A CASE STUDY BASED APPROACH ON IMPACT AND CONTRIBUTION OF WOMEN LEADERSHIP AT TATA CONSULTANCY SERVICES (TCS), WIPRO AND INFOSYS IN HYDERABAD CITY INDIA

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Abstract

The main goal of this paper is to examine, identify, and analyze the role and impact of women leadership at top three Indian IT companies- Tata Consultancy Services (TCS), Wipro, and Infosys in terms of Initiatives to promote women leadership and achievements and Impacts in the organization. While much recognition of the importance of gender diversity and certainly while there has been much progress made globally, the IT industry has remained a straggler in balanced gender representation, especially at the top level and senior managerial roles and positions. This research paper provides an in-depth case-study approach was adopted, involving a detailed examination of diversity and inclusion reports, interviews with key women leaders, and an analysis of the organizational policies and programs at TCS, Wipro, and Infosys. Researcher examines how initiatives and supports of company towards women leadership in trying to enhance gender diversity, the barriers to women who want to be leadership positions and the impact on organizational effectiveness and culture. A case study methodology was Women in leadership positions at TCS, Wipro, and Infosys have made substantial contributions to their respective organizations, fostering innovation and driving success. The diversity and inclusion initiatives implemented by these companies have shown positive results, though ongoing challenges necessitate sustained efforts. By focusing on comprehensive strategies and influencing some of the society norms, such companies can further increase gender diversity in their leadership, setting an example in the technology sector both in India and worldwide. Some of the best women leaders in TCS, Wipro, and Infosys have given their best and contributed to the emergence of ideas that brought success for respective companies. Some steps have proved positive results through workplace diversity and inclusion efforts, but continuing crests and troughs have to be kept in the most sustainable manner.

Keywords: Women Leadership, Gender Diversity, Indian IT Sector, Organizational Impact.

INTRODUCTION

The Indian IT sector has grown exponentially during the last couple of decades and really share in the economy of the country. IT Industry like TCS, Wipro, and Infosys have led from the front in making this sector a global player.

However, this fast growth is still feeling the sting of a lack of gender diversity especially at the leadership level. Balanced gender representation in key managerial positions is far from being achieved (Gupta, Koshal, and Koshal, 2019).

Gender diversity in leadership is not just an issue of social justice but also one of fact leading to improved organizational performance and innovation. Several studies have also pointed out that diverse leadership teams make better decisions, become more creative, and achieve superior business outcomes. However, like elsewhere in the world, the Indian IT industry has still not been able to achieve an optimal gender balance at the higher levels of management. The three top Indian IT companies, like TCS, Wipro, and Infosys, are increasing their presence all over the world. All the companies have launched various programs. and policies on gender diversity and

women leaders. But due to various reasons, women still face a lot of problems and barriers while reaching the Top or senior level role of leadership. This paper aims to identify, examine, and analyze women leadership in these three leading IT companies regarding steps taken in increasing women leadership, their achievements, and the resultant impacts on the organization.

Research Objectives:

Basically, this research paper is a case study that focused on deep analysis regarding the women in leadership at Infosys, Wipro, and TCS. It is all about analysing the initiatives adopted by the organization for the promotion of gender diversity, the barriers women face in attaining leadership roles from rising to the top, and the effects said initiatives have on an effective culture within the organization.

Scope of Study:

The study scopes an attempt toward underlying the important contributions of women leaders of top 3 IT companies in Hyderabad City India and its culture for driving innovation and organization success.

Significance of the Study:

Understanding about how women perform and how they make an impact in leadership positions with some of the world's leading IT companies is important for several reasons.

First, it gives insights on how far diversity and inclusion programs are effective in the most dynamic sector of the economy.

Second is that it opens for scrutiny—or rather, transparency—the problems that women are faced with, in their journey up the cooperate ladder, hence organizations learning from it strive to achieve gender diversity as well.

Finally, it maps some of the contribution made by successful women leaders as an attempt to inspire more efforts to close the gap between gender differences in leadership.

