

Women on Top: A Systematic Review of the Barriers and Challenges Facing Female
Employees Before and After Entering Leadership Positions

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Abstract

This paper details the results of a systematic literature review undertaken to examine the barriers and challenges affecting women before and after they enter leadership positions. Studies have repeatedly shown that organizations that place women in executive leadership positions experience financial benefits, as well as strategic advantages, relative to those who do not. At the same time, however, women continue to move into high-level management positions at disproportionately low rates due to corporate cultures and inadequate support structures that inhibit women's chances of advancement or success in leadership. The analysis for this paper included a systematic review of 35 studies that focus on the barriers and challenges that many women face as they navigate a corporate world lacking in advancement opportunities for them. Specifically, I identified and examined seven main themes: *Mentoring, Networking, Opportunities and Assignments, Work-life Balance, Exceeding Performance Expectations, Salary Gaps, and Corporate Culture*. After a detailed discussion of these themes, the paper concludes with implications for practice, study limitations, and future directions for research in this field.

Keywords: women, gender, leadership, barriers, challenges, glass ceiling

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Table of Contents

Abstract	ii
Acknowledgements.....	iii
Table of Contents.....	iv
CHAPTER 1: INTRODUCTION.....	1
Motivation	5
Organization of this Thesis	6
CHAPTER 2: METHOD	6
Research Approach and Design	6
Literature Search	7
Collection and Evaluation of Data.....	7
CHAPTER 3: FINDINGS.....	8
Mentoring.....	9
Networking.....	11
Opportunities and Assignments.....	13
Work-Life Balance.....	16
Exceeding Performance Expectations	18
Salary Gaps.....	19
Corporate Culture	21
CHAPTER 4: DISCUSSION	25
Practical Implications	26
Limitations of the Study and Future Directions.....	32
Conclusion.....	34

References.....	35
Tables	43
Table 1: Terms Used in the Literature Search	43
Table 2: Primary Child Care and Household Responsibilities of High-Achieving Men and Women	44
Table 3: Leadership Skills in Areas Where Women are Rated Above Men	45
Appendices	50
APPENDIX A: Systematic Review Article List and Synopsis	50
APPENDIX B: Article Key Findings and Barriers Before Leadership and During Leadership	54

CHAPTER 1: INTRODUCTION

In contemporary society, traditional work environments and leadership standards are becoming increasingly irrelevant (Gibson, 1994). Alternative workplace programs that integrate nontraditional work practices, settings, and locations are becoming the new normal and, importantly, expected leadership styles are shifting to a transformational style that adapts to changing environments (Cheung & Halpern, 2010). Unfortunately, women in the workplace, in particular, face challenges and barriers that restrict and control their mobility. These restrictions often prevent them from developing their skills and limit their access to opportunities for advancement. Several underlying reasons for this lack of progress for women in leadership roles have been cited in the literature, including corporate barriers, interpersonal dynamics, and individual struggles (e.g., Knorr, 2005). The purpose of the present systematic review is to identify and examine the challenges and barriers that women face before and during their leadership tenures.

To gain a better understanding of the picture today, it is useful to examine the evolution of women's roles in the workplace in western society over the past century. For the last hundred years, "many male-dominated jobs have been historically designed for men by men, to draw on masculine strengths and demonstrate characteristics valued in men" (Demaiter & Adams, 2009, p. 34). As a result, positions offered to women often included excessive hours and unfavourable conditions (Goldin, 2006). Essentially, typical work environments were never designed for women, and come with structural, operational, and perceptual challenges. These challenges have created an environment conducive to discrimination and gender bias (Goldin, 2006). As the dominant majority, men were leading at the helm then, and remain at the helm today (Davies-Netzley, 1998).

Women were induced to enter the workforce during the absence of men in World War II. Women's integration occurred as the demand to boost the production of war equipment became an increasing priority. After the war, significant male populations returned home to North America, with harsh economic conditions soon following. Given these economic challenges, women remained in the male structured workforce, but were still expected to take care of the household responsibilities. Accordingly, one could argue that this period was the beginning of the work-life balance struggle (Gibson, 1994).

Since their entry into the workforce, women have emerged from economy-driven jobs to motivationally-driven professions (Goldin, 2006). Here, it is acknowledged that women have altered their outlook from simply seeking "work" to seeking "professions". Such an understanding and appreciation establishes a clear contrast between seeking work out of necessity (work) and performing it as a personal choice (profession). This type of movement was advanced through years of challenges, judgments, and criticisms of women in the workforce, as they shifted their position from "evolution to revolution" (Goldin, 2006, p.1). Thus, the transition from entering the workforce to demanding career control was a change from just existing to planning with intention and purpose (Goldin, 2006).

The last half-century has shown promising progress for women in leadership, including record levels of women in political domains. Belgium, for example, has the highest percentage of women in parliament at 50% (IPU, 2015). The trend of progress continues with women in senior leadership positions, including an increased number of female CEOs to 4.6% globally (Catalyst, 2015), as well as the creation of legislations supporting women's rights on fair and equitable treatments, and women inhabiting occupations that are traditionally male dominated, such as astronauts (Weitekamp, 1999).

In the United States, for example, women hold 16.9% of corporate board seats and comprise 8.1% of top earning performers (Catalyst, 2013). However, while such numbers seem to indicate progress, the reality is that by 2013, the percentage of board seats for women in the United States had not increased in eight years, and the top earning performers had not progressed in four years. Although these numbers have increased slightly over the last two years, it does not negate the lack of progress from the previous four years (Catalyst, 2013).

This speaks to the larger issue of women not reaching the levels of success they should be attaining (Paludi, 2008). We must acknowledge that unfair treatments still exist; salaries are imbalanced and inequitable expectations of women continue today (Hewlett, 2002). As indicated by the United Nations News Centre (2015), while progress has been made, we still have a long way to go. Forty-one percent of the female workforce, worldwide, is still not participating in maternity supports and, furthermore, it will take approximately 71 more years to reach pay equity, giving women fair treatment (United Nations News Centre, 2015). Overall, women are being undervalued, receive lower salaries, and have a lack of training opportunities, decision-making powers, and guidance and supports in the workplace (Slaughter, 2012).

The lack of women in leadership and executive level positions can be considered a function of both strategy and organizational culture, with organizations often lacking gender policies and action plans to support the career advancement of women (Sandberg, 2013). It is recognized that leadership opportunities and supports are critical to the advancement of women's careers. Unfortunately, men who are in top-level positions often look to former colleagues and friends to fill positions within leadership roles and do not give women an equal chance (Jakobsh, 2012). This is recognized as the "old boy's

network”, which consists of the men they attended educational institutions with and worked their way up the corporate ladders alongside. This type of structure enables men to progress faster, attain higher status positions, and receive higher levels of compensation (Jakobsh, 2012).

In this male-dominated environment, women are trying to enter and succeed in leadership positions, and are forced to continue to fight for professional development, attitude and perception changes, as well as the destruction of gender bias (Bierema, 1998). It is an uphill battle that does not end once a woman reaches the top. As stated by a female executive leader interviewed by Cormier (2006), “There were hurdles in getting here; that I expected. But now, there are these hurdles that I didn’t think would be here. . . . It’s still a boys’ game” (p. 28).

It is thus evident that women struggle with achieving and succeeding in leadership positions. This systematic review uses empirical data to examine the barriers and challenges facing women before and during leadership, and identifies seven main themes; specifically: *Mentoring, Networking, Opportunities and Assignments, Work-Life Balance, Exceeding Performance Expectations, Salary Gaps, and Corporate Culture*. Through my examination of these themes, I show how not being treated equally and fairly has consequences for women, economically and demographically, as they exit the work force due to lack of progress (Hewlett, 2002). It is no longer about having it all (Slaughter, 2012). Women want to be treated equitably, given the same opportunities without having to work twice as hard for twice as long, and not have to make a choice between family and profession. Indeed, women are no longer paying homage to the desires of trying to be all things to everyone and achieve success in a hurry; in many cases they are merely

trying to sustain the success they have already achieved without losing credibility (Slaughter, 2012).

Motivation

In the literature on women in leadership, a large number of studies focus on why women face so many challenges before and after entering leadership roles. A recurring theme seems to be emerging, which is that the higher you go in management, the less likely it is that you will see women (Ely, Ibarra, & Kolb, 2011). This is because women experience systematic barriers, also known as “invisible barriers” or “the glass ceiling” that restrict them from advancing to the next level (Paludi, 2008). Women have the characteristics, skills, and abilities that are essential to leading organizations and motivating employees (Marques, 2011), but they are not given the opportunities to develop those skills or given assignments that will advance their careers (Demaiter & Adams, 2009).

Focusing research efforts on the growth and development of women and, thereby, informing practice is critical. According to Catalyst (2015), in 1998 only one woman was performing in a CEO position in a Fortune 500 company, whereas today there are 24, an increase from 20 in 2014. According to Statistics Canada (2012), 35.4% of all management positions and 22% of all senior management positions in Canada are held by women. These numbers are similar in the USA, with women in 36.8% of management positions and 25.1% of senior management positions (Catalyst, 2015). This indicates some progress, but the reality is that progress has been slow and not reflective of the strides that women have achieved in other areas. For instance, Statistics Canada (2011) and U.S. Labor Statistics (2014) report that the number of women between the ages of 25 and 64 who obtained graduate degrees has more than doubled over the last 20 years.

Thus, if women have the education, the ambition, and the commitment, why are they not entering and thriving in top leadership positions? This question inspired me to perform this research on the barriers and challenges that prevent women from moving into leadership positions or succeeding in them.

Organization of this Thesis

This paper is divided into four chapters. Chapter 1 provides a general introduction to the topic of women in leadership and the barriers they face. Chapter 2 describes the research methodology employed in this systematic review, including detailed information on how the literature search was conducted. Chapter 3 delves into the main findings of this study in relation to the seven identified themes. Finally, Chapter 4 offers a discussion of the practical implications of these findings, study limitations, and directions for future research in the area of women in leadership.

CHAPTER 2: METHOD

Research Approach and Design

This systematic literature review examines pertinent information regarding the barriers and challenges facing women before and during their leadership roles. According to Briner, Denyer, and Rousseau (2009), “systematic reviews have become fundamental to evidence-based practice and represent a key methodology for locating, appraising, synthesizing, and reporting ‘best evidence’” (p. 24). As such, they represent a more scientific, replicable, and transparent approach to addressing clearly specified research questions than traditional literature reviews (Briner et al., 2009). In the present study, I created a systematic framework to track, analyze, and determine the value of the studies

found in the literature to address the research question: *What are the barriers and challenges that women face before and after they achieve leadership?*

Literature Search. In the present study, I searched for studies related to women in leadership during two different stages: *before leadership* and *during leadership*. The Robertson Library at the University of Prince Edward Island was the primary source used to search and obtain materials for this review. I retrieved materials from the following databases: Academic Search Complete, Business Source Complete, ERIC, JSTOR, PsycINFO (Psychology), and Google Scholar. The articles were retrieved using the search terms listed in Table 1.

