

If Women Lead Good and Deal Better Then Why is Women Leadership Still a Snake and Ladder Game?

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ABSTRACT

Combining the conceptualizations of research in women leadership, changes have been typically found in the literature which shows a transformational perspective of women in business settings. Despite the changing patterns of political growth and technological advancements, women are still at the backdrop of business houses which creates an open forum of discussion for the backlash against the female leadership. Close evidences of women leadership studies revealed an enhanced organizational growth with leadership characteristics depicted by the females. With the reflections of feminine behavior as a stereotype has to challenge the societies visualization and indeed form a competitive symbol to address the futuristic commitments and journey towards equality. Corporate life is historically been targeted towards male community in terms of assertiveness, confidence, availability. Thus, the manifestation of the leadership concept has naturally been shaped by gender roles and values. With the emergence of women leadership concept in 1970's there can be seen a progression towards women's role in the business life which has markedly made a difference in the leadership school of thought. Women, who have traditionally been put aside compared to men in leadership positions, have emerged as leaders in some societies more than others. With this background, the present study attempts to compile the factors that takes women to a much elevated position in terms of capabilities and makes her must probable to higher steps in the organizational ladder, on the other hand the study also tries to probe into the factors that pulls her legs down the ladder. What makes women leaders still in a snake and ladder game?

Keywords: *Female Leadership, Gender Stereotypes, Women Leaders, Career Advancement, Corporate Performance, Development Equality*

The word Leadership is itself self explanatory in its own concept of evolving. Leading often refers to magnetism and the ability to “give sense” to the followers. Women's involvement in

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workforce has seen a rapid increase in the last few decades. In various professional fields women hold leadership roles, most common fields of which cluster around education, and nursing, nonprofit and social service sectors. When talking of modern leadership models, more thrust is given to the challenges of leadership for women, gender stereotypes, cultural set ups and even definitions of leaderships. However it is a matter of fact that the majority of leaders (64%) in various business sector comprise of men. Some questions do recurrently come up in women leadership researches as are men better leaders than women? Or it is women's management, interpersonal relationships, and leadership style and communication better suits leadership. Does glass ceiling play a major role in women leadership? According to the research by the students of The University of San Diego, women makes a difference in the world with their qualities that makes them great leaders, and it is about what they do in their life rather who they are.

In an IBM Corporation sponsored study of 2007, it has been stated that gender stereotypes leads to misinterpretation of the actual talents of women leaders and can potentially result in undermining women contribution to organizations and their own advancement. Yet another dilemma which comes into questioning of women leadership role is between women 'take care' and men 'take charge'. In a study conducted in collaboration with Theresa Wellbourne at Ross School of Business, University of Michigan, it was found that perceptions about men-women leadership did not support actual leadership behaviour and it concluded that gender is not a reliable predictor of how a person will lead. Women are labeled as leading differently and the perceptions and structures about women are stereotyped. Women leadership styles need not change but the stereotypes must change, to keep up with today's changing times. Keeping off the issue of stereotypes, literature suggests that many factors play behind women's not occupying an equal part in leadership positions. Not only institutional and individual discrimination, a greater responsibility for family life and experienced glass ceiling also acts as barriers to women not reaching at the top. Moreover when women succeed, support from family members and spouse is more important. Many a times women face interrupted career patterns; so reaching the top get as delayed as compared to men. Sometimes women do not properly plan their career goals. In spite of the various challenges and barriers women face on the road of leadership, researchers have found the women have in some way an advantageous stance when they compete for leadership effectiveness.