CASE STUDY 1: WOMEN LEADERSHIP IN TCS

Women in leadership positions at Tata Consultancy Services (TCS) have played a significant role in shaping the company's success and fostering a diverse and inclusive work environment. TCS, a global IT services, consulting, and business solutions organization, has made concerted efforts to promote gender diversity and empower women leaders. Here are some key aspects of women leadership in TCS:

Key Women Leaders in TCS:

Dr. Ritu Anand: Dr. Ritu Anand is working as Chief Leadership and Diversity Officer in TCS. She has been given contribution in driving diversity and inclusion initiatives at TCS. She has played a key role in developing strategies to nurture an inclusive culture and ensure gender diversity at all levels of the organization.

Aarthi Subramanian: Aarthi Subramanian is working as Group Chief Digital Officer. She has been a significant leader in TCS's digital transformation journey. Her leadership in the digital space has helped TCS stay at the forefront of technological advancements.

Initiatives to Promote Women Leadership at TCS

Diversity and Inclusion Programs:

TCS has implemented various programs aimed at increasing the representation of women in leadership roles. These programs include mentorship, leadership training, and workshops designed to equip women with the skills and confidence needed to advance their careers.

Its initiatives include support for Million Women Mentors Opens in new tab (MWM), the National Center for Women and Information Technology Opens in new tab (NCWIT), STEMconnector Opens in new tab, US2020, NPower Opens in new tab, and more.

Through MWM, TCS' platform and technology services have connected more than 60 companies and 60 youth-service partners across 43 states. The platform's adaptive infrastructure allows companies to propose mentors to nonprofits, and for regions to form coalitions to communicate their joint successes. This has resulted in engagement of more than one million girls and young women, with TCS facilitating more than 110,000 mentorship relationships within its own organization.

The national partnerships with STEMconnector, US2020, and NPower enable TCS to help educate and empower more than 150,000 students from underrepresented groups. TCS is also an active participant in the CSforAll national movement, focused on providing quality computer science education to every child in the US. Moreover, as a member of NCWIT, TCS is a part of the Workforce Alliance group that focuses on developing inclusivity within the culture of every organization.

Flexible Work Policies:

To support work-life balance, TCS offers flexible work policies that help women manage their professional and personal responsibilities. These policies include options for remote work, flexible hours, and parental leave. Over the past few months, TCS have seen an increased effort from organizations to complement the remote working model through corporate drives such as:

- Focusing on the mental and physical well-being of employees

- Encouraging collaboration amongst employees

- Touching the human side of the business through virtual happy hours

- Upskilling and reskilling programs

Women's Networks and Resource Groups:

TCS has established internal networks and resource groups that provide support, networking opportunities, and professional development for women employees. These groups focus on addressing the unique challenges faced by women in the workplace and fostering a supportive community.

To support work-life balance, TCS offers flexible work policies that help women manage their professional and personal responsibilities. These policies include options for remote work, flexible hours, and parental leave.

Leadership Development Programs:

TCS has specific leadership development programs targeted at high-potential women employees. These programs are designed to prepare women for senior leadership roles by providing them with the necessary skills, knowledge, and exposure to leadership opportunities.

TCS used 41 Skillsoft Leadership courses as the basis for its Leader in You (LiY) program which aims to develop the critical leadership and management skills and competencies of middle managers, including leading teams, embracing change and demonstrating customer centricity. TCS divided the Skillsoft content into three themes: Managing Your Business, Managing Your Teams and Managing Yourself. All are vital qualities for a scrum master and align with TCS' goal of becoming 100% Agile by 2020. Learners have the flexibility to select three courses related to each theme. Upon completion of all nine courses, the learner receives a certificate of completion. [https://www.etacsen.com/wp-content/uploads/2020/12/1607684455-SKL-CS-TATA.pdf]

Achievements and Impact: TCS has been recognized

Recognition and Awards: TCS has been recognized globally for its efforts in promoting gender diversity. The company has received several awards for its inclusive policies and initiatives that support women's advancement in the workplace.