The database searches produced a total of 441 items. Articles were browsed briefly to determine their relevance to the main topic of the barriers that women face before and after they enter leadership positions. From these 441 articles, I narrowed my focus to 35 studies for inclusion in the systematic review. These sources were selected after carefully analyzing them for evidence directly related to the research question and evaluating the validity of the research instruments employed. Additionally, another 24 studies and other materials were used for background and other general information on the topic. The search breakdown yields the following distribution: Academic Search Complete (6 items), Business Source Complete (14), ERIC (1), JSTOR (2), PsycInfo (Psychology) (8), and Google Scholar (3). Articles used to perform the main analysis are identified in the reference section with an asterisk (*).

Collection and Evaluation of Data. For the collection and evaluation phase, I recorded data in two systematic frameworks. The first of these (Appendix A) offers a synopsis of the data collected, including Article #, Author(s), Year of publication, Article title, Database used, Focus of article, Brief synopsis, and Research design. This

framework provided a detailed tracking and control log of the articles included in the systematic review. The second framework (Appendix B) offers key findings of each article and identifies barriers for the two groups being reviewed, i.e., *before leadership* and *during leadership*. This framework was used to pinpoint common themes and trends among the barriers and challenges that form the basis of this study. By compiling the two frameworks, I was able to synthesize the information in a concise way and identify the seven main themes that are examined in this systematic review.

CHAPTER 3: FINDINGS

My review of the literature revealed that there are several factors that negatively influence the career paths of women, from mid-level to executive-level positions. As Wellington, Kropf, and Gerkovich (2003) report, “several explanations have been given for this limited progress, which can be broadly categorized as organizational obstacles, interpersonal difficulties, and personal challenges” (p. 365). One of the significant issues seems to be that the hierarchy of the male-dominated corporate world is a major barrier to women wanting to advance or excel in executive leadership roles (Boatwright & Egidio 2003). Women do not function the same as men and, therefore, experience an internal struggle trying to fit within structures that are not built by or for them (Budworth & Mann, 2010). To a large extent, the success of women in leadership will depend on well-defined corporate culture strategies and innovative policies. Therefore, organizations need to better understand and appreciate the abilities of women and, in turn, provide them with support systems more conducive to their chosen career directions (Korn Ferry Institute, 2013).

Through the process of conducting this systematic review, I identified seven overarching themes: *Mentoring, Networking, Opportunities and Assignments, Work-life Balance, Exceeding Performance Expectations, Salary Gaps, and Corporate Culture*. I discuss these barriers both for women climbing the corporate ladder and those already in leadership positions. Given the nature of the research question and the complexities of this topic, I recognized that there would be overlapping themes relating to the two groups examined (i.e., before leadership and during leadership). For instance, job opportunities and assignments were identified in both areas, but had very different impacts for those moving into leadership than for those already in leadership positions. Thus, the results are segregated by theme, and then by group. The subsequent sections describe the seven overarching themes and the impact of each barrier in greater detail.

Mentoring

Before Leadership. Research has shown that career development of many women is stifled by structural inequalities, such as a lack of formal programs that support mentoring, diversity policies, and management support systems (Singh, Rangins & Tharenou, 2009). Women also lack the self-confidence, and assertiveness that men typically display (Davies-Netzley, 1998). Without the right coaching and mentoring women often do not believe they are worthy of leadership (Singh et al., 2009). In combatting these inequalities, mentoring can play a key role, as it helps foster career development through the creation of relationships and contacts (Knorr, 2005). For example, a longitudinal study by Singh et al. (2009) identified that mentoring platforms provide employees with the strategy, planning, and internal dynamics that enable them to build relationships with key influencers, which results in successful relationships and career development.

Unfortunately, while their male counterparts have relatively little trouble finding a mentor (because there are more men in senior executive level and management positions than women), many women find it difficult to near-impossible (Ragins, Townsend, & Mattis, 1998) to find a mentor. As a result, men with mentors often move up the ladder quicker and received promotions sooner than women. Interestingly, a study by Carter and Silva (2010) reports that, in 2008, men with mentors advanced with promotions and financial gains of 21%, in comparison to women with mentors who also received promotional advancement but only 2% financial gains. This study shows that with or without mentorship and promotions, inequities still exist for women's advancement.

To make substantial change in promoting women, it is imperative that they have opportunities to experience tasks outside of their normal comfort zones for essential skill development and growth (Korn Ferry Institute, 2013). Real world experiences not only have the benefit of boosting confidence, but also build skills at the same time. Here, Human Resource (HR) departments must play a significant role (Singh et al., 2009). They need to support and provide guidance by identifying female employees who may not yet be proven leaders, and provide them with the skillset and mentorship opportunities to reach their potential. When women have deeper insights into the skills and abilities of the top executives, they gain the information necessary to guide their careers (Korn Ferry Institute, 2013).

During Leadership. Women in senior level positions find it extremely difficult to find a mentor at their own level among executives of the same gender. In addition, men often do not wish to mentor female executives, as they believe that women cannot perform at the same level as male executives and that they are unable to make the time commitment necessary to perform the job (Davies-Netzley, 1998). Given this lack of

confidence from men, female executives must be careful and diligent in maneuvering in the social networks that can constrain their career paths and hamper their ability to reach back and offer support (Cormier, 2006). These women must be especially careful in understanding the intricacies of communicating and publicizing their accomplishments when dealing with others, as they may be taken out of context and seen as bragging (Budworth & Mann, 2010). As such, a lack of mentoring relationships often affects women's performance appraisals and networking opportunities, which can lead to lower compensation and bonus benefits, keeping them in a lower salary class (Korn Ferry, 2013).

On the other hand, data shows that women leaders have been very willing to accept responsibility as ambassadors. They reach back when they can, offering coaching and mentoring to women in lower level management positions (Dowdy & Hamilton, 2011). As one female executive commented, "my job now is not just to contribute as before, but to be the role model and mentor to others who are moving up" (Cormier, 2006, p. 29). Therefore, while women in lower level and executive leadership positions suffer from an absence of or difficult access to mentors, those who are lucky enough to find one recognize that the knowledge and experience provided by a female mentor is invaluable.

Networking

Before Leadership. A wide reaching personal network allows access to leadership opportunities and can shape one's career trajectory (Ely et al., 2011). It provides formal and informal ways to leverage business and personal connections, leading to inclusiveness and strategic decision-making. Research has revealed there is much to be achieved by developing and maintaining a wide network of relationships

(Mintzberg, 1973). Competencies that are effective in persuading and socializing with others can thus present entirely new opportunities for women in advancement. At the same time, however, studies have shown that women are not receiving sponsorships or access to formal programs designed for networking purposes (Knorr, 2005).

Oftentimes, women are excluded from networking events, resulting in a lack of social capital. This damages their ability to harvest the fruits of an expansive social network and leads them to become constrained in their corporate positions (Cormier, 2006). Empirical evidence affirms that this type of exclusion further limits a woman's prospects for interconnection (Lyness & Thompson, 2000). It hampers the development of relationships within their own team and stops them from sharing their experiences with both male and female counterparts. While managers aspiring to make it to top levels must rely on interpersonal skills, findings suggest that many women are constrained or excluded from exercising their ability to do so (Cormier, 2006). Therefore, while men have the chance not only to build, but also to leverage their social skills, women are unable to use these skills to their full advantage. Ultimately, this acts as another barrier for women wanting to advance in the corporate world.

During Leadership. Cormier (2006) states that "a successful leader must be visionary and strategic, but she must also know who and how to influence across the organization" (p. 30). A strong network will give her the ability and the means to accomplish this objective. Aside from helping to implement a strategic vision, networks can be crucial to the perception of an individual's performance in her occupation. However, according to interviews conducted by Davies-Netzley (1998), women in high-ranking positions experience barriers that lead to their isolation from informal networks. This is actually strikingly similar to what is experienced by women at lower levels, but

the effect of this isolation is quite different. Here, limited access to social networks has a direct influence on women's performance evaluations (Paludi, 2008). Hence, women are constrained from achieving wide reaching personal networks, which in turn leads to negative perceptions of their employment performance.

Women also have family responsibilities and commitments that do not give them the flexibility to partake in networking events, especially when it comes to more informal gatherings (Paludi, 2008), which can leave them feeling isolated and psychologically detached from the rest of the team. In addition, Demaiter and Adams (2009) suggest that interacting and relationship-building with clients frequently occurs in male-dominated environments, such as golf courses, bars, or even strip clubs. Women are often not present or uncomfortable appearing in these types of environments, as they may be put in compromising and unfavorable positions. However, lack of attendance could lead to negative consequences for their career trajectory or, in fact, derail them completely. Nevertheless, some have proposed that these casual gatherings are only of significance to male managers in obtaining advancement opportunities and that women in key positions find workaround solutions to support their end goals (Lyness & Thompson, 2000).

Opportunities and Assignments

Before Leadership. As leaders, women are often found to be optimistic, passionate about learning, and always looking for innovative ways to make changes (Tharenou, 1999). Assignments and opportunities give them platforms to show these qualities. Despite this, research has shown that women are often disregarded and ignored for work and assignments, while men are acknowledged and remunerated (Fletcher, 1994). Women thus need opportunities and assignments that will expose them to strategic work within an organization, create visibility with higher levels of management,

display their leadership qualities, and develop their interpersonal relationships through stretch assignments (Jakobsh, 2012).

Aside from opportunities in the home office, Kolb and Williams (2000) point out that women may not be as likely to receive assignments overseas. Here, it is easier for men, who may have a wife who fits the more traditional female role in the household, to commit. In other cases, the men may simply be single and more willing to change locale. On the other hand, women might be impeded by their own family commitments and societal expectations that they be the nurturers of children, regardless of other life events (Li, 2014). This is the case in many cultures where strong family values are at the forefront as part of their heritage and cultural beliefs, leaving work as the second priority (Key, Popkin & Munchus, 2012).

An abundance of research indicates that assignments and opportunities are often given based on the matching of gender between the employee and supervisor. This gendered connection creates an increase in supervisor confidence with respect to the same sex candidate (Lyness & Thompson, 2000). As a result of this process, and rooted in gender biases, women are often discounted as having a lack of self-confidence and ability by their male supervisors. Therefore, women may be overlooked or not considered for assignments due to the lack of gender-based personal connections they are able to attain with the individuals conducting assignment allocations. This problem is compounded by the fact that women often fail to self-promote and publicize their accomplishments, while their male counterparts diligently use these traits to obtain senior-level positions (Berg, Stephan, & Dodson, 1981).

