General Management MBA

Female Leadership in the workforce - what do successful women in the industry have in common to reach higher management positions in a male-dominated environment.

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Wien, 29.08.2022

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Abstract

A lot has been done to reach gender balance at upper management levels, but the topic of female leadership has not lost its topicality. This leads to the assumption that the underlying problem still is not fully understood. On the other hand, it is evident that a few women successfully navigate in an upward direction within the male-dominated industry environment. Hence it is necessary to participate in the knowledge of these women and benefit from it to foster diversity and management that represents their customer base and therefore administers and manages in alignment with their customer needs.

This study aims to clarify the picture of the underlying root cause that slows down the gender-balancing activities promoted by organizations and national legislation—investigating data on the careers of successful female managers and revealing the common success strategies and the hindering factors.
A quantitative approach within in-depth literature research was conducted to answer these questions. Concrete peer-reviewed papers in the scope of this thesis were undertaken by quantitative inductive content analysis to Mayring.

Regarding the findings of this thesis, career-promoting factors common for successful women within the industry were Mentors, Network, Flexibility, and Support. As typical career inhibiting factors Organizational Structures, the Self, and Social Structures were identified. Further, the underlying root cause of slowing down the gender balancing activities was identified as gendered organizational structures.

Further research regarding horizontal gender segregation could give further scientific insight with the potential to make further questioning of vertical gender segregation within the workforce unnecessary and even provide answers to the contradiction of gender-equal societies with evident gender-segregating structures.

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List of Definitions and Abbreviations

- DACH: DACH region, as the German-speaking area: Germany, Austria, Switzerland

- EBSCO: Academic research database as an information service

- MAXQDA: Software solution for qualitative data analysis

Executive Summary

Female Leadership as a topic is not new within management science if it has gained more general attraction due to recent female and minority empowerment movements that raised its topicality.

Assuming that half of the world's population is female (regarding a binary gendering structure), the consumer base of the various organizations represented globally is female. Consequently, the female gender does not fall into the category of a minority. Continuing on this idea, half of the workforce nowadays is female, a superimposed average. But continuing the same idea in an upwards vertical direction within the various workforce levels, suddenly, this demographic group of women not possible to be categorized as a minority is becoming a clear minority within upper management levels.

This does not seem only contradictory in the aspect of females as half of the workforce. It also seems contradictory in parts of the spent resources on aimed gender balances within executive levels.

Why is this a contradiction?

A management level that does not reflect its workforce base and not even (and this is even more fatal) its customer base is not able to administer and manage in alignment with its customer's needs. Worse, it ships right past its customers and lacks diversity. Continuing the topic of diversity, la ack of variety means a lack of innovation. Innovation is not only a stable basis of economic survival in a continuously changing economic environment; it is the key to economic growth, such as by capturing new markets or growing market share.

Further, organizations and national legislations investigate a broad amount of resources to promote gender balance for logical reasons already mentioned above. However, still, female executives are a clear minority at executive levels. On the other hand, some females could navigate upward in the male-dominated upper levels within the industry.

What did these females do to achieve at least for themselves a status that was aimed for by organizations and national legislations, spending resources but not succeeding in gender balance at upper management levels?

Hence it is obligatory to participate on the knowledge and expertise of these females to evaluate and investigate the underlying root cause of gender imbalance coming to the higher organizational management levels and especially investigate their career paths to unveil common structures that made their successful strategies necessary and what they perceived most commonly as major obstacles within their professional ascent.

By evaluating these two factors, common success factors, and obstacles within female career paths, gathered insights serve as a basis to conclude which root cause decelerates the aim for gender balance at executive levels—evolving in measures that can be set to overcome the deceleration and culminate in organizational gender equity.

Therefore, a quantitative study was conducted. Data on female managers within the industry was examined through in-depth literature research. In the context of this thesis scope, peer-reviewed papers were selected based on interviews with professionally successful female Senior Managers at executive levels and undertaken an inductive content analysis to Mayring with assistance from the MAXQDA software. In this course, a category code was implemented and refined. The output built the basis of this thesis's results, outcomes, and discussion.

The results and findings of this work were the common success factors, which were the following:

- Mentors
- Networking
- Flexibility
- Support (e.g., organizational support)

Further, the results of this work were the common hindering factors within the vertical female career paths. There were the following:

- Organizational structures
- The very self
- Social structures

The underlying root cause of the gender balance activity decelerating factors could be unveiled based on the above-given results.

Regarding this work's results and their common correlation, organizational structures in the form of gender segregating systems lead to a significant slowdown of gender-balancing acts. The gendered organizational substructures seem to be the root cause of gender imbalance within executive levels. Furthermore, it can be stated that they hinder gender balance and represent a contradiction. Consequently, this works outcome is that further investigation in this field is the key to building a solid basis for a transparent reconstruction of organizational structures fostering gender equality and diversity to empower female leadership and corporate summit in an innovation liberating professional environment that manages in favor of customer needs and efficiently attributes to investigated resources.

As a quick win for females on their vertical career path, this work contributes to becoming aware of the organizational male-dominated structures and the importance of perception and understanding of corporate systems to enable upward navigation through the male substructures. Further, the factors named can be used constantly self-reflectively as a career assisting guidance.

1 Introduction

1.1 Background of the problem

The average number of female executives worldwide is 22% (Hanny & Berger 2019). Considering that females make up around half of the workforce, 22% seems a far too small percentage, and subsequently, the executive management levels do not reflect the respective company base. Furthermore, it can be said (in reflection of the fact that half of the population is female) that the situation is even worse because the executive management levels do not only not reflect the respective company base but manage and administer without regard to the population.

The recent movement #Metoo has initiated a public debate about sexual harassment, aggression, and discrimination towards women, not only in the private field but also in the workplace. The movement has broken the silence and given affected women their voices back. Furthermore, it sparked the fire of female empowerment. The sparked female empowerment also found its way into the workforce in the field of careers, focusing on the gender gap regarding leadership.

Historically women had to contend with many hurdles, be it in terms of self-determination (before the 19th century, women in Austria and vast parts of Europe were considered the property of a man like their father before marriage or their husband after marriage) and the right to vote or the right to work and gain their salary. However, the gender gap in the workforce was already a hot topic of the feminist movement in the 60s and 70s, a lot has been done since then to close the gender gap and strive for equal rights for women and men in the workforce, but still, the gender gap, especially in the field of leadership is evident and present in media. The number of female executives is rising, but still, there are only 22% of female executive managers (Hanny & Berger 2019). Indeed women as a demographic group have made the most significant progress in many branches, like in the occupational field of accounting. Still, in context to the rare appearance of women in higher management levels, evidence is given that the passage is way too slow and progress is therefore not efficient enough (Cohn, 2021).

1.2 Statement of the problem

Women make the most significant progress of all demographic groups regarding leadership, but still, the passage is far too slow (Cohn, 2021). Subsequently, the assumption can be made that there are main barriers within this progression process. This problem statement is supported by the fact that much effort done until now for women in leadership seems to be not efficient enough when only 22% of global executive leaders are female (Hanny & Berger 2019). Efforts in the form of gender-balancing activities on a legal basis to promote female leadership within organizations like introducing board gender quotas within privately owned corporate boards, with Norway as a European pioneer in this field, different European countries such as Belgium, Germany, Iceland, Italy, Netherlands or Spain followed Norway's role model and have passed gender-balancing legal requirements (Eckbo et al., 2022). Accordingly, not even legal promotion of female leadership overcomes the obstacles efficiently. Furthermore, studies point out that male managers actively block gender balancing activities and that sexist behavior is increasing despite organizational efforts for gender balance improvement (Thomas & Smith, 2022).

Eight main gender differences in the workforce were observed by Nicholson and West and remain evident until today:

- Very few women are at the top executive levels and on corporate boards.
- Also, if women are more and more entering male-dominated working fields, gender segregation in industrial sectors and occupational areas is evident.
- Sociocultural structures like family and marriage seem to support men within their careers but are the main obstacles for women.
- In gender-related career paths, women tend to have higher educational backgrounds and occupy specialist positions to a greater extent.
- Again regarding gender-related career paths, male career paths are less drastic and more of a vertical movement. At the same time, women make more spiraling upward moves within their careers with much faster switches and many more employers than their male counterparts.
- In career motivation and attitude, men are status and material oriented while women's cause is far more intrinsic; they show a higher need for growth.
- Age women are significantly younger in leadership positions than their male counterparts.

- Because women are aware of being a demographic minority within leadership positions, they embark on career paths through which there are less exposed to the prejudices of the male organizational substructures (Nicholson & West, 1988).

1.3 Purpose of study

Theories like gender theory already focus on how and why gender differentiation has developed, and many study activities aimed to prove the gender gap promoting substructures within organizations. With this thesis, the author wants to use the opportunity within deep literature research to clarify the underlying problematic why the process of female empowerment at organizational leadership levels is developing not efficiently enough. By focusing on qualitative data gained through research work in the field, I want to emphasize the immediate practical relevance.

So this work aims to clarify the status quo of the problem of why gender balance within the executive levels is developing so slowly in the light of already set gender-balancing activities. And mainly aim for and maintain an immediate practical value by the gained knowledge within this work for women who are striving for a leadership career or are already in leadership positions as well as for organizations who want to promote a gender-balanced executive level to manage and administer in reflection of the needs of a more or less gender balanced society and economic environment.

1.4 Practical value – Innovation

The practical value of this study is given by its current topicality. This topicality is evident in diverse female empowerment trends like the #Metoo movement or different gender-balancing acts passed by numerous legal nationalities like Norway, Denmark, Germany, Belgium, Italy, and Portugal. Furthermore, the topic is not only significant for the demographic group of women but significant for any demographic group that is not represented accordingly within executive levels. An example is the flared-up LGBT movement that found fertile soil by carrying on the thought of empowerment of a demographic group.

However, the instant practical value every woman can relate to by the gained knowledge of this work is the clarification of which obstacles slow down the female path to leadership positions. This work will expose barriers, and how female executives overcame them within the industry – by evaluating possible similarities in the female approaches to overcoming these obstacles, female career strategies/paths will be highlighted. This way, knowledge gained within this work can be used as a self-reflective career attendance.

From the perspective of a privately owned company, this thesis can contribute input to a gender policy. And spark awareness for necessary gender balancing activities within the executive management.

The innovational character of this work is to enable innovation by contributing to diversity. This contribution is vital for survival within an economic environment and successful organizational growth by capturing new markets or growing the market share – since these activities can be directly linked to corporate diversity (Hewlett et al., 2013).

1.5 Research question

As discussed in the previous chapters, the presentation of women and men in the workforce are equal. Still, looking at higher management positions, women are far more underpresentated in leadership positions (Samuelson et al., 2019).

The immediate question is: **What do successful women in the industry have in common to reach higher management positions in a male-dominated environment?**

Since the gender gap in the workforce is not new, various measures have been taken on the industry and scientific sides, where investigational activity constantly rises. However, still, the gender gap was not able to be closed (Grangeiro et al., 2021).

Furthermore, there is evidence that female leaders' situation improved even better in respect of other minority groups within this field. Still, it was not possible to reach a gender-balanced environment at the executive levels. The conclusion is: Obstacles hinder the gender-balancing process.

So, what **obstacles slow down gender-balancing activities promoted by organizations and national legislations?**

And consequently (as soon as possible, reasons for this deceleration are highlighted), **what measures can be set to unhesitatingly overcome these female career brakes and contribute to women's transition into leadership positions?**

1.6 Scope of study

This study will expose the deceleration obstacles for women in their transition into a leadership positions.

The aim at this moment is to enable innovation by fostering diversity within the executive levels. This is done by contributing to the awareness of gender imbalance within the upper management levels and exposing the obstacles women as a demographic minority have to face within their career paths. So, the subject of this work is women within the workforce who successfully reached leadership positions and their approach to these positions.

Now, I focus on the vertical gender gaps in the process of a steep career path.

Literature research will be performed to investigate the demographic target group. The source material contributing to this work's result will be obtained from EBSCO as peer-reviewed papers. The data for the results will be no older than 15 years and gathered within one month due to the topicality of the female leadership theme.

Consequently, the subject matter of this work is female leadership with an emphasis on vertical gender segregation within career paths in the private industry field. Since career paths start mainly on lower levels and women makeup half of the workforce, this work allows derivations for the female labor force.

This conduction will take place within in-depth literature research and qualitative analysis of the literature data. Further explanation of the study and the overall strategy of this work will be given in the following Methodology chapter.

1.7 Strengths, Limitations, and Delimitations

The strength of this thesis is the combination of 2 literature research approaches. Also, in light of the thematical delimitations, the literature research was started with an unsystematic approach. In this way, it was possible to gain insight into the topic of female leadership and verify assumptions about actual trends and hot topics in this field. Through this unsystematic approach, the author of this work gained in-depth knowledge and theoretical expertise in the currently ongoing research activities. After the generated overview of the topic-relevant study environment, the literature research work was continued with a systematic approach. Systematic, comprehensive literature research was performed on the literature sources such as journals, papers, books, and book chapters. Study activities performed globally were considered in the form of the available literature sources mentioned above. In addition to this strength, this paper's practical values are also taken into consideration – the insight given by this thesis can be applied directly by females within their career paths or be taken into account for an organizational policy setup.

However, the apparent limitation of this thesis is the consideration of only one minority within the workforce. The focus of this work is set on women in leadership; it would be worthwhile to gain further insight into this minority in the leadership field in a multifactorial approach by taking a second constant into account by investigating the interplay of females in leadership when they are also part of another minority group (cultural, physical, etc., etc.).

Another delimitation of this work is the approach of the gender segregation investigation. In this thesis, the focus was set solely on vertical gender segregation and not horizontal gender segregation. Significant complementing input can be given by continuing study in the field on a flat basis. This relevance became apparent in the course of literature research since it can provide arguments on the contradiction of liberal egalitarian society where the logic "separate but equal" is evident and ongoing (*Occupational Ghettos: The Worldwide Segregation of Women and Men by Maria Charles and David B. Grusky*, o. J.).

This work result chapter is based on four peer-reviewed papers. This paper's results were based on interviews conducted with female managers. The paper's analysis was performed with assistance from the MAXQDA Software in an innovative approach as a meta-analysis based on the paper's outcomes and not on the conducted interviews within the paper's study activities. The number of documents taken into consideration for this work result chapter represents a limitation of this paper. The number of studies meeting the scope criteria of this work was limited. Even so, the reliability and validity of this work are given since the quality of the studies

considered for this thesis result chapter is high-quality data since they were peer-reviewed papers and meet the scope criteria described in the methodology chapter. Furthermore, the peer-reviewed journals' selection emphasized this work's study approach – as described in the methodology chapter and the result chapter. Further research could conduct a meta-analysis examining a broader spectrum of compositions based on female managers' interviews.

