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Where Have All the Women Gone?

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REVIEWS & RESEARCH OF NOTE

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That question forms the focus of the book reviewed next in this issue. The United States, the world leader in equal opportunity and equality, displays an alarming dearth of women leaders in varied fields of politics, law, academics, and religion—"the allocation of power remains stunningly lopsided!" (Bennetts, 2012). The contemporary United States ranks 71st in female legislative representatives, behind Bangladesh, Sudan, and United Arab Emirates (Bennetts, 2012).

Seventeen percent of U.S. senators are women and only 16.8% hold sway in the House of Representatives. Three out of nine Supreme Court justices are women and out of 50 governors, six are women. In state legislatures only 23.6% of the elected representatives are female, with 9% of mayors being women. In management, women account for only one-third of MBA classes, 2% of Fortune 500 chief executive officers (CEOs), and 16% of board directors and corporate officers (Bennetts, 2012). Where are the women? Where have the women disappeared? How are we to reduce this gap?

Kathy Cloninger answers in a crisp fashion—"the best way to solve America's leadership crisis is to put more women in top leadership roles. And the best way to grow tomorrow's women leaders is to grow strong girl leaders today." Cloninger supports her view convincingly by citing that 80% of American women business executives and entrepreneurs were former Girl Scouts. *Tough Cookies: Leadership Lessons From 100 Years of Girl Scouts* by Kathy Cloninger with Fiona Soltes is a book that explains and scrutinizes this perspective in a nutshell. The author traces the legacy of transforming girls and young women into ethical and confident leaders. The book draws upon personal experience and extensive research to offer a road map to develop women leaders. *Tough Cookies* outlines the rise of Girl Scouts; it uses various Girl Scouting examples to offer lessons that can be effectively applied to any corporation or business.

In her concise and sharp review, Claudia Harris lauds the approach of the author. She summarizes the rich content of this short book in 10 brief paragraphs. Her review succeeds admirably in capturing the basic essence of each chapter, allowing the reader to gauge the overall usefulness of the book. She also pinpoints the areas where the book might effectively contribute when teaching management, leadership, problem solving, performance management, and organizational transformation. Harris describes the book as a fast read that would certainly supplement an academic library, adding to its depth, variety, and novelty.

REFERENCE

Bennetts, L. (2012, March 5). Women and the leadership gap. *The Daily Beast*, in *Newsweek*. Retrieved from http://www.thedailybeast.com/newsweek/2012/03/04/the-stubborn-gender-gap.html

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