



WOMEN AS LEADERS: *FROM QUALIFICATION TO IMPACT*

For Women RRC
organized by WIRC of ICAI
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CA Nandita Parekh

My story is no different from yours....

”I tell my story, not because it is unique, but because it is not. It is the story of many girls.”

Malala Yousafzai
Nobel Lecture, 2014 Peace Prize



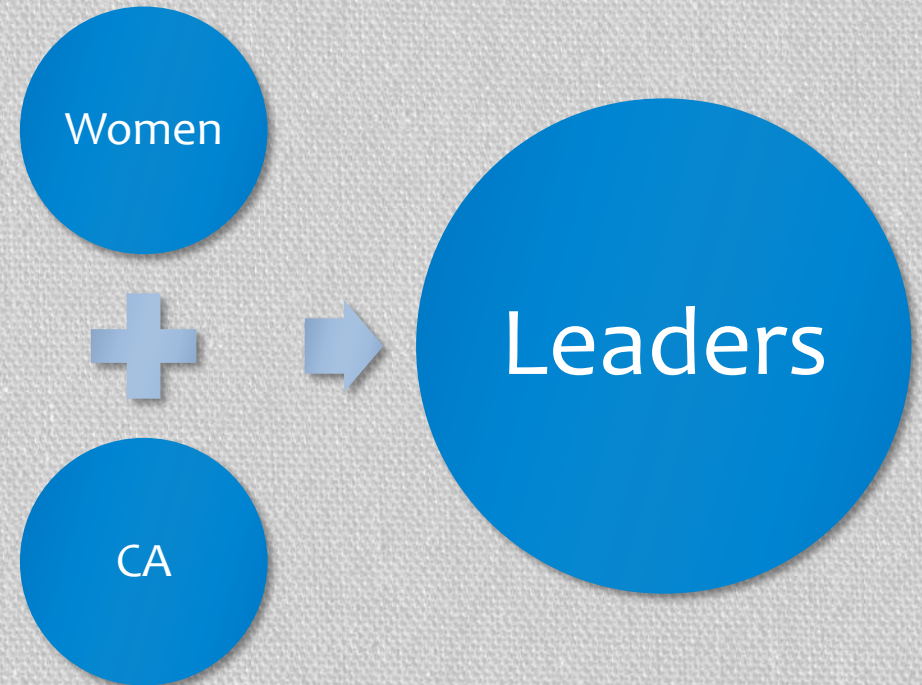
Photo: Torbjørn Kjosvold/FMS

 [Nobelprize.org](https://www.nobelprize.org)

... It is the story of many CA Women

Session Outline

- Who is a professional?
- Exploring various aspects of Leadership
 - Personal leadership
 - Professional Leadership
 - Social Leadership
- What holds us back from becoming leaders? Winning the obstacle race with specific emphasis on Women.



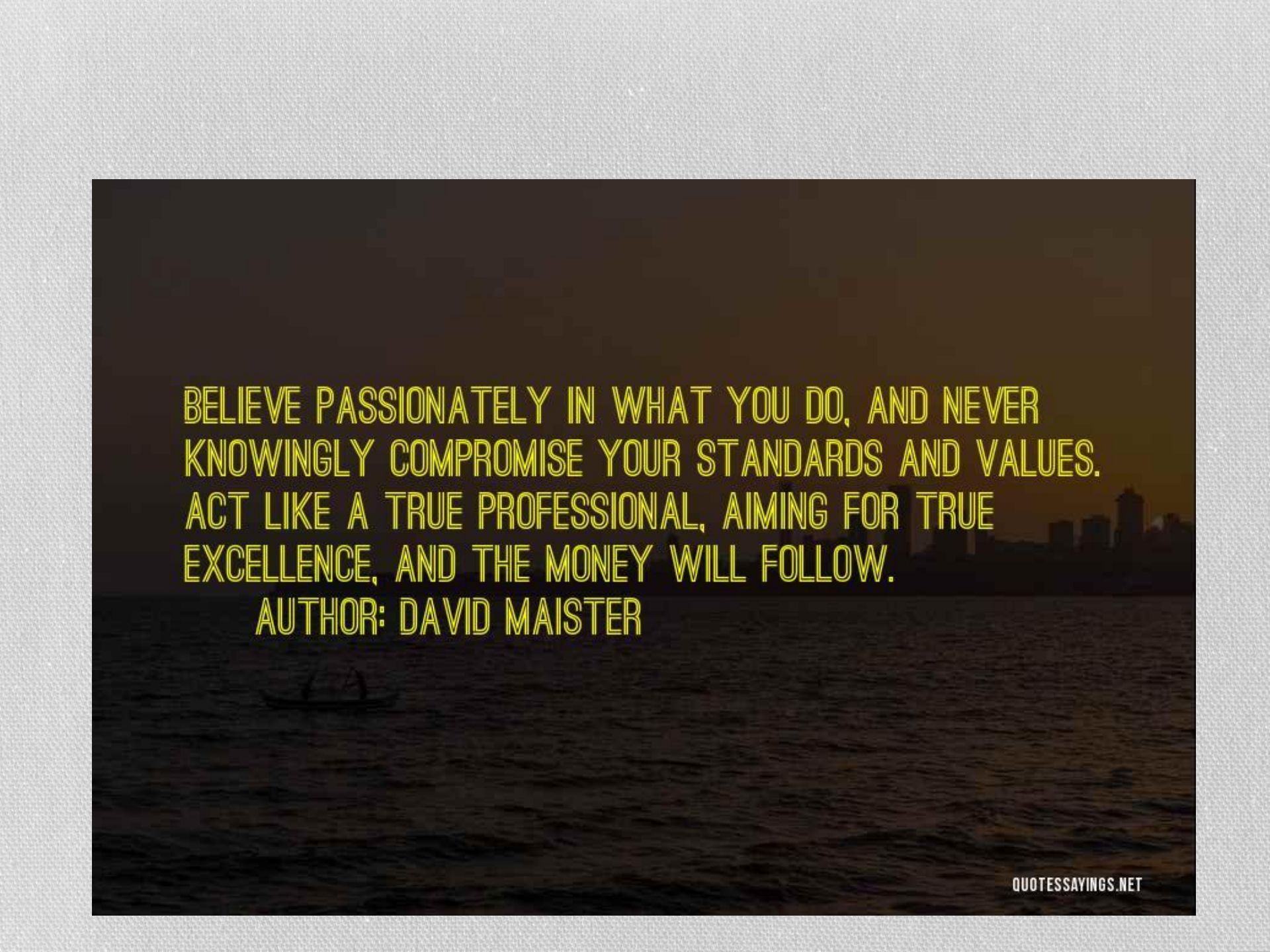
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Part I

WHO IS A PROFESSIONAL?