Additionally, this thesis's scope was based on international data written in English from the academic research database: EBSCO. Other not scholarly literature sources could provide additional insight by evaluating trends and the general perception of the topic. While considering different academic research databases could provide (in addition to EBSCO) an even broader pool of literature sources, which was not done for this work since it's out of scope.

2 Review of the literature

2.1 Historical development of the topic

Going back to early research activities on female leadership, we can tell that research work rested on an unspoken assumption resulting from the evidence of female leadership roles in the cultural pool of Northern American (Fagenson, 1990). This assumption of cultural and societal features was solidified by following studies, e.g., by Sidanius and Pratto (Sidanius & Pratto, 1999). They brought together evidential data to justify their assumption that in all human society, women are hierarchically ranked lower than men. Data that target a similar direction of explanation (Sidanius & Pratto, 1999) are given by evolutionary psychologists who show evidence that the human genome in its genetic characteristics is the cause of the cultural lived distinction of gender roles (Buss and Schmitt, 2011).

1987 Eagly introduced the Social Role theory (Eagly, 1987) to explain the development of gender-related human behavioral patterns. Eagly argued (Eagly, 1987) that the differentiation of gender roles is rooted in the history of human society development when labor was gender divided into female and male labor. Since fragility was a female attribute, women were responsible for tasks like gathering fruits and "indoor"-domestic duties, and men were associated as strong, and the "protectors" were responsible for "outdoor" duties like going hunting.

In context with the Social Role theory (Eagly, 1987), a division of academics argue that the development from early childhood to adolescence is accompanied by socialization, resulting in the gender roles as we know them now (Eagly 1987, Wood & Diekman, 2000). These gender roles result in expectational preoccupations that our society has in context with gender-related behavior and the development of gender stereotypes (Ismail et al., 2017). These stereotypes carried on from generation to generation lead to the still clear stereotypical pictures of men as the breadwinners and women as housewives (Diekman & Goodfriend, 2006). However, studies show that due to modern impacts and the higher educational rate of women's respect for men, the expectational issues have differed towards the gender roles today (Galy-Badenas, 2015).

Returning to historical development, the human reproduction process has restricted the female economic input compared to the male financial information (Wood and Eagly, 2002). But due to modernization and the technological development of our society, the economic input gap between men and women is shrinking since various economic activities are possible for women during pregnancy. It solidifies today's different expectations towards men and women due to modern influences (Galy-Badenas, 2015). Following the gathered information, it can be said

that it is historically, until today, commonly known that there is a clear evident gap in the workforce between men and women.

Another aspect of the inequalities in the perception of gender is given through the facilitation of interpersonal analysis levels (Ridgeway, 2011). The gender-related roles provide a cultural framework for human relationships. Ridgeway (Ridgeway 2011) argues with his work that women in the workforce are less likely to be perceived as leaders. Within a mixed-sex environment, they are also less likely to be appointed as leaders (Eagly and Karau, 1991). Also, they are much harsher evaluated in their top performances than men (Eagly et al., 1992), which also goes by the glass cliff phenomenon experienced by women (Mulcahy & Linehan, 2014).

Furthermore, there is evidence that pregnancy is a penalty for women in the workforce since they are perceived as less suitable for leadership positions and are also perceived as less competent due to their motherhood (Correll et al., 2007). The harsher evaluation of female leadership (Eagly et al. 1992) is the outcome of Foschi 1989 (Foschi, 1989) that shows evidence of the stricter standards for evidently successful women in business (Foschi, 1989). Subsequently, success in the leadership context can be seen as an incidental case. In this aspect, it has to be mentioned that we furthermore have no evident data about the amount of potential female leaders bringing the necessary skills and competencies to the table but never reached relevant positions to unfold their potential since many women are potentially pushed out of the workforce (Cahusac & Kanji, 2014).

2.2 Core Theoretical Concepts – Key Concepts

This conceptual thesis deduced gender theory as its core concept. The gender theory is, at this moment, an approach resting on the intersocial expectations towards men and women in the context of behavior, appearance, the different roles men and women are taking in the workforce as well as in the domestic environment, and the out of these expectations resulting gender norms that are accepted within our today's societies. The differentiation of gender roles is a process starting at an early age in childhood and going on to adolescence and even includes the human phase of life when entering the workforce (Blaise and Taylor, 2012). This process cultivated and forwarded from generation to generation is modeled by modern impacts and, therefore, is also subject to alteration (Galy-Badenas, 2015). However, the gender-related perception of women and men still didn't change in the roles associated with gender-specific attributes. The resulting preconceptions towards men and women because of their gender are evident in daily life; without being aware of it, men and women hold a gender-related bias that immerses in all types of social frameworks, such as the business culture of different industries. Concepts and theories promote present assumptions by challenging these assumptions and therefore generating new approaches or ways of thinking (Conkey, 2007).

To challenge current assumptions, this thesis adopted an approach of an in-depth literature review from thematically relevant studies performed worldwide. To collect data, literature sources, including examinations, journals, articles, interviews, websites, books, and book chapters, were evaluated with a constantly comparing approach. Even if the collected data in this qualitative research method points out personal experiences and the way of individual perceptions, the foundation of this work is the gender theory rooted in the social gender role theory (Eagly, 1987). Papers show that also in an academic environment (in the sense of organizational employees with higher educational degrees), gender-related preoccupations survive and are manifested by gendered substructures (Acker, 2012). This gender-related distinction is exemplified by the research work of Dye and Mills (Dye Mills, 2011, 2012), who show that men are given preference over women in career matters. Furthermore, evidence is presented that women are systematically pushed out of their career paths (Cahusac & Kanji, 2014). This thesis aims, in context with the gender theory, to clarify the status quo of the problem of why gender balance within the executive levels is developing so slowly in light of already set gender-balancing activities.

3 Research Methodology

In the following, the methodology of this work is introduced in a structured manner.

3.1 The Researchers Role

Within this work, the author performed a quantitative study of a demographic group within the workforce. More precisely, for women within the executive levels, relevant insight into their development in this position with its obstacles and facilitations due to their gender was gained.

Within the quantitative methodology, in-depth literature research was performed. This method was chosen because of the better-given overview of the researched topic with its topicality activities and the possibility to efficiently consider data in a systematical approach of worldwide performed studies. Furthermore, it allows the author to collect data for this thesis without any ethical considerations or questioning the author's objectivity (in the process of active data collection/ like conducting interviews, etc.) to the researched topic due to the author's demographic and professional background.

3.2 Form of Research

Broad research work was already done within the field of female leadership with basic and applied approaches. So consequently, practical solutions in this field were found, and the general knowledge within the area was gained and expanded. But still, the topicality of female leadership is given since acquired knowledge, and seen solutions should have led to a closure of public debates around this field. However, within this work, the author aimed for a basic research approach to gain and expand knowledge and contribute to the awareness of especially vertical gender differences within the workforce.

3.3 Methodology

Regarding the chosen methodology, the author had chosen a quantitative method of already existing data. The data type and material of the collected data for this methodology are explained further in this chapter.

3.4 Process

The methodology process of this thesis was explorative to investigate the problem of gender imbalance within executive levels because much research has been done. Many gender-balancing activities have been set. However, the topicality is still evident, so the author aimed to clarify the underlying obstacles for women and gain a better understanding of how these obstacles can be overcome. In the data analysis, the process was also descriptive since the author aimed to analyze how successful women at executive levels acted to overcome the obstacles set in their way. Through this explorative and descriptive process ensemble, the knowledge gained during this work did not only create awareness. Further, it gave the possibility to find its immediate application by women on their career path and or organizations for setting relevant gender policies.

3.5 Logic

Logics underlying research activities can be deductive for hypothesis testing/stressing or inductive to produce a theory.

From the reasons already given for the methodology approach of this thesis, it becomes clear that (also in reflection of the thematically linked social gender role theory (Eagly, 1987)) the underlying logic of this work was an inductive one to generate a structured theory approach of which obstacles slow down the gender balancing procedure within executive levels.

3.6 Data Sources

The data collected for this work were literature data in the form of studies, journals, articles, websites, books, and book chapters. The data sources for the result part of this work were solely peer-reviewed papers obtained from the academic research database EBSCO concerning this thesis scope.

3.7 Data Collection

The data collection was performed by starting with an unsystematic approach. In this way, it was possible to gain deep insight into the topic of female leadership and verify assumptions about actual trends and hot topics in this field to gain in-depth knowledge and theoretical expertise in the currently ongoing research activities. The literature research work was continued systematically following the generated overview of the topic-relevant study environment. Routine, comprehensive literature research was performed on the literature sources such as journals, papers, books, and book chapters.

For the result chapter of this work, data was collected by the academic research database EBSCO using keywords like female leadership, women's leadership, sticky floor, glass ceiling, glass cliff, fast track women, etc., etc. The scope of the papers used for the result chapter was narrowed by filtering the literature sources by peer-reviewed articles no older than 15 years and containing data on women in leadership positions in the private industry gathered by direct interviews with these women.

3.8 Data Analysis

The result data analysis within this work was performed as qualitative data analysis to Mayring.

Firstly the collected data from the in-depth literature research was evaluated based on this thesis's focus selected for the results chapter.

Following this, the direction of the analysis was set and followed in order of text analysis.

The functional data analysis was performed in the form of structured content analysis. A coding guide was implemented and derivated from the peer-reviewed papers chosen for the result chapter in the structured content analysis process. For the assistance of the qualitative data analysis, MAXQDA software was applied, a software for qualitative data analysis. This software was chosen because of this thesis reviewer's advice – the advice is underpinned by the fact that this software was the most common one within the DACH region at the time of this research work conduction – the DACH region was the then current residential region of this thesis author and thesis reviewer.

A category system was established before the analyses were performed to interpret the results. Therefore, the categorization system will be introduced further in this work at the beginning of the results chapter.

Afterward, the data sources selected for the result chapter were undertaken an in-depth evaluation according to the before-established category system and then interpreted.

3.9 Verification – Falsification

To ensure high-quality data, the author used the academic research database: EBSCO for data collection. Further, the author set the scope of the result relevant data from peer-reviewed papers. Consequently, the data sources obtained were verified and counterfeit-proofed. Additionally, the chosen methodology actively contributed to the generation of verified results and to a falsification risk-minimization, which was supported by the ethical considerations taken into account within this work.

3.10 Ethical Considerations

Ethical considerations were taken into consideration within the methodology of this work. Since this work was based on in-depth literature research, the reviews were taken accordingly.

The data collection of this work was already mentioned above. And in the context of the number of papers found in the field of female leadership, the scope of this work contributed to a possible bias-free literature selection. The literature was evaluated carefully to understand and evaluate the given arguments. The literature used for this work was cited correctly in respect and appraisal for this thesis's relevant authors.

3.11 Protections of the Rights of the Participants – Legal Considerations

This work was based on existing data in the form of peer-reviewed papers. As mentioned, data were selected from study activities that conducted interviews with women within executive levels of the private industry. The rights of the study's relevant participants were protected accordingly. For this work, in particular, no further activities for the interview-participants rights were necessary, and no legal considerations were taken into account. Still, the author wants to emphasize the correct citation of this work in respect and appraisal of this thesis results from relevant study authors again.

3.12 Research Plan – Description of the Research Process

For this thesis, a research field was chosen – the area of female leadership. As it is a broad field, evident trends/hot topics within it were considered. And the research field was narrowed to female leadership – gender gaps within executive levels in context to a vertical career path.

The process went on with an unsystematic research approach to gain a structured overview and then, by scope refinement, went over to a structured research approach. In context with this thesis set scope, the literature sources for this work results were selected, and a categorization system was established in the sense of content analysis to Mayring. In a constant reflective manner, the research led to an interpretation of the gained results and devolved into a potentially fruitful future within the field of female leadership.

4   Research Findings

Within this chapter, the results of this work are presented. The results were gained by qualitative data analysis to Mayring.

As mentioned in the methodology chapter, the author's studies were conducted in the form of in-depth literature research. The literature research was started unsystematical and was refined into systematic in-depth literature research – regarding data collection details, see methodology chapter. Since the author gained further expertise in the field of female leadership in the literature research mentioned, this thesis scope was set, and the answered questions within this work were stated. Due to the scope and literature research settings, the author chose four peer-reviewed papers for further analysis with the assistance of the MAXQDA Software –see methodology chapter.

The four papers undertook a qualitative data analysis of Mayring. In this context, the author established categories evolved by the investigational activities of the chosen four peer-reviewed papers.

On the next page (figure 1), a self-created presentation of the procedure, according to Mayring, is presented in the context of this work.

Figure 1 Process of this work according to Mayring

Final evaluation of all the material.

Summative reliability check.

