

DOWNLOAD PDF BOARD ROOMS AND ANTECHAMBERS (THE EXECUTIVE LIFE)

Chapter 1 : The Fed - About the Fed

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These myths work to keep women "in their place" and to justify the lack of progress for women. Worse yet, these myths often place blame on women rather than on sex discrimination. Now that women are a third of business school graduates and a significant proportion of middle management, it is just a matter of time before we reach equality in the board rooms and in the executive suites of the corporate world. Despite persistence and hard work, women have made only incremental gains at the top levels of business over the past two decades. But women make up only 3. At the current rates of increase, it will be years - or until the year - before women reach equality in executive suites. Not even the proper credentials are enough to guarantee a woman a fair shot at the top; two separate studies show that women MBAs have always had fewer opportunities for management careers than their male counterparts. Very simply, women in business are slamming into a "glass ceiling" that prevents them from moving up the corporate ladder. Times are changing and the younger generation of men is more supportive of the idea of working alongside women executives in high level positions. Unfortunately, the younger generation of corporate men seems to be holding tight to the negative attitudes their predecessors displayed toward women in top positions. Between and , men MBA students "retained consistently negative attitudes toward women as managers, while their female counterparts were consistently positive. In fact, studies suggest that as women increase their numbers and get closer to the top, the resistance from men hardens, and discrimination becomes more open, according to Harlan and Weiss. Conflicts with family and home responsibilities keep executive women from getting "to the top. If you ask women executives, many believe their jobs have strengthened their family lives. Besides, executive-level women are more likely to get help from their husbands with household chores and family responsibilities. The "mommy track" is a practical way for women to "have it all" and get to the top while fulfilling their child-rearing responsibilities. The "mommy track" is a blatant form of institutionalized sex discrimination. It is an excuse to pay women less and to swell the ranks of middle-management by keeping women from competing for the top jobs. In effect, the "mommy track" penalizes women who have children by placing them in dead-end jobs which ask them to do essentially the same work as their male counterparts on the "fast track" - but at a fraction of the pay. The two-fold danger of the "mommy track" is that it provides a rationale for keeping women out of the top and in the middle or bottom, low paying positions. The reasoning goes something like this: It is interesting that talk of a "mommy track" is only directed at the most promising women executives on the "fast track" to the top. It seems that the question "Can women have it all? No one ever asks women who are on night-time cleaning crews and who often hold one and a half other jobs while raising children whether they can "have it all. To accept less pay and forego career growth opportunities, a woman would be jeopardizing her ability to adequately provide for herself and her family in the future. The problem is not that corporations need to provide greater flexibility to women executives balancing career and family responsibilities, but rather to provide women executives the same flexibility and choices already enjoyed by male executives. Corporations readily provide paid extended leaves of absence for male executives who have suffered heart attacks without questioning their returning status or growth potential. Women executives cost the corporation more because they must divide their attention between career and family. Considering the proportion of top management that is male, the likelihood is that male-linked habits will cost companies a great deal more than pregnancy ever could. For example, alcoholism and the problems it causes are overwhelmingly associated with males. This male-associated habit creates excessive medical costs and serious performance losses in business. Yet these deficits are tolerated and are not calculated as a "male related cost of business. Women at the top are frequently single, divorced or have no children, proving how

