

***Women in Management - A Movement from the Fifties to the New Millennium***

**ABSTRACT**

***“Women in Management - A Movement from the Fifties to the New Millennium”***, views the evolution and changes that have occurred from the 1950’s onwards and looks at new opportunities for women managers in the new millennium. Women in Management are coming of age. The transformation of the Indian woman from an enigmatic figure, covered in meters of fabric, to today’s educated, successful and accomplished professional has not been without great personal sacrifices. These are women who have broken the shackles of the past, who have walked an untraversed path, who have had the courage to make new beginnings and to pay the price for the choices they have made. The paper discusses five phases of evolution of the Indian woman’s role in management, spanning five decades of the 20<sup>th</sup> Century and explores the transition to the new millennium. The first phase represented tentative beginnings, where women entered the workplace to utilize their education and time. In the second phase, working women encountered invisible barriers within the organization in terms of promotions and availability of senior positions. The third phase witnessed women compete for careers and opportunities within the organization. The fourth phase, the 1990’s, saw the emergence of a mature female career person, with professional ambitions and aspirations matching those of her male counterparts. The gradual evolution of the environment, both at home and at the workplace, and societal changes in terms of increased acceptance by families and colleagues of the woman’s new role are positive signs of progress and bode well for the future.

As always, change has not been easy. The fact that some Indian women now occupy prominent positions and their rightful place in the corporate world bears testimony to their fortitude, patience and courage. The paper also explores the woman’s role in the new millennium after having traveled a long distance. Women in management now need not be the rebels of the past, but can enjoy lifestyles that do justice to both home and work. Flexible corporate structures, enabling technologies and liberalized societal expectations will allow women to climb the rungs of the corporate ladder without necessarily sacrificing their femininity or personal life roles such as motherhood.

## **Chapter 1**

### **Women in Management – A Movement from the Fifties to the New Millennium**

#### **Introduction**

Women carry a cultural heritage of five thousand years. The social structures and role processes which these women carry also belong to the traditional agrarian society which is two thousand five hundred years old. The Indian women for long have been steeped in cultural lore of idealism and faith, shackled within the context of involuntary conformity to social structures and roles, and marginalised vis- a- vis the males of the family.

After a hundred years of industrialisation and over fifty years of freedom, Indian women at the workplace are realising their dreams and finding their feet. Education opened doors for a lot of women who dared to dream, and to weave a fabric of life within which they could live their dreams and achieve their ambitions. The journey which many women took in this century began with the freedom movement and recently crossed the threshold of the new millennium. Women learnt to juggle multiple expectations and demands of the system at home and at the workplace. They remained rooted in their dreams of freedom, and their desire for self-fulfilment. Women in management are finally coming of age. The transformation of the Indian woman from an enigmatic figure covered in metres of fabric, to today's educated, successful and accomplished professional has not been without great personal sacrifices. This image is as real and alive as the arduous path she has travelled to arrive at her current destination. These are women who have broken shackles thousands of years old, who have walked a previously non traversed path, who have had the courage to make new beginnings and pay the price for the choices they have made.

Exploring how the woman of today has travelled a long way and has created a niche for herself both at the home front and at the workplace, we examine the space she has created for herself. We explore how women in organisations have managed new roles,

given shape to new patterns of identity and met challenges of the new millennium. Let us examine the five phases of evolution, spanning five decades, each describing the Indian woman's role in management as well as future opportunities and challenges.

### **Phase I : Women in the Fifties**

The women of the fifties can be categorised based on their reasons and motivation for joining the workplace. Women entered the workplace for two different reasons. Some women chose the work option primarily due to economic considerations and monetary reasons. These women were educated and the families required the resources. A different section of women belonged to families that owned businesses or were well placed in professional circles. The women were educated, were not compelled to do household chores, were intelligent and capable and wanted to utilise their education to pursue professional activities. Some women entered the world of business due to the loss of a male family member. These women took the dual responsibility of income generation and home management. A number of these women took on marginal and infra-structural service roles. In their attitudes, they brought the baggage of social structures and familial roles. The organisation and the men within the organisation, also related with these women by locating them within familiar societal structures and social role expectations. These women, men and organisations focused on the job but also related with each other as per the coding of traditional social roles. As such, these women who had entered the workplace for the first time held on tenaciously to whatever organisational role that was available, and tried to contribute their best. They dutifully fulfilled social role responsibilities and sought a sense of fulfilment in their accomplishments. However, they remained caught between the pulls and pushes of the both systems.