Analysis.
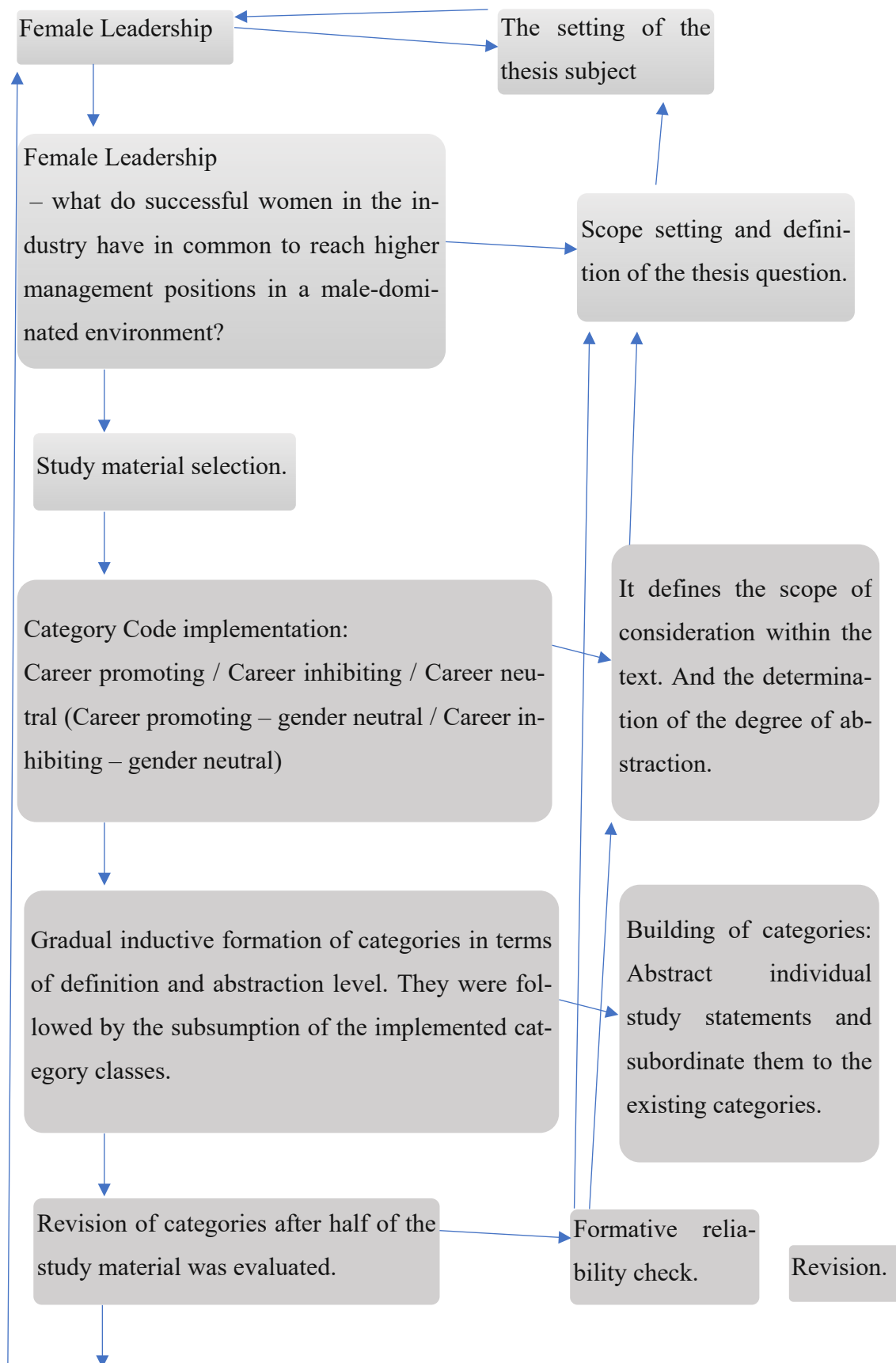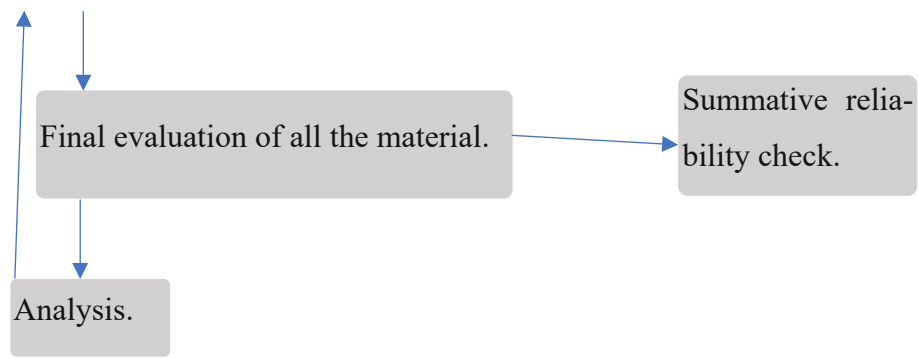
Following is a short introduction of the chosen papers that were analyzed by the principle of Mayring:

Table 1 Introduction Paper 1

1st paper (Adams-Harmon & Greer-Williams, 2021)

Title	Successful ascent of female leaders in the pharmaceutical industry: A qualitative, transcendental, and phenomenological study
Author	Adams-Harmon, D., & Greer-Williams, N.
Year	2021
Document type	Peer-reviewed research paper
Document source	EBSCO
Methodology	Qualitative
Data Collection	Interviews of 12 female executive managers
Interviewees professional background	Pharma industry (as STEM sector)
Interviewees professional background base	USA

Table 2 Introduction Paper 2

2nd paper (Linehan & Scullion, 2008)

Title	The Development of Female Global Managers: The Role of Mentoring and Networking
Author	Linehan, M., & Scullion, H.
Year	2008
Document type	Peer-reviewed Journal

Document source	EBSCO
Methodology	Qualitative
Data Collection	Interviews of 50 female global Senior Managers
Interviewees professional background	Pharma industry, automotive industry, financial industry, tourism industry, petroleum industry, electronic industry, global retailing, consultancy in management services, telecommunications, and manufacturing of computers
Interviewees professional background base	Ireland (half of the interviewees), Belgium (13 interviewees), England (9) interviewees, Germany (3 interviewees)

Table 3 Introduction Paper 3

3rd paper (Reis & Melo, 2020)

Title	The Female in Organizations: A Management Study in the Pharmaceutical Industry Sector.
Author	Reis M. C. dos & Melo M. C. de O. L.
Year	2020
Document type	Peer-reviewed Paper
Document source	EBSCO
Methodology	Qualitative
Data Collection	Interviews of 10 female Senior Managers (4 until 20 years of experience within the same company)

Interviewee's professional background	Pharma industry
Interviewee's professional background base	Brazil

Table 4 Introduction Paper 4

4th paper (Billing, 2011)

Title	Are Women in Management Victims of the Phantom of the Male Norm?
Author	Billing, Y. D.
Year	2011
Document type	Peer-reviewed Journal
Document source	EBSCO
Methodology	Qualitative
Data Collection	Interviews of 20 female Managers
Interviewee's professional background	IT, finance, banking system, medical industry
Interviewee's professional background base	Denmark, Sweden

Table 1 until table 4 was a short introduction of the papers that built this chapter's basis. The pieces were chosen congruently to this thesis scope, as described in the methodology chapter; the systematical selection approach was set by keyword-filtered research and other parameters, such as peer-reviewed papers and a standard methodology. Especially in the data collection methodology, in the form of direct interviews with female managers professionally based within the industry. Further parameters like the time frame of publishment support the paper's topicality. Additional to a high qualitative source of documents (in the form of the database

EBSCO), the parameter: peer-reviewed was taken into account for the paper selection of this chapter. Table 1 until four chosen papers were analyzed with the assistance of MAXQDA in a constant reflective manner to the additional literature sources investigated during this work – see Bibliography chapter.

The papers were selected as mentioned above and evaluated; in the course of the MAXQDA-assisted paper analysis, the author set the following category code:

Table 5 Category Code

MAXQDA category code

Career promoting	Scope: females
Career inhibiting	Scope: females
Career neutral	Scope: females
Career promoting	Scope: gender-neutral
Career inhibiting	Scope: gender-neutral

Table 5 presented category code was set for the papers of table 1 until 4. In the prevention of possible bias, the categories: career promoting gender neutral and career inhibiting gender neutral were also established. This enabled the distinction between general career obstacles not in gender context and gender-related obstacles. The career-neutral category was set for career abstracts that were not considered career fully inhibiting or promoting in a gender context.

Figure 2 shows the percentual code distribution within the papers presented in tables 1 to 4.
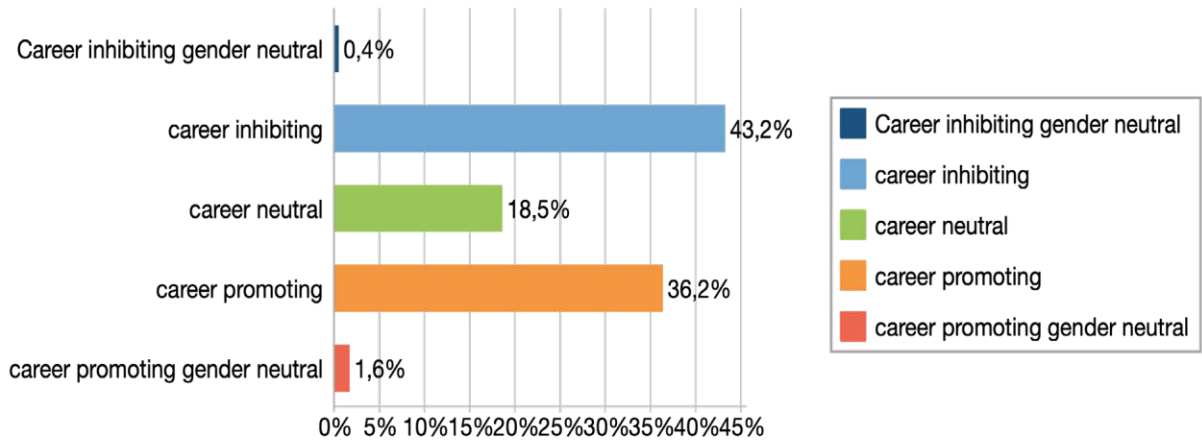
Figure 2 Percentual Code Distribution
(Source: MAXQDA Software)

The categories were specified in the course of table 1 to 4 paper analysis in software assistance. The specification was an output of the data investigation resulting from the category code setting presented in table 5. Due to the thesis scope, the code of career promotion was further investigated to reveal and verify the factors promoting female careers. Table 6 presents the identified career-promoting factors.

Table 6 Career Promoting Factors

Career promoting

Mentors
Networking
Flexibility
Support

The career-promoting factors were evident in the form of mentors, mentors were mainly male (due to the lack of female Senior Managers that could have served as mentors), and mentors

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within the female careers were both inner and outer organizational mentors of informal format (not within mentorship programs). The next factor was networking. Networking within the professional organizational structure but also within the social, organizational structure. Further networking was evident in a career-promoting direction when the networking activities helped the females to practice resilience in compensation for professional setbacks. The author investigated these two factors as the main career-promoting factors since they popped up constantly in the literature research and were found to be the aspects with the most emphasis on them.

Further career-promoting points were investigated as flexibility and support. The professional flexibility of the females was familiar evident in their upward mobility within their careers and in forms such as local flexibility or timely flexibility. The factor support was clear in the form of national support in training and coaching like MBA programs or leadership training. But also in flexible work time scheduling or child care support of the organization. Regarding support, some females received support like female leadership training, and in some cases, the organizational child care support was also exclusively for female employees. Thus, especially regarding females, the women received exclusive childcare support with ambiguity.

However, during this thesis scope, the code of career inhibiting was further investigated to reveal and verify the factors hindering female careers. Table 7 presents the identified career-inhibiting factors.

Table 7 Career Inhibiting Factors

Career inhibiting
Organizational structures
The very self
Social structures

Hindering female careers were organizational structures. Organizational structures were perceived as interfering since they were stated as male-dominating structures excluding women, especially regarding global executive levels. The women reported exclusive behavior towards

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them and social and organizational networks where the male substructures were even more evident. The problem was that decisions and informal work-related discussions were conducted within the so-called "old-boys club." In some cases, the institutional environment made a cracking up of the male structures or the participation of the women impossible since these events took place on occasions like men-only golf club events, etc.

Consequently, the organizational structures fostered gender segregation in the workforce. In cases where access for women was possible, it was evident that once the females entered the "boys club," they became one of them and their careers accelerated. This emphasizes the gendered structures since the upward mobility of the female career paths can be brought in direct context to their assimilating behavioral practices.

The self as the next factor was evident since it was the basis of the individual perception of the self, the organizational environment, and its reaction. As mentioned above, the organizational structures were perceived as male substructures; females that assimilated to these structures became a part of it and therefore were rooted within the organizational structures; women who lived in a kind of ambiguity within the organizational structures showed uncertainty within their answers. Another point regarding the very self was the development of the self. Females who reflectively reported changes of their selves passed a personal development process in favor of their careers. The exclusion principle led to the assumption that when females were not able to overcome the setbacks and doubts resulting from the gendered structures, they were not able to navigate vertically through the organizational structures.

Social structures like family structures were perceived as hindering. The females perceived family duties as obstacles and social expectations the environment had towards them as a contradiction to their professional flexibility. Organizations that offered support in the form of childcare that was exclusively provided to female employees were perceived as support and also received as promoting the professional flexibility of the women. Still, they were also perceived as the primary evidence of the social expectations the social environment had towards them and their presentation of it within the organizational structures. Still, the same women reported a change in cultural gender frameworks. The third hindering factor assumes the underlying gendered substructures that evolved in the perception as obstacles for the females.

Regarding the selection process of the four peer-reviewed papers, this work started with an unsystematic study approach and evolved into a systematic approach. Therefore, the goal of this study activity for the result chapter was to reflect this approach within the chosen four peer-reviewed papers. The sequence of processing in an innovative approach in the sense of a meta-analysis of the papers emphasized the increasing degree of structured analysis. So that the outcome of Paper 1 frames the basis of the subsequent Paper analysis and, at the same time, evolves because of the insights of Paper 1 into an increasing degree of structured study. This rising degree of structure within the analysis continues in the course of the peer-reviewed paper's analysis, each building a stable basis of insight for the evolving research of the subsequent peer-reviewed paper with an even higher level of structure.

Further, the author wants to give an insight into the interplay between the four presented studies in tables 1 to 4. And how each analysis evolves into this chapter's next more structured analysis step.

Table 1, 1st paper (Adams-Harmon & Greer-Williams, 2021). This paper has set the start of this work and provides a general perspective on the progress of female careers in the industry, focusing on their perceived setbacks and the path of development (Adams-Harmon & Greer-Williams, 2021). The evaluation of this paper evolved into a summary of career-promoting and inhibiting factors within the vertical career path of female executive managers. Within the career-promoting elements networking and mentoring were particularly emphasized.

Table 2, 2nd paper (Linehan & Scullion, 2008). In the context of this work, this paper continued spinning the red thread in the main factors of mentoring and networking. It corroborated the results of the 1st paper. It continued the thought by reasoning the gender-related career problem of female executives with the aim of the male executives (the so-called old white boys club) to exclude females strategically to half their competitors and maintain male dominance within executive levels (Linehan & Scullion, 2008).

Table 3, 3rd paper (Reis & Melo, 2020). This paper sheds new light on the topic by challenging the perception of managerial jobs and questioning to what extent a capitalistic system (in which corporate systems are embedded) can be interested in gender segregation and therefore promote gender segregation since globalization extends the need for executive positions and fosters participation on the capitalistic system (Reis & Melo, 2020). Also, by shedding new light on female leadership, this paper did not contradict the outcomes of the 1st and the 2nd papers. Thus it

gave an exciting hint on the perception of managerial jobs and built a thematic bridge to the 4th paper.

Table 4, 4th paper (Billing, 2011). This paper picks up the red thread by emphasizing that the perception and definition of managerial position definitions as a male norm is outdated (Billing, 2011). It even questioned how far men still see congruency between their self-perception and the executive position as the male norm (Billing, 2011). However, this paper could not contradict the outcomes of career promotion and inhibiting factors for female managers and their gender-related career path obstacles. Thus, it gave relevant input to the future outlook. It pleads that gender segregation on executive levels can not be overcome when stiffened on the theme of gender roles; this will only lead to a vicious circle (Billing, 2011). This exciting view leads to the assumption that the problem of the underlying structures is not gendering on vertical levels but already on a horizontal basis. This evolves into a contradiction of an equal but segregated workforce with the potential to feed the vicious circle that hinders female executives' upward mobility within their careers.

5 Conclusion, Discussion, and Suggestions for Future Research

5.1 Summary

This thesis concerns the demographic group of women within the workforce. As it is general knowledge, the world population consists of a similar presentation of men and women (in the context of binary genderization). Nowadays, these two demographic groups of women and men are equally presented within the public entity of the workforce. But as it is also part of general knowledge, the demographic group of women is a minority group within the workforce at executive levels. So within this thesis, the author focused on the vertical career of women within the private industry and aimed to clarify the status quo of the problem of why gender balance within the executive levels is developing so slowly even after years of gender-balancing activities and studies and the accompanied broad amount of spent resources by organizations and national legislations.