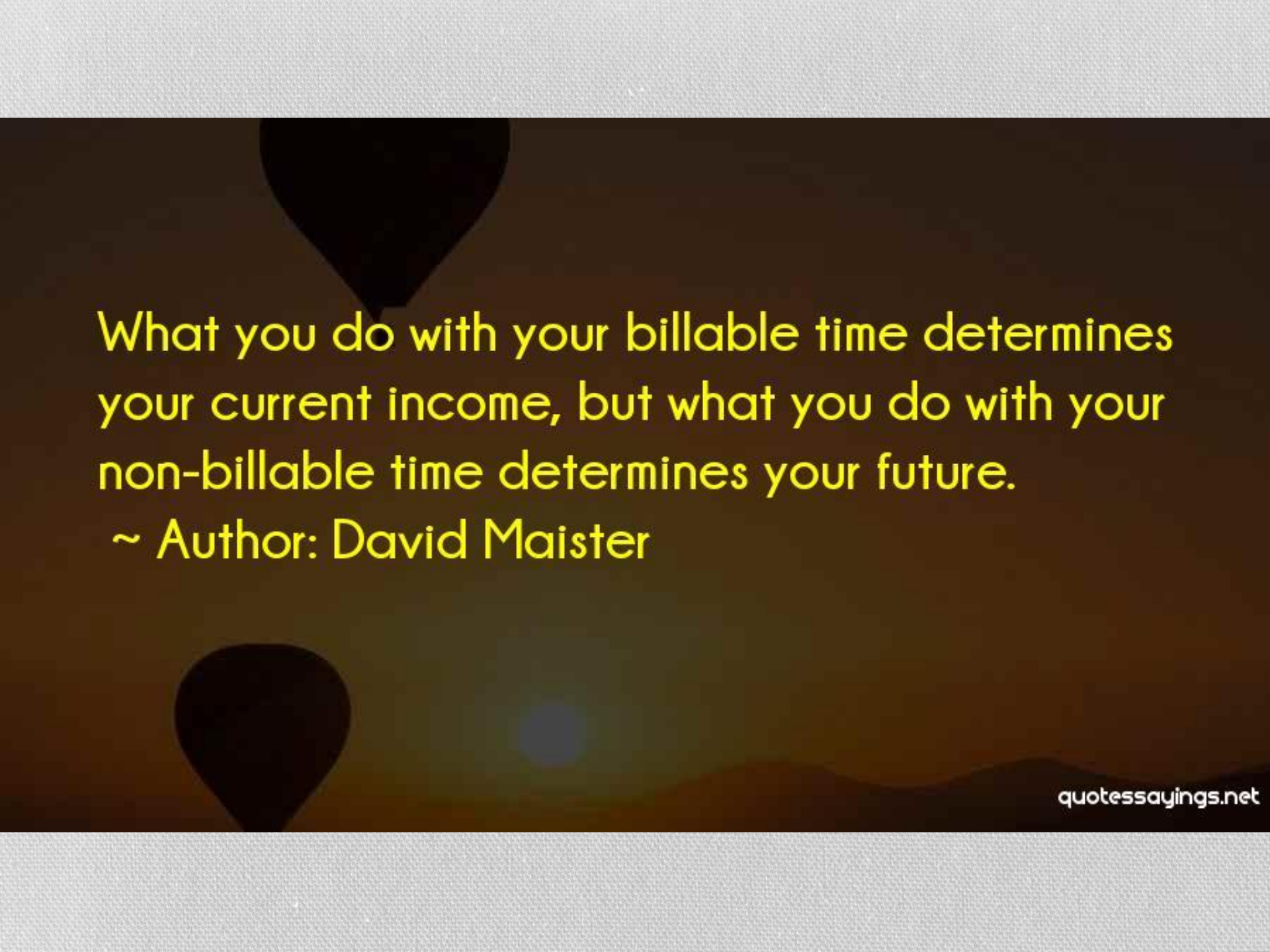
What makes you or me a 'Professional'?






BELIEVE PASSIONATELY IN WHAT YOU DO, AND NEVER
KNOWINGLY COMPROMISE YOUR STANDARDS AND VALUES.
ACT LIKE A TRUE PROFESSIONAL, AIMING FOR TRUE
EXCELLENCE, AND THE MONEY WILL FOLLOW.

AUTHOR: DAVID MAISTER



What you do with your billable time determines your current income, but what you do with your non-billable time determines your future.

~ Author: David Maister



**Without hard work and
discipline it is difficult to be a
top professional.**

Jahangir Khan

My Definition of a Professional

A professional is an individual, who:

- Has received **requisite training and necessary certification** to become member of a professional body
- Has agreed to **abide by the Code of Ethics/Conduct** as mandated by the professional body
- Has chosen to **pursue the occupation of providing professional services**, thus choosing to apply his/her professional knowledge and expertise for the benefit of others for a fee
- Considers that **training and mentoring new entrants** into the profession is not a duty but a privilege
- Exhibits **qualities and personal characteristics** that are a hallmark of the profession, such as, **objectivity, fairness, independence and service before personal gain.**

The Evolution of a Professional



Qualification (Fit to be a professional)

Expertise (Worthy of rendering professional services)

Knowledge Sharing (Becoming a torch-bearer within the profession)

Wisdom (Sought for opinions, strategic decisions, negotiations and arbitrations)

Dedication (Driven by a desire to solve problems, to create ease, to add value)

Say Yes or No....

A professional is defined by.....

- The income she earns
- The hard work and discipline she displays
- The car she owns
- The brand of the purse she carries
- The places where she dines out or parties
- The conferences she chooses to attend
- The language she speaks in – English or Hindi or Marathi
- The style of communication – clarity, quality and content
- The stress she creates around
- The comfort and confidence she creates around
- The hobbies she pursues – how she spends her free time
- The priorities that she sets for herself

Say Yes or No....

A professional is defined by....

- Emphasizing the complexities with a lot of technical jargon
- Providing solutions and making it simple
- The way she spends her billable time
- The way she spends her non-billable time
- How she outsmarts her competitors
- The care she takes of her team
- How she collaborates with other professionals
- The hours of preparation she puts in for every assignment
- The way she creates authority and fear in her organization
- The way she delegates and motivates the team
- The quality she provides once in a while
- The excellence she displays consistently

To Sum Up....

A professional is someone who is a **solution provider**, based on **expertise** in a chosen field, who **consistently** and continuously **seeks self growth and pursues excellence**.

A professional is someone who is getting **ready to solve problems that don't exist today - is future ready**, someone who is capable of **clear communication and superior articulation**, someone who has a **capacity to create influence and impact....** And **helps others choose the right compliant path** always.

A professional is **the torch bearer of a society**, is a **change maker**, is **unbiased and objective**, is fair in her conduct and is **looked up by the society** for getting the right and appropriate advise.

Professional is not a label you give yourself- it's a description you hope others will apply to you.

- David Maister



A stylized, light blue illustration of a plant with several leaves and a cluster of small, round buds or flowers, positioned on the left side of the slide against a darker blue background.

Part 2

WOMEN AS LEADERS – OBSTACLES AND OPPORTUNITIES

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THE CURRENT REALITY

Real Issue # 1

Issue No. 1: While the women in the workforce are increasing, the number of women in senior, managerial positions are not increasing proportionately

Women often take a short term view of their careers and hence, shy away from making serious investments in learning, in seeking opportunities and in making capital commitment



Men 99%
Women 1%

Men 70%
Women 30%

Men 50%
Women 50%

Not Enough Women in leadership Position

The Impact

- Workplace not sensitized for women's multi-faceted responsibilities
- Policies and work culture not responsive to women's career development
- Fewer opportunities for growth available to women at each progressive level

The Change

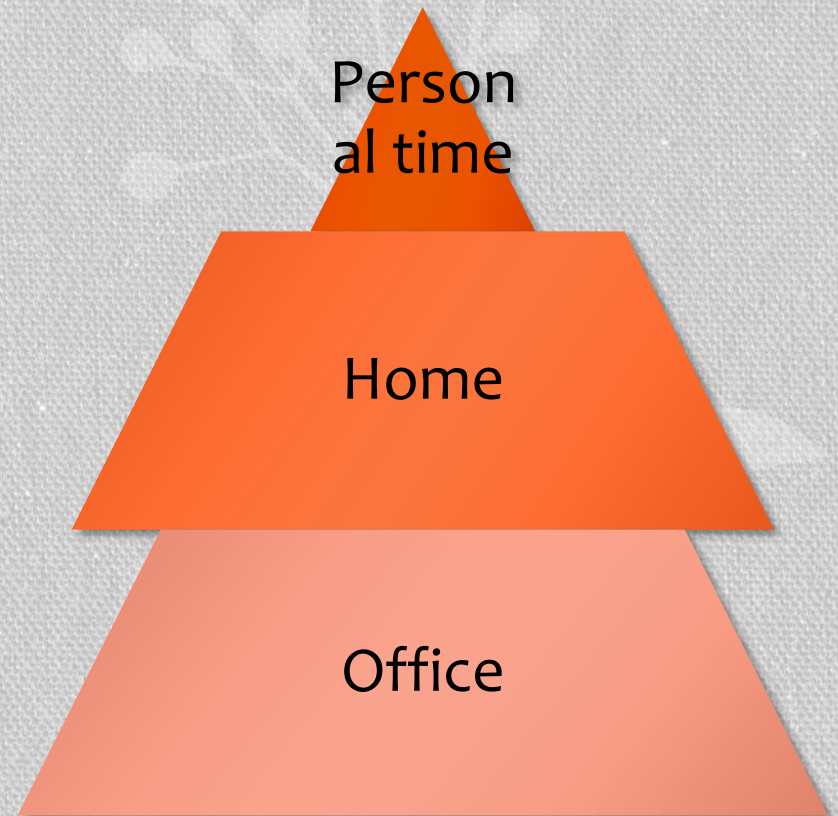
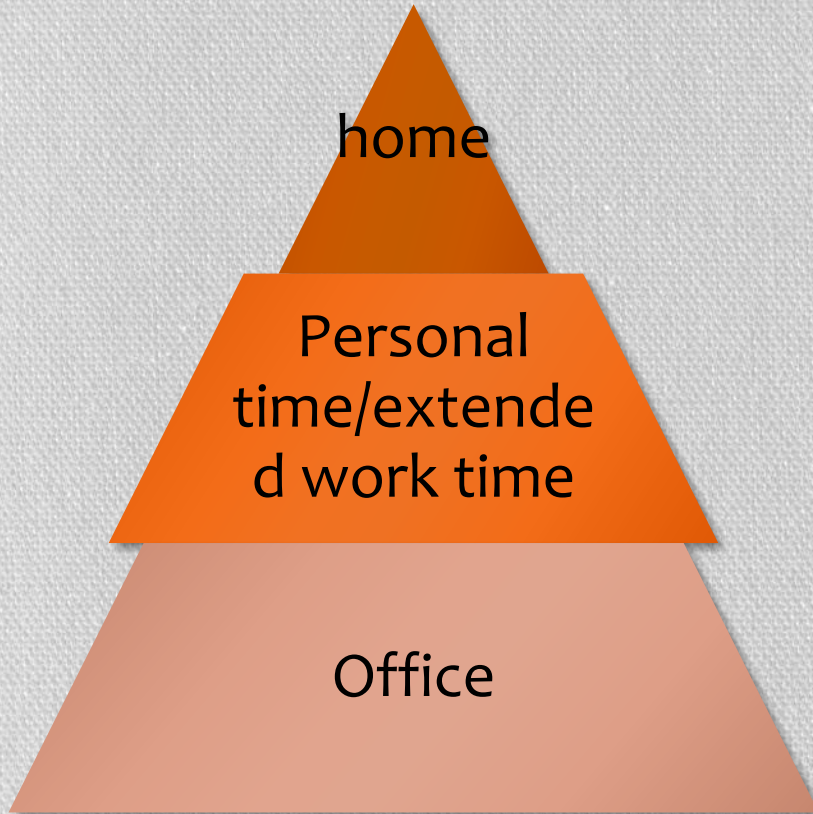
- Women to participate in organizational policies
- Work profiles better suited to women to be created for tapping the talent pool
- Equal opportunity culture for people willing to take similar responsibilities
- Policies conducive to men taking greater responsibility at home