In response to a lack of opportunities and assignments available to women, pushback has occurred in the corporate world, where women have begun to grow

impatient, and no longer choose to pursue certain career paths and occupations, such as lawyers or CEOs (Burke & Vinnicombe, 2005). For example, it is extremely challenging for female lawyers to be recognized as partners in many law firms, given that the hierarchy is male-dominated (Li, 2014). It is also challenging for women to pursue top careers in the IT industry, which is predominately male. This is detrimental to these industries and organizations, because they are unable to tap into the human capital of all of their employees. However, one thing that seems certain is that organizations that opt to address these issues will see an influx of talented, hardworking individuals, ready to provide a diverse skillset (Korn Ferry Institute, 2013). These organizations will evolve and progress, while corporations that fail to adapt will risk being left behind in the changing marketplace.

During Leadership. Once they have made it to the higher executive levels, women must often be careful with the opportunities they are given. In many cases, women are disproportionately given assignments that can be seen to come with higher risk. Ryan and Haslam (2005) point to these concerns when they state that “women can be seen to be placed on top of a ‘glass cliff’, in the sense that their leadership appointments are made during problematic organizational circumstances” (p. 87), possibly setting the stage for failure. One reason for this may be that women are often given assignments and positions that men do not want. Women’s opportunities are seemingly dependent on male dissatisfaction (Semykina & Linz, 2013). These opportunities come with either an increased risk of failure or not enough publicity for career traction. Hence, women must be cautious and thorough in accepting appointments, assignments, and opportunities, given that their endorsement might be for the wrong reasons (Ryan & Haslam, 2005).

Work-life Balance

Before Leadership. Women have spent the last 100 years struggling to gain access to equal rights, the opportunity to vote, fair wages, unbiased employment opportunities, and equitable educational training opportunities. According to Galinsky, Aumann, and Bold (2009) women want to pursue career options that are analogous to those of their male colleagues. Yet, the same study has identified that many women are choosing not to do so, given the lack of flexibility to manage work, home, and other personal life domains (Galinsky et al. 2009). In fact, a study performed by Groysberg and Abrahams (2014) identified that continuous pressures and demands on career women are extremely strenuous and multidirectional, placing burdens on their families and health and, therefore, making a partner or support system critical to ensuring that they are also able to prioritize and manage their own human capital.

Women are still trying to appeal to a male dominated society, asking if they can have children, a career, and get a little help along the way (Korn Ferry Institute, 2013). Hewlett (2002) provides insight into these difficulties, finding that “even high-achieving women who are married continue to carry the lion’s share of domestic responsibilities” (p. 70). More details from this study are presented in Table 2, where the data show that women have continued to embrace traditional roles within the household while consistently increasing their work-related responsibilities.

There has been limited progress in resolving the conflicting demands of corporate world responsibilities and the realities of family life (Groysberg & Abrahams, 2014). Bierema (1998) finds that the top challenges for women are increasingly demanding schedules, a lack of diversity in the work environment, and a broader array of lifestyle

alternatives than ever before, including the option to postpone marriage to focus on one's career. In conjunction with avoiding marriage, many women are feeling intense pressure to postpone having a family in order to advance their careers (Paludi, 2008). In an attempt to combat this issue, many organizations are turning to family-friendly programs, aimed at creating more inclusive environments for female employees and families (Knorr, 2005). These flexible programs allow women to accept leadership opportunities and assignments without fear of being judged or denied for having a family (Paludi, 2008). This highlights the significance of family-based work programs for work-life balance, but also provides some support for the idea that the current culture may be changing as a whole (Hultin, 2003).

During Leadership. A study by Hewlett (2002) indicates that many women are sacrificing their twenties and thirties in the hope of advancing their career. They are using these years to concentrate on the demands required to reach senior-level positions, such as attaining educational credentials, meeting greater work demands on assignments, and demonstrating overall commitment to the organization. They are relying on the idea that newfound assisted reproductive technologies will be available as they decide to have children later in life. While this might keep women engaged in their professional careers during their earlier adult years, these kinds of pressures can be quite harmful to a woman's sense of self (Hewlett, 2002).

Sandberg (2013) argues that the integration of both professional and personal desires has proven to be a far more contentious issue than previously thought. Female executives offer support for this notion when they indicate that they are often forced to grapple with conflicting pressures by hiring nannies and household help, which leaves them distanced from their families and unable to build family connections (Cheung &

Halpern, 2010). While such household supports can make difficult transitions happen, female executives still face the hardships of long work-days, travel requirements, and difficult assignments. One can see why women are opting out of the workforce, as this enables them to gain greater control of both their schedules and their lives (Burke & Vinnicombe, 2005). On the other hand, many women are also becoming entrepreneurs by exploiting the collective skills they have acquired throughout their corporate journeys, to help them transition into self-controlled advancement (Weidenfeller, 2012).

Exceeding Performance Expectations

Before and During Leadership. Women face unequal pay and fewer advancement opportunities, and many are finding they must work harder than their male colleagues in order to meet, or outperform, the same sets of standards (Tharenou, 1999). The majority of women who operate in key leadership roles have solid academic and educational training, but many find that their education, credentials, and experience are not enough to garner respect at the top of the corporate ladder (Burke, 2002).

Accordingly, Morrison, White, Van Velsor, and the Center for Creative Leadership (1987) found that women feel especially compelled to demonstrate their ambition and personal determination through a strong work ethic, requesting additional assignments and ensuring the completion of work. Kolb, Williams, and Frohlinger (2004) provide valuable insight into these findings, as they argue that regardless of many women's breadth of experiences and educational qualifications, a large number still have to go above and beyond to convince others to buy into their leadership.

A wide range of evidence suggests that, after entering leadership roles, women's performance is closely inspected and monitored in order to ensure their capabilities are acceptable and satisfactory (e.g. Eagly, Karau, & Makhijani, 1995). Women seem to be

watched more closely than their male counterparts (Lyness & Thompson, 2000) and a disproportionate number of women are finding their evaluation results and outcomes to be highly questionable (Ryan & Haslam, 2005). One aspect of performance appraisal methods that seems to lead to harsh criticism from female leaders and those trying to advance into leadership is that evaluators are misinterpreting the qualities that they exhibit. Women are finding that they are pressured to adopt characteristics that are typically perceived to be male, such as being more forceful, domineering, and controlling behaviours, in order to complete tasks in a proficient manner (Davies-Netzley, 1998). However, such actions are then taken out of context or are considered outright aggressive, leaving women subject to consequences for actions that are acceptable and, indeed, the norm for male employees (Mathison, 1986).

This type of situation creates a double standard, where women are expected to live up to male conceptions of leadership, but once they do, they are seen as exhibiting negative characteristics rather than positive qualities (Burke, 2002). Ultimately, such a flawed approach to performance expectations can demean and discount the qualities and characteristics that women tend to display, including a more participative and supportive leadership style that is based on openness, amiability, caring for others, and being expressive and socially sensitive (Eagly & Johnson, 1990). This double standard can thus cause women to alter their leadership behaviours, which can be harmful not only to the women themselves, but also to the company as a whole (Gibson, 1994).

Salary Gaps

Before and During Leadership. Salary gaps remain a contentious issue, particularly for those at the executive level. In their study reviewing the effects of the glass ceiling, Cotter, Hermsen, and Vanneman (2001) showed that women feel the

negative impact of the glass ceiling on their earnings for the duration of their careers. A study by the Korn Ferry Institute (2013) looked at women at chief executive levels, and identified two points of concern. First, women in executive positions in the United States were compensated at levels 20% lower than men in comparable positions. Second, women tend to be intimidated or hesitant to negotiate salaries for fear of being negatively perceived. In fact, when women negotiate, they are functioning outside of the behaviours that are expected of them and may, thus, be perceived as violating protocol, which can lead to adverse reactions and consequences from their colleagues (Sandberg, 2013). As a result, due to their reluctance to negotiate, many women at the executive level are paid less than their male colleagues, from the outset.

Budworth and Mann (2010) also point out that not only are men being paid more, on average, but that women who outperform these men are not rewarded with equal, let alone higher, compensation, which adds to the difficult reality many women face throughout their careers (Cotter et al. 2001). Research has shown that progress to close this gender salary gap has been minimal, with a recent report by the Korn Ferry Institute (2013) noting that the difference in pay between men and women in North America was 21% for directors, 13% for vice-presidents, and 25% for executive-level positions. Moreover, the situation appears to worsen for women over time. A report by Goldberg and Hill (2007) indicates that during a woman's first year of employment she will make 80% of what men will make; however, it is predicted that after 10 years, women will only earn 69% of what men earn, thus showing a widening gap as their careers develop.

Some critics have proposed that this discrepancy can be partially explained. For instance, Hewlett (2002) argues that recent studies indicate that "an increasingly large part of the wage gap can now be explained by childbearing and child rearing, which

interrupt women's - but not men's - careers, permanently depressing their earning power" (p. 69). However, it is difficult to place much emphasis on such claims when the majority of women who have never had children also tend to experience significant levels of depression in their earning power (Catalyst, 2015).

Corporate Culture

Corporate culture starts at the top and is the foundation of any organization. It can be used as a mechanism to hold power or influence (Gregory, 1983), and can be defined succinctly, as the "beliefs, philosophies, language, rituals, traditions, and norms that perpetuate the traditional power structure" (Bierema, 1999, p.108). In the sections below, I discuss two distinct aspects of corporate culture – the beliefs, values, and biases that are shared widely among organizational members, and the policies and procedures that regulate employee behaviour – in relation to women's advancement opportunities and success in leadership.

Beliefs, Values, and Biases. Paludi (2008) notes that distorted gender ratios can establish destructive internal beliefs and prophecies for non-traditional or minority groups, such as women. White men hold the dominant position in corporate cultures in western society, which has generated an environment characterized by a male-dominated hierarchy, elitism, competition, brotherhood, and a detachment of emotional bonds between work and family (Bierema, 1999). Allowing a majority group to define the relationship between itself and the minority group can thus have destructive implications when left unchallenged (Binns, 2008).

Before leadership. Workplace beliefs, values, and biases can create or intensify formal and informal barriers for women (Ely et al., 2011). Davies-Netzley (1998) argues that the typical corporate culture consists of males commemorating and supporting the

advancement of other men, while stonewalling women into positions that have no power or corporate influence. This creates another barrier to the entrance of women into leadership positions (Buchanan, Warning & Tett, 2012). These types of destructive cultural practices often leave women thinking they have personally done something to create this situation (Demaiter & Adams, 2009). When women begin to believe this, they lose confidence and the desire to work hard and become disengaged from the workplace. Such a development can affect all women, and has a negative impact on the corporation as a whole (Bierema, 1999).