The expected outcome of this work was to answer the following questions:

- **What do successful women in the industry have in common to reach higher management positions in a male-dominated environment?**

Several success strategies common for executive female-female executive managers could be revealed.

Firstly and very evident was the role of mentors within their careers. Common in this aspect was the lack of female mentors (due to their underrepresentation within higher management levels). However, the role of a mentor repeatedly popped up as an essential factor, especially for women and here again, especially for women who often conducted business trips. Another exciting aspect was the presence of multiple mentors in the career of some female executive managers, which had a beneficial influence on their vertical career path.

Secondly, and in a solid connection to the first point, networking. Networking played a vital role in the ascendence of the interviewed women. The outcome of this study showed that there are obstacles to networking activities for women. Still, once they cracked up (aware or not aware of this obstacle to overcome), these women were able to enter the male-dominated environments, and their careers accelerated.

These two points were the highest weighting regarding the similarities of successful women within the industry. Further points, as the third point, was flexibility. Flexibility towards the

employer and their environment in adapting to the company structures in a social and professional aspect.

The fourth point was the support of the employer. Support was evident within the careers of these women in the form of flexible working hours or the flexibility of their direct line managers. In the state of training regarding leadership or MBA programs. The support was also evident in employer benefits, e.G. childcare.

The above resulting main similarities in the vertical career ascent of successful women within the industry and within the male environmental dominance were as expected in accordance to until date conducted study activities within female leadership. The second evolving question which was answered within this work was:

- **What obstacles slow down gender-balancing activities promoted by organizations and national legislations?**

The obstacles slowing down the gender-balancing activities promoted by organizations and national legislation were revealed in the form of blocks faced and overcome by successful women within the industry.

The first and foremost point to be mentioned was organizational structures. Structures that were of professional as well as social nature within the organizations. The author continuously observed gendered organizational structures affecting women within their careers.

The second was the very self. The perception of the self, the perception of the organizational environment, and its acceptance. The inner motivation and attitude towards a career within the organization, the obstacles and support of the organization itself, and the organizational social environment. It was evident that the corporate structures impacted the women's self-perception within their career advancement.

The third point was private social structures. Social structures in the form of family obligations and also in the form of cultural expectations towards women. The expectations regarding professional behavioral patterns as well as private life. Family obligations regarding domestic duties like housework or child care. The associated organizational structures also accompanied the third point. Employee benefits like childcare were perceived as support, but when determined only for female employees, the benefit evolved into an ambivalent perception.

Subsequently and finally, the third and last question was answered within this work based on the gathered information resulting from the question mentioned above answers:

- **What measures can be set to overcome these female career brakes unhesitatingly and contribute to women's transition into leadership positions?**

As the second answer shows above, the main similarity of the obstacles perceived within the vertical career of women within the industry were organizational structures. These organizational structures were gendered and therefore received as obstacles since they made the demographic group of women a minority group within upper management levels. Those mentioned above, following two blocks in the form of the self and the social structures, were in context with the gendered organizational structures. Within the challenges, the rooting block occurs in the form of gendered organizational structures. So the logical next step is to tackle the main similarity as the root cause, the gendered corporate systems within the industry.

Consequently, it is necessary to conduct further study activities regarding gendered organizational structures to understand them fully and therefore obtain a stable basis on which a transparent reconstruction of corporate systems is enabled to take off the foot of the gender-balancing brake and give real efficiency to the number of resources spent and investigated into this field for tangible results also in the aspect of companies economic excellence.

5.2 Conclusion

This thesis aimed to clarify the status quo of the problem of why gender balance within the executive levels is developing so slowly in the light of already set gender-balancing activities. And mainly aim for and maintain an immediate practical value by the gained knowledge within this work for women who are striving for a leadership career or are already in leadership positions as well as for organizations who want to promote a gender-balanced executive level to manage and administer in reflection of the needs of a more or less gender balanced society and economic environment.

Based on a quantitative approach in an in-depth investigation of already existing data, this thesis can recapitulate that gendered organizational substructures led to the deceleration of gender-balancing activities within the industry. These gendered substructures seemed to insist also in light on the already promoted activities in favor of gender equality. Further, the gendered substructures promoted patriarchy and were a contradiction to diversity and innovation within the executive levels. They were also a contradiction regarding the women supporting activities set by the organization in the context of gender balance because they administered and invested resources into measurements that did not address the root cause of gender imbalance within executive levels.

This work's immediate practical value is by creating awareness of women's problems within a vertical career at upper management levels and pointing out the specific obstacles perceived within their ascendence. Future female leaders, therefore, can take this knowledge and bring it in a self-reflective manner to direct application within their careers, which results in an acknowledgment of the current circumstances and how to navigate upwards in male-dominated environment structures within the industry.

On the other hand, organizations can raise the efficiency of their spent resources to get tangible and significant results in their gender-balancing activities by targeting the root of the gender imbalance and not addressing costly symptoms. This can also be addressed to gender balancing activities of national legislation.

This thesis broadens the female leadership literature in the management science aspect.

It also contributes to existing literature that unveiled gender substructures within organizations (Acker, 2012) by emphasizing the problem of gendered substructures within vertical career paths of women in the industry.

5.3 Discussion

Within this work, the author contributed to the clarification of the underlying root cause of why gender balance within the executive levels is developing so slowly since much has been done within the field of female leadership. However, women still represent a clear minority at administrative levels worldwide (Hanny & Berger 2019). Investigational studies did this to answer the following questions,

What do successful women in the industry have in common to have reached their positions?

What obstacles were they facing in their upward mobility?

And based on the resulting answers, the third question was answered,

What measures can be set to overcome these female career brakes unhesitatingly and contribute to women's transition into leadership positions?

Further, the author was able to contribute to an immediate practical value with this work since the gained knowledge can assist women in their professional ascendance and organizations in their strategic course in gender-balancing activities.

The key findings regarding the first question were the main accelerating points of successful women in the industry on their vertical career path within a male-dominated professional environment. There are the following:

- Mentors
- Networking
- Flexibility
- Support

These career-promoting factors for women were expected since they highlight knowledge gained from the in-depth literature research during this work.

In this study, the factors, mentorship, and networking seemed to have the highest weighting for the professional upward mobility of women. Looking exclusively at the career-promoting factors for women, it would be interesting to take a comparative approach and evaluate the career of vertical male career paths within the industry and their primary job accelerating points. Since this work has focused on the demographic minority group of women, the investigational work was done solely for this group in a constantly reflective manner but not comparative to the male gender.

The key findings regarding the main obstacles common for women within the industry on their upward mobility were the following,

- Organizational structures
- The very self
- Social structures

The first obstacle in the form of organizational structures can be interpreted as gendered organizational substructures that hindered women in their upward mobility. The reason, therefore, is that during the evaluation of the studies on which the results of this work have been based, the perception of the organizational structures was male-dominated and gender-segregated. This aligns with studies in the field of management science that came to the same conclusion (Acker, 2012).

Regarding the self in the sense of self-perception and the perception of the organizational environment on a professional and social level, self-perception was strongly influenced by the organizational structures. The critical factor here was the acknowledgment of the status quo's acceptance and, subsequently, the upward navigation through the gendered substructures. So the root of the second obstacle is unveiled to be gendered substructures.

Thirdly, social structures. Social structures appeared to hinder women through family obligations, domestic duties, and cultural expectations. On the other hand, successful women within the industry who had partners or husbands seemed to share their domestic duties 50:50 or even received extensive support because their partner and or family members conducted the central part of the household and family obligations. The social structures in the form of expectations the prevailing central culture had towards women were also perceived as a significant obstacle since these expectations were also evident in the workforce and influenced the women's self-perception in the form of feeling guilty, giving their profession more time than their family duties (as a woman). Organizational support in childcare was received as a supporting factor in the women's career, but when promoting organizational factors were targeted solely at women, they were perceived as gender segregating – like childcare support for women. So at this point, evidence is given that gender segregating social structures seem to be incorporated within organizational structures that lead to gendered substructures. Following this ratio, the root of the third obstacle, social structures, can be interpreted within the professional environment as gendered organizational substructures.

Organizational structures are mainly influenced by the prevailing dominant culture of the headquarters and or the local central culture of the affiliate. Since globalization has led to

multicultural teams worldwide, an intersectional approach would be exciting. It would broaden the results of this work since this work's delimitation was given to the demographic group of women and did not take into account the interplay of affiliation to multiple minority groups (like the interplay of two minority groups in the form of gender relation and cultural relation). Also of high interest would be the investigation of effects when promoting factors are addressed just to one minority group. An interesting possible outcome could be given in a possible answer to the question, do these promoting activities lead to an empowerment of this minority (to resultate in equity) or does it promote segregation of this minority group, relevant for this work would be further research in the field of organizational horizontal gender segregation.

Since the third question, which was answered in the course of this work, was planned to be answered based on the answers to the last two questions, the clarification of the whole picture within the executive levels in the industry and their gender imbalance could be given. The reason for evolving this work is why the equilibrium between the two genders of male and female is not shown are gendered organizational substructures. Since looking at the main three common obstacles evolved in the course of this work, the widespread core of these three could be unveiled. It is possible to fusion them into one main block, the first one mentioned above in the form of the organizational structures, and to precise it to one main obstacle as gendered organizational substructures.

Since organizational substructures affect all employees on all levels, and the upper management makes up just a tiny part of the company – greater insight could be reached by investigating further into this field not only on a vertical basis but also on a horizontal basis (which was not the scope of this work).

Consequently, considering that activities to reach gender balance are not targeting the root cause itself leads to the assumption that the status quo in the field of female leadership, by curring the symptoms and not targeting the reason for gender imbalance, leads to the paramount deceleration of gender-balancing acitivites.

5.4 Reflexion

Reflecting on the results of this work, the questions to be answered in the course of this study were responded to, and the main question also relating to this thesis theme: Female Leadership in the workforce – what do successful women in the industry have in common to reach higher management positions in a male-dominated environment; was given.

Starting with the answers given within this work in the form of this thesis results.

The expected points that were evaluated for successful women within the industry were:

- Mentors
- Network
- Flexibility
- Support (received in favor of their career by their organization and or family and or partners)

The main common obstacles that hindered these successful women within their careers were:
- Organizational structures
- The very self
- Social structures

Based on the results given by these two answers, the answer to the third question was given (What measures can be set to unhesitatingly overcome these female career brakes and contribute to women's transition into leadership positions?).

This work shows that regarding the expected obstacles, the standard underlying structure is gendered organizational structures within the workforce. Therefore the measures that have to be set are further research activities in this field to provide a stable, transparent basis to initiate the reconstruction of organizational structures that are inclusion and diversity driven.

Further, especially regarding this thesis theme, this work shows that the main essence common for successful women that have reached higher management positions within the industry is that they are aware of the gendered substructures of their organizational environment in their male-dominated construction and that they accept these circumstances. Also, if their attitude

may not reflect the male-dominated structures that were working against them during their ascendance, they were able to reach higher management levels by recognizing the gendered organizational system and navigating upwards through the male-dominated environment by accepting and actively claiming career-promoting factors (mentors, network, flexibility, support) that were necessary for this context.

Conclusively, these women accepted and worked within the system and used its structures and obstacles in their favor for their upward mobility on their career path.

Finally, the author also acknowledges the limitations of this work and suggests further research work within the next chapter.

5.5 Suggestions for Further Research

Building upon these work's findings and conclusion, suggestions for further investigations are concerning gendered organizational substructures. Since the author's study activities suggest the root cause of slowing down gender-balancing movements within the upper management as gendered substructures, further research obtains high potential for future improvement in this field. This is relevant not only to women as a demographic group but also to all demographic minority groups since the knowledge gained in this course can be evaluated and in the context of congruency applied to different minority groups to foster diversity within upper executive levels. This is also in the interest of the private industry since diversity can be directly related to organizational success in the form of corporate growth by capturing new markets or growing market share (Hewlett et al., 2013) – diversity means innovation!

But this would not only contribute to organizational innovation and equality of the different demographic groups within the workforce. It would also broaden the management and female leadership literature, potentially indent in further scientific literature fields.

Because of the delimitation of this study, in the form of vertical gender segregation within the workforce, further relevant insights can be given if research activities are continued on a horizontal basis. Based on the gained results within this study, women promoting activities of organizations support their vertical career but lead to a horizontal separation of the genders. This is the case, especially when promoting actions are targeted solely at women and reinforce their ambiguous character. Further, there is a congruence between this work's insight and conducted literature research in the course of this work. The relevance became apparent in the course of literature research since it can provide arguments on the contradiction of liberal egalitarian society where the logic "separate but equal" is evident and ongoing (*Occupational Ghettos: The Worldwide Segregation of Women and Men by Maria Charles and David B. Grusky*, o. J.).

Another direction of future studies can include a multifactorial approach since this thesis delimitation was by setting the scope solely on one minority group as women in leadership. It would be worthwhile to gain further insight into this minority in the leadership field in a multifactorial approach by taking a second constant into account by investigating the interplay of females in leadership when they are also part of another minority group (cultural, physical, etc., etc.). These would extend the gained insights and potentially evolve into new scientific and practical approaches within the field of female leadership.

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Annex

Summarys mit codierten Segmenten - MA - Female leadership.mx22

Code	Codierte Segmente	Summary
career promoting	having sponsors, mentors, leadership development, being flexible, self-branding, and having networks that created resiliency to the setbacks *Successful ascent of female leaders: 1 - 1 (0)* Strategies Female Leaders Utilized to Create Resilience that Resulted in Success. In this theme, participants identified support programs, trainings and strategies which they found as most effective. Their insights and phenomenological recollections contributed to the following subthemes, leadership development training, sponsorship, mentorship, flexibility, self-branding/self-promotion and networking *Successful ascent of female leaders: 10 - 10 (0)* Leadership development. The first subtheme that surfaced was that all of the research participants were involved in leadership development training that consisted of skill development, executive MBA courses, job enrichment, stretch assignments or executive coaches. Leadership development created the foundational knowledge of skills and characteristics that are essential for women to understand to lead teams *Successful ascent of female leaders: 10 - 10 (0)*	

The executive MBA course included aspects of all internal disciplines within organizations and how all pieces and departments impact each other (7F). An all-female leadership development course focused on the leader's strengths and reinforced leadership skills (1A). Stretch assignments allowed the study participants to gain exposure to other departments and leaders that allowed participants to expand their networks (6 of 12). The executive coach provided gender insight, how to assimilate, communicate and dress as a female in a male-dominated company and prepared this study participant to present effectively in front of large audiences (12K)

Successful ascent of female leaders: 11 - 11 (0)

The second subtheme to emerge was sponsorship. Sponsorship was described as having a high-level leader with political clout take a personal interest in your career. Sponsors provide exposure, assignments and connections and will endorse you for higher positions. All the women in this research shared that there were people that either formally or informally pulled them up through their respective organizations.

