

Publication: Times Of India Mumbai | Date: 2006 Jun 24 | Section: Rouge | Page Number: 49

**Situation I**  
 An important employee is contemplating quitting and he/she has conveyed the same to her.

**The boss:** *Rajshree Pathy, entrepreneur, says, "I will definitely let the employee know how valuable he/she is to the organisation. I do not believe that a long-term working relationship ends only with doing your job and a pay-packet. There is an emotional involvement. An employee can stay back based on the emotional bonding he/she has with the company. As opposed to the male ego, a woman can emote more directly."*

**Expert view:** Explains *Kantha Rao, industrial psychologist, "A male boss in such a situation, will typically offer very practical benefits to retain his employee. A woman, on the other hand, empathises and the employee responds and connects more in such a case. With men, there is a general tendency to believe that it's professional to be logical and that emotional behaviour is improper."*

**Bottom-line:** A woman boss has an upper-hand in dealing with such issues because she is emotionally more articulate due to social conditioning.

---

**Situation II**  
 A case of sexual harassment is reported within her team.

**The boss:** *Renuka Jaypal, President of an advertising firm, offers, "In such a situation, if the facts are correct, then there is hardly any scope of counselling and the offender is immediately fired. But it is extremely important to make sure that there is solid proof to support such a decision. If the case involves only a lewd remark, I issue a stern warning to the offender. A sexual harassment case, if proved right, is black and white. Even if the offender is a productive employee, there is no room for tolerating his or her offence."*

**Expert view:** "There are different degrees of sexual harassment. If the case is of a 'lower degree', a male boss may give the male offender a second chance, because of 'male bonding'. But if it is serious, then he can take a severe decision. A woman boss, on the other hand, will take a sterner stand, since women are sexually harassed more often than men. She will relate to the situation strongly because of her gender," opines *Dr. Laura Vaz, clinical psychologist.*

**Bottom-line:** Women are more sensitive to delicate issues and deal with the situation with EQ.

PHOTO: Vikram Bawa; MAKE-UP: Priya Todorwal; MODELS: Sandhya Shetty, Priyanka Katurakarar, Namrata Desai, Kamika Khanna (Elite Models); CLOTHES: Missoni

## Centre stage

>> AINDRILA MITRA  
 IPSITA BASU  
 SAVIA RAJAGOPAL

Do women bosses have an edge over their  
 The answer is in the affirmative and their t

# When she's the boss...

Increasing research indicate  
 quotient is not enough when  
 leader. Equally substantial i  
 When it comes to EQ vs. IQ,  
 accounts for close to 90 per  
 uishes outstanding leaders i  
 average.  
 Four common work-place  
 bosses. EQ rules...