Table 1: Recognition and Awards of TCS Diversity and Women Leadership

Recognition and Awards	Year of Achievement
Winner of the Brandon Hall Gold, 2023 for Diversity, Equity, and Inclusion initiatives	2023
Economic Times Human Capital Excellence Awards – Excellence in D&I Practices—Silver, 2023	2023
2023 Brandon Hall Group HCM Excellence Awards GOLD: Category: Best Advance in Leadership Development for Women	2023
2023 Brandon Hall Group HCM Excellence Awards GOLD: Category: Best Advance in Leading Diversity, Equity & Inclusion Initiatives	2023
2023 Brandon Hall Group HCM Excellence Awards GOLD: Category: Best Advance in Measuring Diversity, Equity or Inclusion	2023
Diversity Inc 2023 - Special mention in the list, 'Top Companies for Executive Diversity Council'	2023
Winner at the Wequity Awards for 'Most Inclusive Organizations for Women in Technology 2022'	2022
Finance Asia: Most effective in creating and implementing D&I policies over the last 12 months – 2022	2022
2018 Skillsoft India Innovation Awards	2018
Gold for Best Leadership Development Program	2018

Increased Representation: The concerted efforts to promote women leadership have led to a noticeable increase in the number of women in senior management positions at TCS. This has contributed to a more balanced and diverse leadership team.

Role Models and Mentors: Women leaders in TCS serve as role models and mentors for other women employees, inspiring them to aspire for leadership roles and providing guidance on navigating their career paths.

Future Viewpoint for TCS:

TCS continues to prioritize gender diversity and the empowerment of women leaders as part of its strategic goals. The company is committed to creating an environment where women can thrive and contribute to the organization's success at all levels. With ongoing initiatives and a strong focus on diversity, TCS aims to further increase the representation of women in leadership roles and maintain its position as a leader in promoting workplace diversity.

CASE STUDY 2: WOMEN LEADERSHIP IN WIPRO

Women in leadership roles at Wipro, one of India's leading IT services companies, have significantly influenced its growth and innovation. Wipro has a strong commitment to diversity and inclusion, and this is reflected in its efforts to promote women leaders within the organization. Here are some key aspects of women leadership in Wipro:

Initiatives to Promote Women Leadership in Wipro

Diversity and Inclusion Programs: To build gender diversity in Wipro, a number of programs have been started, such as training programs for leadership among women, mentor opportunities, and workshops on professional development.

Women of Wipro (WoW): The internal network of Wipro is created to support the career progress of professional women at various stages. WoW means networking, sharing experience, professional development opportunities, and much more.

Leadership Development Programs: Programs like Women in Leadership (WIL) are specifically directed towards the purpose of spotting high-potential women employees and providing them with the means to develop to higher levels of management.

Flexible Work Policies: Under work-life balance, Wipro provides many flexible working options, covering telecommuting, part-time work, job sharing, flexible timings, and enhanced maternity and parental leave policies, to its female employees for managing professional and personal roles efficiently.

Achievements and Impact:

Recognition and Awards: Wipro has been recognized for its efforts in promoting gender diversity and inclusion. The company has received various awards and accolades for its policies and initiatives that support the advancement of women in the workplace.

Increased Representation: The efforts to promote women leadership have led to an increase in the number of women in senior management and executive roles at Wipro. This has contributed to a more diverse and balanced leadership team.

Role Models and Mentors:Women leaders at Wipro serve as role models and mentors for other women employees. Their success stories and guidance inspire other women to pursue leadership roles and navigate their career paths effectively.

Future Viewpoint for Wipro:

Women leaders at Wipro have made significant contributions to the company's success and have helped shape a more inclusive and diverse organizational culture. Through dedicated programs, policies, and initiatives, Wipro continues to support and

promote women leaders, ensuring that they have the opportunities and resources needed to excel in their careers.

CASE STUDY 3: WOMEN LEADERSHIP IN INFOSYS

Infosys, a global leader in technology services and consulting, has been at the forefront of promoting gender diversity and empowering women in leadership roles. The company recognizes the importance of diverse leadership teams in driving innovation, enhancing decision-making, and fostering a more inclusive workplace culture. This paper examines the representation, initiatives, and impact of women in leadership positions at Infosys.

Initiatives to Promote Women Leadership

Diversity and Inclusion Council: Infosys operates a Diversity and Inclusion Council in charge of specified gender diversity progressions initiatives through quelling and leading. The council defines policies and supports programs to further the development of women in the organization.