LITERATURE REVIEW

Leadership and Gender Role

The question that is concerned in this area is whether males and females can be categorized based on their orientation towards leadership styles and behaviors which creates an organizational impact. According to Chemers (2000) research there exists three broad differences between these two sexes is their biological differences in terms of their hormonal balances, their cultural setups and their determination in organizational structures. One of the guiding principles of the Commonwealth is to improve the gender equality and women empowerment to equip them

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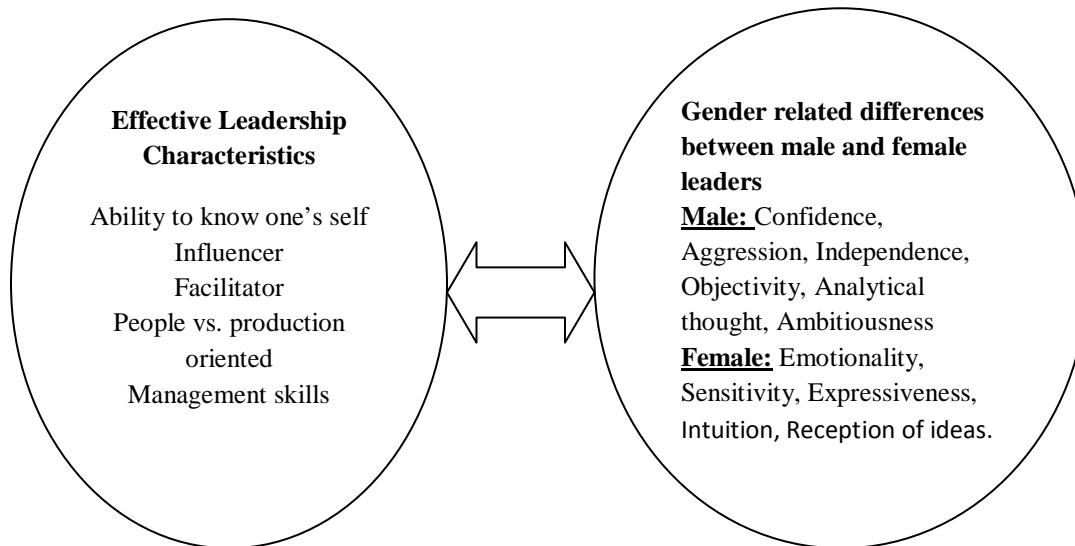
with the national and international leadership positions and decision making (Commonwealth's Plan of Action for Gender Equality 2005- 2015 report). Women are considered to be the greatest economic wealth of the nation (Silverstein and Sayre 2009a). In the recent years Gender differences and the leadership styles has turned out to be one of the most considered explorative topics Women, in today's time are constituting a large share of the manpower as only few seats can be seen filled at the top positions (Sindhura & Chaluvadi 2015). An important construct of gender is to relate it with the leadership style being followed i.e., by masculine or feminine characteristics (Larson and Freeman, 1997). According to Eagly and Johnson, 1990 the women leadership style is being portrayed as interpersonal, democratic and charismatic oriented behaviors. By the research of Oshagbemi and Gill, (2003) gender roles and leadership has been characterized by task-oriented style for male leaders and relationship oriented for women leaders.

Eagly et al. 2003 have done a Meta analysis survey of 45 studies related to the leadership styles and gender functions and found that transformational leadership styles were more suited to the women group and transactional aspects were more likely to be adopted by the males. Past researches defining the role of leadership styles amongst men and women were mostly prior to 1990's wherein, the styles were differentiated as task-oriented and interpersonal. The task-oriented styles fulfills the criteria of carrying out task-related activities and interpersonal factor as relevant for maintaining the interpersonal relations in the form of cooperation with others (Bales 1950) which was further revised by academicians and Ohio State Universities researchers (Hemphill & Coons, 1957) and the Michigan University (Likert, 1963). According to Lewin & Lippitt, 1938 the leadership dimensions have been customarily termed as democratic versus autocratic leadership or participative versus directive leadership, followed a sequential number of researches afterwards (Vroom & Yetton, 1973). Leadership styles and gender differences study have been later conducted by Eagly and Johnson (1990) through meta-analysis. Rigg and Sparrow (1994) have found that men are more oriented towards paternalistic and authoritative behavior, whereas the female leaders portray "people oriented" outlook towards leadership. According to Gibson (1995) male leaders accentuate furthers in their goals than women leaders. Gender differences in leadership from biological point of view are definitely an unquestionable prediction. Women have been found to be blessed with unique strengths essential for better growth and advancement in an organization. Jo Jorden Smith sates that sex hormones have been found in parts of the brain other than the hypothalamus, inferring true genetic differences in brain functioning. Researchers have also found that female brain functions more symmetrically with greater left right brain integration than man. The interconnected ness of the two hemispheres in women is also suggested to be greater than men (Nicholas 1994). Women's capacity of web thinking in contrast to men's step thinking also allows women to tolerate ambiguity and hold several things together in mind. Women have also been found to be high on intuition and so better in decision making. They are also high on chunking for which they can single out issues out of a complex situation and instantaneously recognize a bigger problem and go ahead with