Real Issue # 2

Issue No.2 : While women in full time employment carry the same responsibility as their male counterparts, they carry a disproportionately high responsibility at home making it difficult to walk the tight rope for long



And even more noteworthy



CAUTION

MEN AT WORK



Women work all the time-
Men have to put up signs when they work.

Unequal Partnership at Home

The Impact

- Women have less time for personal development, skill building
- The multi-tasking often leads to inability to make firm commitments to critical projects – this is the beginning of career slowdown
- Overwhelmed with responsibilities and dissatisfaction at work often leads to quitting or switching off from work.

The Change

- Ask for help – choose your life partner with care
- Set up counseling sessions for men – impress upon them the need to be a responsible home maker
- Create a strong support system that enables both to focus on their careers, while enjoying family time together
- Women to think of solo vacations, training courses and stints away from home if possible – let the household get used to the occasional absence of the woman.

Remember...



**EQUAL
DOES NOT MEAN
IDENTICAL**

CONSIDER YOUR SELF LUCKY
IF WHAT YOU ARE GETTING FOR ALL THE JOBS THAT
YOU DO IS PRICELESS!



Real Issue # 3

Issue No. 3: The compensation paid to women is less than that paid to men at similar levels of responsibility and talent. There are very few good flexi-time/limited time work options.

Equal education cannot demand equal pay; but equal work must be compensated equally, in a fair society.



Unequal Pay Standards

The Impact

- Unequal career growth – fewer women in leadership positions
- An organizational culture of undermining women at all levels
- Employing women as a cost optimization strategy and not purely based on merits and capabilities
- Gender divide causing poor team work – women unwilling to take equal responsibility at lesser compensation

The Change

- Fairness in pay structures
- Women need to learn negotiating skills – learn to ask!
- Men/Women need to choose work profiles best suited to their aspirations and abilities to optimize their compensation
- Create gender balanced team for joint projects to create long term equality platforms

Real Issue # 4

Issue No. 4: The work culture in most professional organizations in India encourages long hours, six or even seven day weeks, unplanned work structure and variable work loads, and no tolerance for men seeking work-life balance.

The choices available to women (of working or not working) are not even available to men in the current socio-cultural context – **the poor guy has to work and earn for the family!!**