The professional history of several of these women suggests that they did not rise in the hierarchy of the organisation and remained entrenched in a particular supporting role or function. Women found it difficult to exercise legitimate functional authority, either downwards with their male subordinates, or laterally with colleagues for effective performance. They could only plead, cajole, persuade and use social skills to get tasks done. It was difficult for women to have a similar career path as that of their male counterparts. Existing cultural and societal patterns of gender discrimination continued to make inroads into the evaluation and promotion policies of the organisation. Consequently, many women carried great responsibilities without a corresponding designation in the organisation. These women in management were considered reliable and dependable and were indispensable in the organisation. Like the social system, women were also taken for granted by the organisation. On their part the women contributed to this situation by assuming the role of a dutiful and submissive person rather than asserting themselves and demanding what was rightfully theirs. That was to come later.

Working women managed the home and stretched to fulfil all their social role obligations. For these women, it was unthinkable to state that they were often extending and stretching themselves. However, they hoped for societal understanding of their aspirations and support for their personal and professional roles. They did not ask for help either from the husband, the in-laws or the children. Children continued to be brought up in the traditional way. Children created guilt and anxiety in these women, feeling that their mothers were not like other traditional mothers. The husband and the extended family continued to expect that the woman fulfils all her traditional social roles. To them her work was a luxury and a privilege granted by the family and which could

be taken away if traditional roles were not satisfactorily fulfilled.

These pioneer women were the first entrants in the Indian workplace. They discovered that work provided a meaning to their life and highlighted a new facet in their personality. This new found personal meaning created anxiety in the social system. The women themselves experienced work as a privilege and as an opportunity which many others of their ilk did not have. They had a job which gave them confidence, a steady income and the opportunity to make good use of their education (Parikh and Garg, 1982). The first generation working women were forging a new role and a space for themselves and were also charting a path for women of future generations.

### **Phase II : Women in the Sixties and Seventies**

By the mid sixties, women in significant numbers had entered the portals of formal education both at the primary level and at higher levels. In the realm of work, new frontiers had opened up for women. These women had grown up with the benefit of education and dreamt of a different role and life for themselves. Upon graduation, they entered organisations in significant numbers and aspired for career growth. This was quite unlike their mothers who were housewives or the women in organisations before them who were satisfied with whatever responsibilities that were assigned to them but did not actively seek career paths. These were the “second generation” of working women who were benefited by the trend set by the women who had entered organisations in the 50’s. It should be mentioned that the reference to this “generation” of women is only symbolic. Women entering organisations in the sixties belong to the

second generation in the sense that women in the fifties had already set the trend hence, the problems that these women of the 60's and 70's encountered were considerably fewer. Women in the 60's and 70's had aspirations to perform and be rewarded, could walk alongside men and could deliver results without seeking the privileges of feminine social roles. They were willing to stay longer hours at work, perform and prove their capabilities. They also demanded that the organisation reviews policies and takes stock of women's contribution rather than merely assigning responsibilities and relegating them to marginal infra-structural roles. For example, men at the workplace as well as the husband at home were comfortable with women engaging in secretarial jobs or what they perceived as 'soft' organisational roles such as office administration. However, more 'aggressive' roles such as a woman banker or a female marketing manager were considered suspect by the male orthodoxy.

In this phase of the country and its history, education provided an increased knowledge base for both men and women and organisations experienced unprecedented growth opportunities. This landed increased momentum to the career paths of employees. Some of the new realities of women in management in India in this phase reflect the following patterns:

- Women regarded work as an integral aspect of their life.
- Both income generation and career progression were considered significant.
- Educated and qualified women aspired for multiple roles vis-à-vis their mothers and grandmothers. These women wanted both- home, marriage and children, as well as a career.
- These women accepted the traditional social behaviour from the older generation but

from their husbands, colleagues and children they expected understanding and support in their careers. They looked for re-definition of personal roles and of societal systems.

