders or dissimilarity, in other words androgynous leader? (Vanhala 2009.)

There are three different categories for career enhancement or hinder (Adler & Izraeli 1988):

1. Gender-centered perspective
2. Organizational practice
3. Cultural differences

### **2.2.1 Gender-centered perspective**

This perspective promote reasoning that there are inside differences between women and men, which effect women as leaders in the top. It includes factors such as attitudes, characteristics, behavior and socializing. Based on those factors women are categorized as inappropriate to be a manager on the top level. This group also includes family and exterior features like good look. (Vanhala 2009.)

### **2.2.2 Organizational practice**

It has taken a long time to remould the organizational practices. In organization there are lots of processes and structural factors which are key issues for women position and possibilities in organization. (Vanhala 2009.)

### **2.2.3 Cultural differences**

In this view, small portion of women leaders would be based on values, standards and stereotypes, which guide women's and men's behavior and these factors, are really deep in society. There has been a small change because of law of equality board, public conversation and occurring of role models. (Vanhala 2009.)

### **2.2.4 Individual's characteristics**

Factors which are included to a research are: gender, family situation, age, education, experience, personality, appearance, personal qualities and ability to make networks.

Vanhala (1986) made a research about men who were members of Economic unions and they all were top managers and 87 % thought that gender has advanced their

career. Same study aimed for women showed only 15 % of women felt same way. Women fall through the net when age question arises. First they are too young to be leaders, then they will become a potential parturient and their domestic work is more important, such as looking after children and finally they are too old to be used in a labor field. There are many stereotypes towards aging people. They are not that efficient any more, they are inflexible and they are sick more often than younger people. Women managers are required to be young from their presence. (Vanhala 2009.)

The biggest factor for not hindering in their career and lower salaries are definitely having children and family. Even it has been mentioned that support from a husband, a father or someone close to a person, had have significant matter in career development. Normally women have to be absent from their work because of a mother leaves and other child care occupation. Second great factor for none hindering their career is wrong education. Women are lacking technological education and should be encouraged to develop themselves in that field also. One of the greatest obstacles is lack of the functional experience in manufacturing or line manager. It is vital to a company that its leaders know all the steps of their value chain. This experience should be overtaking in career's middle face. Normally women's career development only progress in one company's sector and therefore might be narrow. Reason for this is usually women's wrong education. (Vanhala 2009.)

When women leaders were asked which factors have been influenced for their career, they mention factors as professional competence, entrepreneurial thinking, place themselves to be attainable and ambitious. (Vanhala 1986.)

### **2.3 Career planning**

There have been various studies, researches and interviews to focus on women's career path. One study, which was made in UK (Veale & Gold 1998), shows us that many women have not got enough guidance in their career path. When choosing their first career women were entered traditionally female areas such as secretarial and administrative work. "These women felt they didn't have any kind of structured

career plan at all stages in their life. All these women felt that it is vital to have career development at all stages in their life.” (Veale & Gold 1998.) In same study these 10 women managers told that it is really hard to be self-motivated because none of them had had a mentor relationship that would have actively guided their career development.

### **2.3.1 Importance of the first job**

It has been on the paper lately what kind of first job you should have to enable to develop your career later on. People believe the first job after graduating is the most significant for your future career. Based on this study it seems that the time on recession when students have to take a job that is offered for them, not be able to choose and elect the job they want, might influence their later career path. (Talous-sanomat 2009.) If this time there is no career guidance at all many women are drifted to those “women’s professions”. There are different industry fields as Information communication and technology, manufacturing and engineering where can’t be seen many women as top managers. These industries are still referred as male industries and it is really hard for women to break that kind of ceiling. (Gumbus & Grodzinsky 2004.)

### **2.3.2 Family planning**

Let’s not forget the biggest issue on career planning. Women are tended to have babies and families. Some women have chosen not to have kids or getting married when concentrating on their career. They don’t think it is necessary to have children in your early twenties when medical care had improved and there is a longer life expectancy. (Insch, McIntyre & Napier 2008.) It is not easy work to balance work and family life together. Many women actually feel guilty if their domestic work is lacking because of their career development argues (Veale & Gold, 1998). Also they are saying that these women have already made lots of sacrifices, working hard and been terminated to reach middle management position. This research were made to 10 women managers in a middle level and most of them felt that they will never get to higher positions because of their age, someone wanted to have early retirement, lack of positions and final reason were that all senior managers were men. (Veale & Gold 1998.)

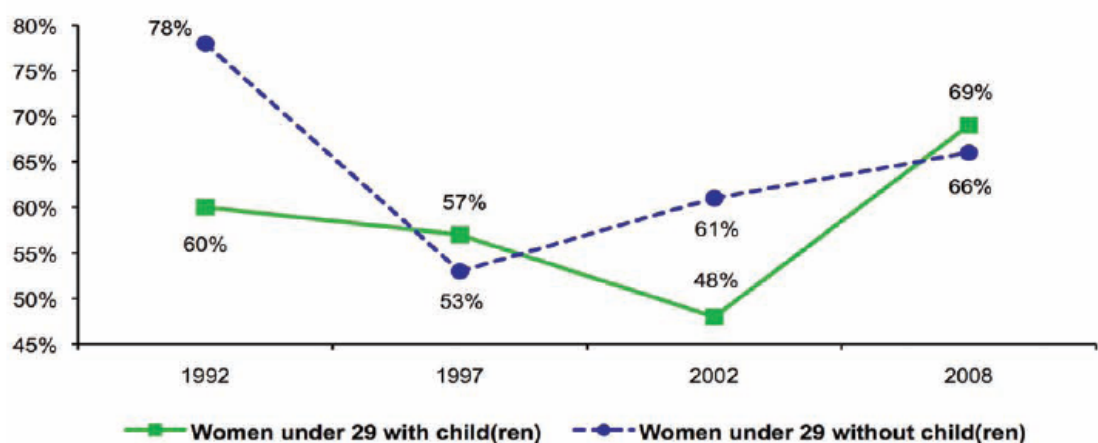
In the survey made in United States in 2008, women were asked who didn't want more responsibility at work when having children. Their responses point to concerns associated with job pressures. Among Millennial women (under 29) who did not want jobs with more responsibility:

- 31 % cited concerns about the increased job pressure that goes along with greater responsibility at work;
- 19 % said they already have a high-level job with a lot of responsibility; and
- 15 % were concerned about not having enough flexibility to successfully manage work and personal or family life in a job with more responsibility.

([http://www.europeanpwn.net/files/nscw\\_08\\_gg.pdf](http://www.europeanpwn.net/files/nscw_08_gg.pdf)).

In United States they have studied women with children and women without children. As the graph below shows us, there is not big difference anymore between those two groups. They both want to have challenges in their career.