No work-life balance for Men

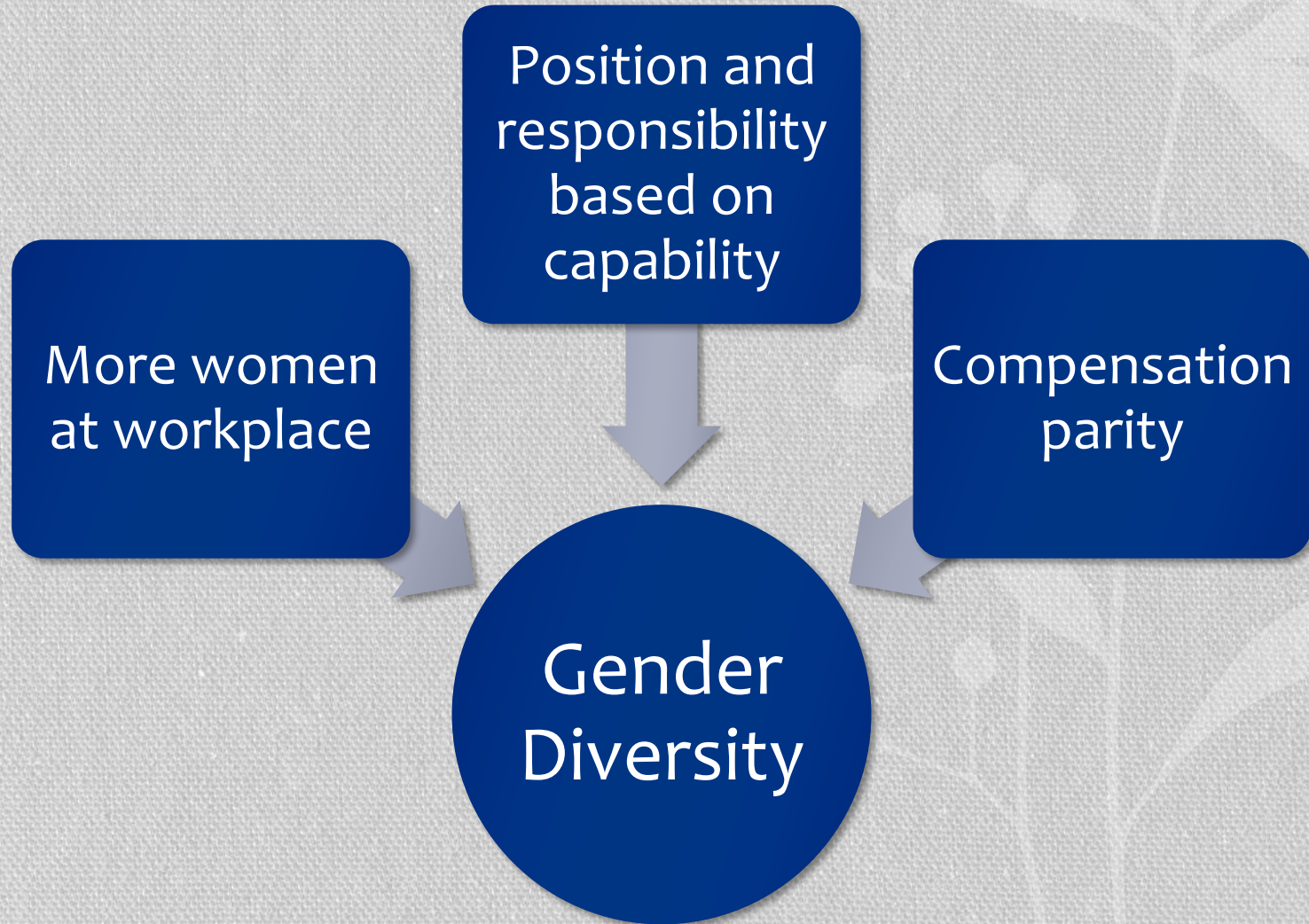
The Impact

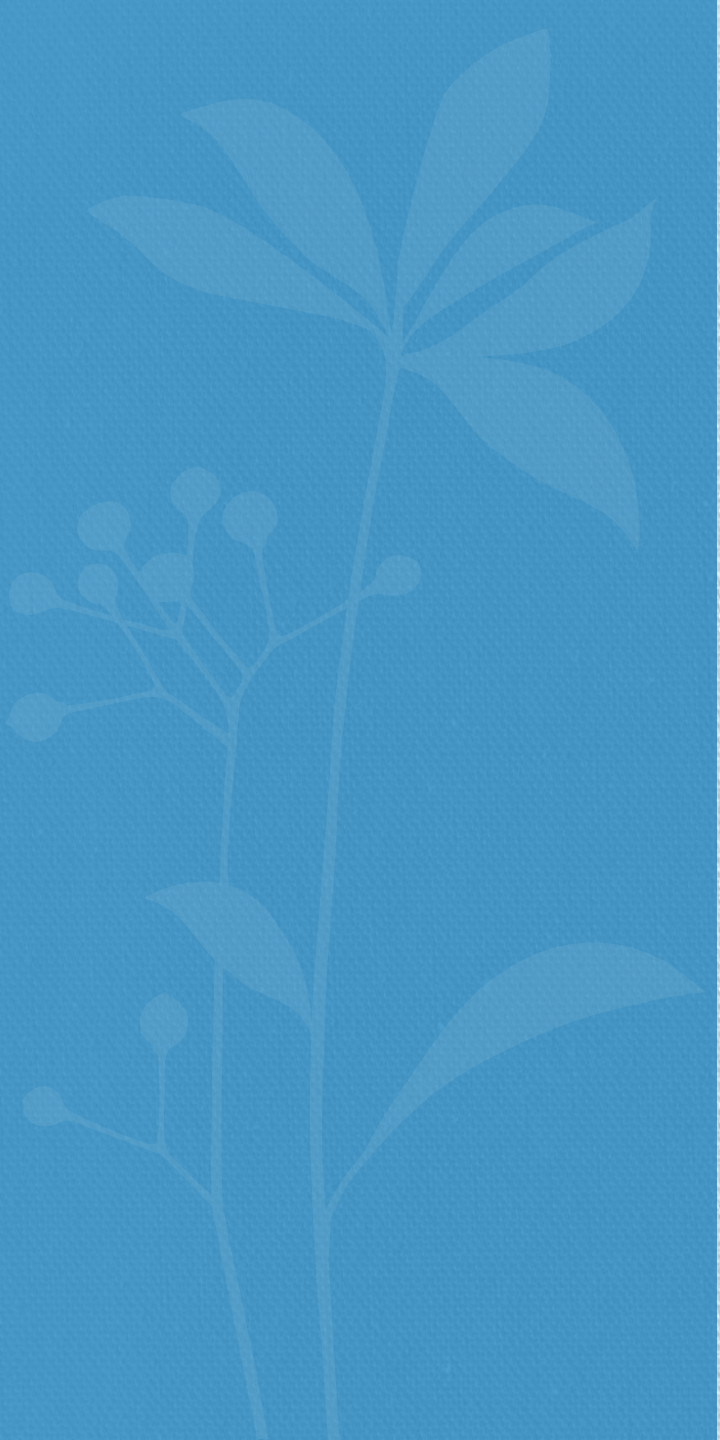
- Work culture oriented to men, as they are not expected to be care givers, home makers or even parents!
- Men become singularly focused, having little time to enjoy leisure, develop other interests or even personal networks
- Men find it very difficult to be away from work, and even if they wish, they find themselves less and less capable of contributing at home.
- Greater burn out cases, lifestyle related health issues.

The Change

- Balanced work hours – 5 day week, where possible
- Better work/resource planning so that there are fewer emergencies, lesser unplanned late hours
- Sensitize men to adopt a more balanced work life – contribute at home.
- Mandatory home-support leave for men?? To learn how to change diapers and how to make a cup of tea??

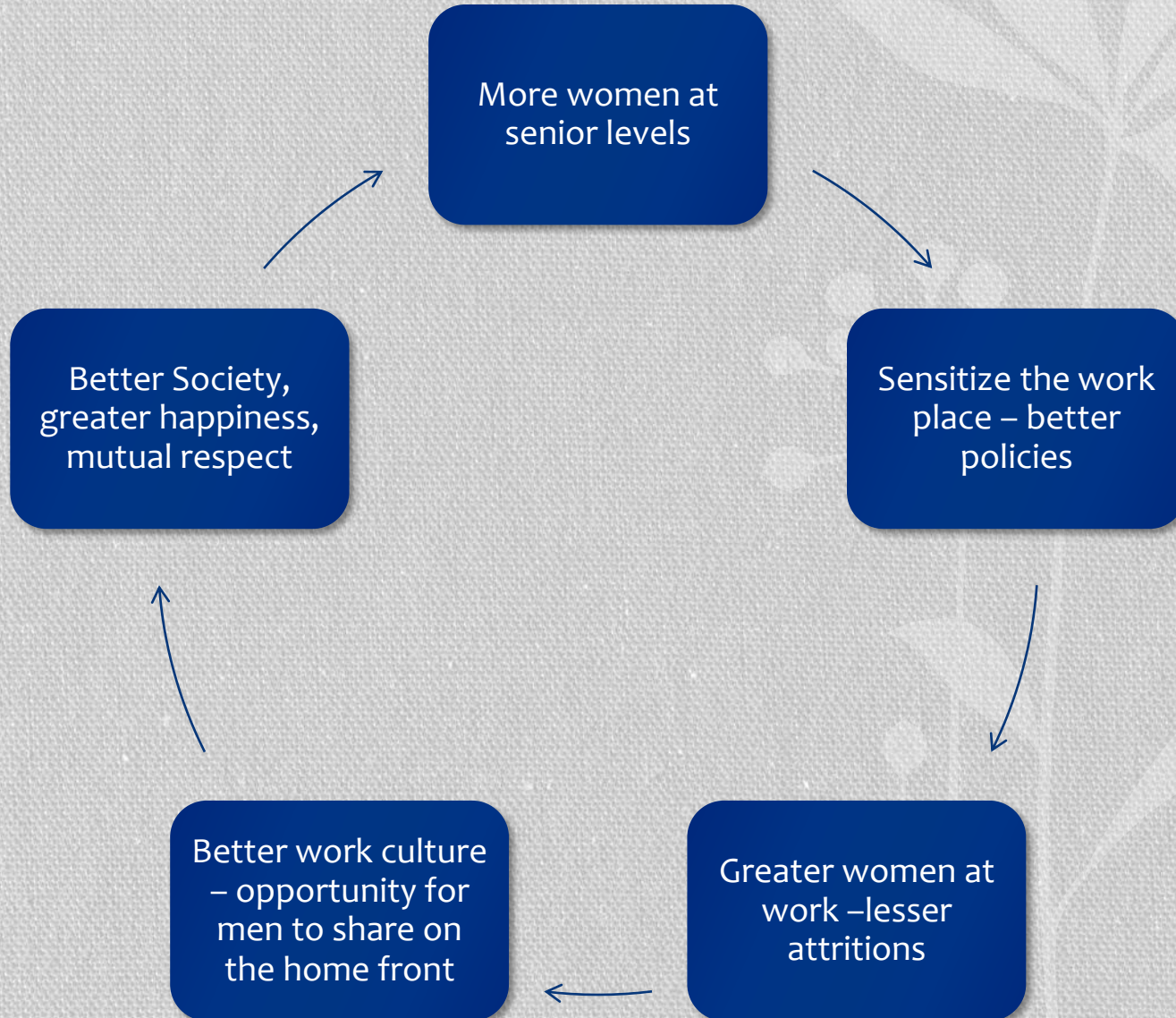
The Change that is Desired....