Many corporate cultures also embrace the idea that women who place family as a priority are not professional contenders (Li, 2014). Davies-Netzley (1998) describes this succinctly: “Men equate women primarily with the homemaker role, asserting that because women’s family responsibilities are paramount, they are often unable to commit the time needed in an elite position” (p. 345). In response to this reality, Hewlett (2012) offers that companies who provide innovative work-life policies will attract and retain professional women, as opposed to companies that offer traditional policies. Furthermore, the Korn Ferry Institute (2013) reports that individuals are inspired and encouraged by what they value the most; therefore, when women are able to vocalize values of importance to them and are able to connect them to roles in organizations that model such values, they will be more apt to not only remain in the workforce but also advance their careers.

Unconscious biases in the form of people’s beliefs, preferences, experiences, and opinions of women have created major challenges in the workplace for women wanting to enter into leadership (Ely et al., 2011). Unfortunately, young women are subject to such biases at the onset of their careers and are, consequently, being overlooked and

underestimated for advancement (Kultalahti & Viitala, 2014). Support for this can be gleaned from a study of 461 women in vice-presidential and higher positions at Fortune 1000 companies, which found that the number one obstacle to the advancement of women in leadership was men's stereotyping and preconceptions of women (Catalyst, 1996). Accordingly, it appears that beliefs and values entrenched in corporate cultures will continue to hold women back.

During leadership. Many women are skilled and professionally prepared to lead in top executive roles. The evidence presented in Table 3 shows that many women have exceptional skills in comparison to their male counterparts (Korn Ferry Institute, 2013, p. 23). The findings in this study identify that, "leadership assessments show that women executives outperform men executives in 17 out of the 67 leadership skills rated" (p. 22), in such areas as establishing trust, building talent, and promoting teamwork, to name a few (see Table 3). Moreover, women's leadership and decision-making styles have positioned them to be elite front-runners in chief executive positions (Korn Ferry Institute, 2013). Nonetheless, women are still not feeling fully integrated in these positions. They indicate that they feel like imposters, not qualified to be in their roles or not feeling like they belong, and always having to prove themselves while being careful with what they say (Lyness & Thompson, 2000). This type of culture only adds to the pressures already affecting female executives and may play a key role in their desire to leave the corporate world (Cormier, 2006).

Women in executive leadership positions often experience feelings of isolation and seclusion. To a large extent, success depends on relationship-building and networking, but women are not seen as part of the team (Weidenfeller, 2012). As a result of feeling like outsiders, female leaders often keep silent on issues about the organization

that they are in disagreement with, or comply with decisions made by their male colleagues in tacit acceptance of the culture (Davies-Netzley, 1998). This aligns with the concept that you can be a woman in a man's world, but you have to play by the rules, which were designed by men for men (Bierema, 1999). As part of their cultural responsibility to support the career development and advancement of women, organizations should thus institutionalize infrastructures that have policies, structures, and recognitions that are united in promoting women, and diversity in general (Bierema, 1998).

Policies and Procedures. Policies and procedures are the directions and guidelines that keep everyone in the organization in line. They help maintain self-management, provide guidance for the company's strategic direction, and exhibit a means of measuring performance (Eyring & Stead, 1998). In essence, they create and maintain the collective atmosphere of an organization. Angier and Axelrod (2014) argue that, in creating this culture, well defined policies can draw boundaries on important issues such as gender discrimination and hold employees accountable for inappropriate actions.

Before and during leadership. A key initiative in achieving gender equality in the workplace is having organizational policies and procedures that speak to and address corporate gaps (Sharpiro & Olgiati, 2002). For example, having gender policies such as formal quotas on training and development programs for women can contribute substantially to women's advancement into leadership positions and subsequent success. Without such policies, women will continue to feel isolated, discriminated against, and marginalized (Johnson & Thomas, 2012). Ultimately, an organization's framework of culture, structure, policies, and rewards should support diversity and the inclusion of women in the workplace (Bierema, 1998).

Sandberg (2013) describes how the policies that women at all levels of the organization tend to gravitate towards the most are those that offer options for paid leave, child-care options, and flexible schedules that function in the best interests of their families. While these policies appear to have merit, many present major financial hurdles for companies, so they might not always be feasible. Nevertheless, many professional women interested in raising a family believe that the current packages and policies are insufficient (Hewlett, 2002), which can negatively impact their motivation to continue climbing the corporate ladder.

Policies and procedures are created at levels of the organization that are primarily male-dominated. It is important to note that men making decisions for women without having any ideological awareness of their needs is problematic (Davies-Netzley, 1998). Research has shown that having a more balanced gender distribution in leadership positions offers different mindsets, abilities, characteristics, and leadership styles, which contributes to organizational success (Gibson, 1994). Today, many companies claim they have developed female-friendly environments, but unless women reside in executive-level positions, where policies promoting gender equality are being established, these policies may not emulate the best interests and perspectives of women and, thus, may not have the desired impacts (Paludi, 2008).

CHAPTER 4: DISCUSSION

The purpose of this study was to examine the challenges and barriers facing women trying to advance into leadership positions and those women already in executive positions. After conducting a systematic literature search, I identified seven recurring themes: *Mentoring, Networking, Opportunities and Assignments, Work-life Balance,*

Exceeding Performance Expectations, Salary Gaps, and Corporate Culture. I discussed how these barriers impede women's success both before and after their entry into leadership and considered their effects on the contemporary corporation. My analysis shows that women entering leadership roles struggle with barriers similar to those faced by women already in senior executive roles, but these barriers manifest in different ways. For instance, both groups of women experience difficulties with regard to work opportunities and assignments, but women at lower levels are often deprived of such opportunities, while women in senior-level positions often receive high-risk assignments that men do not want, which can jeopardize their careers (Davis-Netzley, 2008).

In the sections below, I relate the seven themes to what organizations may be able to do to eliminate these barriers and enable women to succeed in leadership. I conclude this paper by highlighting some of the limitations of this study and suggesting how these might be addressed in future research.

Practical Implications

This study is of value to those interested in better understanding the glass ceiling effect, which refers to the barriers that prevent women from advancing into leadership positions. In addition, the present study examines how these same barriers continue to hinder the success of those women who manage to break through them. Organizations need to be mindful of the importance of involving women as they plan strategic initiatives for future growth and succession, which are integral contributors to achieving success (Bierema, 1998). Such an approach makes sound business sense, as it recognizes that the population of women with higher-education credentials is steadily rising in the labour force and that women's leadership skills are increasingly sought-after in the business world (Korn Ferry Institute, 2013).

The evidence is rich in suggesting that women are well prepared educationally, psychologically, and experientially (Sandberg, 2013). Yet, despite this, they are not getting the opportunities they rightly deserve, particularly when it comes to leadership roles (Korn Ferry Institute, 2013). Some have proposed that women themselves might be able to assume an active role in tackling these challenges. For example, Budworth and Mann (2010) suggest that women need to forget about the concerns of others and engage in marketing their own achievements if they want to be recognized or selected for projects. However, while this could act as a meaningful pushback while waiting for change, a response to these issues is needed at the organizational and societal levels.

According to the Korn Ferry Institute (2013), society needs to grasp that bridging the gender gap is essential. Any attempt to rectify the issue must incorporate the idea that women must have a voice and must be included in decision-making processes. Organizations need to implement recruitment and retention plans that effectively protect women against unfair treatment and promote their advancement (Conference Board of Canada, 2013). However, companies today continue to be resistant to the necessary change of advancing women into senior leadership roles, partially due to a lack of understanding of the skills and abilities that women bring to the table, and partly due to the existence of biases which have become entrenched in normative modes of behaviour (Davies-Netzley, 1998). A public policy approach may thus be required. In Canada, for example, legislators have attempted to expedite this process in some sectors through employment equity legislation, which aims to correct past injustices by removing barriers to employment for four designated groups, which include women, aboriginal people, people with disabilities, and members of visible minorities (Employment Equity Act, s.c.1995, c.44).

Employment equity legislation in Canada, however, has a narrow scope, as it only covers portions of the federal public administration, crown corporations, federally-regulated industries, and some other large federal organizations (Employment Equity Act, s.c.1995, c.44). Moreover, such employment equity initiatives are not widespread, globally. In environments not bound by such legislation, meaningful organizational change must begin with senior leadership; but as Weidenfeller (2012) recognizes, “the higher you go [in organizations], the more men there are and the older they get” (p. 370), which suggests that it might be a long time before substantial change materializes. Hence, organizations need to spearhead changes that address the gender imbalance in leadership and involve women in key decision-making. The sections below discuss the approaches that organizations could take to tackle the seven barriers facing women in leadership.

Mentoring. An important barrier that impedes women’s growth and development in leadership is a lack of mentorship opportunities. One way in which organizations can address this is by instituting meaningful and effective, formalized mentorship programs. These would provide women with avenues to develop skills, receive support and career advice, and build crucial relationships. However, the provision of such programs can be a difficult challenge, according to Sheryl Sandberg, the Chief Operating Officer of Facebook, who realized that “searching for a mentor has become the professional equivalent of waiting for Prince Charming” (Sandberg, 2013, p. 81). Nevertheless, this integration process is critically important to fostering the type of environment where women can have a support system which will be instrumental in their career advancement.

Networking. Before and during leadership, women lack networking opportunities, as they are often excluded from social activities which set the groundwork

for corporate advancement and success. Furthermore, women are purposely excluded from informal interactions where crucial information is often exchanged (Lyness & Thompson, 2000). This leaves women at a distinct disadvantage when it comes to relationship- and partnership-building, both internally with their peers and externally with clients. Organizations must consider corrective strategies to counter the barriers that women are facing in this area. For example, companies should commit to the involvement of women at corporate events by providing them with such resources as tickets, memberships and, if required, child-care services. Events that provide opportunities for networking, such as formal dinner engagements, conferences, and service club meetings, would enable women to build new partnerships and also expose them to potential mentoring opportunities.

Opportunities and Assignments. Women are often overlooked when it comes to assignments that contribute to career advancement, primarily due to management's biases and beliefs that women may not be interested in such projects because of their family obligations (Paludi, 2008). It is imperative that women have access to such opportunities, as this will help improve their leadership skills and provide them with new experiences. Accordingly, organizations need to implement structures committed to the development of women. For example, targeting women with formal leadership training and development programs could be an effective strategy as such programs often lead to high-impact assignments that accelerate women's advancement into leadership roles (Carter & Silva, 2010; Korn Ferry Institute, 2013).