**Figure 2: Desire to move to jobs with more responsibility among young women with and without children (1992-2008)**



Statistically significant differences between young women with and without children: 1992 \*\*\*; 1997 ns; 2002 \*; 2008 ns (1992 n=339; 1997 n=296; 2002 n=269; 2008 n=150)

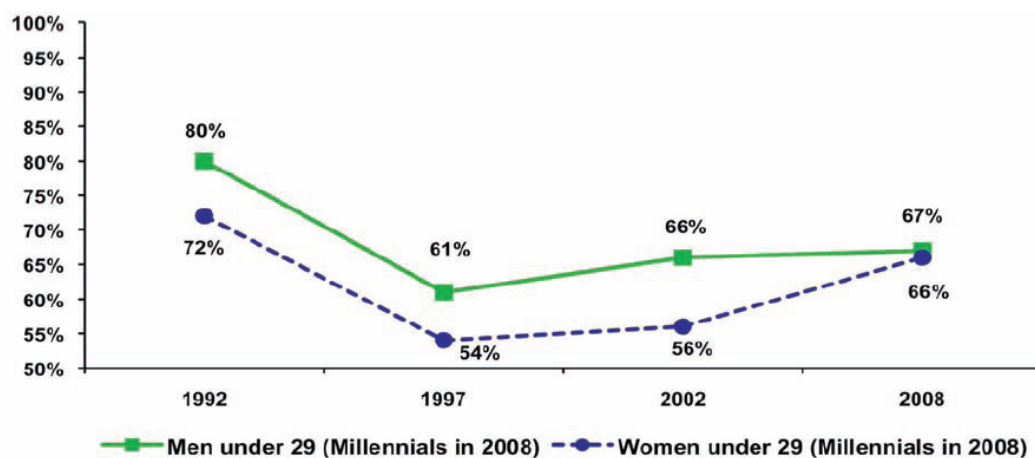
Families and Work Institute, National Study of the Changing Workforce, 1992, 1997, 2002, 2008

**Figure 1. Desire to move to jobs with more responsibility among young women with and without children (1992-2008)**

### 2.3.3 Motivation

Cycle of motivation gives us a hint how it should work. High motivation->Good performance->Positive Feedback->Self Satisfaction. (Saukkonen 2009.) How this is affecting to companies where many women are waiting to be promoted but it will never happen? Usually women change their work place to somewhere else to seek an opportunity to be promoted, will establish their own company and become an entrepreneur or stayed at their working place, but not happy nor motivated. Women did not want to have any kind of special treatment for women managers they only wanted to be treated equally as men managers. They hoped to work in a teamwork based culture where communication was more open and not based on competition culture. (Veale & Gold 1998). They made a study in USA and below is a graph we can see that women and men in United States would like to have more responsibility for their work. ([http://www.europeanpwn.net/files/nscw\\_08\\_gg.pdf](http://www.europeanpwn.net/files/nscw_08_gg.pdf)).

Figure 1: Young men's and women's desire to have jobs with greater responsibility (1992–2008)



Statistically significant differences between men and women: 1992 \*\*, 1997 \*, 2002 \*\*, 2008 ns<sup>2</sup>  
 (1992 n=686; 1997 n=657; 2002 n=590; 2008 n=341)  
 Families and Work Institute, National Study of the Changing Workforce, 1992, 1997, 2002, 2008

Figure 2. Young men's and women's desire to have jobs with greater responsibility (1992-2008)

Motivation is hard to keep in a certain level if employees feel they can not give their 100% to company and get rewarded for good results.

### **2.3.4 Promotions**

In Helsingin Sanomat (15.3.2010) 2 guys from ETLA Kauhanen and Napari made a research according to men's and women's speed of getting promotions and how often in Finland. They found out men does get promotions much easier and quicker and many times comparing to women. In this research they have take under consideration the following: education, working years, company size and mother/father leaves. All were functionary employees in industry. Findings were quite expected. They calculated that difference between women getting promoted comparing to their counter parts were 50%. Minor differences were between people who were working in routine jobs. Major differences were in specialist jobs and top level managers. Researches can not really tell reason for this. We still have not been able to go deeply enough to basic backgrounds to understand this. It might be the old conception that women are in home and taking care of kids and other domestic work. This might have a negative impact for developing women's careers, states Kauhanen. He is also thinking the next move to the project. They are going to investigate a recruitment process of a large company and want to study who are applying for the job, who are invited to the interview, who are hired and who is abstain.

In this same research these men found another aspect regarding to men's working life. The result showed that men are starting their career much higher positions than women. This can be rationalized due the fact that men's education is more technical and women normally choose commercial segment. There are more women engineers graduating now and commercial sector has a higher value than before. But still researches think even women and men would put in the same line with education and industry, men would start in higher position and in more demanding job than women. Sad but true.

## **2.4 Expatriate assignments**

Expatriate means any person working, studying or having internship in a different country and duration for it would be from 6 months to 5 years. What is typical to expatriate is moving to foreign country, not only travelling non-stop. A person, who

only travels, not lives abroad, but creates significant and important customer relationships, is called flexpatriate. This group is increasing strongly due international networking. From the company's view point, expatriate is someone who is still on their payroll and will return to his/her old job after being expatriate in foreign country. (Vanhala 2009.)

#### **2.4.1 International women leaders**

Economic magazines around the globe choose the most powerful women leaders in the world, in the EU and in Finland every year. Sari Baldauf has been chosen one of the most powerful women leaders in Fortune's and Business Week's lists. Wall Street Journal named her in 2002 the most successful women leader in EU and 2004 the most influential women leader in Finland. She used to be CEO for Nokia Siemens Network, but resigned 31.1.2005. Normally women who have succeeded to build their international career are more involved in politics and in different organizational activities than in business life. There is more variability, when power structures changes in politics. Another thing what happened in top business life was when Carly Fiorina got fired in 2005. She used to work in Hewlett Packard as CEO. (Vanhala 2009.)

#### **2.4.2 Reasons why women are not elected to be an expatriate**

In a global world more and more companies needs people with international experience. Many women feel they have been ignored because of the biases and attitudes in corporate culture, when applying those jobs. Even women have to show their capability and competence harder than they counter parts they are still not chose to be expatriates. (Insch, McIntyre & Napier 2008).

Reasons behind this are within corporate culture, male dominance and women other duties, meaning domestic work, looking after children and be a responsible mom as a society is expecting to be. Senior managers are also afraid to send women to the countries where masculinity and power distance are higher than their home country. Women working abroad face sexual harassment. This can be overt like in Japan, covert like in Germany and Belgium or non-existing like in China. If there is a vacancy abroad, normally a male is sent to foreign manager assignments. This kind of assignment has become more and more critical to be promoted for upper managers posi-

tions. The real problem here is faced when all senior managers and executives are male. This kind of homogeneity arrangement does not bring innovations, different views of strategies or competitive advantage to the company. If they don't diversify it might lead to very costly and poor decisions. (Insch, McIntyre & Napier 2008.) They also argue that women should be more proactive and know their strengths and bring them to knowledge of decision makers.

Sometimes women are too passive in their work place and are not making a big noise about them. They should know their values, abilities and beliefs and act based on that. The women stress level has been searched too. The results are showing they have more stress when they are going to be expatriates. They have stress from work and from domestic work. Males don't have that problem because normally the wife is looking after domestic work and men can only focus to their new international manager position. It has been proved that men whose wife is at home are the most successful in their work. Second place is for men whose wife is working, single men are rated the lowest. (Insch, McIntyre & Napier 2008.) In their research they noticed if women will develop a leading style which comfort men and adapting their way to lead and manage, their success were higher when breaking a glass ceiling.

As previously mentioned top managers are men. They have these country clubs, golf or gym membership cards. These places are often limited to male colleagues. Almost evident when having expatriate position is international networking. Women thought international networking is much more important than domestic one, when you are assigned to international manager duties. If you can not participate in men's hobbies, how you are supposed to create your network? "The social contacts made in these interactions often come to play when promotional opportunities arise as top managers often look for people they are comfortable with and trust." (Insch, McIntyre & Napier 2008.)