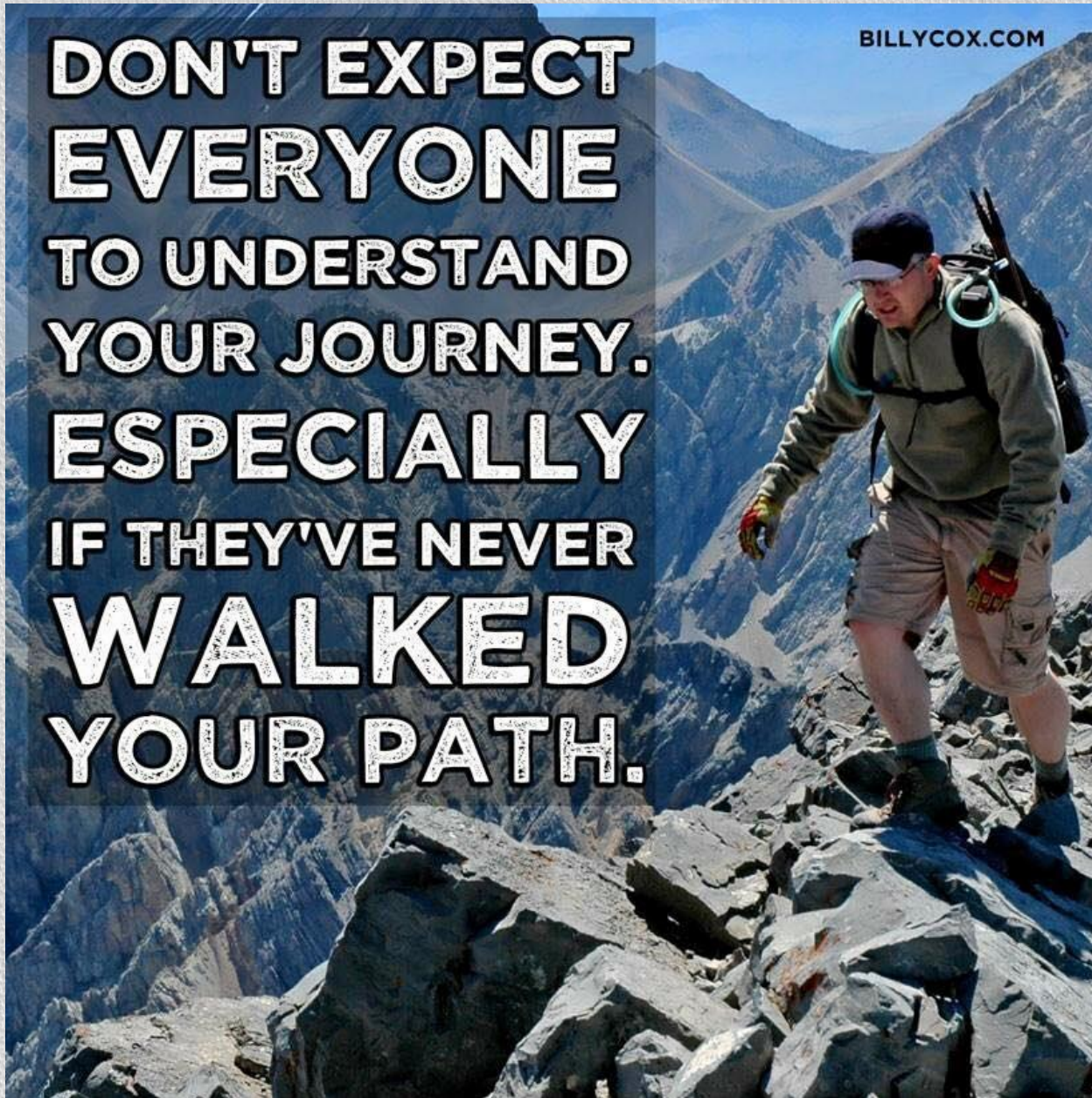


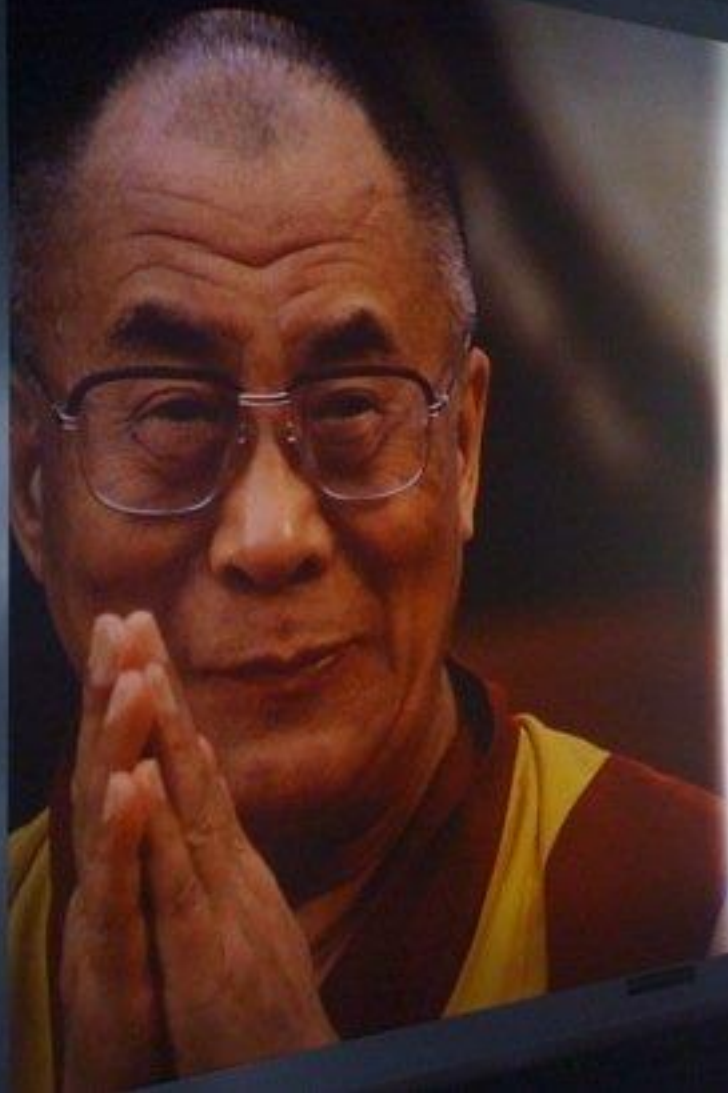
THE ROAD AHEAD

LET US START NOW...



**DON'T EXPECT
EVERYONE
TO UNDERSTAND
YOUR JOURNEY.
ESPECIALLY
IF THEY'VE NEVER
WALKED
YOUR PATH.**





Doesn't just
wish for peace.
He works
for it.

HOPE

Pass It On

THE FOUNDATION FOR A BETTER LIFE
www.hopeforlife.org

Each one of us has a role to play....



— — — — —
I raise up my voice
not so I can shout,
but is that those
without a voice
can be heard.
We cannot succeed
when half of us
are held back.