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sequential thought. As compared to men, yes, women think more in long term than here and now. This is also attributed to differences in region of brain architecture. Again women's capacity of facial reading is a valuable skill. So to better understand the differences in leadership effectiveness one can differentiate between genders is to look through the lens of age.

Fig.1 Gender and Leaders



Source: Authors' Compilation from Literatures

Women Leadership and Culture

Societies and people are characterized by different value systems, practices, traditions and characteristics which are connected with the realms of cultural aspects being held by the individuals or groups. Values are an important indicator of a society. Individuals differ in their orientation from one to the other group and this assumes to be the distinct culture which it holds. According to (Dlugos & Weiermair 1981) the cultural aspects influences a wide array of behaviors which seemed to be widely regarded thus, a current topic of discussion leads to the understanding of the influence of cultural systems on the leader's behavior. . Arditi, Gluch and Holmdahl (2013) in their study assert that there are substantial differences in the competencies of men and women, but it cannot be denied that there are many correspondences as well. Cultural values and processes shape the cognitive schemas or shared meanings among individuals as well as groups (Erez 1993). Haire, Ghiselli & Porter (1966) have studied the managerial attitudes depicting leadership styles across fourteen countries and reported that 28% of the variability was associated with national groupings. Similarly, Heller and Wilpert (1981) also have reported the significant differences in participative styles. In 1980, Hofstede's study was also aligned with the perspective that countries with similar value orientations will display similar leadership styles. In a study, Catalyst (2004), reported that women come upon a different work setting which has some typical stereotypes and cultural confrontations. These reports have also been supported by

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other researchers (Watts, 2009; Ardit, Gluch & Holmdahl; 2013 Klenke, 2011). The reasons for this difference in understanding men women leadership has multifaceted reasons but may be condensed to a uncomplicated variable which is the numbers of women and men occupying managerial and leadership positions.

Female and Male Managers Difference: Bridging the Gap

According to Powell (1993) the perspectives of categorizing male and female managers have been (1) there are no differences between men and women as managers, women managers try to become like men and reject the gender stereotype. (2) Men make better managers because their early socialization experiences differ: they are playing more team sports than girls do (Hennig and Jardim, 1977). (3) Stereotypical differences between the sexes, where women in managerial roles bring out their feminine characteristics that tend to be stereotypical. Rosener (1990), have claimed that female and male leaders differ in respect to gender stereotypes, thereby, female leaders tend to concentrate more on the relationships between people whereas men tends to concentrate on the tasks. Men and women differ in every aspect such as the way of acting, communicating and influencing (Merchant 2012). According to Leaper, 1991; Maltz & Borker, 1982; Wood, 1996; Mason, 1994 males use communication skills to achieve the end result or is to exert dominance whereas; women use it to build social relationships.