- In managerial roles women were willing to do their share of work but also wanted participation in policy formulation and decision making. They wanted their voice to be heard as stakeholders and managers of the company.

In essence, the women of this era who entered management sought jobs and careers which gave significant meaning to their lives. A career was not just a job to manage boredom or put education and investment to good use. Work was significant in itself. Moreover, working women had acquired an immense significance in the social system. A job was a life time income generator, and an insurance policy against mistreatment by the in-laws. A job had also become a means to gain societal respect and to achieve self-reliance. The extra income also added to the social status and quality of life of the extended family.

The women in this phase were beginning to forge a career for themselves, but had no female role models. They made successful men as their role models. Many women learnt to be assertive and sometimes aggressive. They became ambitious and competitive. Many women were willing to give up marriage and devote most of their time, effort and energy to professional success. Some women who were married and had children, experienced problems with their spouses as well as children who were not prepared to accept the new person that she was transforming into. The husband and children intellectually accepted and understood the change but found it difficult to realign

their traditional expectations. The society at large was undergoing a period of transition. Women of this era were not only defining new roles for themselves but were also catalysing societal transformation. However, one thing was clear. Many women had to pay a huge price due to the absence of female organisational role models and the consequent emulation of successful male colleagues ( Parikh and Garg 1989).

Commonly, men at the workplace were anxious and apprehensive about women's emerging ambitions and aspirations. In turn women were also unable to own up or relate to their own femininity. Women experienced their femininity as a liability and pushed it aside. Many searched for meaningful and satisfying relationships but ended up lonely and isolated. This further pushed them towards work and created a thirst for achievement and success. The social structure and processes however, did not keep pace with the emerging realities of women and their career aspirations. Familial expectations also continued to be anchored in traditional social roles and responsibilities. There were endless debates within the family about the fate of children growing up without the continuous presence of the mother at home. Any reference to the enhanced quality of life brought a retort from the family that it was not necessary for women to work.

A significant number of women of the 60's and 70's graduated from junior management levels to enter middle and senior levels of management. The female contingent at middle management organisational levels was further reinforced by highly qualified post-graduate women entering the organisation directly at responsible management positions. These women were equipped with management knowledge, skills and



techniques. As stated earlier, education proved to be the major enabler for success. Women began to earn the respect of their superiors, colleagues and subordinates. Women in senior professional positions resulted in the dilution of gender stereotypes and myths about what women could achieve. There was a sea change at the organisational level from scepticism about working women to acceptance of their rightful location and space in the corporate world.

### **Phase III : Women in the Eighties**

This was the era of emerging professionalism. Women of the fifties, sixties and seventies had accepted both their social and work roles. They played the social role in the traditional mode and to some extent carried that to the organisation. They rode two horses and juggled seemingly conflicting roles. The stereotyping of men in 'successful career paths' meant that women had to surrender their femininity and sacrifice personal lives and relationships. Some women experienced motherhood as a chore and a responsibility that was not adequately shared by the husband. This created the dilemma of choice between the traditional feminine role and the role of a working woman. It created two different siloed worlds that were difficult to bridge. The early generations of working women experienced alienation from both worlds without the fulfilment and rewards that each had to offer. This created a schizophrenic psyche which was neither feminine nor masculine. Women ended up emulating male managers. For many women, work was necessary but marriage, motherhood and social relationships were equally important. The women of the eighties attempted to bridge this dichotomy and to lead wholesome rather than fragmented lives. They attempted to broaden their personal vision to encompass both career goals and familial relationships. The women of the eighties had invested in themselves, designed multiple roles in their lives and learnt to

manage their home and work interfaces to respond to available opportunities and challenges.