### **2.4.3 Myths for women expatriates**

There is invisible rule in women management, which means that higher you aim in hierarchical ladders, portion of women is smaller. Same implies to women's international career. In 1980 only 3% of big multicultural companies' expatriate leaders



were women in United States. Same time in their home country figure was 37%. Situation has improved and in 1990's women expatriate leaders share was already increased to 12-15 %. (Vanhala 2009.)

Traditionally there are three myths connected to women international assignments.

1. Women does not want to be an expatriate
2. Companies does not want to send women to be expatriate
3. Prejudices of foreign country towards women leaders affect negatively success of women, even they were really interested in expatriate assignment and being an expatriate would have succeed.

According to Adler (1994.) the myth of women unwillingness does not have any support from researches where have been measured men's and women's willingness to be an expatriate. But the myth of indisposition of companies to send women as expatriates has a strong data due empirical study made in USA and Austria. Excuses for that were the following: presumable prejudices in host country; like physical exertion and other threatening factors and oppose from husband, if there were dual career families involved. The Last myth about prejudices towards women is myth as well. When women expatriates have been studied, researchers have found evidence that women do better than their male colleagues in international assignments. It has been noticed that women are not felt threatening or suspected, but they were remembered, approached with curiosity and they were more visible than men. They have also been judged to possess better language skills and they were much sensitive to adapt a different culture and took people more under consideration than their counter parts. (Vanhala 2009.)

#### **2.4.4 Dual career couples**

From expatriate literature we know how difficult situation it is when a family is sent to abroad. Dual career couples means a couple where both parties are career focused and orientated. There are problems for adapting a culture and issues within that discontinue expatriate assignment and ineffectiveness that hasn't been pre-

dicted. These are much more expensive to a sending company than person who is working in a same position in home country. (Vanhala 2009.) Harvey & Buckley (1998) have collected information about dual career families. These families have more problems during the expatriate period than normal families. Here is the list they came up with:

1. Higher refuse degree regarding international assignments
2. Longer period for adjust
3. Family income may decrease
4. Spouse's break in career development
5. Additional negative implication for family
6. Returning and arranging spouse's career

Dual career couple's refusing degree is higher than other families. The most important reasons for refusing are need for salaries, spouse's career and other family reasons. Adapting the local costumes and culture is harder for dual career couple. There is bigger change and a stress level is higher regarding to move. Decrease of income is also strong reason, although expatriates get different benefits to motivate moving to abroad. But in dual career couples income normally drops and satisfaction and quality of living might change. Break in career development might cause a huge stress for a spouse, if he can't get a position he wants when returning to home country. Problems for a family may also come in cultural differences, language problems, climate problems, children's education might suffer and relationships with friends in home country might break during expatriate time. (Vanhala 2009.)

One of the most difficult and challenging problem is definitely return to home country. It is almost even worse that when moving to host country. Spouse's career change or unsatisfied position in previous company increases a stress level and makes communication harder within couples. Traditionally women are spouses to follow their husbands and therefore these kinds of problems haven't been paid attention so much. Women do have expatriate assignments but much less than men

and then spouse who is following is a husband. Companies must focus more to these problems, so expatriate period should be easier for everyone. (Vanhala 2009).

#### **2.4.5 Support from the top**

“The most difficult job is getting sent, not succeeding once sent” distills one female expatriate. (Adler 1991, 296). Lack of mentoring and tutoring for women were outrages. There wasn’t any. Women executives have reported that help from high-level mentors were a key for their success. This kind of result proves there are still discrimination and prejudices in corporate culture and when there are not women in top manager position, the middle level managers don’t get any support from anywhere. “Increased self and social awareness may also lead to the development of the relationships social networks often necessary for securing foreign assignments. Improved relationships may involve finding and using mentors as well as corresponding with female expatriates for advice and guidance. The development of these relationships may lead to more favorable appraisals and evaluations which may increase managers’ confidence in sending females on foreign assignments.” (Insch, McIntyre & Napier 2008.) Women want advices and help from another women who have gone through the same obstacles and challenges.

Expatriates reported generally that their experience in abroad haven’t been used to the fullest extent when returning their home countries. Women who have returned and company hasn’t use their expertise, are planning to do something else. Leaving their employers and seek companies who want to use their foreign expertise.

Women are usually starting to manage their own career in this point. (Insch, McIntyre & Napier 2008.)

Companies can’t afford to not choosing women’s as expatriates any more. They should use their abilities and talents to fullest extension. In a globalized world, where companies are struggling to manage, should take more under consideration women’s wants and needs to be an expatriate. (Vanhala 2009.)

## **2.5 Networking**

Network means social connections between people where some kind of change is involved. It might be changing information, goods, services or respect and support within people, which may be economical, spiritual or something else. Social relationships can be different types. Marriage, friendship and business partnership are all social relationships, but what is important to realize and understand is that the change is not always equally managed or satisfying for both parties. (Tallberg 2009.)

### **2.5.1 Entering to social networks**

In society these social connections and relationships have increased. Also structures are changing in organizing, leadership and administration. Developing these structures people have started to talk about networks. In networks social connections and relationships are creating chains which are branch out for new chains. There are new field studying networking which includes networking organization, network management and organizational network. Many studies have proved the theory that there is 6 contacts distance for all people in the world. Most of the people feel their own network is within people they actually know. This is called egocentric network. Social networks always include power and resources. Being a member in some network enables people reach and gets many benefits and things. In recruitment process for top manager, important and value adding points are society relationships, networks and social capital. (Tallberg 2009.)

### **2.5.2 Influence of networks**

Social capital brings power to person itself but also to his/her circle of acquaintances and even to the organization. Networking gives an opportunity to possess a power and spread it, but also change power with members in that network. People who are already in the network can decide who can enter and who is forbidden to join them. This kind of behaving and thinking normally creates different groups in working life. Gender is one of the facts how networking can be limited. Normally in men's network majority are men and the other way around. This has harmful effects for women who are desperately trying to enter for men's networks, hoping they will be promoted to executive board or senior managers. In different life stages networks

will change radically. Women in working life have different networks and connections, comparing when they are in maternity leave and raising their children. Men do not experience this period in their life, at least not many of them, so their social networks can grow deeper and deeper in working life and enable them to be promoted and successful in their career. It has been also researched that senior top manager recruit people like themselves. Mutual interests and shared experiences usually are with men, and therefore they hire more men than women to top level executives.

Organizations are networking and they are looking other forms to cooperate. In leading and administration culture people want to make flatter organizational structure, less bureaucracy and more flexible coordination, relationship with networks grows fast. If this means "good brothers" are making all the decisions in their sauna nights, we are definitely taking a step backward in equality development. (Tallberg 2009).

Career as itself has been studied quite lot lately and how it affects a person's life. What should be remembered is everyone is looking their own career in different view than others. In life we have many kinds of careers and career choices. For some of us career is only thing worth pursuing in this life, when to someone else it is thing making money and surviving. Based on factors described above career can be categorized for 5 different categories.

Many researches have showed us that gender does have something to do when speaking about careers. Women are still being rejected as minority when choosing top managers or waiting to be promoted. This has major effects for career development in women's perspective. When speaking about education, women normally have more commercial field education than men. It has been discussed that if women would have more technical education and they would be expertise in certain field in manufacturing or information and communication technology, women should have more career chances in their life.