Table No.1 Stereotypic Traits of Women and Men Differences

Women	Past Studies	Men	Past Studies
Gentle/Social/Emotional/transformational leaders	Chodorow, 1978;; Eagly, 1987; Grilligan, 1982; Miller, 1976; Bass & Avolio, 1994; Rosener, 1990	Self-assertive, Power, Independent & Dominance/Unemotional/Control/ conversations with the goal of transmitting information and offering advice, adversarial/ transactional leadership	Maltz & Borker, 1982; Wood, 1996; Mason, 1994; Chodorow, 1978; Eagly, Grilligan, 1982; Miller, 1976; Tannen, 1990; Bass & Avolio, 1994; Rosener, 1990
Aware of feelings of others/selflessness/value relationships/socially oriented/ language of rapport: a way of establishing and negotiating relationship/ synergistic	Mason, 1994; Chodorow, 1989; Gray,1992, Tannen, 1990	Active/goal-oriented	Gray, 1992
Weak statements/Low Self-confidence/Fear	Pearson,1985	Competitive/confident	Lakoff, 1975
Consultation, inspirational appeal, and ingratiation	Carli, 1999; Carothers & Allen, 1999; Dubrin, 1991; Lamude, 1993; White, 1998	Forceful, Rational, Unemotional	Schneider, 2005
Affectionate, Appreciative, Friendly,	Welbourne, 2005	Achievement-oriented, Ambitious, Coarse, Forceful,	Welbourne, 2005

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Sensitive, sentimental		Tough	
Does not use harsh language/ less interrupter/ “take care” leadership approach	Lakoff, 1975; Thorne & Henley, 1975; Martell & DeSmet, 2001; Yukl, 1994; Hater & Bass, 1998	“take charge” approach	Martell & DeSmet, 2001; Yukl, 1994; Hater & Bass, 1998
Expressive, Tentative, and Polite in conversation/ relationship-oriented leaders	Basow & Rubenfield, 2003	Task-oriented leaders	Eagly & Johnson, 1990

Source: Authors’ Compilation

FEMALE LEADERSHIP STRENGTHS: LEAD GOOD FACTORS

The Women Way of Communication

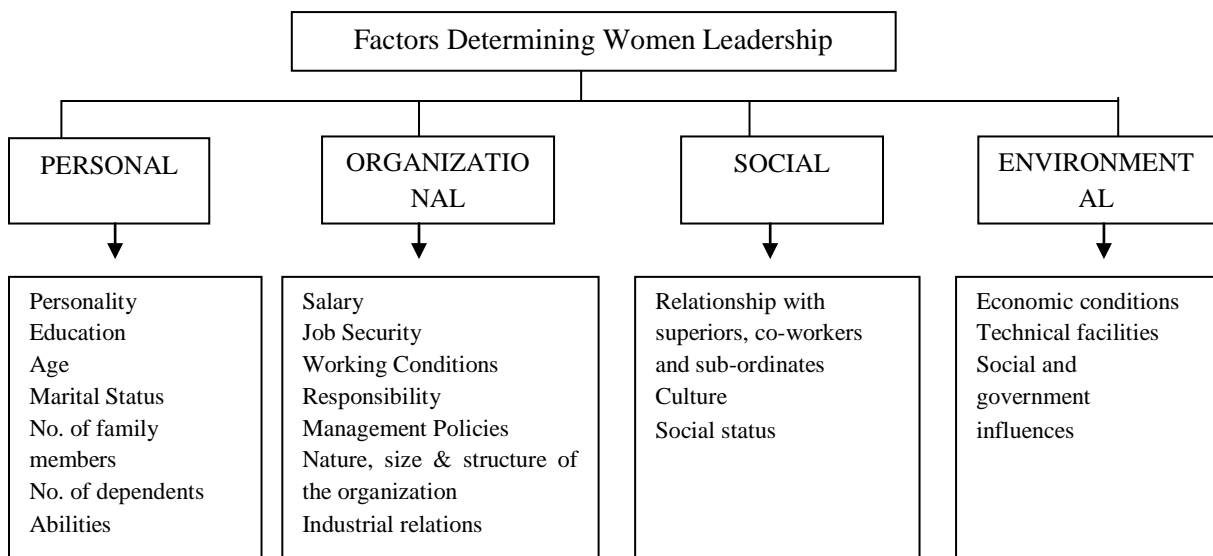
Communication, the skill of exchange or information flow is one of the important contributions to leadership effectiveness. In any situation interpersonal relationship and power are manifested with behaviours of problem solving, influencing superiors and subordinates and delegation. Through researches, linguists have come to the thought that varying communication patterns are results of biological and gender differences and also due to cultural training. Researchers have found that women have their own way of talking, relating, caring, sharing and even presenting facts and data. From a very young age women tend to display a high verbal ability. As already discussed about left right brain integration, the female brain is better organized for communication between halves (Anne Campbell). According to Jo Durden Smith study, women have superior verbal skills as compared to men. Women’s communication skills, sharper innate skill, perceptual speed lead towards the thought of ‘Women intuition’, Nicholas Wade (1994). Women lead from heart and administer with a feeling of people oriented conscience. Nurturing is however more important for them than authority. They facilitate and mentor. In today’s fast paced competitive workplace and global advancement sensed every moment, uncertainty is the rule of the day; here only comprehensive understanding, thoughtful analysis and intuition can help win the game. With intuition, an emotional connection is established and makes good leaders. This understanding is the core of authenticity. Intuition lays more thrust on respect for others co habitation and co-leadership. Yes, going on in line with what Daniel Go leman calls emotional intelligence, women with their intuition and thinking from the heart, think with more emotional intelligence. An aggregate look at how women leaders compared to their male counterparts shows the following.

