# WOMEN ON CORPORATE BOARDS OF DIRECTORS

International Challenges and Opportunities

Edited by

Ronald J. Burke Mary C. Mattis

**ISSUES IN BUSINESS ETHICS** 

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Ronald J. Burke, M. C. Mattis

Women on Corporate Boards of Directors Ronald J. Burke, M.C. Mattis, 2013-03-09 Both the practitioner and academic communities have voiced strong opinions regarding the progress of women in reaching the executive suite and the corporate boardroom Proponents on each side of the current debate offer evidence suggesting the accuracy of their respective positions One view holds The fight is over The battle is won Women are now accepted as outside directors in the preponderance of corporate boardrooms Lear 1994 10 An alternative perspective however suggests there is much progress left An illustration of the type of remaining barriers is provided by T J Rodgers chief executive officer CEO of Cypress Semiconductor Corp who has commented that a woman's view on how to run our semiconductor company does not help us Rodgers 1996 14 Regardless of where one falls along the spectrum anchored at one end by the view that women have made substantial progress in reaching the upper echelons of corporations and anchored at the other end by the view that women have barely begun to penetrate the inner sanctum of corporations the central issue is the extent to which women have succeeded in cracking the proverbial glass ceiling The glass ceiling is a metaphorical barrier which prevents women from attaining the upper most organizational positions e q Karr 1991 Morrison White Van Velsor and the Center for Creative Leadership 1992 Powell U S Department of Labor 1991 **Women on Corporate Boards of Directors** Susan Vinnicombe, 2009-01-01 a thorough and insightful examination of women on corporate boards of directors I recommend the book as a read for practitioners scholars educators and others having an interest in human resource management With its wealth of information Women on Corporate Boards of Directors is a good addition to the extant literature that should represent an affordable value for the buyer Mark Mone Personnel Review After the first two chapters I was so absorbed I was almost reluctant to go to coffee and as other coffee addicts will know it is a rare book especially a rare academic book that can make one careless in observing the customary coffee break I found that the way this book is written helped me to reflect on much of the gender research that I am involved in currently because the questions raised are so searching and far reaching Once again the chapter authors combine brevity with thoroughness and depth in their examination of the themes which made this a very rewarding book because it takes you so far in your thinking in just 240 pages I feel energised by the debates that the book has opened up for me I have done research in this particular area but I now feel that I have explored different perspectives and new depths and I am grateful to the editors for that Marianne Tremaine Gender in Management An International Journal This timely collection of case studies and research from top academics around the world will be of tremendous value to all those engaged in bringing about greater gender diversity in corporate boardrooms Jacey Graham Brook Graham LLP This book provides an excellent overview of contemporary international research and practice relating to women on corporate boards of directors An important lesson learnt from this book is rather than having only one or two competent and committed women on the boards of directors an ideal number of three is not only the right thing but also the

bright thing to do Why Research has documented a strong positive correlation between the share of board seats held by women and financial performance Martin Hilb University of St Gallen Switzerland There are still common barriers that women face across many countries that keep their representation on boards of directors low and relatively unchanging I commend this excellent outstanding book to both academics and business management constituencies as well as individuals interested in serving on corporate boards The authors should be congratulated for this important contribution to the literature Marilyn Davidson The University of Manchester UK This important new book addresses the growing international interest in women on corporate boards of directors The contributors explore the position of women on corporate boards and future trends in different countries including Australia Canada France Iceland Jordan New Zealand Norway Spain Tunisia the UK and the USA They go on to report the latest research on the experiences and different contributions made by women directors on corporate boards Issues discussed include How women directors champion difficult issues and debates How women influence boardroom behaviour The contribution of women directors human and social capital Gendered experiences and the glass cliff The glass ceiling or a bottleneck Networking to harness local power for national impact Women on board in best practice companies Whether critical mass makes a difference Future directions for research Women on Corporate Boards of Directors brings together the significant international research base with suggestions aimed at individuals aspiring to board membership women and men currently serving on corporate boards companies interested in attracting women to their boards and government bodies wanting to identify the challenges and opportunities facing them as they consider various options for increasing women s representation on corporate The CEO View Catalyst, inc,1995 Women on Corporate Boards of Directors Ronald J. Burke, M. C. Mattis, 2014-01-15 Women on Corporate Boards Maria Aluchna, Güler Aras, 2018-04-17 Female presence and involvement on boards improves firm performance transforms corporate governance and leads to the transition towards more responsible business Corporate boards are essential bodies for governance and management and their efficiency determines a company s performance. The board is a crucial element of the corporate governance structure and its efficiency and performance determines the success of the operation and monitoring of the company The board is viewed as the liaison between providers of capital shareholders and managers who use this capital to create value The board role is to represent formulate and fulfill the interests and expectations of shareholders as the owners of the companies The discussion surrounding female participation in business inevitably needs to refer to their presence on corporate boards It is also a reliable indicator of a gender equality policy and advancement adopted by countries and companies The book traces the logic behind the decision patterns of female involvement in governance and management In particular it identifies the patterns of women s presence on corporate boards with respect to theoretical and conceptual argumentation policy and regulatory implication as well as practical adaptation The phenomenon of women on corporate boards is analyzed in the context of different political cultural and institutional environments

