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6. Opportunity

Success as vertical mobility in the large corporation, in the absence of alternatives; how opportunity to get ahead defines the ways people involve themselves in work; the seductiveness of opportunity in contrast with the characteristic responses of those who find themselves stuck; how relative opportunity creates selffulfilling prophecies and also accounts for what might otherwise seem to be "sex differences" in work behavior.

7. Power

The meanings of power and its importance for leadership in large organizations; how power accumulates through activities and alliances; the sources of bureaucratic powerlessness and the responses it engenders, trapping the powerless in downward spirals of ineffectiveness. The problems of women and leadership in organizations reveal themselves as matters of power, not sex.

8. Numbers: Minorities and Majorities

Relative numbers of socially different people—being among the many or among the few—are seen to have a powerful impact on individuals' fates; "tokens" (the numerically rare) and how they manage their special situations; certain popular findings about "women's behavior" in the professions or management dissolve into more universal human response to the dilcumas of token status.

Part IV

Understanding the Action

9. Contributions to Theory: Structural Determinants of Behavior in Organizations

Opportunity, power, and numbers as the elements of an integrated structural theory; how the model enlarges social, psychological, and critical perspectives; why "individual" models fail to answer the "woman question" and underline the need for a structural approach.

10. Contributions to Practice: Organizational Change,

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riers to change and limits to change in large organization; but the need to go ahead with reforms despite limitations.

Afterword to the 1993 Edition

The View from the 1990s: How the Global Economy Is Reshaping Corporate Power and Careers

> Who gets ahead? Structural sources of success revisited; opening boundaries: from corporatism to entrepreneurialism; the uncertainty of opportunity; the new demographics of power; dilemmas of diversity: microdynamics of the workplace; public rules and private lives: work-family issues; human resource policy for the twenty-first century: toward employability security.

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