



# Women in Power: Context is Crucial

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**University of Auckland**  
**New Zealand/Aotearoa**

***ATN WEXDEV conference:  
Senior Women Managers and the Cultures of  
Management, Sydney, 29-20 November, 2004.***



Helen Clark



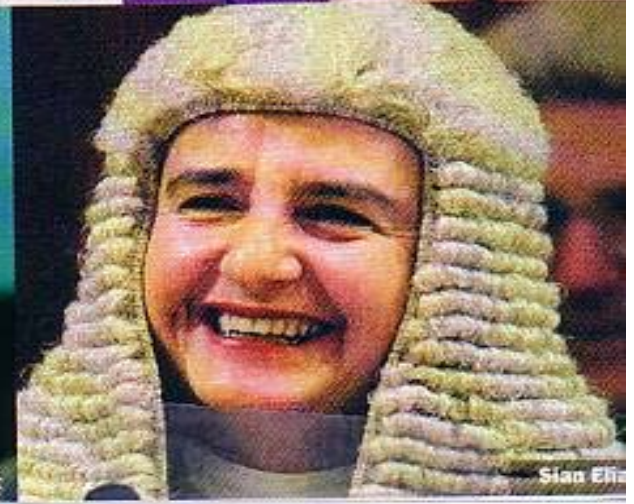
Theresa Gattung



Margaret Wilson



Dame Silvia Cartwright



Sian Elias

# Women in Power

# Women in power

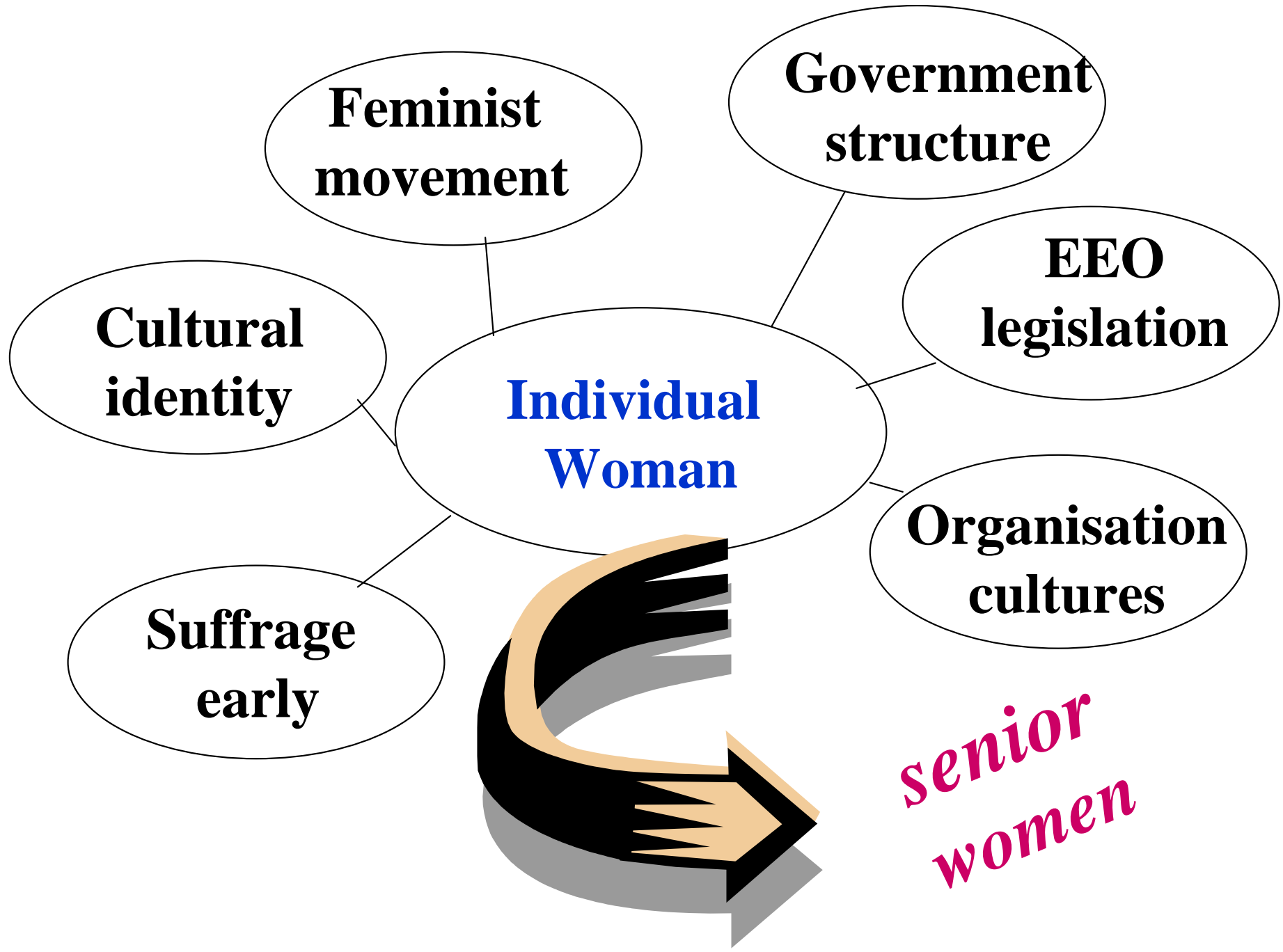
## Women in top five jobs:

**Prime Minister,  
Governor-general,  
Chief justice,  
Attorney-general,  
CEO - largest company**

**29% MPs**

**30% cabinet ministers**

# Context is Crucial



# Women in workforce & management over time

	1991	2001
<b>Women % of paid workforce</b>	<b>44%</b>	<b>47%</b>
<b>Women managers, admin. legislators</b>	<b>33%</b>	<b>40%</b>

(Statistics, NZ, 2004)

**35% Directors – Crown companies**  
**5% Directors- Businesses - stock exchange**  
(McGregor & Olsson, 2004)

## Women managers: over levels and time

	1993	2000
<b>Total mgmt group</b>	<b>16%</b>	<b>27%</b>
<b>Junior mgmt</b>	<b>54%</b>	<b>57%</b>
<b>Middle mgmt</b>	<b>39%</b>	<b>34%</b>
<b>Senior mgmt</b>	<b>8%</b>	<b>9%</b>

(McGregor, 2002)

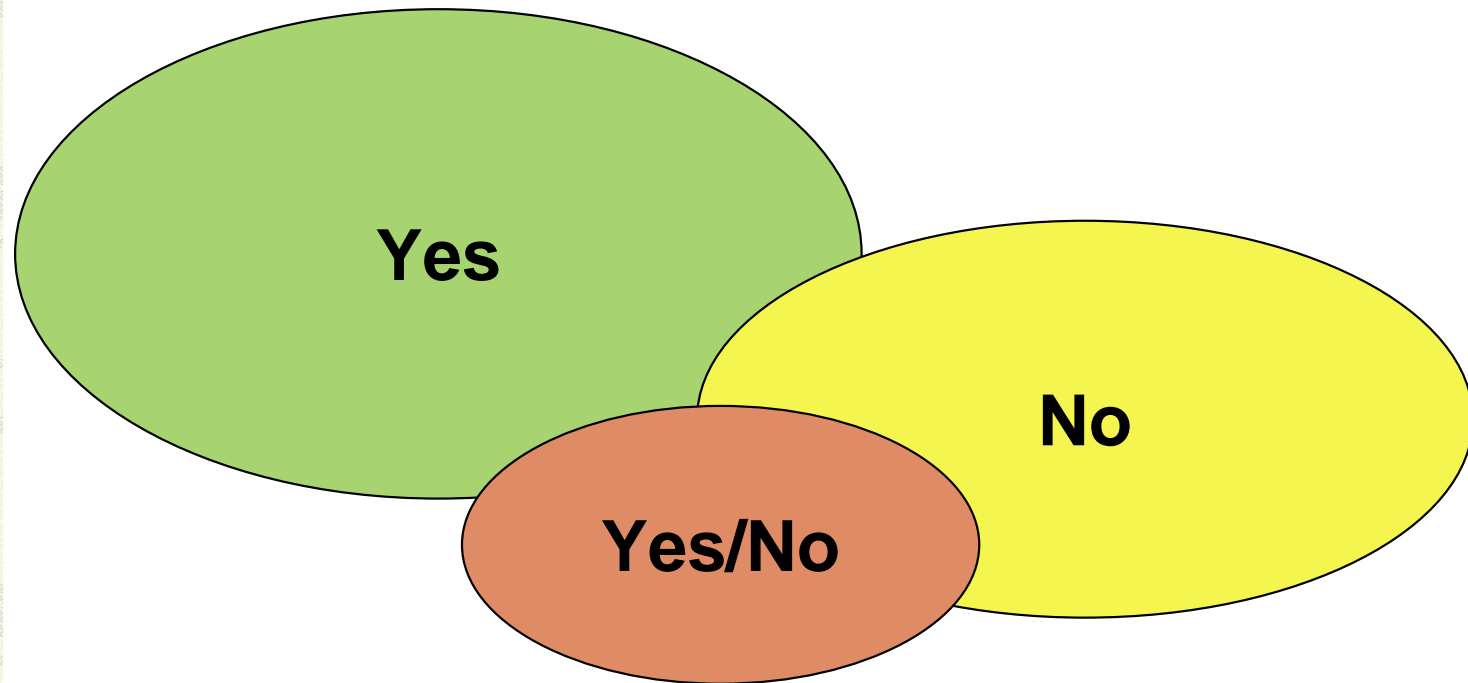


## Statistical Sketch

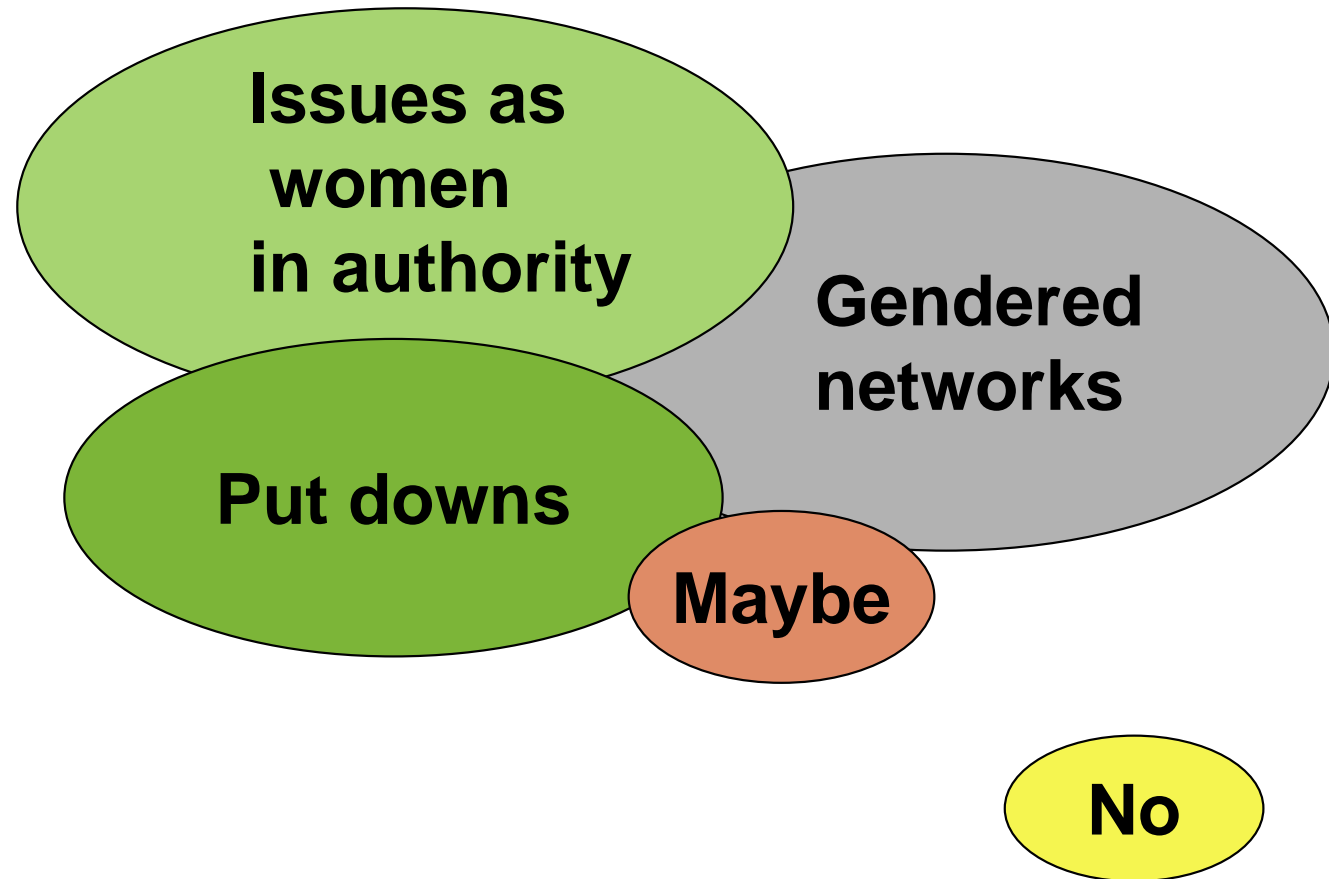
- **Sex segregation across industry, occupation**
- **Under-representation- senior levels**
- **Senior women numbers slowly increasing**
- **Difference between public & private sectors**