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difficult it is to combine family and career. It is also true that the men at the top of corporate America exhibit very different marriage patterns compared to the national norm. Why do executive men and women show marriage patterns so divergent from the general population? The bias in the system that favors the selection of a certain type of woman - and a certain type of man - discriminates against all other types. The overwhelming majority of executive men This built-in bias conveniently ensures there will be very few women at the top. Women are not as serious about their careers and often "drop out" to have children or start their own business to better accommodate their family responsibilities. As a result, they are poor investments for companies that must spend considerable amounts on executive development. Women executives are no more likely to leave their jobs than men. According to studies of mobility patterns and turnover rates, if anything, women in executive positions have traditionally exhibited lower turnover rates than men, because their chances of finding another high level post were more limited. And there is also no evidence that executive women leave corporations to have children. A followup study in found that women at the top took even shorter pregnancy leaves of 6 to 8 weeks. Furthermore, there is no evidence that women are dropping off the corporate fast track to start their own businesses because of the desire to balance family and work. While it is true that more women than ever are starting their own businesses, most are past the age of 40 when child rearing responsibilities are largely ending, according to a study by Hisrich and Brush. Besides, a new business venture requires neverending attention from its owners - not leaving much time for taking on even more family duties. For men executives who start their own companies, the move is seen as a bold and positive career maneuver. For women, entrepreneurial ventures are seen as retreats from the corporate world and a chance to devote more time to the family. Corporate America take note: Sexual stereotypes like these persist because the best defense by executive men trying to protect their privileged status is an offense that "keeps women in their place. And so, in the mode of fighting one old saw with another, whenever a sexist derogatory comment is made about women, find a parallel to fit men. Study after study shows there are more similarities in these personal traits between women and men managers than there are differences. One of the most comprehensive long-term studies done found that men and women have very similar "profiles of high power and achievement needs, high self-esteem, and high motivation to manage" Harlan and Weiss. A separate study of 2, men and women managers found "a significant case of no significant difference. At least up until now, "who makes it to the top" appears to be as determined as much by "who you are" and "who you know" - as by "what you know. One is tempted to ask whether these men had any daughters! What this is doing to American competitiveness and our long term future should be a big issue today for corporate America. Or, women are their own worst enemies in the competitive corporate world. Executive women say men patronize them and they often note male chauvinism. None of the women in the Gallup Survey spoke about the attitudes of other women.

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Chapter 2 : Zoom Rooms Video Conference Room Solutions - Zoom

Main Street --Board rooms and antechambers (The executive life) --Headaches, heartbreaks and some happy times --Corner of Broad and Wall --The world around us --Time out for leisure --The fruits of freedom.

How often do we let the important questions go unasked? Or awkwardly or politely talk around the real-issues? How often do we feel unable to challenge behaviour, performance or opinions? It is difficult enough amongst peers, but what about in the leadership hierarchy or upwardly within the organisational structure of businesses? Leaders need feedback too. It is rare that we feel courageous enough to speak truth to authority or perceived superiority. So points that we might otherwise freely express remain unaddressed, but they do not go away. In fact they recognise that when we attempt to divert or suppress issues then we imbue them with greater strength. So avoided, or suppressed topics fester, often growing in strength. We need to create safe space where truth or concerns can be aired. Without it, personal or organisation performance can be under-mined and individual well-being compromised. What has this to do with horses? Horses are spared the over-rationalising or contemplation that so often ties up the human brain. They are more honest and connected with what we would define as the intuitive. As such, they can show us how we are. In so doing they can speak truth to power; title, experience and relative position are superfluous. A horse will not fail to indicate when there is an elephant in the room. And when we decide to act or change the way we are coming across, their honest and immediate commentary continues. The nature of the horse – a herd based, flight animal – carries an awareness and presence which is connected to the energies and intentions of the situation and those around it. Within the immediate honesty of their behaviour lies an invitation to change. When invited to carry out a task with a horse, he grabbed the rope and marched off – the horse eventually, with some reluctance followed, largely as he was now at the end of an ever-tightening rope. His options were limited. Something was missing here. This short interaction facilitated a discussion around the need to develop connection and how performance can be changed in context. The situation offered a safe opportunity to shine a light on individual default behaviour; much more importantly, here was a chance for Peter to enact the change that was needed – to role model a change of behaviour. Peter returned to the task, but this time established a connection before making any demands of the horse; pausing to develop relationship and engage his equine counterpart in the interaction. Thus revisited, the horse responded positively and accompanied Peter in his task without resistance. And then we added colleagues – and then we added obstacles. Around the horse we brought the team back together. There they found time to recognise themselves and roles – they found space to work together and acknowledge their individual and often complementary skills. All the time the horse quietly worked with the team and remained comfortable staying within the group. Beyond the constraint of language Communication is not just language. Our actions and behaviours reflect our intentions as much as our words. And sometimes more so. Human beings need congruency between word and deed, instruction and action. Matthew Lieberman in *Social OUP*, talks about the growing research in social neuroscience which explores the connectivity between our brains, he outlines the potential negative impact of someone reacts presented with incongruence in another. We must be aligned in mind and body. As much as we might talk around leadership and change, in practice they are much more than instruction or commitment. It is about being different and that is more than a cognitive exercise. Beside the horses we connect with communication beyond the spoken word. As a team working with Peter, we observed more of the horse than the human. In this open and neutral environment, the team were able to acknowledge and question behaviour in a way that might not have been so welcome in the boardroom. Here was an opportunity to change. The horse acknowledged this and immediately reflected that change. Both CEO and team now have a simple anchor to reflect on, a gentle reminder of the need to build connection, as a foundation for clear communication and instruction. So how does it work? Alongside the horses our learning is experiential. The learner is placed at the heart of the process, and as such it represents a personal commitment where the learner is empowered to

