

Our Vision is "To teach, inspire, and assist people to experience enjoyment, fulfillment, and personal growth in their work while contributing to the success of themselves and their employers."

The Koval Eagle

Making People and Profits Soar!

Issue 5
September 2008



Welcome to Fall! I love the fall season - the weather, the colors, jack-o-lanterns, turkey dinners, and football! (At least one of my teams - the Giants - is doing well - I wish I could say the same about Rutgers!)

Our quarterly newsletter intends to educate, inspire, amuse - and keep you informed about how Koval Associates can help you to cultivate a happy, motivated, high-performing workforce.

This issue continues our focus on the topic of women employed in non-traditional fields - careers in which 25% or less of those employed are women.

The Feature Article is about the glass ceiling - not a see-through roof, but the phrase used to describe the invisible barriers to women's advancement in the workplace. CEO of a major corporation is an example of a non-traditional occupation. Only 2.4% of Fortune 1000 companies are headed by a woman.

The Highlighted Programs section describes three programs that focus on women in non-traditional careers. I am available to speak to your organization on this topic - tailored to the needs of your audience, whether they be students, business people, non-profits, civic organizations, etc.

And don't forget to check out the Humor at Work section!

Happy reading!

Sue Koval

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Are You Interested In Bringing A Program about Women In Non-Traditional Careers to Your Organization?

If so, please check out our Highlighted Programs block for descriptions of three dynamic programs that Susan can bring to your organization.

These programs can be tailored to fit the needs of your audience - ranging from students to seniors, in school, business, or community settings.

Please contact Susan for more information or to arrange a presentation.

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Feature Article: The Glass Ceiling

The glass ceiling, a term that has come to mean a barrier to women's advancement in the workplace. Believe it or not, this term celebrates its 30th birthday this year! The term was originated by diversity consultant Marilyn Loden in a 1978 presentation to the Women's Action Alliance Conference, to "describe the invisible barriers to advancement that many women managers still face." Thirty years later women are still bumping their heads on the glass ceiling, whether they are trying to rise through the management ranks, or gain a foothold in blue collar professions.

One may argue that Sarah Palin being nominated as the vice presidential candidate on the Republican ticket with John McCain is evidence that the glass ceiling is cracking. But she is the first woman candidate on a national ticket since Geraldine Ferraro was Walter Mondale's vice presidential partner in 1984. There has yet to be a woman on the ballot for the job of President of the United States, although Hillary Clinton made a historic run at the position this year. And though women have not yet attained the highest political post in the United States, they have made some inroads into the top positions in the corporate world.

According to Fortune magazine, the number of women CEOs in the FORTUNE 1000 has increased from 19 in 2005 to 24 in 2008. However, that's still only 2.4% of the top corporate posts being held by women. An extensive study (of 10,000 high ranking executives in nearly 1000 companies) published by researchers from the Tuck School of Business and Loyola University, concluded that the number of women CEOs will not likely significantly increase until at least 2016, based on the number of women currently in the upper-executive pipeline. The researchers found that in 48% of the largest U.S. firms, there were no women in senior positions, and that women comprised only a token presence in many of the other firms. The researchers project that the percentage of CEO spots held by women will increase from the 2000 level of 1.7% to 4.9% in 2010 and 6.2% in 2016.

If those projections hold, the number of women leading major corporations will still be quite low even in another eight years! So you may be thinking, what does having women in top leadership positions mean and why is it important?

In her book "The Female Advantage," author Sally Helgesen describes the changes in the corporate world as we've moved from an industrial age to a technological age, and states that women are particularly well-suited to the type of corporate hierarchy needed for the fast-moving technological age. She describes this more modern type of hierarchy as a "web of inclusion," as opposed to the older authoritarian top-down chain of command.

Picture a web, with the leader at the center, reaching out to all via this "web of inclusion." In a web hierarchy, the leader can create a more democratic and empowered organization that communicates more quickly and functions more effectively, in comparison to a top down hierarchy. In the web, strong relationships are emphasized. Helgesen builds the case that women are particularly well-suited to this type of corporate structure, due to their "feminine principles," which include an emphasis on building relationships, sharing information, treating others with respect, and thinking of the larger group, not just themselves.

As the corporate workplace continues to speed up and go global, and becomes more and more multi-generational, the need for a different style of leadership will become increasingly important. Women are well-suited to fill that role.

Highlighted Programs: Women In Non-Traditional Careers

Galloping Across the Glass Ceiling - Strategies for Guiding Your Career Into the Winner's Circle!

In this inspirational and informative program, Susan gives students the knowledge, tools, and strategies they need for success in non-traditional careers.

What are non-traditional careers, how to obtain these careers, and why non-traditional careers offer great options for women are just some of the lessons Susan teaches in her program.

Bucking Through the Glass Ceiling - Becoming an Exceptional Woman Leader

In this powerful program, Susan presents inspiring stories of women who have made it to the top of their professions and their impact on the world. Students will learn how to understand their own leadership style, as well as how to utilize their "woman strengths" to become leaders of distinction.

Turning the Glass Ceiling Into a Kaleidoscope - Diversity Empowering the Workforce

In this enlightening and compelling program, Susan takes her audience from the workplaces of yesterday to those of today, showing how women's roles have changed. Students will learn how women in the modern workforce have positively impacted the economy as corporate leaders and entrepreneurs.

Humor ... at Work

Hmmm ... hopefully we don't think this way about women being in non-traditional careers...

We've Always Done It That Way ...

Apparently this is based on a true incident. A quality management consultant was visiting a small and somewhat antiquated English manufacturing company, to advise on improving general operating efficiency. The advisor was reviewing a particular daily report which dealt with aspects of productivity, absentee rates, machine failure, down-time, etc. The report was completed manually onto a photocopied pro forma that was several generations away from the original master-copy, so its headings and descriptions were quite difficult to understand. The photocopied forms were particularly fuzzy at the top-right corner, where a small box had a heading that was not clear at all. The advisor was interested to note that the figure '0' had been written in every daily report for the past year. On questioning the members of staff who completed the report, they told him that they always put a zero in that box, and when he asked them why they looked at each other blankly. "Hmmm.., I'm not sure about that," they each said, "I guess we've just always done it that way."

Intrigued, the consultant visited the archives to see if he could find a clearer form, to discover what was originally being reported and whether it actually held any significance. When he found the old reports, he saw that the zero return had continued uninterrupted for as far back as the records extended - at least the past thirty years - but none of the forms was any clearer than those presently in use. A little frustrated, he packed away the old papers and turned to leave the room, but something caught his eye. In another box he noticed a folder, promisingly titled 'master forms'. Sure enough inside it he found the original daily report pro forma master-copy, in pristine condition. In the top right corner was the mysterious box, with the heading clearly shown ... 'Number of Air Raids Today'.

Thanks to businessballs.com for the humor!

Koval Associates offers a wide range of programs and services - including internet-based assessment tools, management development training, team training workshops and keynote speeches - to help you develop superior people and increased profits.

**Susan Koval
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Helping You Attract, Train and Retain Top Performers!

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