A major difficulty faced by women of the eighties was the dilemma of “either or” choices. When women have moved from the location of a job orientation to a career orientation they believed that their social roles and systems and existing relationships were to be sacrificed. They postulated and often rightly so, that the social systems, roles and relationships anchored in traditional culture constrained their career growth. Confronted with this “either or” situation many women opted for limited job orientation and remained rooted in social systems, roles and relationships. Therefore, women who chose a career path believed that the choice of a career meant sacrificing a part of themselves and their identity. They either had troubled marriages or experienced upheavals in their personal lives and in their roles of wife and mother. They tried anchored themselves in their professional work and career. This often left the working women feeling denied and deprived of their multiplicity. They used the organisation for their search for personal meaning and fulfilment. Organisations by their very nature cannot be the totality of an individual’s meaning and fulfilment. In our view, the concept of personal sacrifice as the only alternative for career choice has its genesis in the cultural and social milieu. There has evolved over centuries the concept that the culture and society in India have contributed to the constraints that women experience in their lives. This belief may have some truth in it but it is not the total reality. There is a need to examine the strengths and the positive attributes of Indian culture. The historical backdrop and socio-cultural framework need to be re-examined for a more realistic appraisal of support systems and positive aspects that working women can draw upon. The search of the working woman for multi- dimensional fulfilment continues in the 90’s where we witness resolution of

several of these dilemmas in the lives of the daughters of early generation working women.

#### **Phase IV : Women in the Nineties**

The women of the nineties emerged as a qualitatively different breed of women. The upbringing and education of women in the nineties have been different than what it was for women of the prior generation. Women in the nineties increasingly have role models anchored in their own gender - mothers, aunts and teachers who had successful careers and who inspired the young women of today to take up new challenges, explore new vistas, compete at the workplace and find personal fulfillment. Over time the education system in India has evolved in terms of fairness and support towards female students. The generation of women growing up in the nineties have also had support from the males in the family, i. e., the fathers as well as other males in the primary system. This attitude of openness has facilitated women both at the social as well as professional levels. The daughters were encouraged to be financially independent before they contemplated matrimony. Financial independence resulted in self-reliance and conferred equality of status at the social level. Gradually men began supporting the career aspirations of women and began accepting them as their equals. These men opted for educated and intelligent women as a life partners, and accepted that women require their own personal space for their growth. A transition and a transformation is occurring in Indian families, particularly in metropolitan cities.

Women of the nineties have performed exceedingly well in professional organisations

through determination, assertiveness and commitment to work. They developed better relationships with their colleagues laterally as well as vertically and contributed to the overall collectivity of the organisation. In addition, organisations acknowledge management qualities of women such as patience, tolerance, honesty, loyalty and communication skills. Moreover, it is also believed that women have to work twice as hard to prove their capabilities and worth. However, one must also recognise that in any organisational work setting the men also have to prove their worth to be respected for their competency and capability. As such, in the organisational context both women and men need to prove their capability and competency through performance, achievements and results. The unique dimension of women is that they struggle with the dilemma of choices between motherhood and work roles. Often her logical faculties coupled with her sense of commitment pulls her to a professional choice whereas her heart as well as her role as a mother pulls her to the child, especially an ill child. In this process, the child also does not make it easy for the mother as the socialisation of the child is coded in the social role of the mother providing the nurturing. The child also senses the guilt and dilemma of the mother and becomes anxious.

In the emerging business environment the challenges facing the Indian women of today include the need to manage multiple roles and to remain competitive at the workplace. This “survival of the fittest” syndrome in the organisational context means long working hours. Given the fact that there is increasing acceptance of women in organisations as well as greater professional opportunities it is still difficult for the women to reach the top. Working women constantly juggle roles and attempt to maintain a balance between home and a career. Their path is uphill and immensely difficult. The path is not made any easier by the many colleagues who are still caught in the traditionalism of their own

roles, as well as those who are using social structures for their own convenience. The organisations which attempt to provide facilities for women, raise the reverse comparisons of working women having a favoured or privileged status as compared to men who also have working wives. The organisations may not be sensitive to the issues of dual career couples, while they may be sensitive to the specific social issues of their female employees.