addressing challenges in both developed and emerging economies The role of female directors is viewed as one of the crucial aspects in corporate governance adding to the quality of control and management Women on Corporate Boards of Directors Susan Vinnicombe, 2008 This important new book addresses the growing international interest in women on corporate boards of directors The contributors explore the position of women on corporate boards and future trends in different countries including Australia Canada France Iceland Jordan New Zealand Norway Spain Tunisia the UK and the USA They go on to report the latest research on the experiences and different contributions made by women directors on corporate boards Issues discussed include How women directors champion difficult issues and debates How women influence boardroom behaviour The contribution of women directors human and social capital Gendered experiences and the glass cliff The glass ceiling or a bottleneck Networking to harness local power for national impact Women on board in best practice companies Whether critical mass makes a difference Future directions for research Women on Corporate Boards of Directors brings together the significant international research base with suggestions aimed at individuals aspiring to board membership women and men currently serving on corporate boards companies interested in attracting women to their boards and government bodies wanting to identify the challenges and opportunities facing them as they consider various options for increasing women s representation on corporate boards This will also be an important book for academics interested in women directors women s careers at senior levels in organizations and workforce diversity Corporate Boards and in Top Management Colette Fagan, Maria González Menèndez, Silvia Gómez Ansón, 2012-05-09 This book examines the international trends and associated developments in gender equality policy including corporate governance such as gender quotas International comparative analysis is combined with detailed analysis of eight European countries with different policy regimes and trajectories Gender and Corporate Boards Scarlett Brown, Elisabeth Kelan, 2020-01-13 The lack of women on boards has galvanised much public and policy interest which has led to many countries introducing quotas for women on boards or to concerted voluntary action However the way that directors are appointed remains opaque and prone to the influence of gender Using a social constructionist understanding of gender and a discourse analysis Gender and Corporate Boards explores the board appointment process through the experiences of women and men seeking non executive board roles The book is unique in that it traces board ready candidates who have been vetted by an executive search firm over an 18 month period By taking a longitudinal and prospective view rather than retrospective and snapshot it provides deep analysis of how the board appointment process is gendered This volume privileges the voices of those who are seeking board roles to show how they make sense of an unpredictable and complex process Gender and Corporate Boards first analyses how aspirant board candidates see themselves in relation to the market through exploring their perceptions of the ideal board member and how they position themselves towards this ideal Second the book shows how candidates must leverage their networks to get board appointments and that the process is gendered women and men

receive different benefits from their networks Third the book explores how the participants make sense of success and failure and how their justifications are also gendered The book will be of interest to those seeking to understand dynamics of gender on boards as well as those interested in gender and leadership more broadly **Getting Women on to Corporate Boards** Silke Machold, Morten Huse, Katrin Hansen, Marina Brogi, 2013-10-31 Getting Women on to Corporate Boards will prove an invaluable resource for policy makers principle setters practitioners and students interested in the international lessons from Norway as well as for current and potential female directors **Research the Position of Women on Corporate Boards** of Directors Gracie Harper, 2017-02-16 A continuing issue in the corporate governance literature pertains to the difficulties in evaluating the benefits of a diverse board specifically the value added by women corporate directors To address a critical element in the business case for women in corporate governance Bilimoria and Wheeler 2000 called for research on women directors contributions toeffective boardroom behaviors particularly with regard to how they can usetheir influence and skills to generate productive boardroom discourse engage other directors in full discussion of the relevant issues and facilitateeffective boardroom decision making In this chapter we address an important spect of how women directors contribute in such ways to effective boardroom deliberations how they raise and champion difficult or divisive issues of the kind that otherwise may not be dealt with directly

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