Work-Life Balance. Challenges to women's work-life balance can ostracize them and keep them in subordinate positions throughout their careers, with few opportunities for advancement. As primary caregivers, women still hold the main family

responsibilities (Groysberg & Abrahams, 2014). Given the stresses of work-life imbalance, women at all levels of the organization are increasingly questioning the demands that organizations are putting on them (Slaughter, 2012). It is, then, crucial for organizations to establish a culture that prioritizes work-life balance, with paid sick leave policies, flexible work schedules, and adaptable technologies that are essential to many women in leadership. As indicated by Hewlett (2002), an organization with a supportive environment that encourages women to not feel guilty or judged when trying to balance different life roles will be considered a top employment contender in the future.

Exceeding Performance Expectations. Women also have to contend with performance expectations that are not comparable to their male colleagues'. Moreover, when women surpass performance expectations, they do not receive compensation that is aligned with their achievements (Lyness & Thompson, 2000). Thus, organizations should implement performance standards that treat men and women equally and reward them for their performance based on objective criteria. This could be accomplished through a performance management system where goals and objectives are shared with the employees and performance is monitored and evaluated in a balanced and systematic way (Eyring & Stead, 1998).

Salary Gaps. Women's salary earnings are considerably less than men's in every industry, regardless of the fact that education levels for women are rising faster than for men (Goldberg-Dey & Hill, 2007). Organizations need to initiate more equitable salary policies and pay special attention to the negotiation process, which is a step of the hiring process that contributes to the salary gap right from the onset of employment (Korn Ferry Institute, 2013). However, while this may reduce wage disparities between men and women to a degree, it will not completely eliminate them. As a result, a more aggressive

public policy approach is perhaps needed. In Canada, for example, pay equity legislation attempts to bridge the gender salary gap by requiring employers to provide employees with equal pay for work of equal value (Pay Equity Act, R.S., c. 337, s.1). However, gender pay discrimination is only prohibited in federally-regulated sectors and in some provinces, so further progress is needed. In addition, due to limited resources devoted to enforcement efforts, many women are still subject to discriminatory practices (Carter & Silva, 2010).

Corporate Culture. Corporate cultures consist of the underlying norms and beliefs in the organization. For instance, corporations that do not have women in leadership positions reveal a lot about their underlying values and expectations with regard to the role of women. It is important for employees to identify with the corporate culture; when this culture diminishes the role of women, it negatively impacts women's beliefs that they can contribute or flourish in that environment (Knorr, 2005).

Organizations need to develop more inclusive cultures, which support both women and men in advancement. For example, in line with the contact hypothesis (Allport, 1954), organizations can facilitate interpersonal contact between their male and female employees through joint projects or teambuilding exercises, which would increase understanding, reduce gender-based biases, and promote a more collaborative culture in the organization.

Organizational leaders can also target their policies and procedures in an attempt to make their cultures more inclusive. Organizations whose policies and procedures do not support gender diversity can have challenges retaining women as employees (Bierema, 1998). To address this problem, organizations should introduce innovative policies that focus on the needs of women, such as job-sharing, upward mobility

programs, and work-life balance initiatives, to offer solutions that are tangible and meaningful. Galinsky et al. (2009) argue that failure to recognize these important policy changes can significantly affect employees in their home lives and at work, which is a negative outcome for all parties involved. On the other hand, companies that manage to create an inclusive environment will allow all employees to meaningfully contribute to corporate goals, which can only benefit the corporation as a whole (Eagly & Johnson, 1990).

Limitations of the Study and Future Directions

The present study has several limitations which should be taken into account when considering its findings. First, the body of literature on the topic of women in leadership is vast, so I may have inadvertently omitted important information in the process of narrowing my literature search. Furthermore, my sources were obtained from diverse platforms, some of which are specific to particular industries or companies, so some findings may have been distorted by a discussion from one particular industry, rather than the corporate world as a whole, though I have attempted to limit the use of such information in order to present generalizable findings. Nevertheless, future studies could examine whether the barriers that women face in leadership vary as a function of industry. In addition, the present study did not examine cross-country differences, which is another topic worthy of exploration.

Second, some of the articles I have referenced in the paper discuss issues of gender and race in an interconnected manner. The organizational experiences of racialized women are distinct and quite unique in nature (e.g., Dowdy & Hamilton, 2011; Li, 2014; Sanchez-Hucles & Davis, 2010); it is important to acknowledge that, for practical reasons, this review did not concentrate any substantive analysis of this

particular issue. While I have made a determined effort to focus primarily on factors that affect all women, regardless of race, future reviews of this topic should closely examine the interplay of gender and race in employment.

Third, several of the articles I researched employed self-report methods, where the individuals under study also provided the data for the study, raising the possibility of several biases influencing the findings. For instance, self-reports may evoke socially desirable responses, where respondents answer questions in ways that would be seen as favourable by the researcher or society at large (Saks, 2007). Furthermore, in self-reports, research participants may not be able to provide the level of detail that the researcher is looking for, which can result in important contextual information missing (Churchill, 2000). A further methodological limitation is that the majority of studies in this review, and the literature as a whole, are limited to a particular stage in a woman's career. As a result, comparing the barriers that women face before and during leadership can be difficult, as we are limited to making conclusions based on cross-sectional studies. Future studies could thus employ a longitudinal design and track the paths of women in leadership from early career stages to their experiences at the executive level, which would provide us with a more holistic view of the challenges that women face in their careers.

Finally, another limitation may have been my own personal bias in reviewing the literature. As an African Nova Scotian female who wants to move into a senior-level position, my views may have influenced my approach to particular areas of the study and the tone of my writing. While I do not believe this has occurred, it is important to understand and recognize my own personal interest in and passion for this topic.

CONCLUSION

The present systematic review presents evidence on the barriers and challenges that women face before and during organizational leadership. As part of my analysis, I have identified a number of themes that occur regularly in the literature, including women's limited access to mentoring, networking, and important assignments and opportunities; competing demands of work and life at home; exceeding and often unfair expectations with regard to women's performance on the job; salary gaps based on gender; and corporate cultures that are not inclusive of women. The removal of barriers that impede women's progress is a win-win for both companies and employees, so organizations should be proactive in attempting to address these concerns. Many women are passionate about advancing in the corporate world and have the skills and abilities to do so. By altering policies and procedures, building an inclusive corporate culture, establishing clear goals and standards, and providing women with support in the form of mentoring and networking opportunities, companies will be able to attract and retain top female talent. It is becoming increasingly clear that the organizations that are able to capitalize on the skills and abilities of all their employees, regardless of gender, have a clear competitive advantage in today's economy and will, thus, be the drivers of success in the 21st century.

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Table 1

Terms Used in the Literature Search

1 st Field Searches	2 nd Field Searches	3 rd Field Searches
- Female	- Limitations	- Women
- Women	- Stress	- Women Workers
- Leaders	- Challenge(s)	- Glass Ceiling
- Gender	- Barrier(s)	- Equity / Equality
- Female Leaders	- Obstacle(s)	- Feminism
- Glass Ceiling	- Career Barrier(s)	- Working Conditions
- Women Leaders	- Career Challenge(s)	- Female Leaders
- Women Leadership	- Career Development	- Challenge(s)
- Meta-Analysis	- Mentoring	- Labour / Labor Force
- Limitations for Female Leaders	- Boss	- Career Development
- Mentoring	- Gender Leadership	- Barrier(s)
	- History	- Development
	- Financial Implications	

Table 2

Primary Child Care and Household Responsibilities of High-Achieving Men and Women

Responsibility / Task	Women	Men
Help with homework	37%	9%
Take time off work for child sickness	51%	9%
Organize activities for children	61%	3%
Clean the house	45%	5%
Prepare meals	50%	9%
Shop for groceries	51%	7%

Note. Table adapted from Hewlett (2002, p. 70).

Table 3

Leadership Skills in Areas Where Women are Ranked Above Men

Leader Categories and Skills	Women Rated Higher	Men Rated Higher
<u>Mid-Level Leader</u>		
Results Leadership		
- Meet customer needs	✓	
- Build realistic plans	✓	
People Leadership		
- Build support	✓	
- Develop others	✓	
- Promote teamwork	✓	
- Foster open communication	✓	
Self-Leadership		
- Establish trust	✓	
Thought Leadership		
- Act strategically		✓
- Use financial data		✓
<u>Business Unit Leader</u>		
People Leadership		
- Engage and inspire	✓	
- Promote collaboration	✓	
- Build talent	✓	
- Build relationships	✓	
Results leadership		
- Ensure execution	✓	
- Focus on customers	✓	
Self-Leadership		
- Ensure execution	✓	
Thought Leadership		
- Apply financial acumen		✓
- Lead courageously		✓
<u>Senior Executive Category</u>		
People Leadership		
- Develop org. talent	✓	
- Ensure collaboration	✓	
Results Leadership		
- Ensure customer focus	✓	
Thought Leadership		
- Shape strategy		✓
- Apply financial insights		✓

Note. Table adapted from Korn Ferry Institute (2013, p. 26).

Appendix A
Systematic Review Article List and Synopsis

Article #	Author(s)	Year of Publication	Article Title	Retrieved from (Database)	Focus of Article	Brief Synopsis	Research Design; Sample Size; Country
1	Angier, M., & Axelrod, B.	2004	Realizing the power of talented women	Google Scholar	- Increasing gender diversity in the workplace	- Gender, race or culture	Survey N=1700; USA
2	Bierma, L.L.	1998	A synthesis of women's career development	Academic Search Complete	- How the adaptation of women's career development is affecting the world	- Future female leaders	Literature Review N=35 Studies
3	Binns, J.	2008	The ethics of relational leading: Gender matters	Business Source Complete	- Men and women need to rethink their leadership practices using reflexivity	- Competencies of leaders	Interview N=16; Australia
4	Buchanan, F. R., Warning, & R.L., Tett, R. P.	2012	Trouble at the top: Women who don't want to work for a female boss	Google Scholar	- Subordinates perceptions of female leadership	- Leadership Styles	Survey N=311; USA
5	Budworth, M., & Mann, S. L.	2010	Becoming a leader: The Challenge of modesty for women	PsycINFO	- The perceptions and implications of women using self promotion	- Characteristics, behaviours and interpersonal skills	Literature Review N=33 Studies
6	Burke, R., & Vinnicombe, S.	2005	Advancing women's careers	PsycINFO	- Women use their obtained knowledge for future careers	- Future female leaders	Literature Review N=40 Studies
7	Cheung, F. M., & Halpern, D. F	2010	Women at the top	Academic Search Complete	- Top women leaders address work-life balance	- Work-Life balance	Literature Review N=61 Studies
8	Cormier, D.	2006	Why top professional women still feel like outsiders	Business Source Complete	- Women in top leadership positions feel isolated and invisible	- Leadership skills and abilities	Interview N=40; USA and Europe
9	Cotter, D.A., Hermsen, J.M., Ovadia, S., & Vanneman, R.	2001	The glass ceiling effect	PsycINFO	- Defining the glass ceiling and its relativity to inequalities with gender and race	Gender, race or culture	Panel study N= 4,278; USA
10	Davies-Netzley, S.A.	1998	Women above the glass ceiling: Perceptions on corporate mobility and strategies for success	JSTOR Journals	- Executive male hierarch don't believe women belong at the top	- Characteristics, behaviours and interpersonal skills	Interview N=16; USA

