

# 1 Personal development

- ▶ strengths and weaknesses
- ▶ professional image
- ▶ strategic career development

## 1.6 Case study The glass ceiling



### Discussion

**1** In small groups, discuss your reactions to these statements from a survey on equal opportunities.

*Women, ethnic minorities and gay people have got nothing to complain about. It's the disabled who are really hard done by.* **NITA FIGUEROA, SOCIAL WORKER**

*There's no denying that in some industries, it's a man's world – it's a fact of life, always has been, always will be.* **CARLOS ALEGRIA, TRADE UNIONIST**

*The glass ceiling is as much a reality today as it ever was in the past, and most men want to see it stay that way!* **CATALINA VALLEJO, FEMINIST**

*Business is a jungle; only the fittest survive and make it to the top. But as a shareholder, why would you want it any other way?* **RAUL SOTO, COMPANY DIRECTOR**

### Glossary PAGE 153

comfort zone  
devil's advocate  
glass ceiling  
headhunt

### Reading

**2** Work with a partner. Gemma Álvarez Garcia works for SEVS, the Spanish subsidiary of a US-based high tech glass manufacturer. Read the extract from her personnel file, and answer the questions.

INTERNET

NAME	Gemma Álvarez Garcia	JOB	Product Manager	Annual appraisal interview, 18 December
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Gemma continues to be a valuable and dependable member of her team. Her efficiency is widely appreciated: she is outgoing, has strong communication skills and is keen to take initiative. She has performed well in her current position, with the exception of the tendency to overreach her authority and to favour unconventional methods, which was discussed last year.

Gemma makes no secret of her ambitious career objectives: she is intensely disappointed that her application for the position of Marketing Manager was unsuccessful. This very publicly expressed frustration underlines a certain lack of maturity. She remains determined to move into management, despite the difficulties of reconciling the care of her four-year-old daughter with an inevitably heavy travel schedule. She does not appear to realize that SEVS has never employed a woman as a Marketing Manager; however, she agrees that she lacks a formal marketing and management background, and we discussed the possibility of her following an MBA course to enhance her personal development prospects.

- 1 What are Gemma's strengths and weaknesses in her current job?
- 2 What reasons are given for not promoting her to Marketing Manager?
- 3 How objective is she about her suitability for the position?
- 4 Transfer these key points to Gemma's Johari window© opposite.