Today's better organisations have attempted to understand the issues faced by working women and to address these issues realistically. There are many organisations where women feel safe, secure and respected for their capabilities and the managerial roles they play. Our attempt here is not to present a bleak scenario which stereotypes the difficulties faced by women in management but rather to identify the dilemmas that these women encounter. If indeed these are the realities of the changing environment, then women in management have the possibility of transforming and redefining the organisational context as well as their roles within it. As the number of women in organisations increases, there is an emergence of a critical mass of women in management who can compel the organisations to look at different ways to facilitate female employees. For example organisations are looking at the concepts of flexi time, maternity leaves, part time work, home offices and similar mechanisms to ensure that women managers are productive while at the same time not alienated from their familial commitments. Indeed, with the increasing number of working couples there is a need for organisations to become increasingly sensitive to both male and female employees. Issues faced by working men, particularly those with professional spouses are no less stressful and need to be addressed through paternity leaves, flexible working hours and such other mechanisms. These enabling measures for employees are increasingly

possible due to the IT revolution that has taken place in India.

Women in the nineties have become conscious of the voice of their own identity. With economic independence, women have acquired self-esteem and have also discovered that they are able to deal with situations single-handedly. When confronted with difficult situations such as forced marriages, domestic violence, demands for dowry, forced conformity to traditional roles and other forms of psychological harassment, women increasingly stand up to their rights and assert themselves. In general, the women of the nineties are increasingly aware of their right to choose and to shape their own destiny. Many women have learnt to live alone, travel alone, and rear children alone if marriage fails. Some women have preferred to remain single and are leading fulfilling lives. Many working couples have opted to remain childless, indicating a departure from blind adherence to traditional societal expectations. Others have chosen to limit their families to one or two children in order to better achieve professional as well as personal goals.

Although the world on one hand has reached an era which is progressive and forward looking, there still exist a number of people in the society who cannot cope with the thought of women stepping out of the portals of their home. Such people either hamper the professional growth of women or cast aspirations upon their motives. Many women have learnt to fight back, but others who are docile and timid tolerate such indignities due to financial constraints or fear of confrontation. On the one hand there is a progressive scenario for the today's women, while on the flip-side there is the traditional Indian society within which both women and men live by deeply embedded social norms. Change is evident, but the transition of women from the traditional mould to a system

which allows freedom of choice needs to be expedited. Moreover, progressive attitudes need to be extended beyond the educated elite.

### **Phase V : Transition to the New Millennium**

The decade of the nineties witnessed a major paradigm shift in the business environment in the country. The shift is away from industries based on manufacturing towards industries offering services. The service industry lends itself to a more flexible work ethos, one that allows individuals to be part of the work force regardless of their geographic location and work schedules. This trend has been reinforced by the widespread availability of enabling technologies, such as user-friendly computer hardware/software, internet facilities and virtual libraries. These industries have also been extremely profitable and have created phenomenal opportunities for the proper utilisation of the significant human resource that is available in India. These are industries that are new and vigorous and do not suffer from the baggage of the past. Women have the opportunity to create virtual working environments at home, avail of flexible working hours and therefore better deal with social and home responsibilities. The emerging scenario in the new millennium suggests changes at the workplace which were unthinkable in the past. Some of these are found below:

- The new work environment will also enable men to enjoy various flexibility in their work schedule and they will therefore also be able to participate in activities such as bringing up children and cooking, which were previously considered to be exclusively the women's domain. Parenting would acquire significant focus.
- The Y2k women will have outgrown the rebellious phase in her quest towards equality, fulfilment and self-actualisation. She will not only be an equal contributing

partner at the workplace but will also enjoy and partake of the joys of marriage, motherhood, partnership and other activities in the social milieu.