A study by McKinsey & Co has found that women are more likely than men to demonstrate some leadership traits that have a positive impact on corporate performance, including being inspiring, building collaborative teams and rewarding people. The participants in CIMA’s study agreed that women tend to lead in different ways from men. Most interviewees mentioned empathy, compassion and ability to connect with people as key strengths. A finance director in China explained how women’s empathy could benefit business and help to “break down cultural barriers, avoid friction and provide new perspective to discussions”. A participative approach to

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decision-making was another common theme. Maryvonne Palanduz, head of retail finance at Metropolitan Holdings in South Africa, said: “I prefer to be consultative and really empower my subordinates to come up with a solution. I like to be seen as one of the participants guiding the conversation”. Suzana Sulaiman, deputy dean of accounting at Mara University of Technology, Malaysia, had a similar style. “It’s important to have togetherness when solving problems,” she said. “I welcome suggestions from my team and share responsibility and also successes. Although they worked differently from many men, these women didn’t view them as adversaries. “Men and women play different roles,” said Teresa Chan, corporate FD at Warner Brothers in Hong Kong. “Instead of seeing men and women as competing, it’s good to see them as complementing each other.” Effective communication is one of the strongest skills of women and they know when, where and how to use it very well. When communicating with employers or co-workers or their partners they state their thoughts clearly. Female leaders can communicate regularly with clarity and openness. Past Academic researches has shown that women use communication as a tool or medium to improve the social connections and create inter-personal relationships, whereas men use language to exert dominance and maintain a authoritative type of interaction with the sub ordinates (Leaper, 1991; Maltz & Borker, 1982; Wood, 1996; Mason, 1994). According to Basow & Rubenfield, 2003 women exert more expressive, tentative, and polite attitude in their communication, while men are more towards assertive and dominating behaviours. Thus, men always view conversations in a way to establish and maintain status, power, control and dominance in relationships, whereas, women seek for creating and fostering a sense of bond and caring attitude (Gray, 1992; Tannen, 1990). Women are accepted as to use communication to enhance social connections and relationships, while men use it to enhance social dominance (Leaper, 1991; Mulac, Bradac, & Gibbons, 2001).

Fig.2 Factors Determining Women Leaders



Source: Authors' Compilation

THE WOMEN LEADERSHIP ADVANTAGE: THE DEAL BETTER FACTORS

Gender should not be a deciding factor in whether or not a person can be a great leader. An individual's leadership abilities should depend mostly on their individual strengths and their personality traits and most importantly a leader should be the one who should be just as a co-worker who understands people's emotions and responds naturally in favour of some unexpected and unfavourable situations and mainly they should be in a self-reflective way and value factors such as meaning, purpose, connection with co-workers and work-life integration are most expected leadership qualities that are found in women.