- Malala Yousafzai

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Part 3

FROM QUALIFICATION TO LEADERSHIP

From being a Professional to assuming Leadership



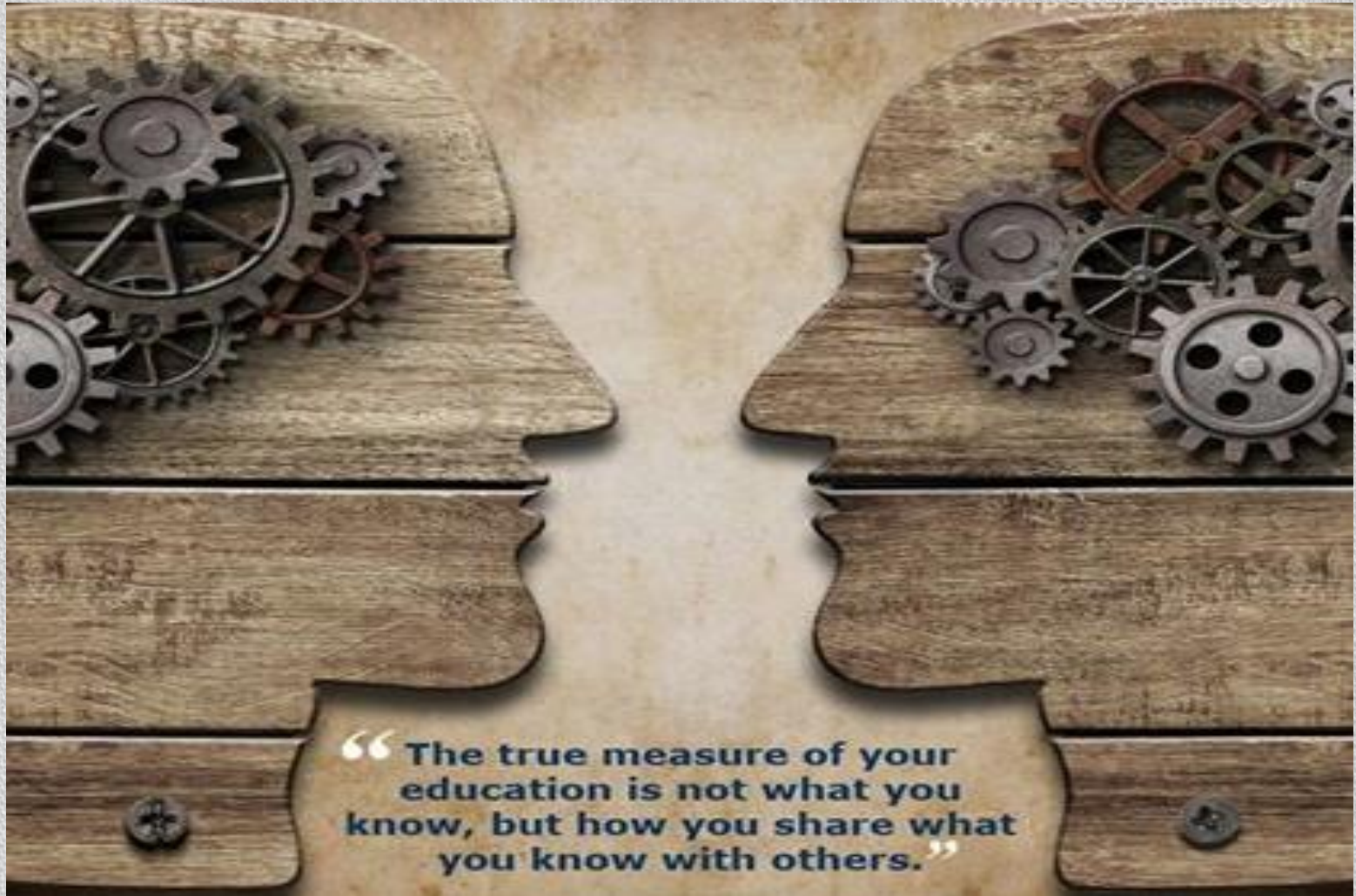
- Is every professional a leader?
- Is it a matter of time that every professional will eventually become a leader?
- Is leadership a title, a pay package, a cabin place...or there is something more?

Develop Expertise and Delivery Excellence

**"IF YOU THINK IT'S
EXPENSIVE TO HIRE A
PROFESSIONAL, JUST WAIT
UNTIL YOU HIRE AN
AMATEUR."**

- UNKNOWN

Share Knowledge



“ The true measure of your education is not what you know, but how you share what you know with others. ”

Train and Mentor



It is literally true that you can succeed best and quickest by helping others to succeed.

– Napoleon Hill, author

Leave a rich professional legacy

“I’ve always felt my greatest legacy is the people I’m able to impact, who then go on to do great things in their own careers.”

- MARIA REITAN



Exercise Independence... uphold values and ethics



Agreeing is easy.

Disagreeing takes more guts.

- Carol Bartz, former CEO of Yahoo!

Change Perspectives....



Be driven by principles....

“

It is difficult, but
not impossible, to
conduct strictly
honest business.

Gandhi

”

Appreciate people and organizations that helped one grow



Follow your passion, commit yourself to that which you enjoy....



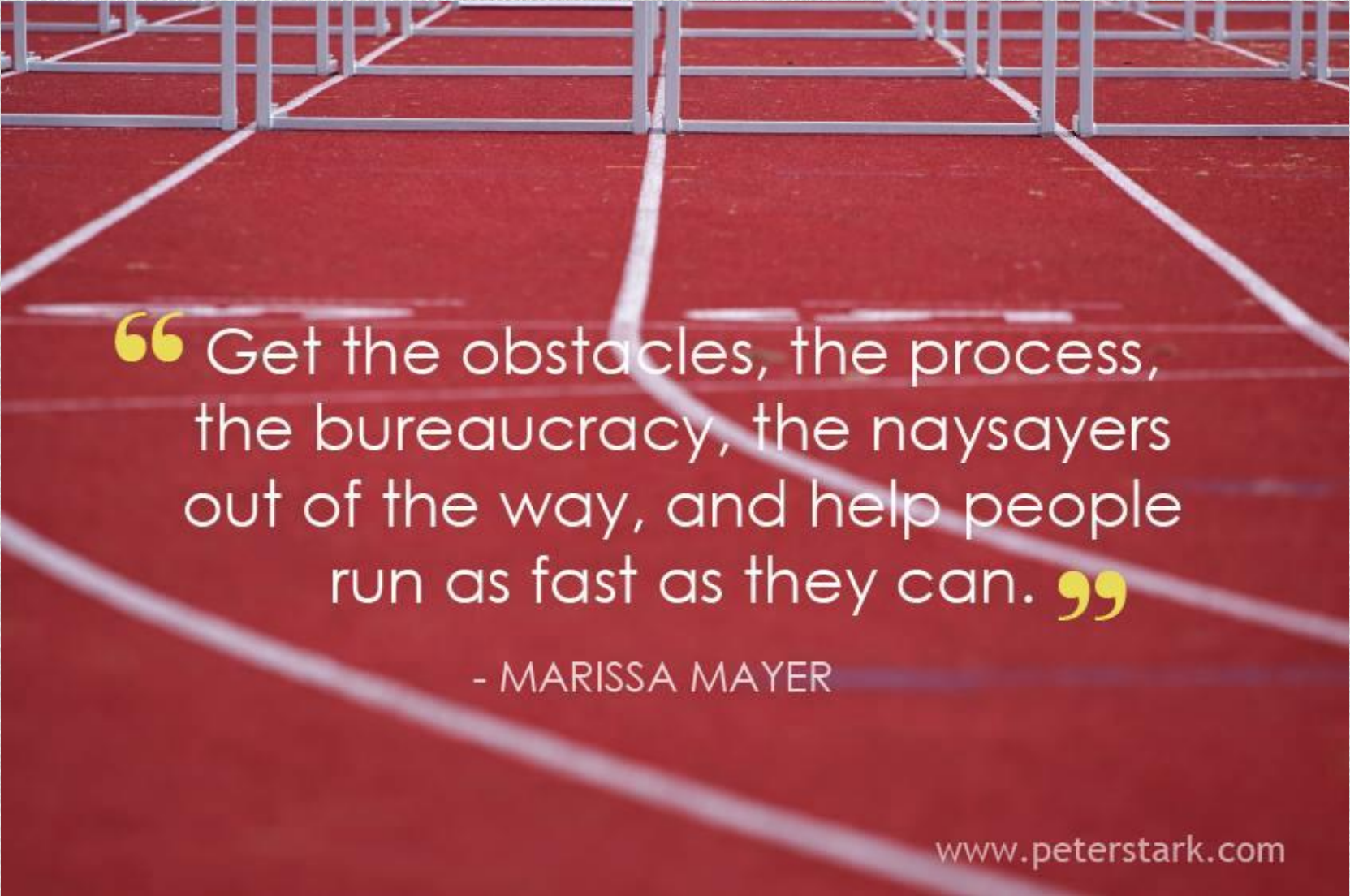
Flickr K Bost

www.peterstark.com

**“Celebrate what you
want to see more of.”**

- TOM PETERS

Work on solutions before the problems arise....