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drive the process based on their own requirements or aspirations. The learning is somatic – involving the whole body. It draws our full consciousness into the process: It enables us to recognise the full physicality of our behaviours; and it offers us a safe space to model and embody any necessary shift. It is an opportunity to consider both problem and solution, to review options and model change in real-time. Alongside the horses we create a clean physical space which is unencumbered by the baggage of existing relationships and or familiarity of location. The horse most importantly offers honest and non-judgemental interaction. As we have seen, it does not concern itself with titles or hierarchies, it simply reflects how we are. And in so doing it presents feedback; armed with that feedback we are invited to change.

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Chapter 3 : Voluntary Board Members wanted at Ardmonagh Family and Community Group Limited

California-based Executive Life Insurance Company became insolvent in The California insurance commissioner at the time, John Garamendi, solicited bidders to buy its assets, including its multibillion dollar portfolio of junk bonds as well as the insurer's life insurance policies and annuities.

Executive Summary All boards should operate a tailored induction programme for all directors, whether first-timers or not. Continuing education for directors is essential to ensure they are aware of business, legal and operational changes and the impact on their responsibilities. Directors should be given every opportunity to see the operations at first hand to support their understanding of the business. An induction programme should be mandatory for all directors, regardless of experience. The induction is usually overseen by the company secretary. New directors should ask for the process to be tailored to them, particularly if they feel they want to explore certain areas of the business in greater depth. A full programme should involve: Site visits to understand how the business works and to meet people on the ground Meetings with advisors, for example, bankers, brokers, accountants or others Explanation of regulatory and governance issues Attendance at an investor day. The mentoring is often done by an existing director or sometimes by an external professional. There is an opportunity for mentoring new directors. For instance, the chairman should not wait to make a new director a member of at least one board committee; it is appropriate that all outside directors should serve on at least one committee. Sometimes unitary boards assign particular spheres of interest to an outside director, relevant to their experience. This can take the form of assigning to them a part of the business operations or function as an area of first responsibility. Such assignments can be valuable and, again, should not be delayed. Business complexity is increasing, as well as governance, accounting, legal and regulatory changes that require regular training updates. In the same way that directors expect management to be at the cutting edge of their industry, management expects directors to keep themselves informed about their role, the sector and the company. This obligation is the subject of constant review and will normally be reported on annually to shareholders and others. Well-resourced companies can contemplate undertaking the task of continuing education themselves, but it is a broad field of study. There is no shortage of organisations offering to update and educate directors. For first-time non-executives we recommend participation in one of the many new director training programmes available. Such events offer the opportunity to become more familiar with boardroom debates and governance issues. Accounting and law firms also hold regular seminars updating directors on the latest developments in remuneration, audit, risk and governance generally. Advice to aspiring outside directors Taken from *Becoming a non-executive director*, published by Spencer Stuart What follows may be helpful for experienced directors passing on advice to executives who have not yet served on an outside board. Your first directorship is also the hardest to get and will take the longest; but others will follow more quickly once you are a non-executive director and have experience. A serving executive is generally only allowed one, or occasionally two, non-executive roles, so it is vital to choose the right company. What you are seeking may be neither appropriate nor what you need at this point. Your options may be limited by your own board or by local corporate governance rules. You have to be realistic and pragmatic. Identify sectors which you know or are contiguous with the day job. Look for companies which need or match your particular expertise, but which are sufficiently different not to pose a commercial conflict; companies you can learn from, as well as contribute to. Bear in mind the following: Mistakes will be on your CV forever. Do not underestimate the time commitment. It is not just a question of preparing thoroughly for meetings reading the board papers is essential, but making time for site visits and meetings with management. Aim high, but be realistic. Think through any potential conflicts of interest. This is normal, so be patient. Be prepared for rejection. Try to find out why you were rejected and learn from it. Contiguity is inevitable and to be welcomed. This is not a time for reinvention. You will be hired for who you are and what you have done, so stay close to what you know. No longer hired for their experience or business relevance alone, outside

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directors are expected to have a working knowledge of relevant governance requirements and of the regulatory environment in which they and their colleagues operate.