11	Demaiter, E. I., & Adams, T. L.	2009	"I really didn't have any problems with the male-female thing until ...": Successful women's experiences in it organizations.	Academic Search Complete	- Women in the IT fields mask feminine traits to fit.	- Characteristics, behaviours and interpersonal skills	Interview N=11; Canada
12	Dowdy, J. K., & Hamilton, A.	2011	Lessons from a black woman administrator: "I'm still here"	Academic Search Complete	- Challenges and learning of Black female leadership	Gender, race or culture	Interview N=3; USA
13	Eagly, A. H., & Johnson, B. T.	1990	Gender and leadership style: A meta-analysis	PyscINFO	- Differences in leadership styles between genders	- Competencies of leaders	Meta-Analysis N=306 Studies
14	Ely, R.J., Ibarra, H., & Kolb, D.M.	2011	Taking gender into account	Business Source Complete	- Gender molds the journey to leadership for women. Women's skills to be effective leaders	- Leadership skills and abilities	Longitudinal study N=50 Programs; USA
15	Eyring, A., & Stead, B.A.	1998	Shattering the glass ceiling: Some successful corporate practices	Business Source Complete	- Corporate strategies for dealing with corporate culture	- Gender, race or culture	Survey N=200; USA
16	Galinsky, E., Aumann, K., & Bold, J.T.	2009	Times are changing: gender and generation at work and at home	Google scholar	- Distinctions in trends between gender and generational trends with work and family roles and responsibilities	- Future female leaders	Survey N=2,703; USA
17	Gibson, C. B.	1994	An investigation of gender differences in leadership across four countries	JSTOR Journals	- Distinctions between leadership behaviours of males and females across four countries	- Leadership skills and abilities	Survey N=209; Norway, Sweden, Australia, and USA
18	Goldin, C.	2006	The quiet revolution that transformed women's employment, education, and family	Business Source Complete	- Relationship between labour economic's and the reality of women's role in economics	- Gender, race or culture	Literature Review N=49 Studies
19	Hewlett, S.A.	2002	Executive women and the myth of having it all	Business Source Complete	- Women work-life balance, salary and corporate culture imbalances	- Work-Life balance	Survey N=1168; USA
20	Hultin, M.	2003	Some take the glass ceiling, some hit the glass ceiling?	Academic Search Complete	- Gender differences in male and female dominated occupational environments	- Leadership Styles	Longitudinal Study N=3,119; Sweden
21	Johnson, L. N., & Thomas, K. M.	2012	A similar, marginal place in the academy: Contextualizing the leadership strategies of black women in the	Business Source Complete	- Leadership strategies of black women	- Gender, race or culture	Literature Review N=40 Studies

			United States and South Africa				
22	Key, S., Popkin, S., Munchus, G., Wech, B., Hill, V., & Tanner, J.	2012	An exploration of leadership experiences among white women and women of color	Business Source Complete	- Barriers to success for female minorities	- Gender, race or culture	Survey N=371; USA
23	Knorr, H.	2005	Factors that contribute to women's career development in organizations: A review of the literature	ERIC (Education)	- Contributing factors that facilitate advancement of women careers	- Leadership skills and abilities	Literature Review N=61 Studies
24	Orr, J. E.	2013	Women in leadership: Talent management best practices series	Korn Ferry Institute Database	- Executive women unrepresented in senior leadership positions	- Future female leaders	Meta-Analysis N= Thousands of Studies
25	Kultalahti, S., & Viitala, R. L	2014	Sufficient challenges and a weekend ahead – generation Y describing motivation at work	Business Source Complete	- The challenges and barriers of the next generation	- Future female leaders	Survey N=309; Finland
26	Lyness, K.S., & Thompson, D. E.	2000	Climbing the corporate ladder: Do female and male executives follow the same route?	Business Source Complete	- Examining perceived barriers for female and male executives	- Competencies of leaders	Survey N=138; USA
27	Marques, J.	2011	The female awakened leader: Connecting with the inner-sage	Business Source Complete	- Women should consider leading from many directional styles	- Competencies of leaders	Literature Review N=31 Studies
28	Paludi, M. A.	2008	The psychology of women at work: Challenges and solutions for our female workforce	PsycINFO	- Women at work challenges on several matters	- Future female leaders	Literature Review (Book)
29	Ryan, M. K., & Haslam, S. A.	2005	The glass cliff: Evidence that women are over-represented in precarious leadership positions	PsycINFO	- Women in top leadership positions are unprotected	- Financial Impacts or Consequences	Archival Study N=100 Companies
30	Sanchez-Hucles, J., & Davis, D. D	2010	Women and Women of Color in Leadership	Business Source Complete	- Women of color at the top feel isolated and function at a high risk level	- Gender, race or culture	Literature Review N=100 Studies
31	Sandberg, S.	2013	Lean in: Women, work and the will to lead	Book	- Women who want to enter leadership roles	- Competencies of leaders	Literature Review (Book)

32	Semykina, A., & Linz, S.J.	2013	Job satisfaction and perceived gender equality in advanced promotion opportunities: An empirical investigation	Academic Search Complete	- Linkage between job satisfaction and career advancement for women	- Future female leaders	Longitudinal study N= 5418; Europe
33	Singh, R., Ragins, B.R., & Tharenou, P.	2009	Who gets a mentor? A longitudinal assessment of the rising star hypothesis	PyscINFO	- The attributes and perceptions of obtaining a mentor	- Networking and mentorship	Longitudinal Study N= 3,443; Australia
34	Tharenou, P.	1999	Gender differences in advancing to the top	Business Source Complete	- Men hold negative views of women advancing to the top. Women lack skills in knowledge, networks and skills which is keeping them from the top	- Characteristics, behaviours and interpersonal skills	Literature Review N=67 Studies
35	Weidenfeller, N. K.	2012	Breaking through the glass wall: The experience of being a woman enterprise leader	Business Source Complete	- How women confront challenges in leadership roles.	- Competencies of leaders	Interview N=12; USA

APPENDIX B

Article Key Findings and Barriers Before Leadership and During Leadership

Article #	Key Findings	Barriers Before Leadership Role	Barriers During Leadership Role
1	<ol style="list-style-type: none"> 1. Developing supportive networks are essential. 2. Measuring and revealing data holds companies accountable. 3. Three key steps have to be considered: Senior leadership commitment and conviction; adapting processes to affirm intentions; and mindsets need to be changed to change corporate culture. 	<ol style="list-style-type: none"> 1. Without senior level commitment, challenges will remain. 2. Women need networks to support each other. 3. Changing culture requires meeting the needs of women, including flexible hours, same salaries, and opportunities 4. Companies are not always openly measuring the right attributes 	
2	<ol style="list-style-type: none"> 1. Women’s career development models are typically based on white middle class men and are not suited for women in today’s environment 2. Women’s development cannot be seen as the same program for everyone 3. Customers and employees are diverse; the workforce should be as well 4. Work-life balance is a key issue for women that needs to be considered 5. Women receive lower wages than men, and women of color even less 6. Cultural infrastructures and supportive systems are essential for progress 7. Women need policies that promote career advancement and offer equal access 8. Women need to develop their own strategies for advancing their careers 	<ol style="list-style-type: none"> 1. The development programs are not designed for women and women of color 2. Work-life balance continues to be a main contingent issue, given that women are main caregivers 3. Organization structures do not support women for succeeding 4. Women need networking and mentoring to obtain assignments and opportunities 5. Women get paid less, particularly women of color 	
3	<ol style="list-style-type: none"> 1. Leaders’ relationships between power and ethics are seen as a masculinized culture 2. One should be aware of her own ethics and beliefs when leading so as not to take control over others when leading 3. In leadership errors can be misconstrued as incompetence instead of opportunities to learn 4. Men respond to mistakes by protecting themselves vs women, who are self-critical 		<ol style="list-style-type: none"> 1. Women are leading in a culture that is designed for men 2. Women will have difficulty being themselves 3. Viewing are very critical of themselves and will need supports, such as mentoring and networking
4	<ol style="list-style-type: none"> 1. Women remain underrepresented in executive-level positions despite higher levels of education 2. There is an acceptance of women in leadership 	<ol style="list-style-type: none"> 1. Women need to continue training and development 	

	<ol style="list-style-type: none"> 3. Women sometimes find themselves having to portray behaviours that are considered inappropriate for their gender 4. Some females feel betrayed when the female leader is not open to feelings of sisterhood or communal traits. This reverses contributions to the glass ceiling effect. 	<ol style="list-style-type: none"> 2. Women must be cautious using behaviours that are unnatural, as they are perceived negatively 3. Corporate culture needs to support diversity, including gender and race 4. Women not supporting each other offers major challenges given there is so little mentorship happening. 	
5	<ol style="list-style-type: none"> 1. Women struggle with self promotion, which can have different results than for men 2. Women’s modesty is unwarranted and can possibly restrict their ability to move forward 3. Men are rewarded and recognized for self promotion financially and with promotions 4. Formal training does not reflect gender and cultural issues for today’s modern leaders 	<ol style="list-style-type: none"> 1. Self promotion of achievements and accomplishments for women can have negative consequences, as it is outside the normal expectations, while men’s boasting is acceptable and praised 2. Formal training, such as colleges and business courses, do not recognize gender and cultural differences. One size fits all, male focused 3. Women are intimidated by self promotion 	
6	<ol style="list-style-type: none"> 1. Women continue to become more educated than men, leaving future directions of leadership to women who are becoming frustrated with corporate world barriers and leaving the work force 2. Women are tired of lack of advancement and entering entrepreneurship 3. There are three phases women experience in career Beginning- enthusiastic, Middle – realistic, End-regenerated 		<ol style="list-style-type: none"> 1. Women are struggling with the dilemma of entering leadership due to the barriers. 2. Even with more education, women struggle to reach leadership positions 3. Women are becoming fed up and are working for themselves
7	<ol style="list-style-type: none"> 1. Top women leaders set priorities and define their roles early in their careers 2. There is a consistency with supportive spousal partners, extended family members, or hired help in top women leaders 3. Having femininity and leadership are considered compatible 4. Cultural differences and backgrounds play an important role as a barrier or bonus 5. Chinese and African American women have high regard for families and extended families 6. African American women’s careers should not be compared to white women’s or men’s. It is inappropriate, given the obstacles and barriers. 		<ol style="list-style-type: none"> 1. Women need to set their priorities i.e.(excessive hours, working weekends) 2. Integrating work with family life is only way to succeed 3. Without a supportive partner or extended family women cannot make it to the top 4. Single mothers have to wait until kids leave or enter high school before then can obtain education needed 5. Women of other cultures, such as African American and Latino, have different career paths to leadership.
8	<ol style="list-style-type: none"> 1. More women than men are graduating with degrees in 21 of 27 richest countries in the world 		<ol style="list-style-type: none"> 1. Lack of women at the top creates isolation and stress