Successful ascent of female leaders: 11 - 11 (0)

t happened organically, at one point, like it was just in my sphere of, like, the chain that I was in but then as you grow in your career, as I grew in my career, you know, that sponsorship started to breed out in the

organization a little bit and then people started taking interest in me. I was identified as key talent to hook up with a key strategic prospect, so people wanted to be part of the people who were identified as high potentials, so it started to kind of take shape over time as other people started to and then you know, it all came into relationship building as well (13L)

Mentorship. The third subtheme to emerge was mentorship. All of the participants, 12 of 12, had either been informally or formally mentored. The mentors were described as providing guidance and a trusted confidant to help them approach different situations in a field where it is hard to know who to trust. Mentors were both male and female and who continued to be a resource for the women executives as they advanced in their careers.

You know, I do have a formal mentor that I'm part of this program, but he's in a completely different area and he was assigned to me, whereas the ones I think are most productive are the ones that you seek out, because you see something in them that sparks something, you know (6E).

Flexibility is the fourth subtheme. All participants, 12 of 12, shared that flexibility by both families and corporations is necessary to provide

support for women who are ascending in the pharmaceutical environ-
ment. Most of the female executives divulged that early in their careers
the ability to adapt to different positions and physically move for a pro-
motion was important.

Successful ascent of female leaders: 12 - 12 (0)

You know one of the things I've got to say is that the company's been
good to me in that when I remarried, I was allowed to work remotely.
So, I'm sitting here in XXXX talking to you. I'll go back and live in
XXXX. And so, I think offering people that kind of flexibility you get a
lot of dedication back from people when you do that kind of thing (5G).

Successful ascent of female leaders: 12 - 12 (0)

In addition to having flexible work arrangements, most of the married
women described having had the extensive support of either stay at
home husbands or blue-collar husbands that could relocate easily or hus-
bands whose careers were local and could take over childcare responsi-
bilities

Successful ascent of female leaders: 12 - 12 (0)

Work flexibility is needed for those that have families and leveraging
technologies and telecommuting are beneficial to both the female execu-
tive and the organization. Home flexibility was a necessity for the nine
married female participants of which seven had biological children and
two had stepchildren.

Successful ascent of female leaders: 12 - 12 (0)

Self-branding/self-promotion. Self-branding/self-promotion was also indicated as a success factor for women executives and all participants, 12 out of the 12 commented on the significance of it,
Successful ascent of female leaders: 13 - 13 (0)

The essence of self-branding was expressed as being aware of their strengths which helped them become an executive
Successful ascent of female leaders: 13 - 13 (0)

Several participants (15N, 1A, 9H) stated that it was much easier to showcase their talents in smaller and mid-sized pharmaceutical organizations as opposed to large companies because there is so much competition in large organizations
Successful ascent of female leaders: 13 - 13 (0)

Networking. The sixth subtheme was networking, where 10 of 12 respondents shared recollections of how networking was another facet to their successful ascent in their organizations
Successful ascent of female leaders: 13 - 13 (0)

When I was with my discriminatory manager, I basically was trying to build networks outside of him because I did not want him to be the only voice representing all the things that I was accomplishing. I made an

even stronger effort to make sure I was networking with those outside of him just because I did not think it was fair to leave everything up to him. I made a conscious effort to make sure that other people were aware of some of the things that I was doing. It wasn't just him relaying that. Like I said, despite me not enjoying working for him directly, other people have said XXXX has been really supportive of you. In the end it worked out because I got a promotion and am now his peer (11J).

Successful ascent of female leaders: 13 - 13 (0)

And try to just know if one of your, you know, what's going on, because it's a very big company, and what's going on in different parts of the organization.

Successful ascent of female leaders: 13 - 13 (0)

The progresses of this study reveal how the participants were able to transcend above the
360-Degree Gender Sphere setbacks, using the Six Success Strategies that created resilience, which they relied on

Successful ascent of female leaders: 14 - 14 (0)

These results suggest that inclusion of the 360-Degree Gender Sphere and implementation of the six Success Strategies to Create Resilience Awareness, Assessment and Action Planning Workshops be made available to all staff within pharmaceutical organizations. This will create more opportunities for female leaders within this STEM sector. Further, a 30%

floor that ensures representation of women at every leadership level will provide a supportive structure for women to ascend into higher organizational levels, since grass roots efforts have increased female representation incrementally.

Successful ascent of female leaders: 14 - 14 (0)

The six success strategies identified in this research supported the study participants by creating resiliency and a supportive environment that assisted them in their ascendance into executive level positions. Despite the setbacks encountered, these executives relied heavily on sponsors, mentors, leadership development programs, self-branding, flexibility and networking to transcend above their obstacles to achieve self-actualization

Successful ascent of female leaders: 15 - 15 (0)

Diniz (2012) points out that the naturalized attributes, considered as feminine, are more frequent in women, such as sensitivity, emotion, intuition, perseverance, they seem to contribute to the improvement of their performance as managers and justify the greater female insertion in companies. These attributes began to be valued by favoring a specific form of management by focusing on 'teamwork, cooperation and reconciliation' with increasingly subtle mechanisms of control over working groups in order to operationalize the female body for the benefit of superior performance

The female in organizations: 2 - 2 (0)

Almost in total, the interviewees highlighted that family support is fundamental to in-vesting in a professional career.

They also pointed to the existence of differentiated benefits, such as day care assis-tance, favoring that the woman channel her energy towards the organization. The mentioning of   childcare or babysitting aid targeted at women is an innovation in the pharmaceutical industry   and suggests special treatment to this group, as male managers are not entitled to this benefit.

Thus, the salary and benefits offered to the female group in the pharmaceutical industry   favor the reduction of the internalized guilt by the woman because she does not take care exclu-sively of the family.

Some interviewees reported that there are positive factors that can influence the work,   such as support, easier negotiation processes, and accessibility with their clients. Others pointed   out the importance of having a proper posture to position themselves as a respected professional through professional skills and competences against the male.

So, I realize, I think women are more careful about, in dealing, in relationship, and when it comes to small details. So, I think it all makes a difference, it all adds up. Thus, if there is a meeting, we are thinking about how we will divide, where each material will go, how it will be used (E4)

It is interesting to point out that the interviewed managers do not perceive gender-re-lated differences in the job and describe it as unisex and / or asexual. They also consider that the way to manage is linked to the manager's profile and argue that there are other more important requirements than just the gender of the manager.

The interviewees pointed out that there was a new division of tasks in the social context of genders, since today women participate in household expenses on an equal basis with men or even become financially responsible for household expenses.

It's all shared! It's all fifty-fifty! And today everything in this house is fifty percent, everything! It's even funny. Sometimes, even the smallest things we divide in that proportion, you know? But it had to be so, unfortunately, for many [...] people, they say: Wow, what a complex situation and such. It is not, because otherwise we could not be together

today. Literally, marriage is a business, right? I have learned [...] even at this our   profession helps because you have to stop being emotional and start being reasonable.   Today I am married; tomorrow I do not know [...] (E2).

The female in organizations: 11 - 11 (0)

t is very difficult [...] I did not imagine it would be so much. You know? It sacrifices a lot t   your health [...] your personal life. After six months I was promoted a came down with a   very strong case of pneumonia. it was a very difficult diagnosis [...] I was very bad, because Rev. Adm. UFSM, Santa Maria, v. 13, número 2, p. 277-295, 2020

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it lodged in my rib cartilage. Due to my emotionally shaken [...] routine, a totally unruly   one, I even had to go to therapy. [...] I think after I have been through all these trials I   thought: [...] This girl can handle it, she can go there! (laughs) I was tested. Wow! In every   way, even those tor-ture rooms… I went through everything (E2).

The industry is very demanding [...] it is heavy, it drains you [...] It's hard (laughs)…But not   so much today (E8).

It is clear from the interviewees' speeches that socially constructed femi-nine attributes   such as delicacy, sensitivity and others adapt according to their historical context, allowing wom-en to perform traditional women's roles as managers (CHANLAT, 2005).

The female in organizations: 11 - 12 (0)

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Another insight that describes one of the characteristics assigned to man relates to his   way of being objective, sometimes clumsy in certain situations. In the words of one of the inter-viewees, the man has an "ogre" way of being.

The female in organizations: 12 - 12 (0)

When it comes to the perception of managers about the existence of common behav-ioral patterns among women and men in a managerial position in the pharmaceutical industry, it   is clear that there are no common behaviors that differentiate them in their role, but state that it depends a lot on the personality of each one, the strategy used, and the business vision.

The female in organizations: 12 - 12 (0)

Thus, it can be seen that the roles defined as male or female in organizations were his-torically constructed and that, in contemporary times, they are in the opposite process, that is, a   process of deconstruction. In this sense, the interviewees describe that both women and men are influenced in their   personal lives by their role, that is, they apply learning and leadership in personal relationships.

The female in organizations: 13 - 13 (0)

Also highlighted was the pride and admiration received by the social group for holding   a managerial position in the pharmaceutical industry.

The female in organizations: 13 - 13 (0)

There were no differences in salary between men and women by the respondents of the   pharmaceutical companies surveyed, indicating that the remuneration criteria are not linked to   gender,

The female in organizations: 14 - 14 (0)

The salary and benefits offered to managers in the pharmaceutical   industry seduce women, reducing internalized guilt for not exclusively taking care of their families.

The female in organizations: 14 - 14 (0)

The interviewed managers believe that the fact that they are women does not prevent   them from performing managerial activity and tend to neutralize and disassociate gender from   the managerial role.

The female in organizations: 14 - 14 (0)

Also highlighted was the importance of planning and organizing schedules, as well as pride,   admiration by their social group for holding a managerial position in the pharmaceutical industry.

The female in organizations: 15 - 15 (0)

It is noteworthy that all managers feel fulfilled in the managerial function and are proud   of what they do, since occupying the function

represents the breaking of some paradigms and the establishment of other standards in Brazilian culture.

The female in organizations: 15 - 15 (0)

In the Nordic countries day care facilities are more generous than in many other countries and children should not be seen as a (big) hindrance for women who wish to pursue a career

Are women in management victims of the phantom of the male norm: 3 - 3 (0)

Many men now take (or have to take) more responsibility as parents, even for very small children, than a couple of decades ago, at least in Nordic countries.

Are women in management victims of the phantom of the male norm: 3 - 3 (0)

On the contrary, Cheng (1996) claims that women who 'do masculinity' are the most successful, and that workers, who do masculinity are more successful than others in feminine and masculine occupations

Are women in management victims of the phantom of the male norm: 7 - 7 (0)

Most of the interviewees regarded their early socialization as important for their career aspirations and most were the oldest or the only child in the family.

Are women in management victims of the phantom of the male norm: 9 - 9 (0)

Most of them talked about having taken responsibility in their early years, being strong, active, very determined, dominant, pushing things forward.

Are women in management victims of the phantom of the male norm: 9 - 9 (0)

For all the interviewees it was obvious that working full-time (or more) and their work or career was very important for their identity; and more than half said that their family was not enough of a challenge for them.

Are women in management victims of the phantom of the male norm: 9 - 9 (0)

Most of them earned more than their husbands or partners, with whom they shared housework, or they had hired help

Are women in management victims of the phantom of the male norm: 9 - 9 (0)

To summarize the experiences of the interviewees, it is possible to talk about four different (ideal) positionings: (a) congruency, (b) congruency and ambivalence, (c) adjustments and resistance and (d) conditional assimilation.

Are women in management victims of the phantom of the male norm: 9 - 9 (0)

They all presented themselves as very good at making decisions and taking responsibility and some of them said they had been as tomboys as children. They talked very positively about their workplace (an IT organization).

Are women in management victims of the phantom of the male norm: 10 - 10 (0)

One (divorced) manager (Mary, aged 36) with two young children praised the family-friendliness of the organization.

They described their colleagues as friends, with whom they had fun and competed against other firms, and said that they liked to motivate people and respected their knowledge. They were very oriented toward their colleagues and subordinates and their needs and ideas

The women thought it was easy to manage men (whom they sometimes called the boys). Most of their colleagues were men and only one-third were women. It was not unusual for them to go to the pub together after work

Position (b) is also a congruency position. Here, we find the women who were ambivalent about and even reluctant to accept a managerial position. Mona (48, in the medical industry) was asked if she would take on the job as head of the department in connection to an organizational change:

I was very unsure if I should accept. Suddenly manage people who were former colleagues and make decisions on behalf of the group. I was very unsure, doubtful, but accepted it in the end.

Karin (46) had her doubts as well. 'They will faint when they hear that I have been appointed. Many have worked here much longer and know the company better'

She emphasizes that women are quick at saying when something is not good enough: 'Women dare to say stop ... otherwise we go down the wrong track, and perhaps waste a lot of time'. This is an example of how some norms may be worth following and others can be abandoned. It makes sense for Nina to gender these different kinds of behaviour, based on what she has seen men and women say and do

Their reactions to these expectations differed. Some of the women tried to change so that they lived up to gender-stereotypical expectations bet-ter while others chose not to.

There were others who accepted the changes they had to make. One woman (50, manager, IT) said: Of course, you have to adapt to the or-ganization, you work in.... I have become softer. Before I was much more direct, people were scared of me before ... I was very dominant.

Some of these women managers were very self-critical and thought that they would be blamed for being insufficiently direct enough and clear-spoken, and so on. For them it was somewhat of a balance

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between being sufficiently soft and sufficiently clear and direct. The women who talked about themselves as being assertive when they were children seemed to have no problems being direct as adults.

Are women in management victims of the phantom of the male norm: 12 - 13 (50)

A small group of older (and primarily Danish) women who fall into position (d) did not experience tensions. They talked very positively about what they called a masculine style, for example 'the ability to make decisions fast and disregard details'. Some of them thought that it was much easier for men to be managers and that they could learn from that. These women could be said to be in a token position, which often means their heightened visibility (as members of their category) and greater exposure to gender-stereotypical assumptions (Benschop and Doorewaard, 1998; Billing and Alvesson, 1994; Kanter, 1977).

Are women in management victims of the phantom of the male norm: 13 - 13 (0)

To be assimilated means to adapt to the positive features of the idealized group and to reduce your potential differences and increase your

similarity to that group (such as dressing for success). The women who managed to do that were included in the male clubs.

We have a Godfather system. If you get a Godfather, you are part of the club.... It is a male club. I have always been carried by the men. I also take part in the boys' discussion, then you are part of the group (there are no other women).

The women in position (d) support their own assimilation. They have tried to reduce their differences with the other male managers and actively sought to be more like them. They have been accepted as members of the male groups and attained a positive social identity via this membership. They thus accept the given rules and norms in the male-dominated organizations and their focus is on what is good for the organization in terms of its efficiency.