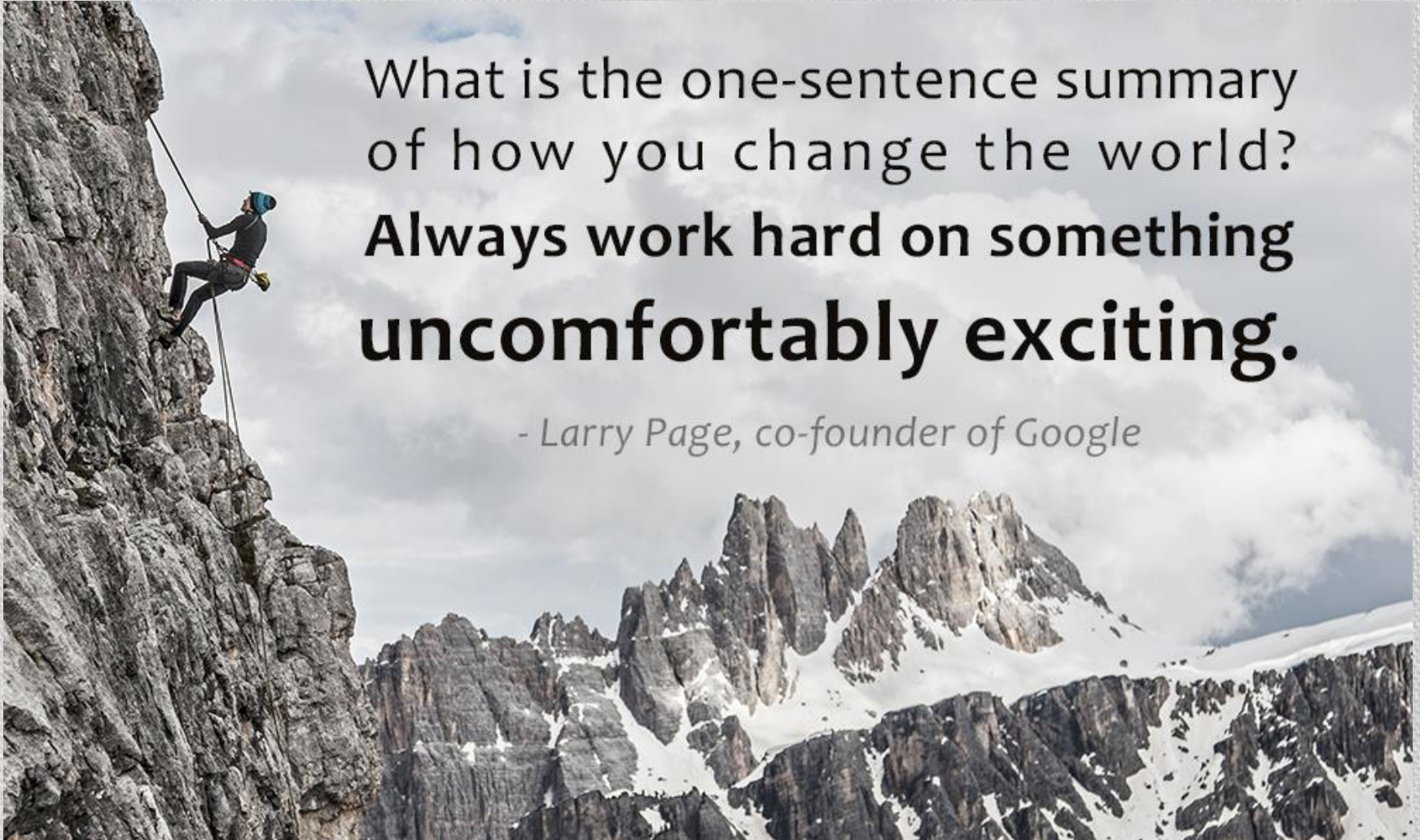


“ Get the obstacles, the process, the bureaucracy, the naysayers out of the way, and help people run as fast as they can. ”

- MARISSA MAYER

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Seek Challenges



What is the one-sentence summary
of how you change the world?
**Always work hard on something
uncomfortably exciting.**

- Larry Page, co-founder of Google

If it feels too easy, let others do it....


*“Life begins at the end of
your comfort zone.”*

NEALE DONALD WALSCH



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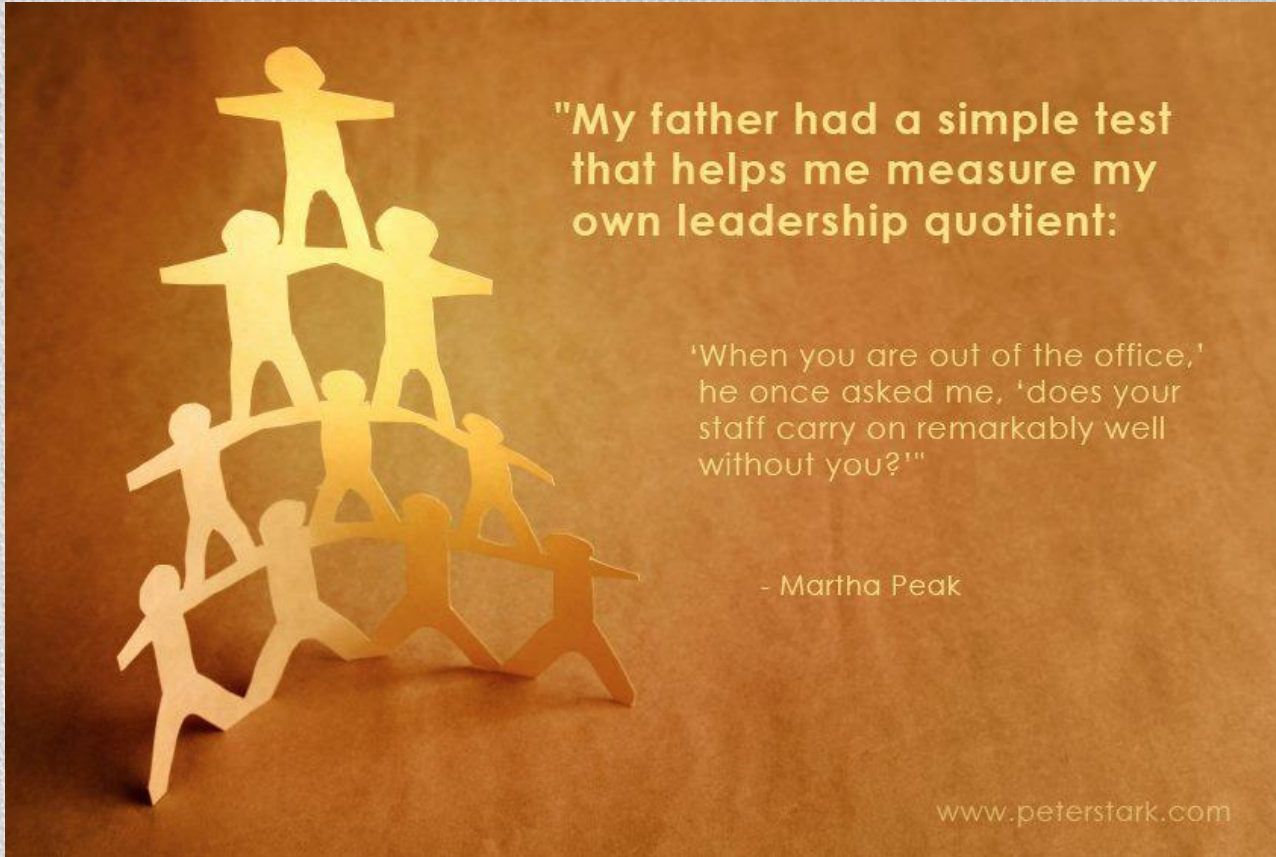
Constantly shed that which is no longer
challenging or worthwhile....

A photograph of a person sitting on a riverbank at sunset. The person is in silhouette, looking out over a wide river. The sky is a mix of orange and yellow, with some clouds. The water reflects the colors of the sky. In the background, there are hills and some structures. The overall mood is contemplative and serene.

"To attain knowledge, add things every day.
To attain wisdom, subtract things every day."

