



A Selection from Our Study: Women in Management in Latin America

We believe five major trends will result from the continuous progress of women in management in Latin America. These are extrapolations from the research according to solid trend analysis but, since they deal with the future, we present them for discussion purposes only.

Trend	Implications
<p>1. Women's independence</p> <p>Younger women from more privileged backgrounds are pursuing higher education, entering fields that have been historically male, and seeing themselves as business persons with a measure of independence.</p>	<p>This trend has been growing for the past 15 years, and should migrate to other levels in society over time.</p> <ul style="list-style-type: none">■ More women will be available as trained business professionals.■ Women are wrestling with new roles, trying to balance traditional feminine roles with business realities. <p>Counter trend: <i>A number of women will probably give up on corporate life and move into their own business, where they have more control over their time and the business climate.</i></p>
<p>2. International companies are the Latin American leaders in women's issues</p> <p>Global companies are able to draw on the experiences and resources of countries that have dealt with these issues earlier. Latin American divisional responses are often responding to companies' global initiatives.</p>	<p>This is one area where globalization is making serious changes in the way people work in Latin America.</p> <p>There is a strong correlation between the way global companies attend to diversity issues in their home country and what they are doing in Latin America.</p> <p>Counter trend: <i>There will be some male backlash against women-specific initiatives but this will be moderated by the economic context of many Latin American countries.</i></p>
<p>3. Latin American women managers will pursue gender equality at work in their own unique way</p> <p>Despite globalization's homogenizing tendencies, Latin America's strong culture will influence women's choices of equality issues to engage in. Global corporate women leaders should emerge from Latin America within the next decade.</p>	<p>Latin American women managers might very well develop new approaches to gender equality at work in areas such as management styles, role modeling of new management behaviors, and other areas by blending the best of their culture with new gender realities.</p> <p>Counter trend: <i>If corporate cultures are not amenable to change in fundamental equality issues, the very best women will leave.</i></p>

4. Latin American women leaders will change their companies' work styles as they grow in numbers and power.

The strong complaints we heard in the data about workloads and short staffing will lead to a more "balanced capitalism" in Latin America as women find opportunities for change.

The strong culture of "life on a par with work" of many Latin American countries will assert itself through female leadership and provide models globally on work-life balance.

Counter trend: *If global companies' leadership is not attuned to the experiences of emerging women leadership in Latin America, they will cease to be employers of choice and, barring economic downturns, will not attract the best female talent.*

5. Multinationals can expect more competition from local companies led by women trained in global firms.

Throughout Latin America the trend for small, nimble businesses led by women is very strong. As more women are trained by global firms and become disillusioned, there will be a strong trend toward their going out on their own.

The strong Latin American trend toward women entrepreneurship combined with the training provided by global companies will result in many local competitors combining sophisticated techniques with a local flair.

Counter trend: *If global companies put in place serious measures to nourish and attend to the voices of their high potential women managers, they will ensure their loyalty and lower their competitive risk.*