Position (a) and (b) do not cause problems or anxiety. These women have cultural and social capital, which provide them with sufficient stamina to take on the job but also to leave it if it gets too boring

In position (d) the assimilation the women have achieved and accepted meant (total) loyalty to the organization.

Are women in management victims of the phantom of the male norm: 14 - 14 (0)

Some of the female managers interviewed felt they needed to distance themselves from other women and from roles ascribed to women. They saw themselves as exceptions to this picture. They said that certain changes had been necessary, like developing characteristics that are mostly ascribed as masculine. In this sense, they confirm that the characteristics ascribed as masculine are important

Are women in management victims of the phantom of the male norm: 15 - 15 (0)

In the finance sector assimilation was mainly preva-lent for older Danish women managers in positions at the highest level. These women may have experienced feelings of uncertainty when they became managers some decades ago. They have crossed traditional gender lines and chal-lenged traditional ideas about what is suitable work behaviour for women. They work in older organizations, which may be more resistant to change. It may have been important for them to act according to the prevalent rules of the game

Are women in management victims of the phantom of the male norm: 15 - 15 (0)

In some cases the women felt that they had to change according to sub-ordinates' expectations in order to receive acceptance (as women and managers).

As long as they could manage two different scripts and these were not too much in opposition to each other they would stay in the job. They would accept small adjustments but no more than that

Although they all regarded their job as a sort of lifestyle, not much constrained by family life, the experiences of these managers differed

Results from the current study illustrate that 40 of the 50 interviewees had the experience of mentoring relationships. Twenty-eight of the managers had been mentored by males only, six had been men-tored by females only, and six had been mentored by both males and females. All 10 interviewees who did not have mentors believed that they would have benefitted from such a relationship, especially in the early stages of their careers.

The findings reveal that, in a global management context, a mentoring relationship is even more important than in domestic management. The interviewees believe that while partaking in inter-national assignments, mentors provide contact and support from the home organisation which in turn facilitates re-entry – in addition to improving self-confidence of

prote´ge´es, increasing their visibility in organisations and increasing their promotional prospects. The interviewees also believed that the opportunities for them to partake in global assign-ments would have been partly attributed to men-toring relationships. The managers suggested that, in the absence of family and friends, their mentors also provided many support benefits, and also helped in keeping in touch with their home organisations, which in turn reduced the 'out of sight, out of mind' syndrome

The development of female globale managers: 4 - 4 (0)

I have had a number of different informal mentors. When you are overseas, a home-based mentor is someone who provides that link when you are going to return. Three of the mentors I had were men and two were women, and it was their different person-alities and their different con-tributions that mattered, rather than their gender. Of the two women mentors that I had, one has children and it has been really refreshing for me to see that she is very senior, that she has kept a balance in her life, and she hasn't become macho. She is not working towards all these macho things like the different images of the long hours and all the rest of it, so it is quite good to see. So, it is refreshing to see that you can get there and not sac-rifice yourself in getting more like men (Human Resources Manager, Telecommunications Company).

The development of female globale managers: 4 - 4 (0)

The interviewees suggested that many of their mentoring relationships were informal, and mentors were usually senior managers or bosses who gave

32 Margaret Linehan and Hugh Scullionguidance to them.

The development of female globale managers: 4 - 5 (0)

Long before the word mentor became fashionable, I was fortunate to have a couple of bosses who were helpful in that way. It was very infor-mal. What you need is someone to discuss issues with and whom you can trust and who sometimes helps you to find a way out and to help you solve problems. I have two sons, and when they were very young it was not acceptable for me to go home and pick up the children from school, so sometimes there were very difficult situa-tions. But, I was for-tunate that I had a boss who arranged meetings so that I could leave when I needed to, and accepted that I took papers home and did work at home, without talking to anybody else about it. So it worked thanks to a very good attitude from his side (Director, European Commission).

The development of female globale managers: 5 - 5 (0)

It is important for everyone to have a mentor, in particular for women, because it gives them informa-tion about the organisation which they are not used to having. A lot of research which has been done in the United States showed very clearly that women who first made it to the top in big organisations tended to have received formative information from

their fathers whom they were closer to, information like how organisations work (Chief Executive, Insurance Company).

The development of female globale managers: 5 - 5 (0)

The 40 interviewees who had the experience of mentoring relationships acknowledged that the benefits provided by their mentors began in their home organisation, for example, in providing career direction and psychological support. These inter-viewees suggested that their advancement to global management may be partially based on the successful development of mentoring relationships. Six of the interviewees who had been mentored by both males

Development of Female Global Managers 33and females believed that they were fortunate to have had the experiences of mentoring relationships with both genders. These interviewees believed that they had 'the best of both worlds', but suggested that it is the capability of the mentors that matters most, and not their gender. The 40 interviewees who had mentors believed that the benefits provided by mentors, regardless of gender, has undoubtedly facilitated their career advancement. Ten of the managers are now providing a mentoring role for junior staff members, mostly for younger females

The development of female globale managers: 5 - 6 (0)

Overall, the 40 interviewees who had mentors believed that the benefits provided by mentors, regardless of their gender, have undoubtedly facilitated their career advancement.

The development of female globale managers: 6 - 6 (0)

The findings of our study suggest that for female managers, the benefits derived from being part of a network group are more significant than for those managers who have not had the experience of mentoring relationships.

The development of female globale managers: 6 - 6 (0)

A number of signif-icant advantages are afforded to an individual through networking. These include exchanging information, collaboration, developing alliances, acquisition of tacit knowledge, visibility and support

The development of female globale managers: 6 - 6 (0)

The female managers interviewed in this study believed that given the absence of family and friends while abroad, the benefits provided by networking in global management are even greater value than the benefits provided by networking in domestic management

The development of female globale managers: 7 - 7 (0)

Despite the shortage of time available to female managers for networking, 43 interviewees suggested that if there was a professional

networking organi-sation available for female managers they would en-sure that their schedules permitted joining such an organisation.

The development of female globale managers: 7 - 7 (0)

The interviewees believe that peer relationships and interpersonal net-works provide additional sources of organisational support for managers. Peer relation-ships are different from mentoring relationships, however, in that they often last longer, are not hierarchical and involve two-way helpin

The development of female globale managers: 8 - 8 (0)

They suggested that if they could gain access to these networks, which would previously have been exclusive to men, that many benefits should result, in particular visibility and access to informal discussions with senior manage-ment.

The development of female globale managers: 8 - 8 (0)

These managers believed that benefits, such as psycholog-ical support, camaraderie and general sociability, could result from networking op-portunities.

The development of female globale managers: 8 - 8 (0)

Our study also highlighted the impor-tance of effective networking for the successful development of female global managers, and the benefits

provided by networking were regarded by the female global managers as particularly important in the global management context.

Our study suggests that MNCs that seek to establish a strategic com-petitive advantage of creating a pool of globally experienced male and fe-male managers may gain from reducing or easing some of the difficulties women experience when they seek access to inter-national careers. In particular, reducing the barriers to women's participation in networking and increasing their access to mentoring may promote the international experience of women and promote their international career develop-ment and help to meet the rapidly increasing demand for international business talent (Selmer and Leung, 2003).

The implication is that international firms that wish to increase the par-ticipation of women in international management should encourage the involvement of female managers in male networks which should lead to a number of benefits including greater visi-bility for women managers and greater access to a wider range of senior managers.

In addition, given our key research finding that it is the capability of mentors which is vital to the successful mentoring of female man-agers, and not the gender of the mentor, compa-nies should encourage senior

male managers to assume the role of mentors for female managers where they demonstrate an understanding of the particular pressures and challenges facing female managers seeking to develop international man-agement careers.

The development of female globale managers: 9 - 9 (0)

career promoting gender neutral

Having a strategic vision is a requirement pointed out by most managers as essential to   the profile of the pharmaceutical industry manager considering that it is a competitive market.   Another important consideration is to be flexible, dynamic and reliable.

The female in organizations: 9 - 9 (0)

It is observed that managers who have a longer time management and who remained   in their positions had to adapt to the changes in management that occurred in recent years in the   pharmaceutical industry according to the reports of the interviewees, that is, to adopt a more   flexible, participative, people-focused and less authoritarian management.

The female in organizations: 9 - 9 (0)

Many organizations hold meritocratic ideals, by which an attractive candidate for a managerial job is constructed as an individual who is willing to accept the rules of the game

Are women in management victims of the phantom of the male norm: 4 - 4 (0)

In many organizations the ideal candidate is one who is willing to travel a lot, to be available and to work longer than a normal working week; in

short; one who is what Acker (2006) called an ideal worker, who is of-
ten, but not necessarily a man

Are women in management victims of the phantom of the male norm: 4 - 4 (0)

| career inhibiting | gendered structures, self, peers, direct managers, family and society |

Successful ascent of female leaders: 1 - 1 (0)

When women do achieve high-level positions, research shows they are
likely to receive negative workplace reactions that impede their ascend-
ance

Successful ascent of female leaders: 2 - 2 (0)

Many women have sought traditional industries for occupations, such as
in nursing and teaching. In such careers, women are more likely to be
considered equal to men in their achievement of degrees and in promo-
tional opportunities.

Successful ascent of female leaders: 2 - 2 (70)

perpetuation of existing policies and procedures places men at an unfair
advantage by allowing males to maintain power and authority

Successful ascent of female leaders: 2 - 2 (0)

Women have been disadvantaged by implicit bias when unstructured in-
terviews have been used during the

Successful ascent of female leaders: 2 - 2 (0)

hiring and promotion process
Successful ascent of female leaders: 3 - 3 (0)

Other factors that may impact the ascendance of women include cultural issues such as genderism, discrimination, lack of understanding the dominant culture's organizational ways and socialization
Successful ascent of female leaders: 3 - 3 (0)

Men typically utilize transactional approaches which do not leverage collaborative decision-making, mentoring and empowerment strategies (Carli and Eagly, 2016). Unless women are represented in leadership positions at every organizational level, the transformational approach is not appreciated versus the typically male dominated, transactional approach
Successful ascent of female leaders: 3 - 3 (0)

not having women as role models, mentors and sponsors thwart the development of supportive networks for women to leverage to ascend (
Successful ascent of female leaders: 3 - 3 (0)

Management leaders have failed to build a bridge between women senior executive leaders and the cultural and institutional factors which impede their promotion into executive roles
Successful ascent of female leaders: 4 - 4 (0)

The barriers the participants defined became subthemes: (1) gendered structures; (2) self; (3) peers; (4) direct managers; (5) family and (6) societ

Successful ascent of female leaders: 6 - 6 (0)

Gendered structures were defined as the hierarchy of decision-making and high-level positions that were assigned predominantly to male members of the organization. Even though the participants were able to ascend to executive levels, they perceived their power and decision-making were undermined by male leaders, regardless of their level in the organization. This theme was repeatedly expressed by the majority of the participants. They perceived that the upper echelons of the pharmaceutical companies were solely dominated by men; and although there are women who are sparsely represented, they are not in the power ratio. Males dominate over decisions made and influence policies and procedures; 11 out of 12 participants explicitly described these upper levels as the good old boy's network, good old boys club, an old boy's club, old boys, white boys club, guys club or bro club,

Successful ascent of female leaders: 6 - 6 (0)

The women who brought this barrier up neither played golf nor liked football, so often they were left out of events in which their male counterparts were included. These events were described as ones in which important decisions were made, networking opportunities, or the ability to build rapport. Other participants expressed thoughts about leaving an

executive level job because of the difficulty in relating to the gendered leadership network. They perceived it was too difficult to gain alliances and support with the ingrained male corporate structure and culture

Successful ascent of female leaders: 7 - 7 (0)

Promotional disadvantages were another element that emerged under gendered structures, and several respondents expressed concern that that they were passed up for a promotion for a male

Successful ascent of female leaders: 7 - 7 (0)

The gendered structures found in the pharmaceutical environment also appeared to have influenced HR policies and procedures. As an example, subject 1A lost her job during an organizational downsizing while she was out on the Family Medical Leave Act

Successful ascent of female leaders: 7 - 7 (0)

The second subtheme of the barriers to ascendance was defined as barriers which are imposed by ones' desires. The participants who had children explained the inner struggle they had to endure because of the demands of their career over that of their family

Successful ascent of female leaders: 8 - 8 (0)

my challenge was my ego

Successful ascent of female leaders: 8 - 8 (0)

But I feel like we almost hold ourselves to a higher standard, a

Successful ascent of female leaders: 8 - 8 (0)

I was my own worst enemy keeping myself back

Successful ascent of female leaders: 8 - 8 (0)

For those women in the study that were not married and did not have children, their self-imposed barrier was described as being a workaholic (11J, 6E). Their perspective was that their organizations expected them to be willing and able to work all hours to accomplish assignments. This factor adversely affected their personal lives, and the participants desired to become more balanced, so they could enjoy life.

Successful ascent of female leaders: 8 - 8 (0)

Peers. During research questions about obstacles and corporate culture, several of the participants expressed that they had male counterparts who were jealous of their success. Participants (7F, 11J, 12K) expressed that they were subjected to demeaning language, negative statements and labels, which they perceived as undermining their success. Participant (6E) described language that was verbalized in a meeting which she perceived as being denigrating. She also expressed that even though you are the senior level person, many men do not look at you as the most senior level person in the room:

Successful ascent of female leaders: 8 - 8 (0)

Another example of peers contributing to gendered structures is when (5G) was at a meeting that was opened up by a male leader. The male asked everyone to introduce themselves and share who their favorite football team was (5G). The female executive was taken aback because she does not follow football and thought that she had never seen a woman open up a meeting like that (5G)

Successful ascent of female leaders: 8 - 8 (0)

During recurring interactions (9H) described that when females say something those in the room do not acknowledge what is said. However, when a male says the same exact thing minutes later, everyone acknowledges the statement (9H). Further, (12K) shared a similar perception that men tune us out, they think we are too verbose.

Successful ascent of female leaders: 9 - 9 (0)

Moreover, (2B) stated that when career aspirations are verbalized by women, they are not acknowledged or welcomed

Successful ascent of female leaders: 9 - 9 (0)

These subconscious biases are evident as indicated by this research. Within the pharmaceutical industry, the offenders may be completely unaware that their actions and words are discriminatory and not conducive to creating an inclusive environment.

Successful ascent of female leaders: 9 - 9 (0)

The fourth hindrance to ascendance which evolved was direct managers. Three females elaborated on how their male managers mistreated and abused them (1A, 11J and 13L). One female executive described how her direct, male manager said derogatory and discriminatory slurs to her in front of all her male colleagues (11J).

Successful ascent of female leaders: 9 - 9 (0)

The fifth subtheme found in this study was family barriers.