# Differences between male & female managers?



# Gender issues?



# Organisational Cultures

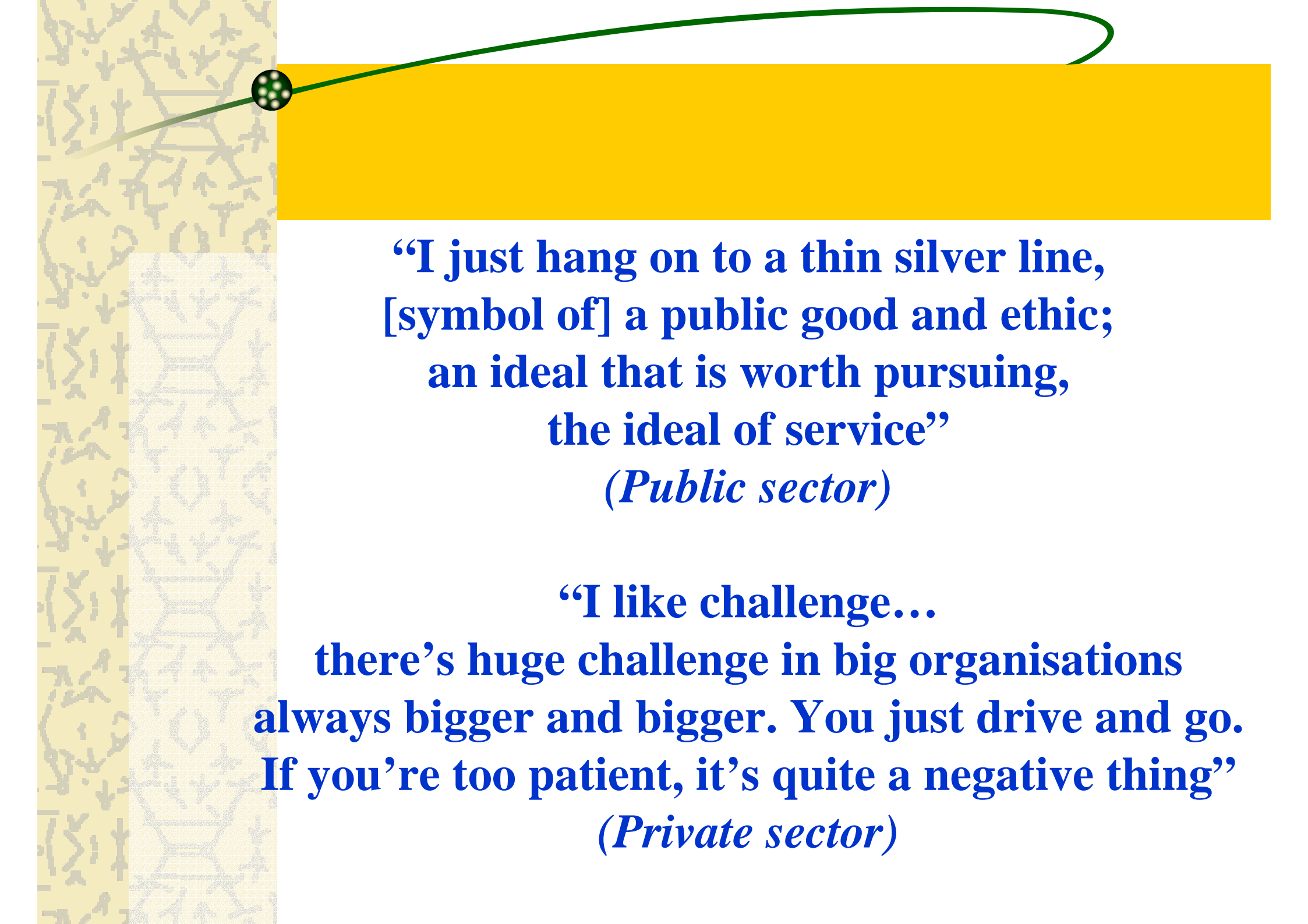
## Public

- ☀ Service ethos
- ☀ Political context  
- external
- ☀ Credibility - experience  
- award
- ☀ EEO given
- ☀ Empowerment