Collaborative and Participative Leadership

According to literature, women love to work as a team and build good relationships with their teammates and they take care of each other's problems and play a supportive role in team building and they always like to grow with others (Coleman, 2003, 2005; Grogan & Shakeshaft, 2009). Abundant studies have made known to the fact that women follows a participative style of leadership (Coleman, 2002, 2003; Franzén, 2005; Hall, 1996; Lyman et al., 2009; Morris et al., 1999; Neville, 1988; Ouston, 1993; Shakeshaft, 1993; Stelter, 2002). According to Coleman (2003) women generally predisposes this attitude is due to the environment which makes them more participative in their nature. Eagly and Johannessen-Schmidt (2001) have further claimed in their study that in order to be accepted by the subordinates in the organization a women leader must takes decisions with respect to the sub ordinates participation.

Work-Life balance

Women are better leaders because they can balance professional & personal leadership skills. It's easier to approach a women leader with personal requests and sensitive question. They care a lot about their team and their welfare. And this also includes their performance at work and their work-life balance. They are more proactive in becoming mentors. Women are basically engaged with many responsibilities such as child rearing, household activities, career balancing and many more. They allocate their tasks according to the time they have and manage it excellently too. This makes them better than men in wearing multiple hats. According to Eagly & Carli, 2007, people who opts for multiple roles in their life (professional, parent, spouse, etc.) are notably found to have a improved sense of overall physical & mental and health with superior feelings of comfort. In 2001 Nock has defined a term called MEDS i.e., "marriage of equally dependent spouses, where husband and wife should contribute to 40-50% of their family income.

Empathetic behaviour

Nearly all women are naturally empathetic and value relationships. It enables them to have a good understanding of what drives the motivation of people around them, and how to acknowledge different people for their performance and contribution.

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Better Listeners

Women are good at listening at any kind of situations; they give ample of time for others to speak out the whole thing. And they don't suddenly react to it they take time and analyse and take decisions. This is not possible by most men.

Naturally Nurturing

The main aspect of leadership quality is the ability to provide help to the team members to develop their own skills and their strengths. Women are nurturing naturally which makes them the best; they can always help people around them succeed.

Multitasking Genius

As they are naturally good at multitasking from home to office they have the ability to handle different tasks at different situations seamlessly. This important feature is genetically embedded into them making them exceptional leaders.

Dream Big

Women are gifted to have an ability to dream of anything they desire at any point of time anywhere this makes them to convert all their dreams into actions and, most successful women have also executed them.

Problem Solvers

They are compassionate and passionate with solving problems in emergency situations in home as well as in business environments which makes them exceptional leaders.

Egos in Check

Ego restricts and even influences negatively on decision making ability, but women can keep their egos aside and go for their ultimate goal.

Exceptional Emotional Intelligence

The Emotional intelligence is the ability to recognize emotions within oneself and other people and this has become a new era where EQ beats IQ hence women are better with EQ, making them better leaders at work place. An evidence of a strong difference between men and women leaders has been carried out by Hopkins (2004) in a study of 105 managers in a financial sector. The characteristics notably researched included a wide array of competencies of emotionality whereas; a negative attitude can be reflected when there were gender role specific competencies related to influencing others. In 1998, Murray, have studied that women are always high scorer than compared to men in terms of socialization whereas; men are high performers in managing stress and confidence. Further studies have been done in order to predict the relationship of gender roles on leadership and emotional intelligence and all leaders irrespective of gender bias have to be trained in handling social and emotional pressures (Lopez-Zafra 2012).