	<ol style="list-style-type: none"> 2. Women are exiting the corporate world in high numbers due to dissatisfaction with having to balance family and work expectations 3. Women who reach the top feel isolated, have no network support, and have to prove their credentials continuously 4. Women can't be themselves 5. Companies have shown that they experience financial gains with women in top key positions 		<ol style="list-style-type: none"> 2. Lack of women at the top means women can't be themselves. 3. Companies not providing flexible hours and supports for women leave women no choice but to exit the corporate world 4. Women are reluctant to enter high levels of educational programs with uncertainty of career advancement 5. Lack of relationship building means lack of networking. Leadership is about relationship building
9	<ol style="list-style-type: none"> 1. Clear definitions of the glass ceiling 2. Glass ceiling does exist for gender and race. 3. Women have lower chances of exceeding the earnings threshold than do white men 4. As one move's into later stages in their career, the glass ceiling suggests disadvantages 5. Both white and African American women face a glass ceiling in earnings over the course of their careers 		<ol style="list-style-type: none"> 1. Women feel the effects of barriers with the glass ceiling more than men 2. Women at executive levels experience glass ceiling effects with salary that increase substantially the higher they move up
10	<ol style="list-style-type: none"> 1. Women in executive level positions feel isolated 2. The Old boys network is identified and verified 3. Men's belief -Women lack of skill and knowledge prevents them from advancing 4. Men's perception of women is skewed: believe women belong in the home as they can't commit the time to work 5. Men believe married women also can't commit the time 6. Women have to prove themselves 7. Men identify women's dress as a barrier to being a contender 8. Women are only placed at executive levels as tokens 9. Networking is a major problem for women in executive positions 10. Women need survival strategies for remaining at the top 		<ol style="list-style-type: none"> 1. There is not enough support for networking and mentoring at the top. Women are alone and secluded 2. Women need to find ways to acknowledge and celebrate their success and achievements, keeping confidence 3. Women continue to have to prove themselves and are not taken seriously as male executives 4. Corporate culture needs to support women in senior-level positions 5. Women's commitment is not recognized or appreciated
11	<ol style="list-style-type: none"> 1. Women naturally mask feminine traits to fit it and survive in the IT sector. 2. Women use gender to their benefit when convenient for promotion or advancement 	<ol style="list-style-type: none"> 1. Women in higher level positions do not feel there are barriers and do not support women in lower levels 	

	<ol style="list-style-type: none"> 3. After child-bearing women are treated differently by colleagues and can no longer mask feminine characteristics 4. Women who mask feminine characteristics for long periods become complacent and become immune to barriers and challenges. 5. Women are not going into IT fields due to negative perceptions of the job. Top female leaders are unable to expose or address challenges and barriers as they have become accustomed to and accepting of the environment. 6. Women lose out on networking opportunities due to not complying with outside activities that were uncomfortable in (i.e. golf, bars, strip clubs, etc.) 	<ol style="list-style-type: none"> 2. The IT industry has a negative reputation for women. 3. Women in higher level positions who are resilient to challenges for women are not good role models 4. The IT field does not offer work environments to support women, such as flexible hours. 5. Women who don't want to comply with "old boy's club" external client building and networking opportunities lose client relationships. i.e. opportunities 	
12	<ol style="list-style-type: none"> 1. Learnings from the challenges of a Female Black Administrator in a Predominately White University 2. A Black woman leader's abilities to function in a predominately White academic system 3. Her ability to focus on the interests of others 4. Her feelings of need to desensitize 	<ol style="list-style-type: none"> 1. Desensitized their feelings of ethnicity to fit in 	<ol style="list-style-type: none"> 1. Having to desensitize your feelings 2. Self-awareness plays a key role in succeeding 3. Adapting their mind-set and focusing their skills to a level that cannot be ignored as anything other than professional
13	<ol style="list-style-type: none"> 1. Men and women have different leadership styles regardless of organizational environments 2. Women and men actually come into leadership roles with different skills and abilities 3. Corporate culture does influence expectations for both genders in leadership 4. Women's competency abilities are questioned 5. Persons in power typically have a tendency to hold negative attitudes to women in leadership roles 6. Women receive inconsistent demands in managerial expectations 		<ol style="list-style-type: none"> 1. Women function in less supportive environments 2. Women in management typically stand out as tokens and tend to receive negative treatment 3. Women's skills and abilities are not considered at par with men's skills and abilities 4. Women in leadership function in pessimistic environments 5. Limited women in leadership suggests limited mentors
14	<ol style="list-style-type: none"> 1. Women's leadership development should be inclusive of gender theories 2. Men are seen as better leaders given leadership is designed for them 3. Women and women of color suffer from a lack of mentors and networking, leading to major barriers 4. Men's mentors are supportive in helping them advance 	<ol style="list-style-type: none"> 1. Leadership programs are not inclusive for women 2. Perceptions of women in leadership need to change 3. There is a lack of mentors and networking opportunities for women 4. Women are exceeding work expectations and need good methods to communicate this to supervisors 	

	<ol style="list-style-type: none"> 5. The higher the climb in management the fewer women are and the more criticized they become 6. Women are unclear on the authoritarian approach they should follow; too harsh means too aggressive, too soft means not tough enough. 7. Women are uncomfortable and reluctant to engage in networking opportunities 8. Women should use negotiation skills more productively as a tool to counter the effects of second generation bias 	<ol style="list-style-type: none"> 5. No guidance with mentorship leaves women confused on when and how to use masculine traits in leadership 6. Lack of negotiation skills restrains women from opportunities and assignments 	
15	<ol style="list-style-type: none"> 1. Cultural barriers in many areas support the glass ceiling effect 2. Various company cultural strategies are provided 3. Table offered for barriers to shattering the glass ceiling 4. It is imperative for companies to measure and evaluate their organization's success with barriers for the glass ceiling 	<ol style="list-style-type: none"> 1. Recognize the barriers and prepare for them 2. Corporate culture needs to support growth for women 	
16	<ol style="list-style-type: none"> 1. Both genders in the next generation are looking to take on more control and power 2. Attitudes about families, work, and roles at home are adapting to coincide with the demands of work-life balance 3. Men are experiencing more work-life conflicts given their attempts to be involved in home responsibilities 4. Women are earning more educational degrees than ever 5. The effects of an unbalanced life at home will negatively impact the workplace 	<ol style="list-style-type: none"> 1. Conflict from work now overflows to home when men try to take on more responsibilities. 2. Policies need to support both women and men with family work-life balance 3. Men become challenged when they have to take on female responsibilities. This affects relationships 	
17	<ol style="list-style-type: none"> 1. Women and men have different goal setting and interaction facilitations skills 2. Women in leadership use communal characteristics, whereas men use agentic qualities 3. Both qualities are typically required in every organization 4. Leadership styles are impacted by cultural values and upbringing in various countries 5. Women are more transformational in style, supporting the direction organizations are going, in comparison to men who function with a directive style that is good in certain situations 		<ol style="list-style-type: none"> 1. Although women are entering the workforce and the importance of their skills is recognized they still receive a lack of supports 2. Women lose their identity acting with male behaviours to support corporate decisions 3. Women have to prove themselves to be recognized 4. Women using communal skills are considered soft and receive less opportunities and assignments

	<ol style="list-style-type: none"> 6. The study offers a reminder that the workforces across the world need diverse leadership 7. Women tend to take on male leadership behaviours as a directive to support organizational goals 		
18	<ol style="list-style-type: none"> 1. Women concentrated on school when they realized they could get better jobs if educated 2. Women transitioned in the labour force from evolution to revolution 3. Women entered the workforce during the WWII due to shortage of men 4. Working part time was very attractive to married women 5. Contraceptive was innovated and changed women's thinking, giving them control. Women focused on education and careers 6. Women's earning increased substantially 	<ol style="list-style-type: none"> 1. Women were not contenders in the labour force until after the WWII. 2. Without education women can not advance 3. Women are working in industries designed by men for men 4. Women do not have leaders or mentors that look like them 5. Women have not earned respect in a male-dominated world 6. Women are primary care-givers for family and have to manage with part-time work often 	
19	<ol style="list-style-type: none"> 1. Women are feeling extreme pressures to choose between profession and family 2. Women face challenges of work-life balance that differ from men's 3. High achieving women who are married are taking care of most family responsibilities 4. Women are working approximately 13 hour days, not including extra events or activities 5. Women are enduring harsh financial penalties for taking time off to have children 6. Young women giving an illusion that they can delay childbearing until their careers are established 7. Women in executive positions are being forced to choose and are leaving prominent positions for family 8. Corporate cultures are reflecting the directions women are taking 	<ol style="list-style-type: none"> 1. Women shouldn't have to make choices early between career and family 2. The younger generation wants innovative solutions for work-life concerns 3. Women need support for work-life balance, including work policies and procedures that support their needs 4. Women shouldn't be penalized for being the ones to have children 	
20	<ol style="list-style-type: none"> 1. Men working in female occupational fields tend to receive promotions quicker than women in the same fields 2. Men also receive an increase in networking and mentorship opportunities more than women do in the same female-dominated occupational fields 	<ol style="list-style-type: none"> 1. Women don't get recognized, even in their own female-dominated occupational fields. 2. Women struggle to get mentorship in female occupational fields 3. Women don't support each other as leaders in their own fields 	

