

Welcome.

From The Editor

As the cold air bites and the autumn leaves swirl around you, sit back and enjoy this winter's edition of Yorkshire Women's Life magazine. You will find uplifting articles, heart warming recipes, women's news, holiday ideas and so much more. Help us celebrate our 15th anniversary, as you enjoy an entertaining read.

In this issue, Business Doctors' consultant, Svetlana Aslezova, discusses nurturing the next generation of female leaders (page 3). We celebrate as a Yorkshire business owner wins an award at a red carpet event in London (page 5). Celebrity chef Hari Choetra offers a tasty idea for the Christmas table with her winter recipe (page 6).

We enjoy the sunshine and relaxed Spanish way of life by staying at the Hotel Bonsol in Illetes with its warmth of character and friendliness, complete with quirky, mediaeval interior (pages 8 and 9). Health and wellness coach, Joanna Henson, offers tips for preparing healthy food (page 11). Farmer, businessman, entrepreneur, visionary and mentor, Wilfred Emmanuel-Jones, talks about the advice he'd give to his younger self and to up and coming entrepreneurs, what drives him as a business-man and much, much more. Read about him in this month's Tea With... (page 14).

Happy reading! Be inspired.
Dawn-Maria and the YWL team

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Features

Nurturing the next generation of female leaders By Svetlana Aslezova

To understand the role of women in today's life and how they can shape the future, we need to look at how leadership works in the modern world.

As the world is changing, so is the meaning and the place of leadership. There's been a general trend towards a more people-oriented, flexible and decentralised leadership style - sometimes it's even doubted whether leaders are needed at all. There are numerous examples of businesses that have become successful by adopting a flat management system, but research shows that organisations without a formal hierarchy are still driven by leaders, albeit informal ones with different attributes from a traditional leader stereotype.

What tasks are on the agenda of today's business leaders? What skills do they require? Is there any relationship between the increasing involvement of women in top management roles and the nature of modern leadership? What does the future look like? A successful business leader creates a system which helps everyone within it



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achieve their full potential: engaged employees, outstanding customer experience, enriching relationships with partners and suppliers, happy shareholders, local communities and larger society.

In order to get there, the leader must create an inspiring mission, generate profits, reward people fairly, keep the team motivated and provide a valuable service.

A true leader is never self-centred but committed to community, learning and justice. He or she needs to be skilled at sensing the situation and picking up clues from people.

Looking at the changing landscape of leadership, it would be far to say that women are

better attuned to its current values and demands. They often have excellent team-building and so-called 'soft skills' which are increasingly coming into play.

At the same time, increased diversity, recognition of a wider set of talents and different leadership styles should encourage women to take up higher levels of authority.

So why are women hugely underrepresented at the top positions in business? Dr Isabel Fernandez-Mateo, professor of strategy and entrepreneurship at London Business School, set out on a mission to find out why "top management is still a man's business

with women accounting for less than 16.9% of top executives and directors in Fortune 500 firms, and only 5.2% of CEOs, despite representing 40% of the workforce."

There is a popular belief supported by the media that this glass ceiling exists due to discrimination during the selection process. This appears to be a myth. Women have equal chances to be shortlisted and appointed to senior executive roles as men. The problem doesn't lie at the top: most women don't even get to that level due to lack of promotion at the earlier stages of their careers.

If we want to nurture female leaders, we should start early, although perhaps not as early as the Chinese kindergartens offering leadership programmes and CEO training courses to children as young as three. The two most important transitions where employers can make a difference happen when a young woman starts her first job after finishing education and when she gets her first promotion. To attract talented young women to a workplace and support them in pursuing

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