GLASS CEILING AND WOMEN: SNAKE LADDER PERSPECTIVE

The snake and ladder is a very famous board game. This game is played between players where there are numbers and gridded squares. The board has a number of ladders and snakes each connecting two specific board squares. The game moves with the rolling of a die on the board, that is required to navigate one's game piece from start to finish, helped or hindered by ladders or snakes respectively. In the career of women, with special reference to women leadership, the metaphor of ladder highlights the fact that the climb up of women in the ladder may not always continue and there are frequent sliding down 'snakes' or moving back. Women's continuing in a career in a linear progression is not always much possible because of a variety of factors. Women's intermittent attachment to labor market has an impact on women's labor supply (Mincer, 1962; Gronau, 1973; Corcoran & Duncan, 1979). A good number of career breaks are in women's career mostly because of child-related or non-child related issues. Women who take career break are many times very highly skilled, experienced and successful professionals; even they have enjoyed career movement through proper grades. But once they go for a break, for family reasons and other personal causes, they might have to restart from a lower grade in a lesser time or both. This is a form of recommencing the career. This snake and ladder effect has a tremendous incidence in women leadership, choices and the financial stances as compared to men. Dual career partners also leave the women in the pair to compromise her career path because of husband's relocation or better opportunity. When the career break was longer women even decide not to come back to work. This is more so in case of women with lower qualification as compared to women with higher qualification (Shoba et al). Globally Participation Rate of Women's Labor Force decreased from 52.4% to 49.6% between 1995 and 2015.

1. The participation of women in labor force is 30% lesser than men.
2. Still, an additional quarter of a billion women have entered the labor force since 2006.

Women currently hold 23 percent of CEO positions at large companies around the world. Not only in political and corporate fields, the women leaders are increasing and also increasing in various fields across the world compared to the past, the development of perceptions and stereotypes about them is evolving and taking a different shape. Then what holds women back? Looking at the most advantageous position women are in, in terms of their inherent and earned qualities that make wonderful leaders, why then not women are still found to abound top and senior most managerial positions in the workplace? If looked at the various researches in women leadership it can be seen that the level of women representation both in case of Government and non government jobs shows that although women comprise 40-50% of the workforce, the chairs they occupy can not be labeled as top management positions truly. This can be related to the concept of glass ceiling which is referred to the unseen but impenetrable barrier stopping women from reaching higher position in spite of having merits. When initially used, the term was employed for careers on women but it gradually started denoting obstacles in progress of minority men as well as women. Though no formalities or openly announced advertisements forbid women or minority to be engaged in high level positions still somehow certain incidents

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or invisible obstacles play role in their reaching the top. The idea of women at top management positions at workplaces is still plagued with glass ceiling. In a study, Ryan and Haslam (2005) saw that with respect to appointment of men and women in senior management positions the profiles do differ. Women even had to undergo some forms of financial hardships as compared to men. This is a case of the idea of glass cliff which could be described as a phenomenon where, even if women have come out of glass ceiling, they are appointed at positions of risks. Haslam & Ryan also stated that if a company does not fare well in business being top managed by a woman leader, it is very likely that the failure of the company to do are pointed out to the women leader's performance. Studies have found that the average pay gap between men and women employees have been 22% in families with one or more children. This gap is 7% in child less families. Among the various countries studied Japan and Korea shows the greatest gap i.e. 14%, while Italy and Spain have almost none.