First job and enough guidance and mentoring are important for women and men when planning their career. Women usually drafts to sectors like secretarial and administration work with out support from their mentors. These choices what women make in a beginning of their career are dramatic factors for women's career development in the future. They should be advised and guided through hard decisions.

The biggest obstacle for women's career development is family and family planning. Only to be a potential person to give birth is enough for hitting to glass ceiling. Career is going to have many breaks comparing to their counter parts and therefore women has much more difficulties to be promoted to top level manager.

Motivation is a key to success. If women are not motivated to develop in their career, whole company is going to suffer from it. Lack of motivation and men dominance in a work place is harmful for entire organization. Human resources and looking after them are most important factors to success and to have a competitive advance to other companies in global competition. If women feel their career is not developing after certain level, it will kill their motivation. Men usually get more promotions and start from a higher position than women.

International assignments such as expatriate jobs are vital for women's career development. These jobs are becoming more and more important for globalizing companies and for women who are applying to top manager positions. Many studies have become to conclusion that women are not send to abroad as often as males. Reasons behind this are within corporate culture, male dominance and women other duties, meaning domestic work, looking after children and be a responsible mom as a society is expecting to be.

Also senior managers think that women might face different problems than men, especially in countries, where masculinity and power distance are higher than their home country. Sexual harassment is one of the reasons, not to send women to expa-

triate assignments. Women's career development is in danger, if she is not sent to abroad, because usually expatriates are promoted to higher positions.

There are 3 different myths about women being expatriate. Top managers think they don't want to, companies doesn't want to send women and prejudices against women leaders in a host country. Women are judged to possess better language skills and making better leaders than men, when they were sent as expatriates. People were curious about them and they adapt a culture faster than males.

Dual career couples might suffer even more. Normally spouse's career has to have a break in that time and adjusting to host country's culture might be more difficult for them. Decrease of the income and additional negative implication for family, were also mentioned.

Male leaders tend to have their own society and networks where is really difficult to get in, if you are a woman. Networks and support from the top managers are vital to women's career development. Without those, it is impossible to be promoted and treated equally as men.

### **3 WOMEN IN MANAGEMENT**

#### **3.1 Finland's perspective**

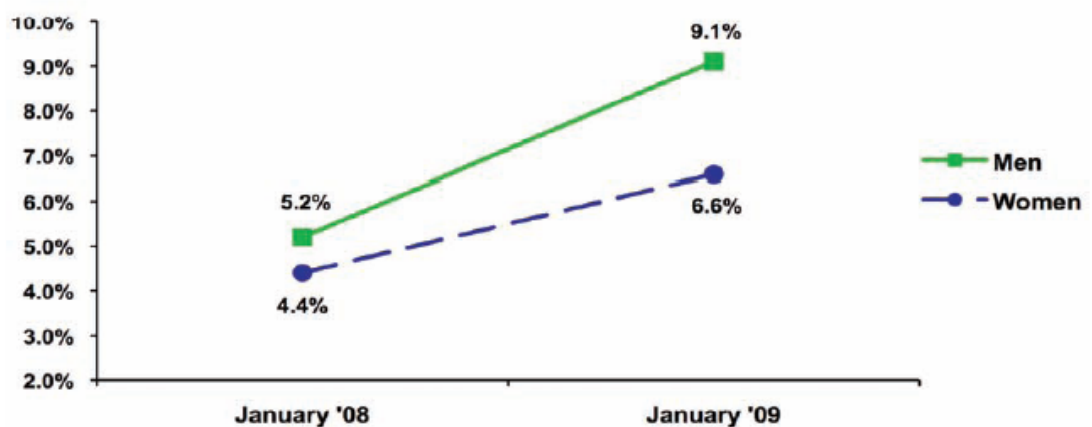
In Finland a term "women in management" has not been fulfilled until 1863 when women were allowed to apply for Finnish Post Office manager job. If they got married, they had to resign. Other possibility to be a manager when you were a woman was marrying entrepreneur or inherited business from parents. The change came in 1918 which is one year later than Finland got its independency. Real discussion about women in management in Finland started decade later than in United States of America. (Vanhala 2002.) In United States women manager discussions started in

1970's because of new laws about equality and some discriminations in judicial proceedings. United States has been a forerunner in women's shares of managers' position, but there has been some mixed statistic numbers who has had the second place. (Omar & Davidson 2001; Report on equality... 2005.)

It is interesting to realize increase in women in management during the recession in Finland in early 90's. Men managers decreased enormously in recession. When times were getting better men managers did increase again and women lost their managing places. Another research made by Rohmann & Rowold (2009.) found that in Germany time of recession, women in management decreased in recession.

United States has discovered a same thing during the recession. It might be explained with a fact that men due to work in construction and manufacturing industries and therefore will loose their job when recession has hit a country. Below is a graph from United States, comparing women and men unemployment during the recession. ([http://www.europeanpwn.net/files/nscw\\_08\\_gg.pdf](http://www.europeanpwn.net/files/nscw_08_gg.pdf)).

