

Chapter 15

Highly Productive 21st Century Workforce: Tech-Savvy Women in-Charge

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ABSTRACT

Some leadership behaviors are more frequently applied by women than men in the management of teams. These attributes have been proven successful in enhancing corporate performance and will be a key factor in meeting tomorrow's business challenges. Talent is unevenly distributed in diversified work environments and promoting women and gender leadership variety is of strategic importance in companies. Results from a recent study show an unprecedented amount of CEO turnover in 2015 and a growing tendency to look for new leadership outside the company. Nearly a quarter of the world companies replaced their CEOs during the same year and it is the highest turnover for the past two decades. Those new top executives were increasingly hired from elsewhere even during planned leadership changes. The data indicates that fewer women are the incoming list of top executives indicating that some of the old habits still linger in 21st century organizations. The organization development of effective capability deduces new viewpoints to advance the best talent for all time.

INTRODUCTION

This section examines the organization development intervention of diversity management and leadership and its role in effective talent management. Leadership and management are human resource techniques that attempt to transfer knowledge and skills to the entire organization. When diversity is taken into consideration it implies that the transference of knowledge practices, as well as, opportunities must be distributed equitably among employees. Leadership is critical in an organization for many reasons. For example, the leader is the captain who must provide a clear vision of where the organization is going and guidance must be inclusive of all employees. Management has a distinct role to play in the enterprise which is planning, organizing, leading and controlling, and coordinating activities in the value creation system. In Anderson & Hanson (2011) and Bell (2012), leadership can be defined as the process through which an individual guides and motivates a group towards the achievement of common goals. Research has examined whether or not there are sex differences in leadership. The differences can be seen from a relationship based or task based perspective. Anderson & Hanson (2011) have argued that until recently, leadership positions have predominantly been held by men who were often stereotyped to be more effective leaders. Women were rarely seen in senior leadership positions leading to a lack of data on how they behave in such positions. Current research has found a change in trend where women have become more prevalent in the workforce over the past two decades, especially in management and leadership positions, as more women enter leadership roles. Bell (2012) suggests that the gender gap is decreasing and these stereotypes are fading out as more organizations embrace equality. The objective of this chapter is to discuss diversity management in effective organizations. Secondary data is reviewed to illustrate that workplaces that embrace equal opportunities and the application of appropriate technology are highly productive.

BACKGROUND

Research conducted at Harvard Business School by Robert Sutton in 2007 indicates that women can effectively adapt in new environments with no additional costs to settling in. Men on the other hand needed to bring the team they worked with in the last job to be functional. Perhaps the reason for this is anthropological going back to the old-boy network and old shoes being more comfortable than new ones. In Giddens (1984), relationships in the structure are viewed as important in the execution of strategy. Cadres with a proven track record in related jobs tend to be hand-picked for newer assignments. In Mupepi (2014), the division of labor characterizes an enterprise manned by specialists and those with similar aspirations. The enterprise can make more wealth in this structure. However, handsome profits can be real when costs are contained. The former team could prove costly, all things being equal.

Women in High-Tech Enterprises

The mission of the General Motors Company indicates that the top position has been occupied by a lady engineer, Mary Barra since 2014. Mary Barra is Chairman and Chief Executive Officer of General Motors Company. Barra was elected Chairman of the GM Board of Directors on January 4, 2016, and has served as CEO of GM since January 15, 2014. This appointment was the first where a woman had been appointed to the top seat. It was deviation from the unexpected. Talent played a critical role in this

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