- Another possibility is that the geographic reach of women will be considerably enhanced due to improved technologies related to travel and communication. Perhaps marriages might evolve in a manner that spouses may live in different cities and still be able to be together for periods of time. We believe that the next century will witness increased experimentation, new ways of looking at things and destruction of old dogmas and myths.
- People will wish to try and create new things and define new roles for themselves and may want to experience innovations themselves rather than rely on “wisdom” passed down by prior generations .
- One can expect and be hopeful that changes in women’s roles, identities and attitudes at the workplace and home-front will increasingly become balanced and aligned. This will make the pulls and pushes between the priorities of home and work redundant.
- One can also hope that women will be able to better deal with issues of leadership in the organisational context, by discovering wholesome ways of managing their personal dreams and career paths. Women can deal effectively with the processes of socialisation both within the family and at work, by crystallising their own identity and by taking charge of their own destiny. These changes will result from increased maturity and understanding rather than the reactionary outbursts which were characteristic of the earlier century. Women anchored in the earlier female liberation movements will become rebels without a cause. In the new age, there will be real change and catharsis after the rebellious stage witnessed during the latter half of the 20<sup>th</sup> century.



In this chapter, we have explored five phases of movement of the woman's role starting from the fifties, leading to the nineties and entering the new millennium (the Annexure summarises these phases). The movement from the fifties to the new millennium is not just a series of events over half a century but rather a transformation of mindsets and institutions which have a long history of over five thousand years. We have explored identity patterns for women of the new age below.

### **New Patterns of Identity for Women in the New Millennium**

The transition to the new millennium is witnessing the woman of today creating new paradigms in terms of being fully engaged in multiple roles and deriving fulfillment from each of them. She is learning to be a daughter who takes responsibility for her parents, a wife who creates a home and a family, a mother who nurtures her children to thrive in the modern environment and a working person fulfilling her career ambitions. She aspires to find a relevance and a meaning for herself in life, accepts the uniqueness of her identity, and is willing to share her space in terms of co-holding different roles. Simultaneously, with all the dreams of togetherness, she searches for individuality, dignity and respect. She is also open to a life without marriage and parenting without a husband. In other words, she embraces marriage and parenting out of choice rather than out of social compulsion.

What should be her strategy to experience life, work, family and self to the fullest extent?

How can she make more meaningful action choices in the ever changing environment?

It seems that Indian men and women of the past century have failed to de-link the

absolutism of role activities associated with gender. Women often get caught up in their primary biological roles of nurturing and sustaining the family. The professional career women get stuck in the dilemmas of choice described earlier. Each attempt to resolve these dilemmas sucks them deeper into the entrenchment of inter-personal relationships of their social and work roles.

Today at the dawn of the new millennium women are at a cross-road and at the threshold of a new life. They are the children of a new millennium and have the possibility to explore new frontiers within themselves and in the external environment. What choices do they make for themselves to realise their dreams and aspirations? The best alternative is for women to take an adventure and to search for their own identity. Rather than men, society or the system women need to look within, re-discover themselves and become change agents for the society. Fortunately, many women of the 20<sup>th</sup> century have taken an adventure into the unknown and have achieved landmarks in their careers and in their lives. They have had the courage of conviction to create new roles for themselves, to explore the meaning of their existence and to forge an integrated identity which includes the multiple facets of social and work roles. They have claimed their existential and psychological identity beyond the social roles.

The future scenario for women in India is to walk an uphill path, to transcend the monolithic social structures and to catalyse change in the culture, the organisation and the social systems. The women of the new millennium will influence the social structures and culture by presenting a new role of being a professional, a new kind of a daughter, wife and mother. The new millennium offers a space beyond the present

horizon-- where, instead of hope there is active engagement with the world, instead of dreams there are commitments, instead of aspirations there are choices, instead of ideals there are convictions and instead of searching for bestowal and affirmation there is the acknowledgement of one's own unique identity. The new millennium Indian women will have to take the lead from where others left off and chart a new course for themselves. They will have to discover, encounter and live life with excitement and enthusiasm. It is trust in the self, dependence on inner resources, courage to journey forth in new territories, to live through the terrain of uncharted land that the women of today will shape their new identity. They will discover the voice which has been silenced for centuries to sing the songs of life and experience the beauty around. The women of today will discover the magic of enlivening themselves and say, " I have travelled thus far, there are further distances to travel but there are also moments in the here and now where I can be and become". In this statement the past, the present and the future will merge to create that space where movement and stability, where noise and silence, where light and darkness, where chaos and tranquillity loose their absolutism to create a new rhythm and unfolding.