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Chapter 4 : John B. Thayer - Wikipedia

At Zilog, Mr. Sack has four cubes on display in his board room. He earned the first when he and his management team bought the company from Exxon in , the second when Zilog went public in.

See What They Say Q: What role do boards play in corporate governance, why are they important? The Board of Directors represents the interests of stockholders in providing oversight and stewardship in how the company is run. The Board is elected by the stockholders and in most companies, stockholders vote on whether to retain each director each year, and so indicating that they have faith that the directors are representing their interests. A good board can really impact the health and future success of the company by engaging in strategy and regularly checking on execution. One of the most important roles of the board and especially the chair, is succession planning. Corporate boards oversee the strategy and approve long-term goals for a company. We work to represent all the interests of shareholders in driving value creation. Setting up an effective structure of committees enables the board to collectively hold the CEO and leadership team accountable. A diverse board is in the interest of shareholders, customers and employees. A board of directors of a public company oversees the activities of a company and has a number of fiduciary obligations and many substantive governance and disclosure requirements under applicable rules and regulations. Their independence from the management of the company brings a level of objectivity and unbiased judgment that is important for the overall health of the company and the best interests of its shareholders. The expertise and wealth of experience of board members are especially important when companies are faced with strategic and complex matters. Why is it beneficial to have female representation on a board? A number of papers have been published on this subject with empirical data on benefits of female membership on boards. Because it is not an exact science, the effective oversight of a business benefits from rigorous review and debate by the Board. Women often provide a rich dynamic to these debates, thus enhancing the quality of the outcome. Statistics prove that companies with women on their boards enjoy a more successful track record. Smart companies are starting to realize that to be competitive you need diverse perspectives – starting at the top. Make sure your board reflects the backgrounds of your shareholders and customers, especially those you are trying to win in the future. There is now growing evidence that female representation on boards affects the bottom line and translates into long term success. Women comprise almost half of the U. They represent half of the law school and business school graduates that form the talent pool of potential board members. Good decision-making emanates from a diversity of viewpoints, experiences and backgrounds. Because the types of decisions boards make can have an impact on our communities and the goods and services we consume and use, boards should be reflective of that diversity. Also, an increase in women on boards is associated with an increase in women executives in companies. The good news is that many companies are undertaking to bring board composition in line with the demographics of their workforce, stakeholders and customers. Certainly one woman in a larger group of men will have a limited impact on the quality of discussion and debate. Two have a better chance of doing so, but they can often be dismissed as a cabal, of sorts. Three or more can provide the diversity of inputs that enrich the outputs. I agree that three or more women on a board is helpful. If there is only one woman in a group of 10 then often her views are identified as the female perspective. If you have two, then they stand out as divided if they disagree or clubbing together if they agree. With three or more you reach a point where they are seen as individuals. This tipping point can apply to any minority group. This ultimately leads to a better environment to share ideas. We have four women on our ICE board with different backgrounds and culture. Personally, I love having female colleagues in my executive and non-executive life. Research shows that companies with three or more women directors on their boards perform better financially. When you have a critical mass of women directors, it is self-evident that their gender is just one of the experiences they bring to the table. I value having three terrific female colleagues on the ICE board – we are directors that happen to be women. I am familiar with a number of studies that found