Successful ascent of female leaders: 9 - 9 (0)

he participants had children and were entrenched in their day-to-day lives, relocation became a challenge. Not being able to relocate was also expressed as the major reason for these leaders' careers to stall (6 of 12). This was due to family and spousal considerations and obligations (6 of 12)

Successful ascent of female leaders: 9 - 9 (0)

flexibility to assist with elderly parents as well as child-rearing responsibilities

Successful ascent of female leaders: 9 - 9 (0)

Societal norms are the sixth subtheme that arose under the category of barriers to ascendance. This topic was perceived as ingrained into the corporate world, especially at pharmaceutical companies

Successful ascent of female leaders: 9 - 9 (0)

Also, many of the responses emulated the perception that no matter how far we have come in society, there are different expectations of the roles that woman should or should not have

Successful ascent of female leaders: 10 - 10 (0)

As participant (11J) described, who was at a meeting with all of her male colleagues and her male manager said to her "It is a woman's place to be in the home, to clean and pick up dry cleaning."

Successful ascent of female leaders: 10 - 10 (0)

unconscious bias affects behavior and decisions within the organization.

Successful ascent of female leaders: 10 - 10 (0)

f you're too forceful you're a bitch. If you're too nice then they ... You know what, here's the thing about that. If you're too nice, you're seen as weak. I would say that's probably the biggest obstacle. The balancing of being nice and being seen as too weak and being a bitch or seen as a bitch (9H).

Successful ascent of female leaders: 10 - 10 (0)

Women have to work just a little bit harder than male counterparts, right, so we always have to raise the bar, so from a leadership skill per-spective it's always raising the game of, you know, business acumen and leadership and influencing the organization (13L).

Successful ascent of female leaders: 11 - 11 (0)

Large organizations were described as large oceans where everyone is clawing to be noticed, and there is a large bottleneck to the next step.
Successful ascent of female leaders: 13 - 13 (0)

the residual effects of a history of gender inequity classified as a setback
Successful ascent of female leaders: 14 - 14 (0)

there were many expressions of biased treatment in the workplace,
Successful ascent of female leaders: 14 - 14 (0)

gendered structures such as the good ole boys' club and H/R policies and procedures. This study's results show instances where the predominantly male hierarchy combined with HR policies remain favorable to men while impacting the ascension of women, in this sector of STEM
Successful ascent of female leaders: 14 - 14 (0)

these setbacks caused lost promotional opportunities, gendered FMLA policies and pay inequality.
Successful ascent of female leaders: 14 - 14 (0)

this research found the majority of participants explicitly described the upper echelons of leadership in the pharmaceutical environment as white males which confirms that gendered structures continue to exist;
Successful ascent of female leaders: 15 - 15 (0)

The participants from this study indicated that there are not one-dimensional barriers that hinder their ascendance. The glass ceiling, sticky floor and the labyrinth concepts (Carli and Eagley, 2016; Sandberg, 2013) which were identified from previous research does not consider the unbridled barriers that are ubiquitous and pervasive yet obscure. This research uncovered a much more subtle and insidious barrier, which is enmeshed into corporate culture and expands the literary repertoire.

Successful ascent of female leaders: 15 - 15 (0)

From every angle spanning from self, peers, bosses, family, subordinates, gendered structures and societal norms, all women in this research described that there is a multi-dimensional 360-Degree Gender Sphere that is preventing women from ascending. This sphere is encapsulating women and creating not a one-dimensional barrier that the terms glass ceiling and sticky floor connotes but a multi-dimensional barrier. The 360-Degree Gender Sphere is a barrier that is subliminal and is derived from gender theory. Gender theory provides an explanation of the way culture and society view women and the roles and behaviors they should exude. When women enter the workforce, they face their own perceptions of female attributes and values but also face others' versions as well in a gendered environment. The 360-Gender Sphere explains the complexity of the issue of why women are finding difficulty moving up the corporate ladder. Women not only face gendered barriers in the

workplace from gendered structures dominated by male decision-makers and gendered policies but also face barriers from bosses, peers and society. Moreover, women also face barriers from family constraints and within themselves. These subconscious barriers may explain why women have continued to be underrepresented in executive positions, despite data on the glass ceiling, sticky floor and labyrinth theories.

Successful ascent of female leaders: 15 - 15 (0)

The author adds that the global gender order is unquestionable   in the patriarchal model, in the sense of privileging men over women.

The female in organizations: 3 - 3 (0)

In this professional insertion, women can be affected by a social structure mixed by   power relations imposing norms, interests and ideologies that build a "woman nature" that re-produces a male-dominated society (TOURAINE, 2007).

The female in organizations: 4 - 4 (0)

Another question that emerges about the "glass ceiling" and which still proves to be a   major limitation to women's work is related to motherhood. Laws that benefit the mother, such   as time off work on maternity leave and the right to breastfeed, restrict their competition with   men, according to the male management logic that still prevails in organizations (GIFFIN, 1993).

The female in organizations: 6 - 6 (0)

Regarding the remuneration of the managerial category in the pharmaceutical industry, there were no differences between men and women and most of the interviewees indicate that the salary difference is not linked to gender but to the classification of managerial levels, such as Senior, Junior and Full, being considered the profile and the competence.

The female in organizations: 9 - 9 (0)

The mentioning of childcare or babysitting aid targeted at women is an innovation in the pharmaceutical industry and suggests special treatment to this group, as male managers are not entitled to this benefit. It also suggests the possibility of a reversal of positions in the pharmaceutical industry. This po-sition clashes with the precepts of the Brazilian Federal Constitution of equality between men and women and also sets precedents in labor legislation for future problems that may be faced regarding the distinction of sex at work.

The female in organizations: 9 - 9 (0)

One of the interviewees believes that tasks that require more details are passed on to women. In a way, these data show that the definitions of tasks are independent of gender, that is, it depends on the personality of each one, but it has an advantage for women because they are more attentive to details

The female in organizations: 10 - 10 (0)

It is also noted by the reports that, despite the interviewed managers' discourse stating   that the managerial function is asexual, they seek to break the male stereotype of the function   and reinforce socially constructed learning.

Just lipstick (laughs) [...] because the rest is the same! If we have to carry weight, we would   do that, and if we have to build a strategy, we would do that too [...] we can do exactly the   same assignments as men can do. The only difference is the red lipstick. There is no other   difference, so […] we are women with hair on our chest (laughs). [...] we are men dressed   in skirts [...] we have the same attributions (E6).

The managers believe that the fact that they are women does not prevent them from   performing managerial activity and perceive the tendency to neutralize and disassociate the gender   of the function. Clothing and visual care were pointed as a way to feel feminine in the managerial   career, as well as feeling feminine when using understanding, sensitivity and caring for people. In   this perspective, the research results reinforce Touraine's (2007) position that the significance of   women's action is not in the order of social relations, but in the transformation of culture.

In my view, the biggest impediment previously existent was more about traveling, and the   family / work balance [...] today, the need for household chores division is needed [...] and   supported. And being absent from home for a professional activity is well accepted. So, I   think this barrier has been broken for some time. Some people can't do it yet, but others   can. And there are men who have this same difficulty [...] traveling, and leaving the tasks,   the family at home (E3).

The female in organizations: 11 - 11 (0)

Tremblay (2005) states that, although the conception that it is still up to men to earn   a living and to support the family, and that women should take care of their children and the   house remains rooted and widespread, there is a deconstruction of the archetype in the family   and work spheres, some requirements regarding flexibility and competitiveness in organizations   arise.

The female in organizations: 11 - 11 (0)

Regarding the necessary adaptations in the social, family and professional areas for the   performance of the managerial position, it was considered the greatest adaptation the fact of   reconciling work and family. As to the social scope, it is restricted by the lack of time and absence   in social events. The importance of planning and organizing schedules was highlighted in the   speeches of the managers

The female in organizations: 13 - 13 (0)

Finally, it was pointed out by all interviewees that being a female manager in a phar-maceutical industry breaks some Brazilian cultural standards.

The female in organizations: 14 - 14 (0)

There were no differences in salary between men and women by the respondents of the   pharmaceutical companies surveyed, indicating that the remuneration criteria are not linked to   gender, but to the classification of management levels according to existing categories in this sector, and there are different benefits, such as the day-care aid, favoring the woman and channeling her   energy towards the organization.

The female in organizations: 14 - 14 (0)

The time required for the adaptation period in the management activity was considered   a major challenge. The largest of them was able to reconcile work and family due to the large   number of tasks to be performed, also causing damage to the social environment due to the lack of time devoted to performing activities at work. They also marked the first year in office as the   most difficult in the development of the managerial function.

The female in organizations: 14 - 14 (0)

. It was evident the delimitation of professional activities during   the week and personal activities on weekends by the interviewees in order to devote their free   time to their families. It was considered the major

adaptation to reconcile work and family, and it   was clear that the social environment is hampered by the lack of time and the absence of social events.

The female in organizations: 15 - 15 (0)

Managerial jobs have conventionally been understood as male and thus as not being directly suitable for women.

Are women in management victims of the phantom of the male norm: 1 - 1 (0)

In all organizations there are norms and rules for behaviour, some of which may be gendered in the sense that gendered differences are cre-ated.

Are women in management victims of the phantom of the male norm: 2 - 2 (0)

Predetermined career structures were reserved for men, and men's ca-reers were facilitated by the existence of female supporters, making it possible for men to spend most of their time in the organization. The stereotypical man that set the original norm was a career man with a supportive wife working in the home. This constellation still exists, but it is nowadays less widespread

Are women in management victims of the phantom of the male norm: 2 - 2 (0)

The modern, professional, career-oriented woman is a legitimate social identity — even a norm. This does not mean that it is unproblematic for

women to adopt it if it breaks too strongly with traditional ideas of femi-
ninities.

Are women in management victims of the phantom of the male norm: 3 - 3 (0)

If women are doing most of the household and childcare work they have
little time for socializing with colleagues and build-ing up relations and
networks proving their commitment to the social side of the organiza-
tion (Eagly and Carli, 2007).

Are women in management victims of the phantom of the male norm: 4 - 4 (0)

According to Eagly and Carli (2007), another hindrance to women man-
agers is that they cannot be accepted in the culture because they do not
join male managers in strip clubs or go hunting with them. If the norm
includes activities like hunting and visiting strip clubs this might leave
out some (or even most) men and it might attract some women.

Are women in management victims of the phantom of the male norm: 5 - 5 (0)

The male norm maintains an unhappy association with men's bodies.
This discourse perpetuates differences and even makes them seem natu-
ral. This construction might trap people; for example, some women may
be con-fronted with the idea that they ought to adopt different leader-
ship styles because of the assumed difference between women and men.
This idea easily constrains women to specific leadership positions, over-
burdening them with tasks that are believed to be natural for women

and perhaps under-burdening them with others, thus restricting them in how they can be managers (Billing and Alvesson, 2000).

Almost any look at mass media representations indicates the strength of forces creating identity regulation in gendered ways. But we do not do gender only in hierarchical and discriminatory ways. Defining women primarily as victims of the male norm freezes the intellectual project too categorically.

And as argued by Flax (1987), Nicholson (1990) and others, notions like male and female are no longer viewed as fundamental, valid points of departure but are considered to be unstable and ambiguous and attribute a false unity.

Whereas men benefit from emphasizing masculinities in women's jobs (Allan, 1993; Simpson, 2004; Williams, 1991, 1995) women do not bene-fit from acting in a feminine way in a managerial job (Fagenson, 1993).

According to Eagly et al. (1992, p. 18), women 'pay a price in terms of relative negative evaluation if they intrude on traditionally male do-mains by adopting male-stereotypic leadership styles or occupying male-

dominated leadership positions', whereas they are not devalued when engaging in non-masculine leadership behaviour.

Are women in management victims of the phantom of the male norm: 7 - 7 (0)

One of them said that outside the organization she sometimes was taken to be the secretary, while her (older) male colleague, who was her secretary, was taken to be the manager

Are women in management victims of the phantom of the male norm: 10 - 10 (0)

It is not my goal in this life to be a manager. If they do not accept me as the person I am then I do not want to be a manager. I wouldn't want to take on the role of managing and be a horrible person [laughs]. I wouldn't do that, then I would rather do something else, work in the same branch but not as a manager.

Are women in management victims of the phantom of the male norm: 11 - 11 (0)

Because of the loss of former relationships with colleagues and the lack of new networks many of the managers experienced loneliness. These tensions, combined with the problem that the job was less interesting than their former research job, meant for some that they thought of leaving the job. Most of them had been asked to take on the job and they did not expect to be managers for more than 3 years

Are women in management victims of the phantom of the male norm: 11 - 11 (0)

Women in position (c) talked about the necessary adjustments that had to be made to fit normative expectations as to how they were to be as managers. This was mainly in the banking sector, where there is a pronounced gender division of labour, with women in the less prestigious staff divisions and men in the line functions. They were expected to be more understanding, caring and soft.

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Volume 18 Number 3 May 2011 © 2011 Blackwell Publishing LtdThese women have a position that is not immediately seen as congruent with their sex. Others perceived a misalignment between their identity and work gender and, partly as a result of communications of others, experienced by the person crossing the gender lines

Are women in management victims of the phantom of the male norm: 11 - 12 (0)

Their reactions to these expectations differed. Some of the women tried to change so that they lived up to gender-stereotypical expectations better while others chose not to.

Are women in management victims of the phantom of the male norm: 12 - 12 (50)

Some of these women managers were very self-critical and thought that they would be blamed for being insufficiently direct enough and clearspoken, and so on. For them it was somewhat of a balance

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between being sufficiently soft and sufficiently clear and direct. The women who talked about themselves as being assertive when they were children seemed to have no problems being direct as adults.

Are women in management victims of the phantom of the male norm: 12 - 13 (50)

Position (a) and (b) do not cause problems or anxiety. These women have cultural and social capital, which provide them with sufficient stamina to take on the job but also to leave it if it gets too boring

Are women in management victims of the phantom of the male norm: 14 - 14 (50)

The women in position (c) felt that they had to adjust in unwanted directions and they might not wish to hold on to their leadership position for a very long time

Are women in management victims of the phantom of the male norm: 14 - 14 (0)

In some cases the women felt that they had to change according to subordinates' expectations in order to receive acceptance (as women and managers).

Are women in management victims of the phantom of the male norm: 15 - 15 (50)

Consequently, there is a tendency to cast women as victims of these domi-nant depictions.

Are women in management victims of the phantom of the male norm: 17 - 17 (0)

The voices of the female managers illustrate some of the difficulties as-sociated with informal organisational processes, in par-ticular mentoring and networking, which hinder their career development. The findings confirm that female managers can miss out on global appointments be-cause they lack mentors, role models, sponsorship, or access to appropri-ate networks – all of which are commonly available to their male coun-terparts. The interviewees suggest that men, as the dominant group, may want to maintain their dominance by excluding women from the infor-mal interactions of mentoring and networking

The development of female globale managers: 1 - 1 (0)

The managers reveal that they encounter additional barriers in 'a man's world' and remind us that there is still much to be changed.

