

---

# Contents

---

<i>List of figures</i>	vii
<i>List of tables</i>	viii
<i>List of contributors</i>	ix
<i>Acknowledgements</i>	xiii
<i>Introduction</i>	1
<b>1 Developing women's presence</b>	<b>7</b>
<i>Morgan Tanton</i>	
<b>2 Waiting for fish to grow feet! Removing organizational barriers to women's entry into leadership positions</b>	<b>27</b>
<i>Beverly Alimo-Metcalfe</i>	
<b>3 Women's development programmes – 'No we're not colour consultants!'</b>	<b>46</b>
<i>Joanna Knight and Sue Pritchard</i>	
<b>4 Women bosses: Counting the changes or changes that count</b>	<b>63</b>
<i>Virginia E. O'Leary and Maureen M. Ryan</i>	
<b>5 Women managing in Turkey</b>	<b>79</b>
<i>Alev Ergenc Katrinli and Ömür Timurcanday Özmen</i>	
<b>6 Managing emotion</b>	<b>89</b>
<i>Elaine Swan</i>	
<b>7 Power, continuity and change: decoding black and white women managers' experience in local government</b>	<b>110</b>
<i>Linda Martin</i>	
<b>8 Motherhood and management</b>	<b>141</b>
<i>Joanna Knight</i>	

<b>9 Management learning and the white male heritage</b>	162
<i>Richard Boot</i>	
<b>10 Female entrepreneurs – success by whose standards?</b>	172
<i>Sue Marlow and Adam Strange</i>	
<b>11 Why women leave senior management jobs</b>	185
<i>Judi Marshall</i>	
<b>12 Women-only management training – a past and present</b>	202
<i>Breda Gray</i>	
Appendix: some events for women in management since the 1960s	229
<i>Name index</i>	243
<i>Subject index</i>	249

---

# Figures

---

<b>3.1 Key features in the way we worked</b>	<b>56</b>
<b>9.1 The initial insight</b>	<b>164</b>
<b>9.2 Two approaches to knowledge</b>	<b>165</b>
<b>9.3 Two approaches to power</b>	<b>166</b>
<b>9.4 The current picture of management learning</b>	<b>166</b>
<b>9.5 Global sanity and the white male heritage</b>	<b>168</b>
<b>9.6 The task ahead</b>	<b>170</b>

---

# Tables

---

2.1 German, British and US intra-class coefficients, managerial sex-typing	35
3.1 An outline of the programme	53
3.2 Positive and negative impacts on participants and the organization	57
11.1 Recurring themes in women managers' stories: initial impressions	194