

# The Glass Cliff

**Why Women in power are undermined and how to fight back**

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She is a TED speaker. The Glass Cliff is her third book.

In 1978, working mothers earned 72 % of working father's salary, today, after nearly fifty years that ratio is 69 %.

The glass cliff plays out in countries and cultures where there is an expectation of male dominance.

The glass cliff data for this book is from USA and UK, where the data is available

Glass cliff also happens where individualism is high in countries, like USA and UK, where the idea of professional success is thought mostly to be in a vacuum of individual performance.

Data from US Business is interesting, white men make up 33 % of entry level roles but 61 % of C suite roles.

The same numbers for white women is 29% and 21 %

The same for women of color is 19 % and 5 % and for men of color is 19 % and 13 %

Women are over represented in poorly paid and lower respect roles such as teaching, cleaning, retail, and tourism basis logic of 'overexploited soft skills'

Before a woman has an opportunity to think big or develop a path to leadership, they need to take their first step and get their first break.



For every 100 men promoted from entry level to first management position, only 87 % of women are promoted.

At the end of 2022, only one in four C suite roles was a woman, and for women of color it was one in twenty.

# Gender based micro aggressions at work are:

- women's voices are diminished
- women's ideas and contributions are overlooked
- women are forced repeatedly to prove themselves in their area of expertise.

“The loneliest moment in someone’s life is when they are watching their whole world fall apart and all they can do is stare blankly” F Scott Fitzgerald

# Identifying if you are getting into a glass cliff situation in your next role:

- Current poor performance of company
- Leadership history- is there diversity?
- Unclear objectives
- Unclear support systems
- Unclear external hiring

Men tend to want glamour work, work that gets noticed and rewarded while women have become used to being overlooked and undervalued.

Oxfam estimates that Covid cost women globally \$ 800 billion in lost income. That is the combined GDP of 98 countries.

Any role is precarious when the social resources or support network is missing.



42 % of men negotiate for higher compensation while only 28 % of women do.

Fear of being disliked stops women from negotiating

Toni Morrison wrote an excellent article for *The New Yorker*. Here are 4 summary points:

1. Whatever you do , work hard, do it well, not for the boss but for yourself
2. You make the job, the job doesn't make you
3. Your real life is with your family
4. You are not the work you do, you are the person you are.

Even once they become leaders, women are expected to take on the hidden work.

Staff prefer a female leader during turbulent times.

The Great Break up was identified in 2022, when more women senior leaders started quitting compared to men.

Across 333 companies 10.5 % of women leaders had given up their job compared to 9 % of men senior leaders.

External observers of a company blame the leaders in a time of crisis.

Diversity matters to have different opinions

When we get feedback and comments from people similar to us, it is also likely that they will have the same blind spots as us.



Norway was the first to introduce 40 % women representation on a board in 2005.

Employees want meaning and flexibility at work. Women seek flexibility

<b>Important Variable</b>	<b>Millennial %</b>	<b>Gen Z%</b>	<b>Gen X%</b>	<b>Boomers%</b>
<b>40 working hours per week capping</b>	<b>72</b>	<b>72</b>	<b>65</b>	<b>39</b>
<b>Taking breaks during the day</b>	<b>71</b>		<b>61</b>	<b>33</b>
<b>Transparent with teams about well being</b>	<b>83</b>		<b>65</b>	<b>38</b>
<b>Helping employees disconnect</b>	<b>88</b>		<b>77</b>	<b>65</b>
<b>Increased focus on well being</b>	<b>90</b>		<b>79</b>	<b>54</b>
<b>Healthy savvy association</b>	<b>89</b>		<b>75</b>	<b>49</b>

“Hope has two beautiful daughters – their names are Anger and Courage, anger at the way things are and courage to see that they do not remain as they are”. Augustine of Hippo