**Figure 4: Unemployment rates for men and women (January 2008–2009)**



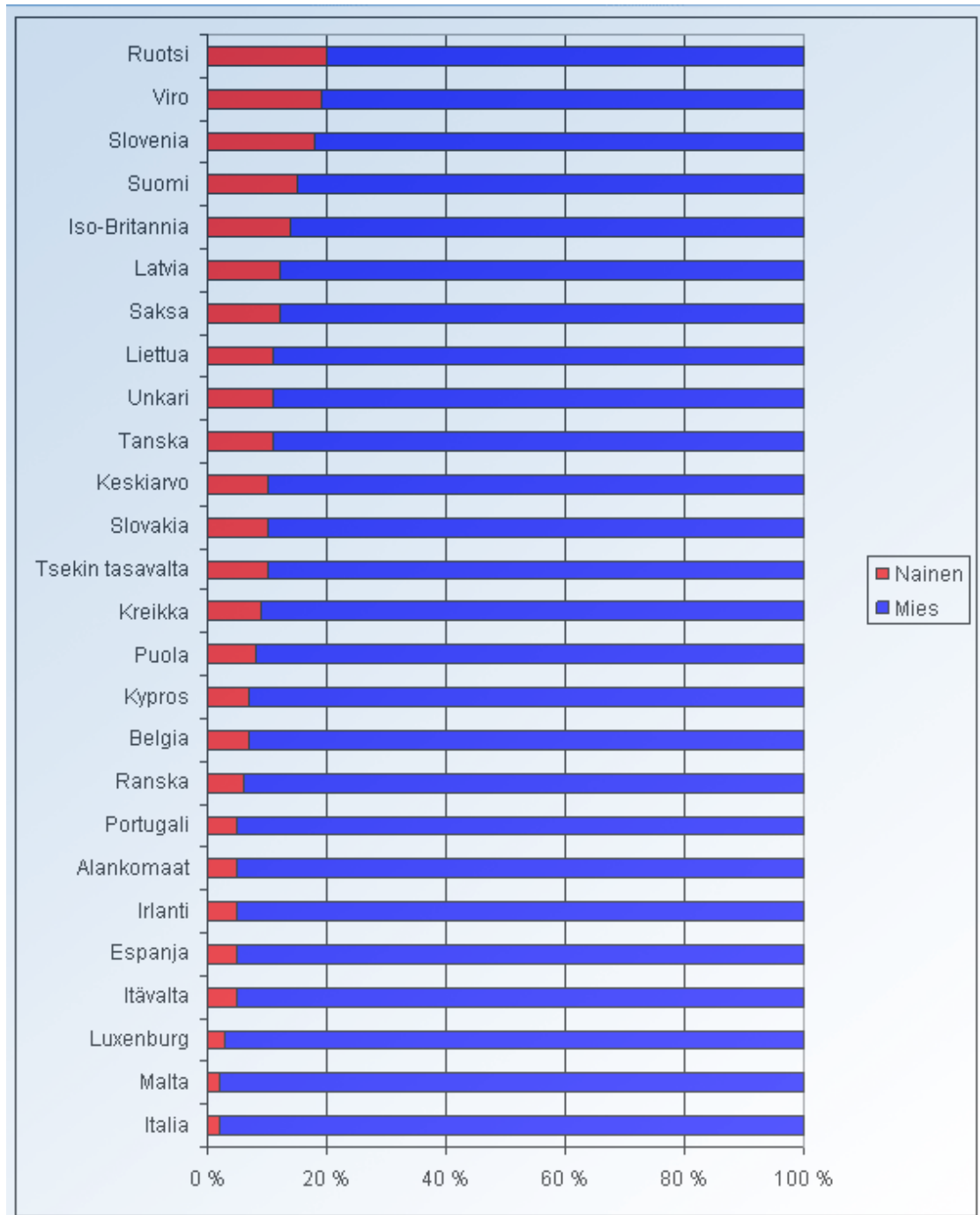
Bureau of Labor Statistics

**Figure 3. Unemployment rates for men and women (January 2008-2009)**

Another fascinating thing was to realize that research made by European Commission had found an interesting detail. We always think that we have equality between



men and women, maybe because we have a woman as the president. There were 5 countries head of Finland when dissecting women top managers in stock listed companies. Countries such as Sweden, Estonia, Slovenia and not EU countries, Norway and Bulgaria scored much more higher than Finland. (Vanhala 2003.)



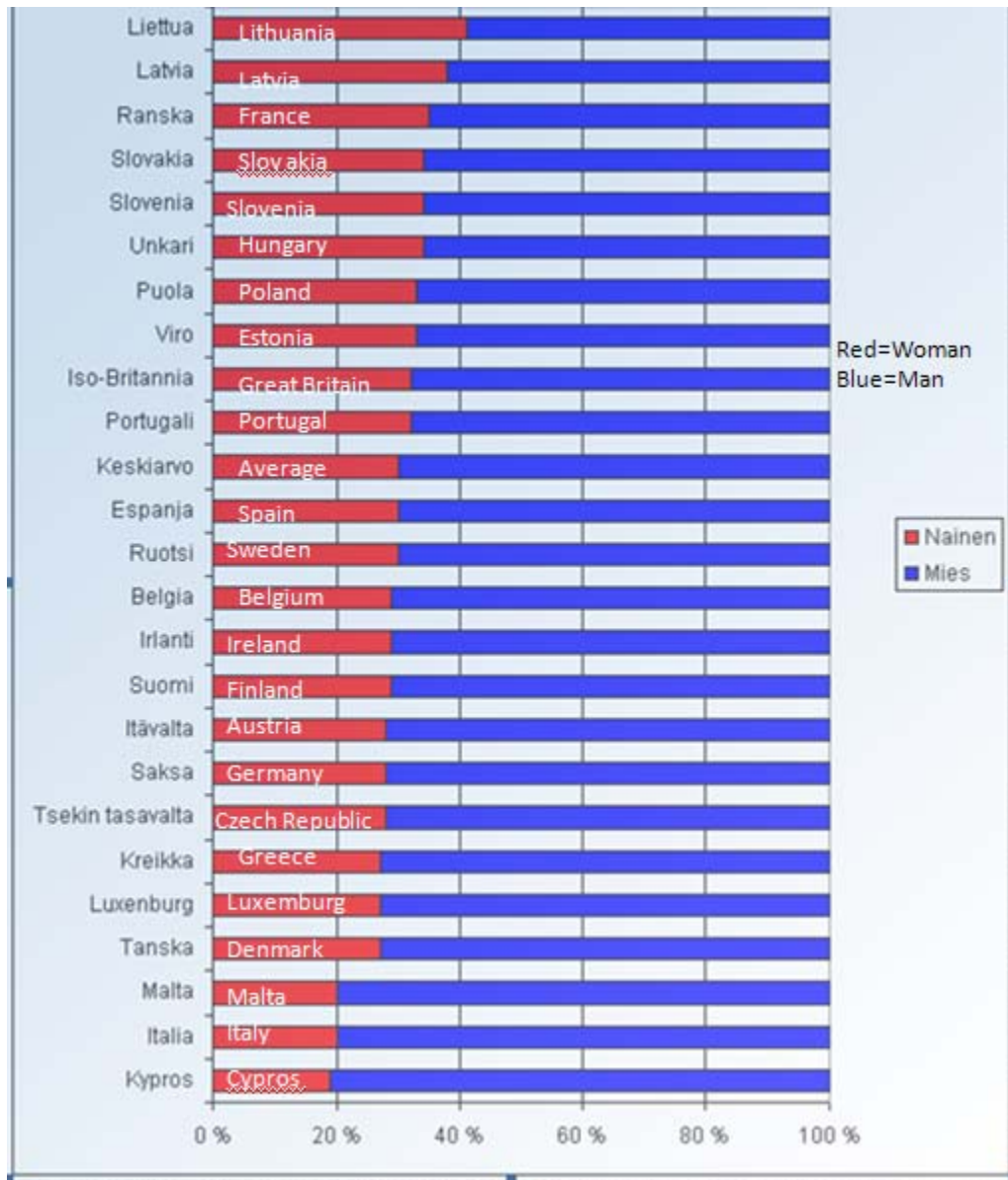
**Figure 4. Women's share of 50 biggest stock listed companies' board in EU in 2005.**

(Reference: European Commission, DG EMPL, Database on women and men in decision-making (Excel-file))

(Ruotsi=Sweden, Viro=Estonia, Slovenia=Slovenia, Suomi=Finland, Iso-Britannia=Great Britain, Latvia=Latvia, Saksa=Germany, Liettua=Lithuania, Unkari=Hungary, Tanska=Denmark, Keskiarvo=Average, Slovakia=Slovakia, Tsekin tasavalta=Czech Republic, Kreikka=Greece, Puola=Poland, Kypros=Cypros, Belgia=Belgium, Ranska=France, Portugali=Portugal, Alankomaat=Neatherland, Irlanti=Ireland, Espanja=Spain, Itavalta=Austria, Luxemburg=Luxemburg, Malta=Malta, Italia=Italy)

It was also surprising to notice that in EU, almost all Middle- and East-European countries ranked higher in proportion of women's manager's positions. Finland's score just below of EU average of women managers positions. It was sad to realize that portion of women managers were much lower in old EU-countries but in the new ones portion was much higher. Is it coincidence or does it have a logical explanation? Time will tell. (Vanhala 2003.)

Because of the results there have been discussions about quotas in top level management. In Norway they made a law about it which means that by 2008 all the Norwegian 500 stock listed companies have to make sure they had at least 40 % women in their board room. Sweden had not executed this law yet, but even threats had been working and many women had got the place in the board. Women in Finland still have to wait this kind of law would go through, but there has been improvement. In EU, women managers increase in 5 years has been 1 %. Based on that it will take 100 years when half of the women are managers in EU. (Vanhala 2003.)