The Women Comeback: Not Very Late

Women, even if they have to leave their jobs because of some personal and family purposes are sought for by their companies if they are really thought of as assets. The problem of women attrition and replacing the lost talent is a pretty difficult concern in industry. It has been a matter of fact that women leaders, whatever additional advantages they are blessed with, have because of some reason or the other, had to either quit their jobs because of personal reasons or had had less opportunity to raise high in the organizational ladder. Recent trends show that though women quit for personal reasons, they are being encouraged to rejoin their companies for their skills at multitasking. Big Corporates like IBM, SAP, Mahindra, Satyam, and Hindustan Unilever have initiated programmes to call back these 'second career' women. (K.V. Kumarnath, The Business Line, 2012). Even through an initiative called 'Stay in Touch' the company tries to guarantee that women employees come again to work after a time off or maternity leave. It is also true that re-entry is not always so very easy. However Tata has launched a programme for second career women. The programme called Second Career Internship Programme understands the need for flexibility, need for a significant challenge and the need to demonstrate the capabilities the women have for some desired outcome. HUL has also launched a 'Career by Choice' for welcoming back women on a break. The programme is based on an attempt to balance the personal and professional needs for women in the second career. Research (KPMG Women's Leadership Study) indicates the important role that encouragement plays in addressing this hesitation. Women who were encouraged to be leaders growing up are more likely to aspire to be a senior leader of a company or organization (74% vs. 48%) and aspire to be on the board of a company in the future (66% vs. 39%) than those who did not receive that encouragement growing up.

Does Perception Matter?

Perception studies have been made by Eagly () which indicates that women and men are being judged by their sub ordinates in a better way so as seen in accordance with the traditional

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stereotyping gender roles. Female leaders are perceived as quiet and sociable whereas, male persons are perceived as dominant and powerful. Thus, a single man in a group likely leader is assumed to be the leader of the group and have more influential power as a single female will have less influence (Forsyth & Donelson 2010).

Obligingness Theories

Part of the "lack of fit" discernment is brought about by the path in which men and women talk and are relied upon to talk. Individuals shift their solicitation unequivocal quality to a specific degree since they are hoping to expand consistence. Be that as it may, utilizing indeterminate or speculative dialect confines women' capacity to convey what needs be and puts them off guard when associating with others. In fact, people who talk likely are assessed less positively than the individuals who talk confidently and are viewed as less believable and appealing.

Politeness Theories

Women who talk likely are viewed as less intelligent and proficient than men who talk probably, so the utilization of provisional discourse would seem to interfere with a women' capacity to impact more than a man's capacity to impact. Regardless of this, women tend to talk less straightforwardly than men do, women' inclination to utilize less effective discourse is showed in their propensity to swear less, talk all the more pleasantly and utilize more label inquiries, intensifiers, and fences

Expectation Theories

The Expectation States Theory proposes that face to face and personal associations are a component of the relative status of members Status is society particular and circumstance subordinate. In America, age occupation, allure and sexual orientation would all be able to go about as diffuse status qualities: attributes of a man that are utilized especially as a part of the nonappearance of particular data, to survey his or her skill, capacity or worth. Diffuse status qualities act similarly as a heuristic or generalization. Men and women are stereotyped as naturally high and low status individually as saw by discoveries that cliché female qualities are assessed less positively than cliché mainly attributes and that women are thought to be less equipped than men in the working environment sexual orientation can go about as a diffuse status trademark.

CONCLUSION

The present study has made an attempt to understand the position of women in corporate leadership and has tried to draw on the advantages that a woman leader may have over a man leader. It is an unpleasant fact, that women are much less likely to hold top leadership roles in comparison to male counterparts, though they are in various ways highly capable to do so. The reason that makes women having trouble gaining ground are the reasons why with so many gifted and competent women geared up and enthusiastic to fill leadership roles are not really able

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to make it. There are ample pipeline problems which make women have challenges to enter, or get trapped in the middle, or locked out of the top positions. But such scenario cannot be the rule of the day, there needs to be systematic approach to come out of women's snake and ladder game in leadership. Change has to set in the thoughts, perceptions, false barriers, glass ceiling and even in women's own level of determination. The change has to come as multi-step approach—the process has to include everything from diversity training to changes in employment practice reforms, changes in structure of leadership, change in college campuses, and changes in corporations. Women should also take the steps forward to undergo the pressure that may still be experienced to change a system set up against them from time immemorial; but the ice needs to be broken, the shells have to be cut through, the barriers needs to be severed, the glass ceilings needs to be cracked and change has to come visualizing woman at the top of the ladder. A woman friendly and conducive workplace is also a need of the day to engage these enormously talented leaders and retain them.

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