### Annexure: Five Phases of Movement of Women Managers in India from the Fifties to the New Millennium

Phase I (Fifties)	Phase II (Sixties and Seventies)	Phase III (Eighties)	Phase IV (Nineties)	Phase V (Transition to the new millennium)
<b>Job/Career orientation</b> <ul style="list-style-type: none"> <li>Educated, waiting for marriage as per family expectations</li> </ul>	<ul style="list-style-type: none"> <li>Educated with aspirations for career and growth</li> </ul>	<ul style="list-style-type: none"> <li>Career was an accepted dimension of life</li> </ul>	<ul style="list-style-type: none"> <li>Career ambitions and well defined goals. Search for personal fulfilment</li> </ul>	<ul style="list-style-type: none"> <li>Education and career as a natural process of growing up. Movement towards developing multi-dimensional personality</li> </ul>
<ul style="list-style-type: none"> <li>Desire to use time and education productively</li> </ul>	<ul style="list-style-type: none"> <li>Regarded work and career as an essential aspect of life</li> </ul>	<ul style="list-style-type: none"> <li>Created the acceptance of work role and space in the larger social, cultural and external environment</li> </ul>	<ul style="list-style-type: none"> <li>Takes up challenges, explores new vistas, competes with men on their own turf</li> </ul>	<ul style="list-style-type: none"> <li>Enabling technologies create new opportunities and facilitate working women</li> </ul>
<ul style="list-style-type: none"> <li>Grateful to in-laws for permission to work</li> </ul>	<ul style="list-style-type: none"> <li>Career was insurance against mistreatment by in-laws</li> </ul>	<ul style="list-style-type: none"> <li>In-laws started accepting and taking pride in daughter-in-law's new role</li> </ul>	<ul style="list-style-type: none"> <li>In-laws appreciating the enhanced quality of life due to working women and providing support systems. Women continue to grapple with guilt in terms of parenting and family roles. Movement from nuclear families towards small joint families or other types</li> </ul>	<ul style="list-style-type: none"> <li>Women working from home, or taking up part-time jobs or working flexi-hours, less dependent on familial support systems due to flexible organisation structures and enabling</li> </ul>

			of support systems	technologies. Emergence of secondary support systems
<ul style="list-style-type: none"> <li>• Job oriented</li> </ul>	<ul style="list-style-type: none"> <li>• Transition towards career orientation</li> </ul>	<ul style="list-style-type: none"> <li>• Career oriented. Emergence of the female professional</li> </ul>	<ul style="list-style-type: none"> <li>• Multifaceted personality. Career development as well as ownership of personal roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Overall fulfilment in different aspects of life, increased sense of societal responsibility. Transition from “me, myself, I” towards a broader perspective</li> </ul>
<p><b>The Balancing act</b></p> <ul style="list-style-type: none"> <li>• Gave up job after children – dominance of motherhood</li> </ul>	<ul style="list-style-type: none"> <li>• Income and career both were significant – balancing act of motherhood and work roles</li> </ul>	<ul style="list-style-type: none"> <li>• Dual career couples result in role re-definitions. Enhanced quality of education for children</li> </ul>	<ul style="list-style-type: none"> <li>• Searches for job-satisfaction and fulfilment of her aspirations and dreams</li> </ul>	<ul style="list-style-type: none"> <li>• Fulfilment both in career and motherhood. Aware of choices including the right to exercise those choices, such as marriage, child-bearing, single parenting, etc.</li> </ul>
<ul style="list-style-type: none"> <li>• Discrimination at home and at the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Pressure from families continues</li> </ul>	<ul style="list-style-type: none"> <li>• Transformation of barriers into opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Support systems at home and at the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Self-contained and less dependent on support systems.</li> </ul>
<ul style="list-style-type: none"> <li>• Feelings of guilt and anxiety</li> </ul>	<ul style="list-style-type: none"> <li>• Income adds to social status – Dilemma of choices</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional systems co-exist with new roles</li> </ul>	<ul style="list-style-type: none"> <li>• Balance between home and career. Enhanced self-esteem.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes new choices with confidence. Anchored in self.</li> </ul>
<ul style="list-style-type: none"> <li>• Pushes and pulls of</li> </ul>	<ul style="list-style-type: none"> <li>• Guilt, fear and</li> </ul>	<ul style="list-style-type: none"> <li>• Demanding at both</li> </ul>	<ul style="list-style-type: none"> <li>• Better understanding</li> </ul>	<ul style="list-style-type: none"> <li>• Bridging the gap</li> </ul>