Infosys Women Inclusivity Network (IWIN): IWIN-A networking of like-minded women who actively pursue the professional development and career advancement of women. They support women at Infosys through mentoring, training, and networking to realize their goals.

Maternity or Paternity Leaves: Parental leave takes into account all types of maternity and paternity leaves helping the employees when they need to manage their life at crucial eating points. Such a policy facilitates woman in managing their life and work hand-in-hand.

Leadership Development Programs: Infosys has introduced a number of leadership development programs focusing on women with high potential. All such programs try to make women ready for acquiring necessary skills, knowledge, and confidence levels so that they can easily assume their senior leadership roles with ease.

Key Women Leaders in Infosys

Inderpreet Sawhney: **working as** Group General Counsel and Chief Compliance Officer at Infosys. In this role she leads the legal and compliance function for the Company. She also has additional responsibility for Privacy and Data Protection at Infosys.

She was an honoree at the 2017 Transformative Leadership Awards, recognizing General Counsel who demonstrate commitment to advancing women in law. She is also a recipient of the Thought Leadership Award at the 2018 Global Transformative Leadership Awards and was featured among the top 25 Women Leaders in IT Services of 2020, published by The IT Services Report. She has played a critical role in Infosys's legal and compliance functions. Her leadership ensures that Infosys adheres to global standards of corporate governance and ethical conduct. Her efforts have included spearheading initiatives that support women's advancement within the company.

Chitra Nayak: Chitra Nayak working as Independent Director at Infosys. Chitra Nayak has over 25 years of experience in go-to-market, general management, and operations leadership roles at various organizations. She currently serves as a Member of the Board at Invitae, a medical genetics company; at Morneau Shepell, a

tech-enabled HR services company; at Forward Air, a freight and logistics company; and at Intercom, a messaging platform company. She also advises startups on go-to-market strategies. Most recently, she was the Chief Operating Officer, overseeing the go-to-market strategy at Comfy, a real-estate tech startup, and prior to that she was COO at Funding Circle, an online SMB lending marketplace. Chitra has been in leadership roles at Salesforce for eight years as COO, Platform and Senior Vice President, Global Sales Development. She was earlier part of AAA, Charles Schwab, and the Boston Consulting Group.

Impact of Initiatives

1) Increased Representation:

- The initiatives implemented by Infosys have led to an increase in the representation of women in senior management and leadership positions. This diverse leadership team contributes to a broader range of perspectives and enhanced decision-making.

2) Recognition and Awards:

- Infosys has received several awards and recognitions for its efforts in promoting gender diversity and inclusion. These accolades underscore the company's commitment to creating an inclusive workplace.

3) Role Models and Mentors:

- Women leaders at Infosys serve as role models and mentors for other women employees. Their success stories inspire and guide other women to pursue leadership roles and navigate their career paths effectively.

Future Viewpoint for Infosys

Infosys remains committed to fostering an inclusive environment where women can thrive and advance into leadership positions. The company continues to enhance its diversity and inclusion strategies, aiming to further increase the representation of women in leadership roles. Key areas of focus for the future include:

Enhanced Mentorship Programs: Infosys plans to expand its mentorship and sponsorship programs to provide more comprehensive support for women's career advancement.

Bias Training: Infosys will continue to implement regular training sessions to address unconscious biases and promote a more inclusive workplace culture.

Flexible Career Paths:The company is exploring the creation of more flexible, non-linear career paths that accommodate various life stages and personal circumstances.

Benchmarking and Reporting: Regularly tracking and reporting gender diversity metrics will ensure progress and accountability in achieving gender diversity goals.

CONCLUSION

Women in leadership positions at Infosys have made substantial contributions to the company's success and innovation. The diversity and inclusion initiatives implemented by Infosys have shown positive results, though ongoing challenges necessitate sustained efforts. By focusing on comprehensive strategies and addressing societal norms, Infosys can further enhance gender diversity in leadership roles, setting a

benchmark for the technology sector in India and globally. Through continuous commitment and innovative approaches, Infosys aims to create a more inclusive and equitable workplace for all employees.

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