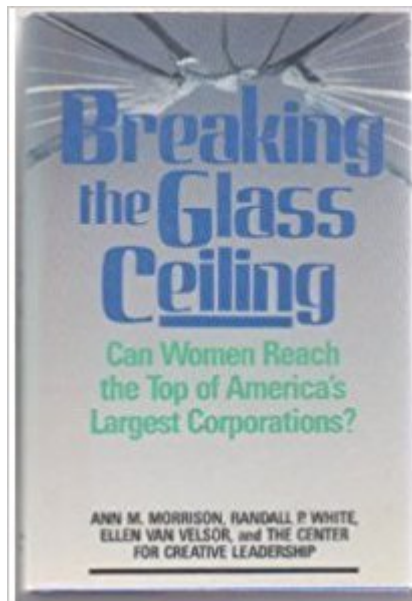




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# Breaking The Glass Ceiling: Can Women Reach The Top Of America's Largest corporations?



## Synopsis

Women compose nearly half of today's workforce, are in more management positions than ever before, and have reached every level of the Fortune 500--except the most important ones. This book explodes long-held myths and provides practical advice on the first steps needed to effectively break the glass ceiling. --This text refers to an out of print or unavailable edition of this title.

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## Customer Reviews

This far-reaching study of female executives indicates progress in their status, but not enough in light of equal employment laws. Although women have reached management levels, only a miniscule minority in the Fortune 500 companies hold top positions1.7%. Frank responses from women and their male associates interviewed here illustrate factors that work for and against those trying to break sexist barriersthe glass ceiling between women and the top. Capable women can be limited as well by lack of drive, failure to get and give help or exhaustion caused by their responsibilities as wives and mothers. The authors' findings are buttressed by statistics, as well as psychological/behavioral evaluations of men and women candidates for promotion. The book also speculates that females will advance further when they achieve recognition as individuals in their own right. The authors are on the staff of the Center for Creative Leadership, a nonprofit institution headquartered in Greensboro, N.C. Copyright 1987 Reed Business Information, Inc.

Ann M. Morrison is the founder and president of the New Leaders Institute, a consulting and research firm in Del Mar, California. She is also a senior fellow of The Center for Creative Leadership, an international nonprofit educational organization that focuses on research and training in leadership development. Randall P. White, Ph.D., and Ellen Van Velsion, Ph.D., are on the staff of The Center for Creative Leadership at its headquarters in Greensboro, North Carolina. --This text refers to the Paperback edition.

it was rated as "used" condition and I expected to see signs of use but when i got it, it looked new, and the pages were nice and crisp. maybe the book world thinks that is used, but for this college student it arrived fast with no marks, no I can mark it up for class!

The authors ask, "Can women reach the top of America's largest corporations?" They can and they have...but rarely. This book examines the results of a three-year study of women executives in "Fortune 100" companies. First published in 1987 and then in a revised edition in 1992, *Breaking the Glass Ceiling* is not wholly current with the situation in these same companies today. (Question: How many have lost their lofty rating they have under-utilized the capabilities of their female employees? Hmmm....) From my perspective, however, most of the book's assertions and conclusions are still valid. The so-called "glass ceiling" has been raised since 1992 but it is still there. Although no longer legal, it remains a major barrier nonetheless. Think about it: You can see where you want to go...you know what you must do to get there...and you are confident of your abilities. So your upward journey within the organization begins. Just as Dorothy saw the distant glow of Oz, you see just as clearly your own destination. It excites you, it inspires you, and you begin to think about how wonderful it will be to get there. As you carefully ascend, you encounter what seems to be a pane of glass. Your face is flush against it. You can still see your destination above you, so near and yet so far. You have hit the "glass ceiling." Now what? The authors organize their material within eight chapters whose titles correctly indicate the sequence of their analysis: *The Ceiling and the Wall: The Double Barrier to the Top*, *Up or Out: How Women Succeed, How They Derail*, *Perception Is Reality: The Narrow Band of Acceptable Behavior*, *Lessons for Success I : It's Not Enough to Work Hard*, *Lessons for Success II: It's Not Enough to Work Smart*, *Breaking the Glass Ceiling: Making It to General Management*, *Hitting the Wall: Facing Limits, Finding Alternatives*, *The Future: Can Women Make It to the Top?* Where Are They Now? According to the authors, they are encouraged by two trends: the development of a new "business imperative" which requires organizations to utilize fully all of its human assets, and, the renewal of "legal and legislative

pressures." The former is best understood in terms of enlightened self-interest; the second is best understood in terms of the threat of litigation if prevailing laws against gender discrimination have been violated. Whatever it takes. The authors observe: "While there is still a long way to go, progress is being made. Some have broken, or at least cracked the glass ceiling, while others have found ways around it. All have treated the last several years as a learning experience and have applied their own advice in facing the challenges of pioneering women." The "business imperative" as well as "legal and legislative pressures" may have done much to eliminate the "glass ceiling" within organizations. Well and good. But a significant challenge remains: To remove it, also, from within the minds of those who have been its victims. **Breaking the Glass Ceiling** helps us to measure what has been accomplished since 1987 when it was first published; 14 years later, it reminds us of what remains to be done.

Maybe I am too critical, but I finished this book in less than half an hour. I acquired it at a consignment shop and was impressed by the title and table of contents. The book, however, has no substance to it. This book might even be the stupidest book I have ever read. I am amazed that the publishers/authors are still trying to sell this book for \$10 -- or on some places on at \$40. Fundamentally, this book offers no insight -- but a lot of statistics and generic information. Think about what you know about working women in a corporate environment. Write a few bullet points of what types of women succeed, what types don't, and why -- and then flesh it out with statistics and generic padding and you have this book. Women who are tough, unemotional, and ambitious make it. Those who are soft, emotional, who have bad people skills don't. You don't say! If a company is sexist, it might not be a good place for a woman to work. Wow -- that insight was worth the cover charge. Or not...I am sorry but this book has nothing to offer. I did not read or uncover any creative strategies for success, insights into the makings of top female executives (a la Jack Welch but in female form). Just work hard, play by the rules, and you too can make it. This book was written for the average working drone who goes to school, wants to make money and have a career, and thinks corporate America is the way to do it. So, she needs to apply the same skills she learned in school -- keep pushing yourself, don't get side tracked, have good people skills. The book offers nothing on vision, corporate responsibility, being a leader, as opposed to an interchangeable organizational woman, passion, finding what you love, or reaching within and founding your own company. The authors just interviews successful female executives with generic questions, got generic answers, and put together a generic book. There is another book on the market which is far better. I forget the title -- but something along the lines of *Corporate Games your Mother Never*

Taught you -- as in, how to succeed in business, through creative methods, by understanding the male corporate culture as a female outsider, etc... That book provided insight and wisdom. This one is boring, dry, predictable, and oh so mediocre. Can Women Really REach the TOP of America's Corporations. This book needed three authors to answer this question and they still provided nothing but generic conclusions. Yet, they identify themselves as being with the Center for Creative Leadership. Perhaps this book was meant to market their center -- and sell or give away at conventions. Talk about dumbing down of America, if this book reflects its intellectual depth.

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