	<ul style="list-style-type: none"> 3. Men are supported by customers, coworkers, and supervisors as leaders in female-dominated occupation fields 4. Men being fast-tracked with supports and opportunities in female-dominated fields are considered riding the glass escalator while women still fight the glass ceiling 		
21	<ul style="list-style-type: none"> 1. Human Resource Development plays a key role in guiding the careers of Black Women 2. Restricting the voices and visibility of Black Women leaves little understanding of the ways in which they are treated. 3. Receiving adequate support from the institution and senior leaders is critical for development. 	<ul style="list-style-type: none"> 1. Senior leaders have to understand, commit, and be willing to deal with the issues facing Black Women before a framework is established 2. Human Resource Development play a vital role in supporting Black Women in leadership 3. Having role models who are from their own ethnicity is essential 	
22	<ul style="list-style-type: none"> 1. White women have more opportunities for career advancement than women of color. 2. Women of color experience gender and race barriers commonly know as “double jeopardy” 3. Women of color are traditionally from single mom families and, therefore, experience financial hardships to leadership 4. White women are given support and guidance from male counterparts before women of color are even considered 5. Women of color experience a “Brick Wall” vs “Glass Ceiling” 	<ul style="list-style-type: none"> 1. The differences in opportunities between women and women of color advancing to leadership roles are huge 2. Women of color need additional supports (guidance, networking, and financial aids) 3. Given this, participants interviewed reaffirm women of color are not at the top levels 4. Women of color receiving mentorship support is a challenge 	
23	<ul style="list-style-type: none"> 1. Human Resources plays a critical role in the development of women in the workforce. 2. Women are stereotyped, discriminated against, and denied opportunities. 3. Eight main factors contribute to the development for advancement of women 4. Training and development needs should be tailored for women. 5. Without government policies supports for women will not be recognized or committed to 6. Organizational culture must align with the initiative to support women and embrace this change 7. There are gender equity imbalances in work-life balance 	<ul style="list-style-type: none"> 1. Without supportive systems and policies women will not advance 2. Training and professional development are essential for women to succeed 3. An organization’s culture has to reflect the initiatives to support a gender-balanced work environment 4. Without mentoring or networking women will not develop the relationships necessary for advancement 	
24	<ul style="list-style-type: none"> 1. Women continue to fall behind in reaching executive-level positions 	<ul style="list-style-type: none"> 1. Corporate culture does not support women or women executives for work-life balance. 	

	<ol style="list-style-type: none"> 2. Companies report profitable outcomes with women in executive leadership roles and on boards. 3. Executives should sponsor women to increase advancement opportunities 4. Although women receive high-level pressures to prove themselves, they have no difficulties meeting expectations 5. To make changes, cultures need to change in organizations 6. Women’s skills exceed the skill levels of men per competency 7. Women have far more household responsibilities than men 	<ol style="list-style-type: none"> 2. There is a lack of mentoring and networking to support women in management positions 3. Women’s skills don’t get recognized for excelling. It’s an expectation 4. Women’s salaries are still unrepresented compared to men 	
25	<ol style="list-style-type: none"> 1. Keeping Millennials in the workforce will require companies to meet their needs 2. Important factors for Millennials in the workforce are, work-life balance, opportunities to develop, leadership that can engage and support them, and flexibility 3. Millennials have no commitment to organizations. In fact, they see themselves working for many companies or organizations over their lifetime. 	<ol style="list-style-type: none"> 1. The Millennials see work-life balance as a top priority 2. The next generation, male and female have recognized flexibility and leaders that can communicate as important factors to retain and recruit them 	
26	<ol style="list-style-type: none"> 1. Barriers were compared between elite male and female executives. 2. Women experienced challenges in male dominated cultures 3. Identified barriers at the top were due to perceptions of women 4. Men have more advantages with networking 5. Women do not receive mentoring for fears of perceptions by mentors and others. 6. Mentoring found to be more beneficial to men than women 7. Women have difficulty getting assignments. Assignments found to be positively related to success. 		<ol style="list-style-type: none"> 1. Women in elite positions suffer from barriers 2. Women have more difficulty fitting into the culture than women in lower levels 3. Women excluded from networks 4. Women can not get mentors as they are associated with negative condemnation 5. Women are denied assignments which hinders advancement
27	<ol style="list-style-type: none"> 1. It’s a changing world that leaders need to adapt to and prepare their skills and abilities for 2. Traditional corporate culture promotes female leaders to take male styles and lead by being hard-nosed 		<ol style="list-style-type: none"> 1. Environments force women into leading by using masculine approaches to fit in. 2. Black women experience discrimination and are not provided the same opportunities

	<ol style="list-style-type: none"> 3. Women should lead with a style that offers flexibility and is adaptable to many situations 4. Women leaders who tend to be more aggressive by adopting male tendencies will not do well 5. Any leader who continues learning and developing will have a better change for a successful career by always keeping her skills sharp 8. Black leaders are perceived to be less competent and are not afforded the same opportunities from these preconceived notions 		
28	<ol style="list-style-type: none"> 1. Women must learn to navigate the corporate culture 2. Women often become entrepreneurs due to a work-life balance they can more easily control 3. Female bosses can be seen as naïve due to their transformational leadership style 4. Women face different leadership issues than other leaders, such as being nice and kind. Compared to traditional leadership style, which is masculine and agentic. 5. At higher levels women have a tendency to change their leadership styles to match those of their peers. 6. Women have to fight hard to establish their careers 		<ol style="list-style-type: none"> 1. Most corporate cultures do not support women in advancement 2. Women are finding other options for dealing with priority work-life issues, such as entrepreneurship. 3. Women offer a different leadership style (transformational) that is challenging for men to appreciate or perform 4. Women in executive positions are isolated, so are using survival techniques such as masking their own styles to those of their peers. 5. Women are increasing in the workforce, therefore are continuing desires to be in top positions on their own terms.
29	<ol style="list-style-type: none"> 1. The credibility of senior women leaders in top-level positions becomes questioned once in office. 2. Failing company's performances are not linked to failing company's performance 3. The intentions of appointment of women to struggling companies are becoming questionable. Are they being set up to fail? 4. Women taking on high risk roles can be putting their careers in jeopardy 5. Attitudes in workplaces are still biased towards males over females in leadership roles 6. Women in senior-level positions have very limited network and mentoring supports 		<ol style="list-style-type: none"> 1. Women in top-level positions are alone and isolated 2. Women in high level positions are operate under high risk and strains 3. Some positions women are taking on because men don't want the risk of the job. 4. Women at the top can't be their true selves. They mask their feelings and strains to be apart of the team
30	<ol style="list-style-type: none"> 1. Women of color feel isolated and operate at a high risk once they have reached the top. 2. They perform at a level felt as a glass cliff 		<ol style="list-style-type: none"> 1. Women at the top experience severe stress given the lack of support and isolation

	<ol style="list-style-type: none"> 3. They experience, racism, sexism, and discrimination 4. They are offered no support 5. Often felt as thou they are invisible, even though they are highly visible 		<ol style="list-style-type: none"> 2. They still experience racism, sexism, and discrimination 3. Feel as though they are set up for failure. At times tokens only
31	<ol style="list-style-type: none"> 1. Women want to aspire to leadership roles but are afraid to speak up 2. Women do not have strong network supports that create relationships that men do 3. Negative perceptions that women can't adapt from government to private sector 4. Women face male-dominated environments that are not inviting to women 5. Women in top leadership positions have challenges with work-life balance, but should be creative to adjust 6. Women in top positions must have a supportive spouse or extended family to succeed 7. The images for strong female leaders are not positive images and do not support working mothers 8. Discussions of challenges for women taking on new assignments, roles and projects. They shouldn't lean back. 9. Views on women and mentorship. Men don't ask women, but women ask women, and women will ask men. 10. Women communicate differently. They should know when to speak up and when to remain quiet. 		<ol style="list-style-type: none"> 1. Majority of women at the top come from a form of privilege and do not understand the average woman's challenges and struggles 2. The average working woman does not have a supportive network, spouse, or extended family 3. The few women who are at the top do not relate to women of color and their struggles
32	<ol style="list-style-type: none"> 1. There is a direct link between job satisfaction and management advancement for women. 2. Women prefer to work in organizations that support equitable possibilities for advancement. 3. Evidence suggests providing opportunities for both genders to management works best for both genders 	<ol style="list-style-type: none"> 1. If women are satisfied with the organizational environment towards equal opportunities they show more commitment to the company. 2. Younger women receive more encouragement for advancement than older women, who appear to be tempered by male authority and less inspired. 3. The more women that reach top management roles the more women are encouraged to follow the same path 	
33	<ol style="list-style-type: none"> 1. Women with a mentor are more likely to get promoted 2. Strong promotional history predicts who gets a mentor 	<ol style="list-style-type: none"> 1. Women have to be seen as competent leaders to get mentors 2. Women are not promoted therefore would not be on rising star list 	

	<ol style="list-style-type: none"> 3. Individuals whose protégés support them based on competency and potential get mentors 4. Intentionally using development behaviours are seen as positive draws for being fast-tracked 	<ol style="list-style-type: none"> 3. Women don't have strong supports therefore are able to recognized for assignments 	
34	<ol style="list-style-type: none"> 1. Women need a plan. 2. They need to understand what's important to them and be prepared that it won't be easy if they want it all. 3. Things are not equal between men and women in the workplace. Double standards are the norm. 4. Women at the top have a duty to be open and honest with themselves and the younger generation about what they've sacrificed to get to the top and stay there. 5. Many men want the same flexibilities women are longing for 6. Working longer hours, always being available, and giving up family time makes people less efficient "Time is not cheap" "everything has a cost" 8. Women put their health at risk to achieve success 9. There is still a huge gap 10. Society's views appear to be skewed 	<ol style="list-style-type: none"> 1. Organizations do not have systems, policies and practices that support women's need of work-life balance 2. Society has become accustomed to accepting women have to step down because they can't balance it all 3. Top leaders are not honest about the true realities of sacrificing and struggles 4. Trends are happening where women showing that they are not committed to employers any more. 5. Employers are not using technology as a means to support the flexibility women need 6. Women are affected financially by: sacrificing their plan for a family, not finishing education so they can start family, leaving top jobs to maintain family 7. Stress and expectation of working longer hours keeps women from reaching the top 	
35	<ol style="list-style-type: none"> 1. Women need to consistently be more successful and produce more than men 2. Women remain underrepresented as executives 3. Women using masculinity practices get advanced as males do 4. Women need social interactions as a means to advance to the top. Although women need social capital, it does not appear to be available to them. 5. CEO's think women's current lack of practical knowledge is what keeps them from top positions. 	<ol style="list-style-type: none"> 1. Women have to prove themselves more than men 2. Women are not seen in top positions 3. Networking and mentoring are critical to women's social capital for advancement 4. Top executive perceptions of women are distorted and impractical 	
36	<ol style="list-style-type: none"> 1. Women in leadership want to have work and life-balance 2. Women always have to prove themselves prior to and during leadership roles 3. Having a supportive partner is advantageous 4. Their communication styles set them apart from males 		<ol style="list-style-type: none"> 1. Women are constantly having to prove their credentials 2. Women have to take on additional tasks and pressures to maintain their roles 3. Women have to make priorities for work-life balance

	<p>5. Women are expected to handle more stressful situations simultaneously</p>		<p>4. Women are pushed to their limits more frequently to test their abilities and commitment 5. Most female leaders who succeed have partners at home</p>
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