**Figure 5. Women and men managers share in EU-countries in 2003.**

(Reference: European Commission, DG EMPL, Database on women and men in decision-making Eurostat, Labour Force Survey (LFS))

### 3.1.1 Vertical segmentation

Vertical segmentation means how men and women are in hierarchical order in a company. Normally women are in lower levels than men. When climbing the ladder majority there are men. Women share has increased in middle manager level but not much in top levels. In 1978 only 1% from top managers was women in comparison of 2500 biggest companies in Finland. Normally all women managers were found in

small companies in a middle of nowhere and in a middle management. Tilastokeskus has studied in year 2000 women's position in corporate world. They also found that majority of women in top manager position are working in small companies.

In 2004 Talouselämä made a research about 143 stock listed companies in Finland and result was that only 4 of those companies had women as a CEO. Glass ceiling effect is stronger in stock listed companies and other bigger organizations. (Vanhala 2004).

### **3.1.2 Horizontal segmentation**

Horizontal segmentation refers to how men and women have placed oneself in different positions and different industries. In Finland horizontal segmentation is strong. Women are segmented in women's areas and men are in their fields.

Women fields in Finland were: (Women and men... 2003)

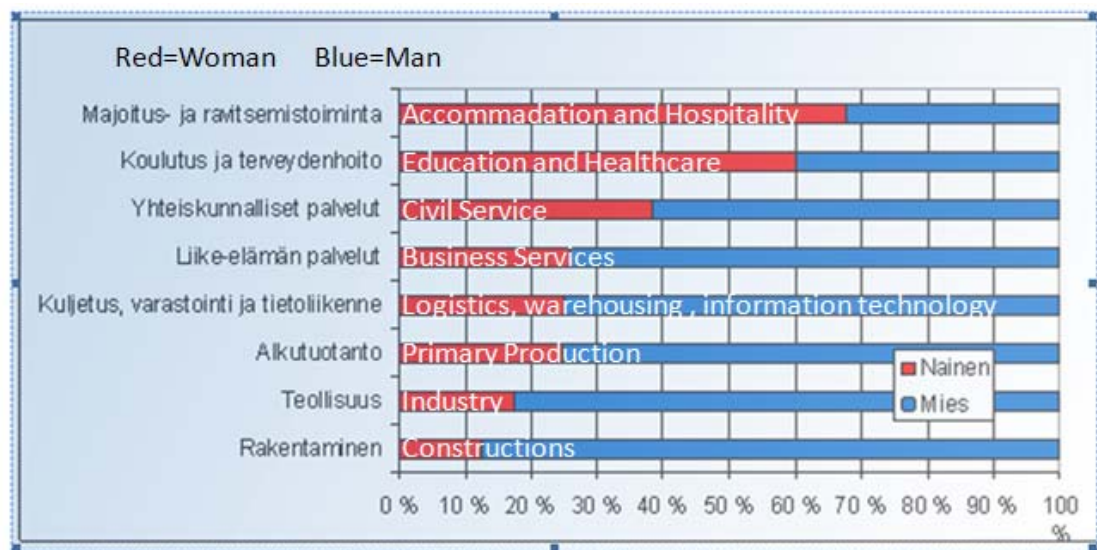
1. Social work (91% of women)
2. Education and healthcare (85% of women)
3. Accommodation and food industry (72% of women)

Women managers were majority of 2 segments: accommodation and food industry (68% of managers were women) and education and healthcare (60% of managers were women).

Men fields were:

1. Construction work (93% of men)
2. Logistics (78% of men)
3. Industry (71% of men)

There are few professions that had almost the same percentages with men and women. They were retail business (women 49 % and men 51 %) and Civil Service and Defence (women 52 % and men 48 %). (Vanhala 2004.)



**Figure 6. Women- and men leaders share in private sector (%) within industries in year 2000.**

### 3.1.3 Salary differences in Finland

In Finland in average women earn 82 % of men's earnings. Women's euro is about 80 cents. Median was in year 2000 67 % of men's salaries and in euro it was 17000 euros. (Vanhala 2003.) This has been under criticism a lot in Finland. How people who are doing the same job can get so much lower salary in top manager position? The greatest differences between salaries had women and men CEO or Senior Executives. In median income the difference was 27200 euros/year. It has been also studied that in those industries dominated by women, men also get a lower salary than if they were working in industries dominated by men. (Vanhala 2003.) Government in Finland has presented a reform which idea was to evoke salary differences in minimum by year 2020. This project has already failed because increase of women top positions has only been 0,4-0,5 % per year. In 50 years only really small changes had appeared regarding to salary differences. (Vanhala 2003.) Finnish women are the most educated in EU. 25-64 years old women 36% have academic degree and that is more than any other EU-countries. Men scored 29 % and average in EU is 23 %. So where is the problem? (Vanhala 2003.)

### 3.2 Managing behaviour

As we already briefly mentioned different behaving among managers in section Expatriate assignments and how women should change their managing style and behaviour so men wouldn't feel so threatened by women. Nea Kontoniemi (2009) had researched this phenomenon based on following questions. Do women and men managers have significant differences regarding to personality, behaving, and experiences and does their subordinates have different opinions and how they have exposed to matter. International studies have stated there aren't so many differences between men and women as a leader and manager. This observation might be result from the fact that there are not as many women managers as they are men managers, so this can't be researched properly, at least not yet. Behaving in management includes values, beliefs and gender differences. Women usually are known as sentimental leaders and human relationships are important to them. (Lämsä 2009.) Women are normally dedicated to nurture and serving others, while men have focus more on competitions, taking risks, rule and control. If amount of women will increase in top manager's positions, they will bring more feminine way of action and thoughts. They also might find new ways to solve a eternity problem of women, family planning and career. To understand different management behaviour we have to go all way back to university level where some of these role behaviours have been learned. According to Lämsä (2000, 2003) students values and beliefs change during the university studies. Masculinity appreciates values such as financial succeed, opportunity to earn lot of money, competition with other students and general performance. They admire ambition and success. Feminine way of thinking includes values like caring other people, empathy, communalism, and people's participation. They admire thing such as quality of life, great human relationships and take care of disadvantaged people. Based on the study of Anna-Maija Lämsä (2009), values of the students change during their educational period. Men are having even more masculine values than they did before and women starts to think a little bit like men, but their values do not change that much. So the big gap between women's and men's behaviour, values and beliefs are coming from university level all a way to the work-

ing life. Women's special abilities putting to use in organizations is important factor when speaking about efficiency. Women's management style is more efficiency, successful and caring. If this style is better than men's, they should adapt the same style. (Lämsä 2009.)

### **3.2.1 Transactional and transformational leadership styles**

Leadership styles can be categorized in 2 segments; transactional and transformational. Transactional leadership emphasize set on clearly defined exchanges between a leader and a follower. In transformational leadership, leaders rely on motive development and positive emotions by creating and representing an inspiring vision of the future. (Rohmann & Rowold 2009.) Women score higher on transformational leadership. "Female leaders seem to possess (and to show) more attributes that evoke among their followers feelings of respect and pride in working with them than do their counter parts. Also, they show more optimism concerning future goals and take goals of their co-workers more strongly into consideration." (Rohmann & Rowold 2009.) In same study women score higher also when rewarding is the issue. If their co-workers are performing well, women seem to give more rewards from their achievements. Transactional leaders which men are have been described that they focus more on mistakes and problems, and are waiting until problems are getting solved, before intervening and they are not present and involved in critical periods. Women as transformational leaders tend to be more people orientated than men as leaders. This makes it more difficult to women show agentic leadership style. All leadership styles have a strong influence on behaviour. Therefore gender differences within the same leadership role may be present but small. Women were announced more effective and satisfying to work for and generating extra effort from their subordinates. It seems that female leaders have a small advantage compared to male leaders, regarding to transformational leadership style. Other side of the coin has shown us that transactional leadership style which male seems to practise have related negatively when it comes to uncertainty avoidance. (Rohmann & Rowold 2009.)