The development of female globale managers: 1 - 1 (0)

Similarly, Berthoin-Antal and Izraeli (1993), in their review of women in management worldwide, state that "probably the single most im-portant hurdle for women in management in all industrialised countries is the persistent stereotype that associates manage-ment with being male" (1993, p. 63).

The development of female globale managers: 2 - 2 (0)

There is growing evidence to suggest from the results of research studies that women managers have to overcome more barriers in their

progression to global management positions both inside and outside the work environment (Taylor et al., 2002; Harris, 2006; Linehan, 2006).

Hewlett (1986) maintained that there are obvious and logical reasons to expect that women would have their own values for interpreting the world. These include their capacities for childbirth, early-life socialisation differences and social or political pressures for maintaining the traditional feminine role. As a result, women have traditionally been employed in service and care-giving positions, for example, teachers, social workers, nurses and secretaries. Non-traditional career women may also experience external pressures which make life choices difficult for them, as they receive little or no organisational or societal support

Research by Chusmir and Frontczak (1990) suggested that, be-cause men hold most upper-level management positions, they do most hiring, including sending individuals on global assignments, and they may not be willing to offer career advancement opportunities to women subordinates.

Additionally, another barrier which women in management have to overcome is the stress and pressure resulting from work–family conflict. This is experienced when pressures from the work and family roles are

mutually incompatible, such that participation in one role makes it more difficult to participate in the other.

The development of female globale managers: 2 - 2 (0)

According to Hochschild (1989), because of the uneven distribution of household work, women are said to work a 'second shift' at home in addition to their first shift at work. Hochschild believes that women work this second shift because their jobs are considered to be less important than those of their husbands

The development of female globale managers: 2 - 2 (0)

Although men-toring relationships may be particularly important for the advancement of women in organisations, there is a smaller supply of mentors available to women than to men, and women may be less likely than men to develop these relationships (Brown, 1985; Burke and McKeen, 1994; McDowall-Long, 2004).

The development of female globale managers: 3 - 3 (0)

Our research supports extant research which suggests that formal mentoring in organisa-tions outside the U.S.A. is a relatively recent development and, therefore, denied to many female managers who work in an exclusively European context.

The development of female globale managers: 4 - 4 (0)

The findings also reveal that managers who do not experience the benefits provided by a mentor, as discussed above, could in turn be a contributory factor in explaining the scarcity of female managers in global management.

This section examines the role of networking in the development of female global managers and suggests that female managers who are not part of a support network experience may experience significant ca-reer disadvantages.

The findings from the current research indicate that, throughout Europe, the old boy network is still strong in most organisations, and particularly in established industries, such as medicine, accountancy 34 Margaret Linehan and Hugh Scullionand law (Linehan and Scullion, 2002).

Despite these benefits, however, the interviewees believe that women are further disadvantaged from networking as gaining access to male-dominated networks is still the most significant barrier. Forty-three of the interviewees believe that there is a lack of networking for females in senior management. The managers perceive that a significant amount of important of business is discussed and that useful contacts are made

when male managers network informally, but that as females they are excluded access to these informal situations

There is a lack of networking for female managers and maybe it is worse in Ireland. I got quite a shock when I found out that there were all-men golf clubs, with special days for ladies. It would be beneficial for wo-men if they had more informal contacts (Customer Services Manager, Computer Company).

The interviewees believe that because they are in a minority group, they are more isolated. The managers also suggest that the exclusion of females from male managerial groups perpetuates the more exclusively male customs, traditions and negative attitudes towards female managers. The negative effects of these covert barriers include blocked promotion and blocked career development, discrimination, occupational stress and lower salaries. The interviewees also believe that they are further disadvantaged from networking because of their additional family and home commitments which often means that female managers generally have less time to network than their male colleagues

All the interviewees expressed aware-ness of old boy networks and the difficulties associ-ated with breaking into these. The managers spoke of

'male bonding' which takes place after work hours, during sporting events, and in clubs and bars which they felt excluded from.

The managers further suggested that men, as the domi-nant group, may want to maintain their dominance by excluding women from informal interactions.

The interviewees also suggested that exclusively male networks may be responsible for developing and nurturing negative attitudes and preju-dices to-wards female managers.

The lack of willingness to recruit and develop women as international managers is of concern as recent re-search conducted on the outcome of women's assignments has indicated that female expatriates are generally successful in those assignments (Caliguiri and Tung, 1999; Napier and Taylor, 2002; Harris, 2006).

Our research findings suggest that two significant obstacles for female managers regarding networking are (i) access to male networks and (ii) having less time available for networking due to domestic commit-ments.

The development of female globale managers: 8 - 8 (0)

The study showed that the lack of effective networking is a key barrier to the development of female global man-agers, and in particular, that the continued lack of access to male networks is particularly damaging as men continue to hold power in most organisations

The development of female globale managers: 8 - 8 (0)

Our findings suggest that if female networks become stronger and begin to have more power, then perhaps more females will reach senior man-agement positions and in turn participate in global management. How-ever, in many organisations men will seek to maintain their dominant position by continuing to exclude women from male networks and from the informal interac-tions which encourage career development for women (Flood, 2005).

The development of female globale managers: 9 - 9 (0)

Our study indicates that in the global manage-ment context effective mentoring for female managers is even more important than in the domestic context and that lack of effective men-toring is a key barrier to the development of female global managers.

The development of female globale managers: 9 - 9 (0)

Our study suggests that for many organisations significant barriers still exist regarding the develop-ment of effective mentoring and networking

	strate-gies which are critical for the development of female global managers. *The development of female globale managers: 9 - 9 (0)*
Career inhibiting gender neutral	Some of the constraints on managers in organizations, such as the pressure to give priority to work over family, do not originate solely from male domi-nation but are also contingent upon the workings of capital-ism where certain performances seem to be necessary for organizations to produce goods and services effectively and competitively *Are women in management victims of the phantom of the male norm: 3 - 3 (0)*
career neutral	female upward mobility is not viewed as a direct result of women's capa-bilities, expertise and knowledge *Successful ascent of female leaders: 2 - 2 (0)* Many women have sought traditional industries for occupations, such as in nursing and teaching. In such careers, women are more likely to be considered equal to men in their achievement of degrees and in promo-tional opportunities. *Successful ascent of female leaders: 2 - 2 (30)* females are earning more undergraduate and graduate degrees than me *Successful ascent of female leaders: 2 - 2 (0)* From a strategic perspective, women are the healthcare

decision-makers for their families and provide a consumer's perspective on strategic initiatives

Successful ascent of female leaders: 3 - 3 (0)

the gendered structure contributed to their pay inequality.

Successful ascent of female leaders: 7 - 7 (0)

If you limit your pool of candidates to only those that can relocate, you are not getting the best of the best you are getting the best of only those that can relocate (7F).

Successful ascent of female leaders: 9 - 9 (0)

This study revealed that people do bring their societal and cultural beliefs to the executive ranks of the workforce.

Successful ascent of female leaders: 10 - 10 (0)

. No salary differences were found between men and women in the phar-maceutical   companies surveyed.

The female in organizations: 1 - 1 (0)

The clothing, that is, the care with the visual, as well as the understand-ing, sensitivity   and care with the people were pointed out as a way to feel feminine in the managerial career

The female in organizations: 1 - 1 (0)

The manage-rial function was described as unisex and / or asexual and the way of managing is associated to the profile   of each one.
The female in organizations: 1 - 1 (0)

The availability for trips to the service was pointed out as an ideal activ-ity for the men, but that   does not prevent them from exercising the managerial function.
The female in organizations: 1 - 1 (0)

According to the author, women want to create a new culture model, based   on themselves, a new culture model experienced by everyone, whether women or men.
The female in organizations: 2 - 2 (0)

Thus, Kimmel (2006) points out that masculinity goes beyond a biologi-cally masculine   body, as it consists of a social construction in which the meanings of being a man are combined   with class, generation, and sexu-ality.
The female in organizations: 4 - 4 (0)

Melo, Mageste and Mendes (2005) already mentioned that overcoming the   barriers imposed by men requires efforts leading women to develop alliances, maneuvers and   strategies in the organization.
The female in organizations: 6 - 6 (0)

It is identified, then, that the fact that women have gained, over the last decades, pro-fessional advancement within companies may suggest that gender relations are adopting other   contours, pointing to a different re-flection on what influences managerial work.

The female in organizations: 7 - 7 (0)

It is interesting to note that for   the exercise of the managerial function there is no preference for area of training

The female in organizations: 8 - 8 (0)

Regarding the remuneration of the managerial category in the pharma-ceutical industry,   there were no differences between men and women and most of the interviewees indicate that   the salary difference is not linked to gender

The female in organizations: 9 - 9 (0)

The first year of management in the pharmaceutical industry was consid-ered by manag-ers to be the most difficult and at the same time crucial.

The female in organizations: 11 - 11 (0)

Regarding the daily work, most female managers pointed out as activity geared towards   men, the trips made in the field to monitor their subor-dinates, especially car trips that expose   women to some external risks such as safety, for example, besides the physical effort. But, de-spite the challenges, these facts are not perceived by managers as a hindrance.

The female in organizations: 12 - 12 (0)

Regarding what is feminine in managerial activity, initially, the socially constructed at-tributes for women were reaffirmed as being more careful, more detailed, more capable of lis-tening and more sensitive. Clothing and visual care were pointed out as a way to feel feminine in   the management career.

The female in organizations: 14 - 14 (0)

Regarding what is not female in managerial activity, travel was considered as a more   appropriate activity for men, especially car travel, due to risks, in addition to activities that re-quire physical strength. Rationality, objectivity and ease with numbers were also pointed out with   factors that men demonstrate more abilities, but emphasize that these activities do not prevent   them from exercising the managerial function. Another perception about man is related to his   objective way of being, sometimes clumsy in certain situations.

The female in organizations: 15 - 15 (0)

When it comes to the perception of managers about the existence of common behavioral   patterns among women and men in a managerial position in the pharmaceutical industry, it is clear   that there are no common behaviors that differentiate them in their role, but they affirm that it de-pends a lot on the personality of each person, as well as the strategy used and the business vision.

The female in organizations: 15 - 15 (0)

I show how some of the women interviewed sometimes use gender categories as discursive resources, for example, to make sense of their daily experiences of doing management and to navigate around gender norms and constrains.

Are women in management victims of the phantom of the male norm: 2 - 2 (0)

The modern, professional, career-oriented woman is a legitimate social identity — even a norm.

Are women in management victims of the phantom of the male norm: 3 - 3 (0)

However, the crucial element is not the socially available category but the way in which an individual uses a specific social category as a central marker for selfhood.

Are women in management victims of the phantom of the male norm: 4 - 4 (0)

Most of these younger women managers never thought of themselves as crossing a line or challenging traditional ideas about women and women's work. Are these women just not gender aware? For some, their situation may change if and when they have children. But for the moment I would claim for these women their engineering identity is in the foreground and their gender identity in the background

Are women in management victims of the phantom of the male norm: 10 - 10 (0)

According to these women the male managers did not live up to their idealized image of a manager. This then leads us to ask how we can separate the demands of the organization from what is constructed as male. These women privileged what they labelled masculine characteristics because this was necessary for them to conduct their affairs (see Sayer, 2000), but they thought that the male managers they knew failed to live up to their idea of good management.

The four (ideal-typical) positions indicate that women experience a managerial job very differently, dependent on their age, socialization, education, class background, nationality, and different workplaces and departments. This, of course, is the same for men. Men and women exhibit forms of behaviour at work that are a complex mix of orientations, values and styles that are part of their personality, that they have learned over the years during their upbringing and socialization and early work experiences, under pressure to adapt to the structures and contingencies under which they work.

The study has shown that gender categories are sometimes used when the women make sense of their daily experiences but they are not solid

The findings further suggest that if females had more access to networks and mentors they could be socialised in both the formal and informal norms of the organisation and gain career advantages from these.

Despite growing numbers of women in employment, the rate of progression of women to senior management level remains low in all countries (Adler, 2002).

Women, however, are still significantly under-represented in global manage-ment positions (Selmer and Leung, 2003; Harris, 2006).

Formal organisational policies are formed by gender-based societal assumptions regarding the suitability of men or women for senior managerial global assignments. Formal organisational policies also influence informal processes, which may affect the participation of females in senior man-agement.

As a result of these additional barriers, studies have established that women need more psychosocial support than men do (Kram, 1985; Linehan, 2000).

Mentors have been defined as higher-ranking, influential, senior organisational members with ad-vanced experience and knowledge who are com-mitted to providing upward mobility and support to a prote´ge´e's professional career (Collins, 1983; Kram, 1985; O'Gorman and Fowler, 2005; Megg-inson et al., 2006).

The development of female globale managers: 3 - 3 (0)

Research suggests that mentoring relationships, while important for men, may be essential for women, as female managers face greater organisational, interpersonal, and individual barriers to advancement (Kanter, 1982; Collins, 1983; Burke and McKeen, 1994; Flood, 2005).

The development of female globale managers: 3 - 3 (0)

The selection process may there-fore be biased by the tendency of male mentors to

The development of female globale managers: 3 - 3 (0)

choose male over female prote´ge´es.

The development of female globale managers: 4 - 4 (0)

Another explanation frequently quoted in the research literature in an attempt to explain the lack of mentors for women managers is that women may have trouble finding mentors because there may be

potential discomfort in cross-gender relationships (Burke and McKeen, 1994; Ragins et al., 2000)

The development of female globale managers: 4 - 4 (0)

A critical question is whether organisations can create conditions that encourage females to take on the role of mentors, as it is clear from re-search findings that there is a scarcity of senior female mentors.

The development of female globale managers: 4 - 4 (0)

The research results indicate that there are not enough women in senior global managerial positions yet to act as mentors for other women. As a result, female managers are more likely to be mentored by males. The findings establish that the mentor's gender does not influence the effec-tiveness of the mentoring relationship. None of the 34 interviewees who had been men-tored by males had experienced any difficulties with cross-gender mentoring. All 34 believed that their mentors did not view them just as females, but saw their mentoring roles as aiding the career advance-ment. Thirty-eight of the interviewees added that females are more likely to be mentored by males because of the lack of women in senior management position

The development of female globale managers: 5 - 5 (0)

Research by Henning and Jardim (1977) also sup-ports the importance of networking, and they add that an important characteristic of networking

is that it is dependent upon informal interactions involving favours, persuasion and connections to people who already have influence.

Four of the interviewees were critical of networks which catered exclusively for female

I am very wary about setting up women's groups because straight away we are isolating ourselves. We are always saying that we want to be treated equally and we want to work equally with males and females. So, I am very, very wary of women-only groups (Human Resources Manager, Computer Company).

In addition, our research highlights that while mentoring relationships may be important for men, they are even more essential for women's career development as fe-male managers face greater organisational barriers to career advancement (Harris, 2006).