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that companies with the most female board members outperform those with the least. And a large asset management company recently announced their expectation that companies should have at least two women directors on their boards. However, I am not sure if there is some magic number. The expertise and experience women bring to a board are good equalizers. I certainly would not want companies to think that three is some type of cap or ceiling. What advice do you have for women in the earlier stages of their careers? I would advise younger women to go as far as they can in their career, as major corporates need seasoned professionals to sit on their boards. If you perform well in the non-profit sector, you can often meet people who are on corporate boards who can see you in action and introduce you to your first corporate non-executive role. I am delighted that one of the senior women in ICE Clear Europe has just taken a position on her first non-profit board and I look forward to acting as her mentor as she develops her executive and board career. Many women are uncomfortable self-advocating, which men tend to do better. You need to toot your own horn where warranted of course, speak up when you have something to add, and take chances. These three behaviors will increase your likelihood of being promoted. Networking in general is one of the best ways of getting noticed for a possible corporate board. To get that, see the beginning of this paragraph! I tell young women that if you have the opportunity to take on a leadership role, go for it. Learn how to manage budgets, direct a team and set strategy. So often women feel pigeon-holed in supportive roles. But when you demonstrate your ability to think big and steer organizations, you can translate that experience to future roles, from executive leadership, to non-profit boards, all the way to corporate boards. Only about 5 percent of Fortune companies have female CEOs but more than 10 percent of their total board directors are now women. The push for gender balance unlocks an opportunity for qualified women who were otherwise overlooked. My advice for making the board leap is to seek mentorship from directors who believe in your potential. I always encourage women who are beginning their careers to think of it as a marathon. Many will be in the workforce for 30 or more years and may change jobs several times. We know that women spend more time with child-rearing and elder parent care than men do. And unconscious bias creates obstacles for women that make the climb even harder. So my advice is to pace yourself, take time to refuel and make course adjustments along the way. No mile is the same as the last one, and the next one could be your best.

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Chapter 5 : Executive Lifestyle Apartment, Los Angeles, Los Angeles County | www.nxgvision.com

Life After The Apprentice Mergim Butaja from BBC's The Apprentice talks exclusively to The Executive Magazine, on being a casualty of the ruthless Lord Sugar, and life after the show. "Prior to appearing on the apprentice, I was a young adult with very little experience in the business world.

At the heart of success however, lies a true understanding of the emotional side of decision-making. The Challenge of Leadership programme aims to improve your understanding of how human behaviour affects the functioning of an organisation. By focusing on conscious and unconscious behaviour, as well as rational and irrational action, you will learn to manage irrational and dysfunctional processes in your company. You will explore your personal leadership style and address ways of dealing with processes that fall outside recommended models. Typically CEOs and board members, participants hold top level positions and are in the mature phase of their career. In the confidential application form, candidates are required to detail their objectives and personal profile. Acceptance is very much influenced by the quality of responses to these questions. Successful candidates will be interviewed by the Programme Director. It should also be noted that acceptance to the programme implies a full commitment to be present for the duration of the four modules. Participants develop a leadership style that improves the performance of their organisation and, most importantly, leads to a better balanced life. Group discussion is used extensively to share the personal experiences of the esteemed peer group. The programme then employs a clinical framework, which draws upon disciplines including psychoanalysis, development psychology, cognitive theory, and applies this to business. Areas of study include: Bringing to bear his knowledge and experience of economics Econ. His specific areas of interest are leadership, career dynamics, executive stress, entrepreneurship, family business, succession planning, cross-cultural management, team building, coaching, and the dynamics of corporate transformation and change. He is the author, co-author, or editor of thirty-five books and has published over scientific papers as chapters in books and as articles. His books and articles have been translated into thirty-one languages. He is a member of seventeen editorial boards. He has been elected a Fellow of the Academy of Management. The American Psychological Association awarded him the Harry and Miriam Levinson Award Organizational Consultation division in for his contributions to the field of consultation. In he was honoured by the Dutch Psychoanalytic Institute in Holland where he was presented with the Freud Memorial Award, in acknowledgement of his exceptional work on the interface between psychoanalysis and organisations. As an educator and consultant he has worked in more than forty countries.

Chapter 6 : Posts - Page 9 of 9 - The Executive MagazineThe Executive Magazine

A horse will not fail to indicate when there is an elephant in the room. In this way, horses represent the ultimate experiential Â° appraisal, reflecting without judgement who we are and how we are, in the moment; their sensitivity can give us a running commentary on our mindset, our demeanour and our behaviour.

Chapter 7 : Executive Series Stories - Intel Retiree Organization

Personally, I love having female colleagues in my executive and non-executive life. DF: Research shows that companies with three or more women directors on their boards perform better financially. But this isn't a numbers game.

Chapter 8 : Trillium Family Services Board of Trustees | Keep Oregon Well

Three women non-executive directors share their tips for anyone aspiring to join the boardroom. With women holding only 12 to 15 per cent of board seats, any woman deciding to take the step towards joining an advisory group is likely to

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find herself in an alien place, with unfamiliar rules and.

Chapter 9 : Settlement in Executive Life Insurance case ends 16 years of litigation

Similarly, if you are about to retire from executive life the first non-executive directorship you choose is critical – it will signal the scale and type of company you are interested in and position you for future opportunities.