### 3.2.2 Organizational culture and stereotypes

“Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. Organizational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees. While executive leaders play a large role in defining organizational culture by their actions and leadership, all employees contribute to the organizational culture.”

([http://humanresources.about.com/od/organizationalculture/Organizational\\_Culture\\_Corporate\\_Culture\\_in\\_Organizations.htm](http://humanresources.about.com/od/organizationalculture/Organizational_Culture_Corporate_Culture_in_Organizations.htm))

Women still might be facing disadvantages when it comes to leadership. There are huge amount of prejudicial evaluation of their leadership competencies. (Rohmann & Rowold 2009.) When speaking about leadership and mental impression, people think men as leaders. All biases and attitudes within the organizational culture are still there. More education and right guidance are key issues. (Anderson 2004). “The main obstacle that prevents female managers from advancing to top positions is their inability to generate and use informal power in organizations which are usually dominated by a male culture.” (Kottis 1994.) Women are still seen as mother and looking after family -persons. These stereotypes are harming lot those women who wants to climb up for ladders in corporate world. (Gumbus & Grodzinsky 2004.) If there are women leaders they are assumed to worked really hard and showed their competences and strengths as leader, when they are women. So they are always starting as a defendant, because people have these stereotypes about women and think they can not handle tough situations, making good decision or take responsibility like in senior manager position or member of the executive board room. People should remember in past whose have been affecting most of the decisions in society. Not having a public power, but women had always had power inside of their homes and many men who were leaders at that time, asked help from their wives and family. (Lämsä 2009.) There are certain beliefs about women’s and men’s stereotypes. Karento (1999.) has interpreted these characteristics below:

**Men**

Ability to abstract  
 Aggressive  
 States facts  
 Dominative  
 Strive for payback  
 Independency  
 Egoism  
 Self-assurance  
 Competitive  
 Logical

**Women**

Practicality  
 Kindness  
 Social  
 Acquiescence  
 Empathy  
 Amenability  
 Emotionally intelligence  
 Insecurity  
 Cooperative  
 Intuitive

If people in organizations are thinking features above and making their assumptions about men and women as stereotypes, they might end up to do totally wrong decisions. That's why it is inexpressible important to change people's stereotype beliefs and let everyone to be judged individually. (Hillos & Lämsä 2009.)

Women in management are a typical sight in organizations today. In Finland this definitely was not a case in early 19th century. Women got their chance to be involved in working life in 1918; only one year after Finland got its independency. During the recession men leaders seems to decrease. We Finns think that we are equally with men here. Studies has shown converse. Many European countries are ranked higher when it becomes management and top positions. Countries such as Sweden, Estonia, Slovenia, Norway and Bulgaria scored much more higher than Finland. It was sad to realize that portion of women managers were much lower in old EU-countries but in the new ones portion was much higher.

There has been discussion about quotas in top manager's levels and in Board. In Norway they already have them and in Sweden they are strongly thinking to have quotas. In Finland a vertical segmentations appears to have more men in hierarchical

places in a company. Most of the women are in middle level managers and then they are hitting to a glass ceiling. Small – and medium size companies might have women as CEO. Research gives information where 143 stock listed companies were studied and a result was sad, only 4 of those companies had a woman as a CEO.

Women are usually working in “women’s field”, like social work, education, healthcare accommodation and food industry. Men’s typical areas are construction work, logistics and manufacturing industry. This kind of distribution is called a horizontal segmentation. Retail business seemed to divide quite equally among the women and men, same as civil service and a defense.

Average of women earnings is 82% of men’s earnings in Finland. Women’s euro is about 80 cents. Finnish government has presented a reform which idea was to evoke salary differences in minimum by year 2020. Project has already failed because increase in women top position has only been 0,4-0,5% per year. Finnish women are the most educated in EU. 25-64 years old women 36% have academic degree and that is more than any other EU-countries. Men scored 29% and average in EU is 23%.

There are 2 different leadership styles. They are called transactional and transformational styles. Women have been diagnosed to have transformational style, which emphasizes motive development and positive emotions by creating and representing an inspiring vision of the future. Other hand men are having transactional style which means setting on clearly defined exchanges between a leader and a follower.

Women score higher also when rewarding is the issue. If their co-workers are performing well, women seem to give more rewards from their achievements. Leadership style has a strong influence on behaviour. That is why there might be some gender differences as well. Women were announced more effective and satisfying to work for and generating extra effort from their subordinates. It seems that female leaders have a small advantage compared to male leaders, regarding to transformational leadership style. Other side of the coin has shown us that transactional leader-

ship style which male seems to practise have related negatively when it comes to uncertainty avoidance.

Organizational culture and stereotypes makes strong impression about leaders. Organizational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees. Women are still facing disadvantages when pursuing to be a top level manager. They are starting in defendant position only because they have to impress everyone. All biases and attitudes within the organizational culture are still there. Women are still seen as mother and looking after family -persons. Men and women have different characteristics, and they both should be used in the best way to benefit the whole organization.

#### **4 GLASS CLIFF**

A glass cliff is a term named and studied by Michelle Ryan and Alex Haslam of Exeter University, United Kingdom, in 2004. They have made a study which demonstrates that once women break through the glass ceiling and take on positions of leadership they often have experiences that they are treated differently from their male counterparts.

*More specifically, women are more likely to occupy positions that can be described as precarious and thus have a higher risk of failure - either because they are in organizational units that are in crisis or because they are not given the resources and support needed for success. Extending the metaphor of the glass ceiling, they evoke the metaphor of the 'glass cliff' to capture the subtlety to the phenomenon and feeling of teetering on the edge. ([http://en.wikipedia.org/wiki/Glass\\_cliff](http://en.wikipedia.org/wiki/Glass_cliff)).*

According to Ryan and Haslam they have discovered really fascinating thing. People think women directors are bad for business. Research gives a different answer. Analyses revealed that the appointment of a woman director did not make a company performance worse. Indeed, in a time of a general financial downturn,

companies that appointed a woman to be a board member actually experienced a marked increase in share price after the appointment. Appointments that were made in less unsettled times seemed to be followed by a period of share price stability.

In a figure below it is clearly shown that performance of the company has increased after a woman is in charge.



**Figure 7.** (<http://psy.ex.ac.uk/seorg/glasscliff/research.html>)

There have been also opposite results for hiring a woman. Times magazine wrote an article in November 2003 and they stated like this:

*Numbers of female directors on the boards of FTSE 100 companies had risen by 20% in the previous 12 months, it said. But the article posed a thorny question: "Women on board: A help or a hindrance?" and went on to conclude, in no uncertain terms, that women are a hindrance.*

([http://news.bbc.co.uk/2/hi/uk\\_news/magazine/3755031.stm](http://news.bbc.co.uk/2/hi/uk_news/magazine/3755031.stm))

Based on this statement in report in Times magazine (November 2003) said that when there are more women in a Board, companies' performing is not good, but when there are men in the board room, the company is well performed.