## Private

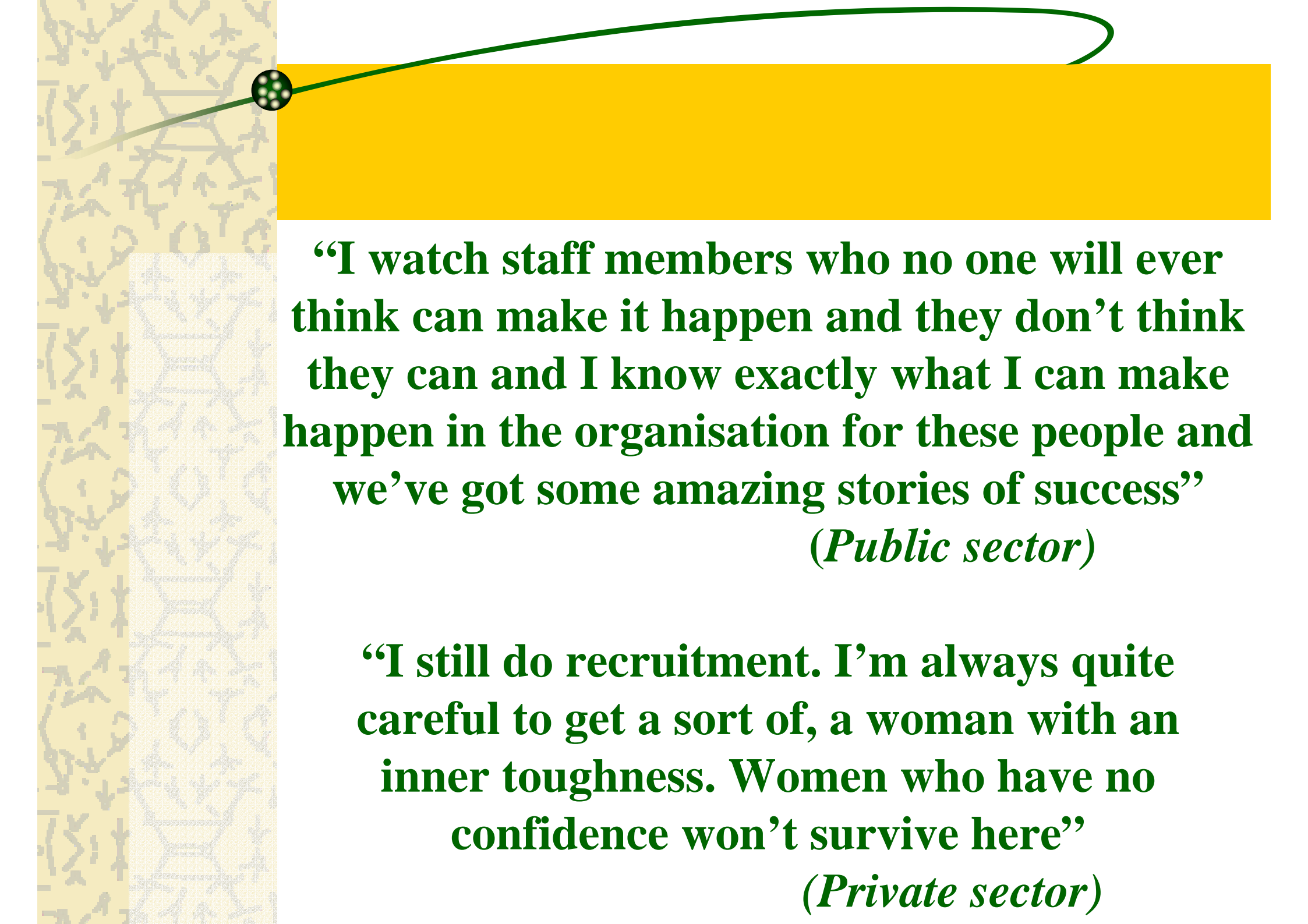
- ☀ Competitive, fast
- ☀ Internal politics  
manage relations-gender
- ☀ Credibility - performance  
- over achieve
- ☀ Hierarchy/Teams
- ☀ Support of stars

***Accountability***



**“I just hang on to a thin silver line,  
[symbol of] a public good and ethic;  
an ideal that is worth pursuing,  
the ideal of service”  
*(Public sector)***

**“I like challenge...  
there’s huge challenge in big organisations  
always bigger and bigger. You just drive and go.  
If you’re too patient, it’s quite a negative thing”  
*(Private sector)***



**“I watch staff members who no one will ever think can make it happen and they don’t think they can and I know exactly what I can make happen in the organisation for these people and we’ve got some amazing stories of success”**

***(Public sector)***

**“I still do recruitment. I’m always quite careful to get a sort of, a woman with an inner toughness. Women who have no confidence won’t survive here”**

***(Private sector)***



## *Change senior management?*

**“A seriously philosophical question that I haven’t got the time to answer “**

**“I’d like to see secure people.  
Open-minded people, adventurous people,  
people who share diversity, people who have  
sense of vision, fun and all that stuff “**

**“A lot of senior managers don’t make  
decisions easily and hide in the hierarchy”**

## *Change senior management?*

**“I’m part of senior management here so, if I feel it needs a change, then I’m quite vocal about it. Rather than sit on the sideline and criticise, get amongst them and help change it. I’m a person who, if I see an issue I have to address it. I just can’t allow it to sit there. So, that can be good for you and bad for you.”**

**“When I get to the top there will be corporate shopping days and corporate cooking classes, corporate massage days!  
No more yachting, no more rugby, no more cricke**

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