two systems	anxiety about personal roles. Rebelliousness created stress	the workplace and at home.	and accommodation between spouses . Achieves superior quality of life due to increased opportunities, enabling technologies and support systems	between home and career through information technology and virtual organisations.
<ul style="list-style-type: none"> <li>• Hangover of social roles at the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Competes with men and becomes aware of rights</li> </ul>	<ul style="list-style-type: none"> <li>• Struggles to do justice to seemingly conflicting roles</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced self confidence and self esteem. Fully engaged in multiple roles</li> </ul>	<ul style="list-style-type: none"> <li>• Gains larger perspective of life. Looks inward for strength and catalyses change in the external environment</li> </ul>
<b>Organizational experiences</b>				
<ul style="list-style-type: none"> <li>• Did not rise high in the organisation's hierarchy</li> </ul>	<ul style="list-style-type: none"> <li>• Began to participate in management and in the decision making at the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate membership was legitimately seen as their role. Demanded their rightful place in the corporate hierarchy and in policy formulation</li> </ul>	<ul style="list-style-type: none"> <li>• Due to intense competition women had to struggle to reach the top. In spite of that very few have reached the top coveted managerial positions</li> </ul>	<ul style="list-style-type: none"> <li>• More and more women will be able to succeed and reach top positions</li> </ul>
<ul style="list-style-type: none"> <li>• Held on to whatever was available</li> </ul>	<ul style="list-style-type: none"> <li>• Did not make choices, only compromises</li> </ul>	<ul style="list-style-type: none"> <li>• Acquired a corporate perspective - paid the price for choices</li> </ul>	<ul style="list-style-type: none"> <li>• Crystallisation of leadership roles for women within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple competencies and capabilities. IT is an enabler. Changing mindsets of working men and women and of the</li> </ul>

				community at large facilitate progress
<ul style="list-style-type: none"> <li>• Difficulty in exercising authority</li> </ul>	<ul style="list-style-type: none"> <li>• Became assertive and aggressive</li> </ul>	<ul style="list-style-type: none"> <li>• Torn between social identity and professional identity</li> </ul>	<ul style="list-style-type: none"> <li>• Coming of age, lesser need to rebel, more pragmatic</li> </ul>	<ul style="list-style-type: none"> <li>• Orchestrates multiple roles in family, society and workplace.</li> </ul>
<ul style="list-style-type: none"> <li>• No female role models available</li> </ul>	<ul style="list-style-type: none"> <li>• Successful men as role models</li> </ul>	<ul style="list-style-type: none"> <li>• Precedents set by earlier generation helpful. Proof of concept</li> </ul>	<ul style="list-style-type: none"> <li>• Professionals as role models regardless of gender</li> </ul>	<ul style="list-style-type: none"> <li>• Potential to be role models for future generations. Gender a non issue at the workplace</li> </ul>

- Data for working women in India from the fifties to the eighties is adapted from Parikh, Indira. J. "Career Paths of Women in Management in India", W.P.884 , Indian Institute of Management, Ahmedabad, August, 1990 and Parikh, Indira J. and Shah, Nayna - "Women Managers in Transition: from Home to Corporate Offices, WP.No.941, IIM, Ahmedabad, June, 1991.
- A survey on working women in India was conducted by Parikh, Indira .J. and Engineer, M. F. ( Details of the survey are found in Chapter 2 of this book).The data from this survey is also used in the table above.