After reading this article Haslam and Ryan decided to do their own research what was described above. Another different opinion was written by Paul Craig Roberts (Milwaukee Journal, March 26, 1995)

([http://findarticles.com/p/articles/mi\\_qn4207/is\\_19950326/ai\\_n10190407/](http://findarticles.com/p/articles/mi_qn4207/is_19950326/ai_n10190407/)) and he felt it is white males who are trapped, not women at all. In his article he is describing how out of tune was Federal Glass Ceiling Commission's report just when the politicians are demanding termination for quotas and now they wanted more quotas.

"Bob Dole, who introduced the Glass Ceiling Act in 1991 and is responsible for the creation of the Glass Ceiling Commission, has recently repented and disavowed the affirmative action policies that discriminate against white males." (Paul Craig Roberts 1995.) Women thinks that they can't get anywhere because of those white male's prejudices and it is the single most important barrier for their advancement. "It is even less credulous that these hard-driving women are held at bay by corporate pip-squeaks who, if not afraid of their own shadows, are so afraid of women that they

"feel at risk" and are overcome with "white male anxiety." (Paul Craig Roberts 1995.) These feelings were 15 years ago, and surely have changed. In 1989 Fortune magazine reported that only 14 % of Fortune 500 companies hire by talent and merit, rest hire and promote by quotas. "The commission does not see the blatant contradiction between its assertions of a glass ceiling and reports that the evaluations and bonuses of white male managers depend on their "diversity report card" ratings. If white male managers don't recruit and promote the privileged races and gender, their own careers go on the block. (Paul Craig Roberts 1995.) This kind of approach in 1995 might have been common towards glass ceiling. In these days people are more educated and experienced. In a globalize world, the business culture has changed also. People are hired by their talent, but there are still big gap between hiring women as top managers, than they do with men. They both are talented and organizations need them both.

## 5 CONCLUSIONS

Based on the literature reviewed, Glass Ceiling phenomenon still exists in a corporate world and a culture. Majority of the people think women should be at home raising children and looking after domestic work. Women who want to have a career are difficult to balance with domestic duties and with career and its development. The demanding career needs lots of time and competitive skills employees should have. Career is not a same concept as it has been earlier; now a days it is more demanding and time consuming. I have reviewed many studies concerning this matter in this thesis. The biggest obstacle to women career development seems to be having kids and looking after them. Women are still treated like mothers or potential parturient. That is why they do not get big promotions or get more responsibility on their work. When they are stuck with their same positions or other duties where they can't get any higher in hierarchical order in a company, they get really frustrated and don't give their fullest contribution. There have been also researches supporting the fact that women with children can manage their career and family life in a same time. Of course they need help from others like, spouse, family, neighbours, different networks and help bought from outside. They are still as ambitious as men or women who don't have children.

### **Benefits for company and business life, when hiring a woman as top manager**

There has been study about different ways to lead and manage. They were transactional and transformal styles. Women scored higher in transactional leading style. This style is more person oriented and rewarding replies subordinates. In corporate culture and globalizing business organizations, it is vital to have satisfied human resources, which are companies' most important asset, to perform outstanding results. Order to achieve those results, company policies and cultures must change. The boss in a company is a person who everyone respects. If that boss doesn't give you

enough support and guidance, it is hard to give your 100% contribution to the company. Therefore changes which allows women to rise to highest level in organizations, would give more satisfied employees for a company. When those employees are satisfied and will get that support, mentoring and guidance from their boss, they would perform better than before.

There are lots of discussion about women and work life, especially women who have children. What has been totally forgotten, are skills which mothers do possess. Woman who have children and career have to combine those two things. This gives women to be more efficient, manage time better and be prepared for what ever kind of surprises that may come. These characteristics are exactly what are looked for to be a top manager. That is why women can be more ready for unknown changes in external or internal factors and react on them. I am not saying men can't do the same thing, but from women it will come more naturally and maybe they will approach to change with less panic than men. I read a book called "Äitijohtaja" written by Kirsi Piha. In that book she interviewed many women CEOs who have managed to be good mothers and great Chief Executive Officers at a same time. It is not impossible.

If there are only men in executive board, decision are going to be too homogeneous. That is why I totally support quotas in to a Board room. Women are giving their own opinions and usually they have different values and beliefs, not forgetting that company must make a profit. They are giving their contribution for a company such as strong as their counterparts. The old saying that we are living in a men's world is not true anymore. Companies who don't get that are not able to success in a globalizing world.

Women as workers who know won't get promoted anymore because of this invisible glass ceiling are going to get bored and unsatisfied with their work. This is leading for bad results and competitive advance for company is gone. When people are unhappy



with their work, it is going to be seen to suppliers, customers and other stakeholders. In stock listed companies this might effect to decrease of share value.

In international business and expatriate assignments women are discovered to have better language skills, ability to adapt culture quicker and people abroad think women as a curious and easy to approach. Different cultures are still affecting to this matter quite a lot. It is not easy for women to get involved men's networks but they are capable to make their own as well. In international business culture is important to read people and know how they behave and what they want. For women this is easier than for men. They are more caring and human oriented and that is why people can approach them easier. In some countries there is no respect for women at all, but I do hope that one day it would change. Women are important to a growth of population. We must remember that it makes two persons to have a child and raising it should be the same. Different cultures still haven't discovered this.

### **How to change the attitudes and biases towards women leaders?**

In my thesis I have studied occurrences, which shapes attitudes and biases towards women. What I have found was that attitudes and biases are coming all away from university life. It is not only corporate world where these facts, which women are facing, are true. Early in our educational stage this phenomenon is coming stronger and stronger. Personally I do believe role models are coming from upbringing and from surroundings. Changing this early upbringing would change the whole corporate world and its beliefs and attitudes. The world is changing rapidly, but not all the countries are in a same speed. Some other countries women rights are better than others. I am not suggesting here that this huge change should happen in one night or even in one decade. It would be nightmare to everyone. More developing countries should give their examples to emerging countries, that there can be a change. It was so close to see that almost we got a woman as the president of the United States. It would have been interesting to see, how the world would have changed. In England people have been wondering if women leaders could have forestalled global reces-

sion. One thing that I know and learned from my studies is people need and want to have change in a corporate world. Men might be afraid beginning to work with women, but they will get used to it. They will even see how much easier it might be to work with women than men.

Women should make their own networks inside and outside of the company. Outside the company I mean other companies and other stakeholders. There are women in different positions in suppliers, customers, government and in their own organizations. These women should create their own networks and learn, mentor, help and support each others. This could be that famous "women power"- phenomenon. They also should be more loud and visible when it comes to career development and tell to their superior what they want. What women want? They want all, the family and great career. It has been proved that career is momentous for women psyche and for self-esteem. Men want all as well, family and career. Why they are not being guilty for desiring the same things than women? Solutions for dual career couples are husband taking more responsibility, hiring help from the outside and being able to spend time with family. Then women could focus more on their career development, not only support their spouses' career development.

Women who have broken the glass ceiling have proved that companies results are getting better, atmosphere in work place has changed, motivation increased and employees are getting more support. Can YOU give me a good reason why NOT hires a woman as a top manager? I can not.

United States Senator Hillary Clinton used the term glass ceiling in her speech to endorse Senator Barack Obama for President: "And although we weren't able to shatter that highest, hardest glass ceiling this time, thanks to you, it's got about 18 million cracks in it."

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