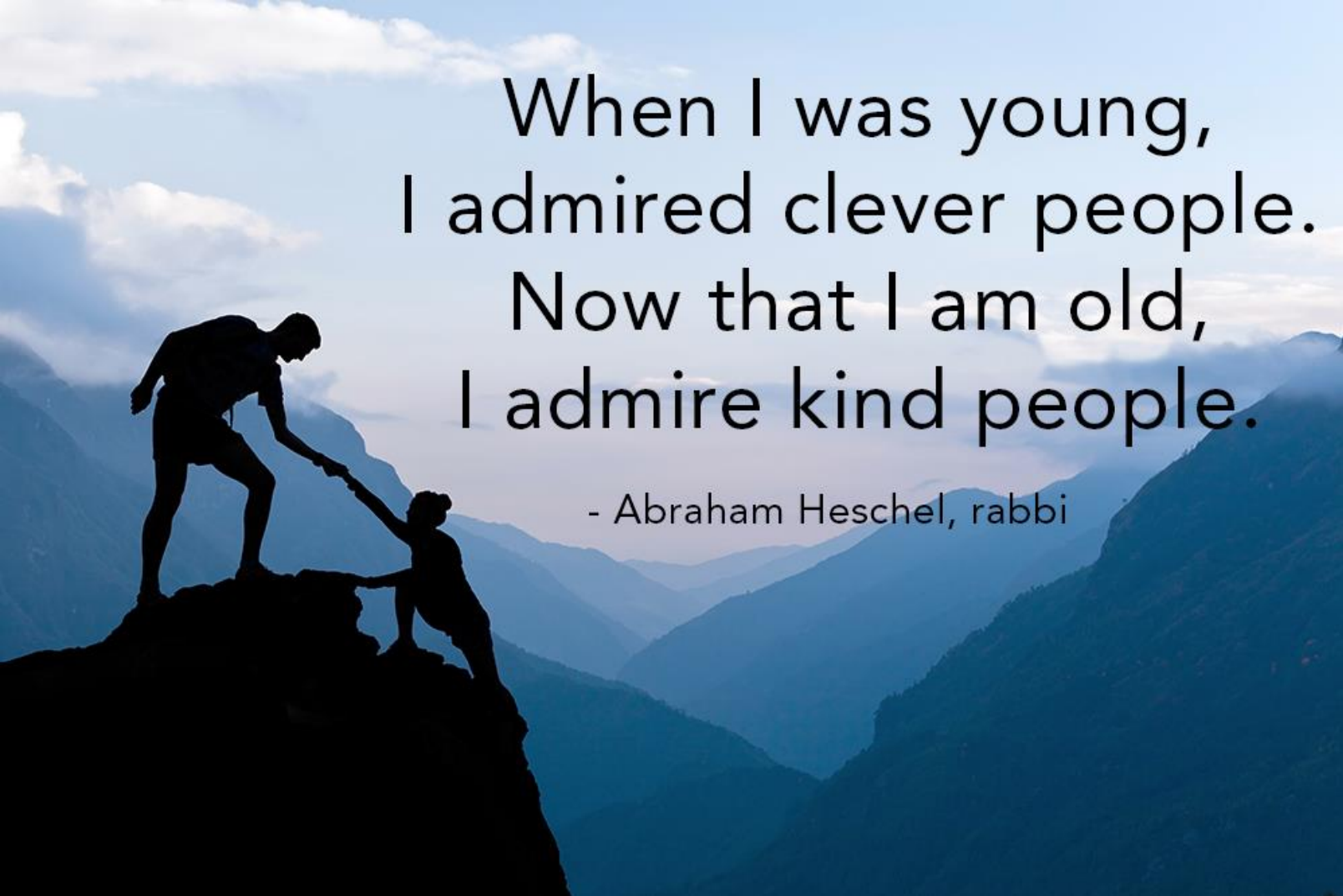
- LAOZI

Make yourself redundant....



.... In your office and in your dealings with your clients: become redundant w r t yesterday's problems, to remain relevant for today's problems.

Give with abundance.... To clients, to students,
to the society

A photograph showing the silhouettes of two people on a mountain peak. One person is standing on the left, leaning forward and reaching out with their right hand to help another person who is sitting or crouching on the right. The background consists of a vast mountain range under a blue sky with scattered white clouds. The overall color palette is dominated by blues and greys, with the silhouettes in black.

When I was young,
I admired clever people.
Now that I am old,
I admire kind people.

- Abraham Heschel, rabbi

Professional Leadership is never about money....

**SUCCESS ISN'T
ABOUT HOW
MUCH *money*
YOU MAKE,
IT'S ABOUT
THE *difference*
YOU MAKE IN
PEOPLE'S LIVES.**

- MICHELLE OBAMA

STARTUPQUOTE



When you choose to be a professional leader, you choose to put others before yourself.... You choose to serve, to provide solutions




An Indian flight attendant named Neerja Bhanot hid the passports of American passengers on board a hijacked flight to save them from the hijackers. She died while shielding three children from a hail of bullets

KickassFacts.com

Make a difference.....

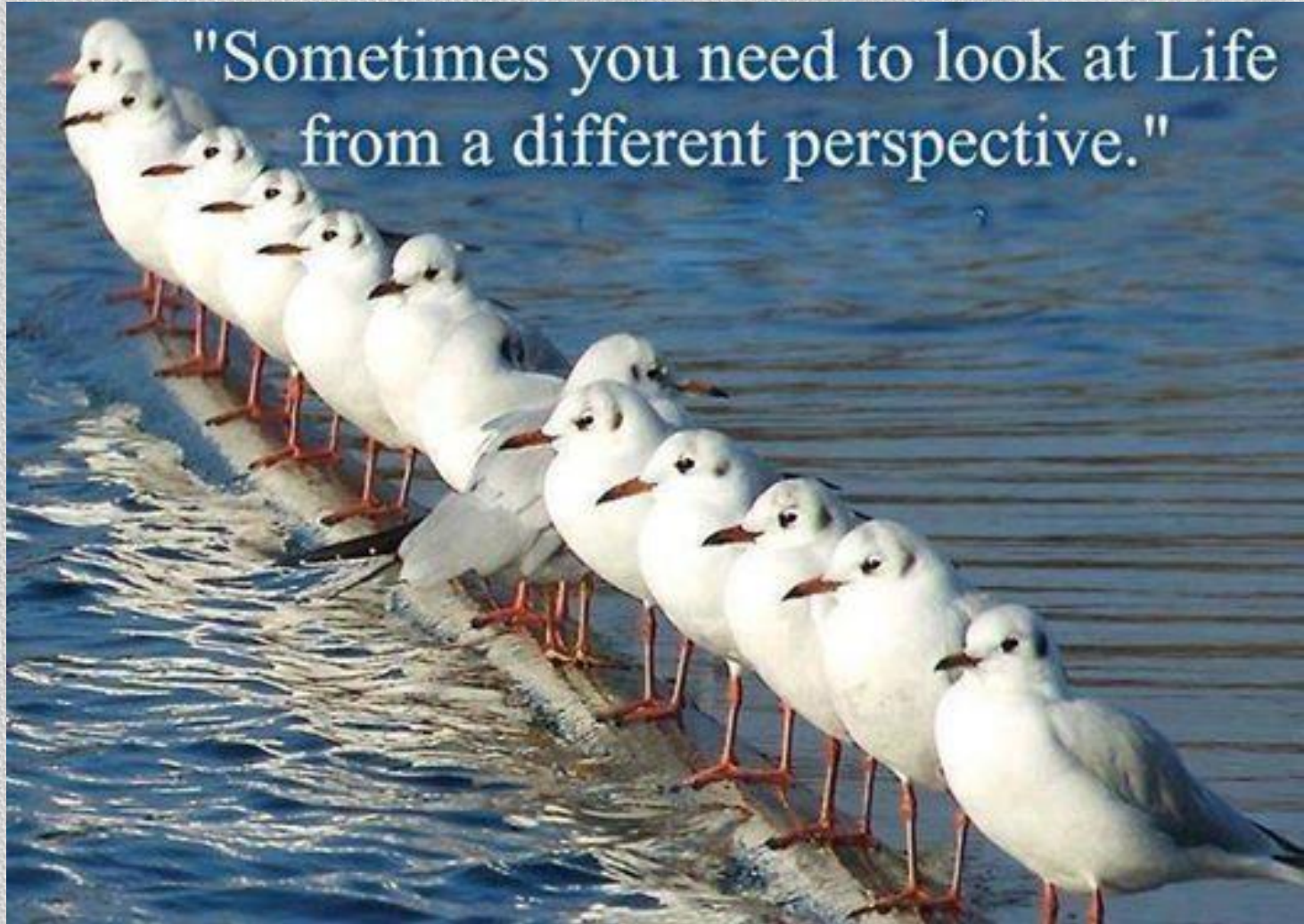
**“IF NOT US, WHO?
IF NOT NOW, WHEN?”**
- JOHN F. KENNEDY



A sunset over a field of clouds. The sun is low on the horizon, creating a bright orange and yellow glow that illuminates the clouds below. The sky transitions from a deep orange near the horizon to a dark, almost black, at the top. The clouds are dense and textured, appearing in shades of orange, yellow, and dark grey. A quote is overlaid on the image in a dark, semi-transparent box.

Leadership is neither a rank nor a title. It is a choice. The choice to provide care and protection for those for whom we are responsible.

"Sometimes you need to look at Life
from a different perspective."





Thank you....

*.....For allowing me to
share my professional
journey and thoughts
on Women in
Leadership with you!*