



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

**Gordon Institute
of Business Science**
University of Pretoria

**Organisational response strategies for the removal of career
advancement barriers experienced by women managers**

Anna Jansen van Rensburg

20076721

A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.

11 November 2013

ABSTRACT

Women make up 52% of the population in South Africa, and yet are significantly under-represented in top corporate leadership positions, constituting only 21.4% of all executive managers and 17.1% of all directors in the country (Businesswomen's Association of South Africa Census, 2012). The purpose of this research was to identify the response strategies organisations implement to remove the career advancement barriers that exist for women managers, and to determine if these response strategies are beneficial or detrimental to women's career advancement. The research also aimed at determining why certain response strategies are successful or detrimental to women's advancement.

The research design chosen was a mixed-method design, and included a quantitative descriptive study and an explanatory study. The data was collected from women at middle and senior management level by means of a questionnaire. The questionnaire was completed by 101 female respondents.

The highest ranked career advancement barriers were found to be work-life balance, lack of networking, and excessive modesty. In response, the research results indicated that organisations mostly implement fair performance review processes, flexible working, and equal pay in an attempt to remove career advancement barriers.

Appointing women in leadership positions with profit-and-loss responsibility, equal pay, and transparent review processes were found to be the most successful strategies to remove career advancement barriers. Based on the questionnaire results in response to why certain response strategies are more successful than others, a framework was built, classifying the response strategies into different archetypes and creating a framework for companies to understand the landscape of women's advancement response strategies.

KEYWORDS

Women in leadership, Career Advancement, Gender Barriers, Response Strategies,
Women Managers

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.



Anna Jansen van Rensburg

11-11-2013

Date

ACKNOWLEDGEMENTS

To Des, a lioness, who became my supervisor long before she had to, invited me into her home and her classroom, and walked this journey with such effortless style and grace. Thanks Des, I delivered a better product because of you, and enjoyed every moment.

To all the women in leadership that took the time to participate in this study.

To my husband, my everything.

CONTENTS

ABSTRACT	ii
KEYWORDS	iii
DECLARATION.....	iv
ACKNOWLEDGEMENTS.....	v
CONTENTS	vi
LIST OF ABBREVIATIONS.....	x
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
1. RESEARCH PROBLEM AND PURPOSE.....	1
2. LITERATURE REVIEW	7
2.1 RESPONSE STRATEGIES.....	7
2.1.1 LEADERSHIP.....	8
2.1.2 QUOTAS / TARGETS.....	8
2.1.3 UNDERSTAND THE BUSINESS CASE	9
2.1.4 NETWORKING.....	9
2.1.5 MENTORSHIP.....	10
2.1.6 FLEXIBLE WORKING	10
2.1.7 EQUAL PAY FOR MEN AND WOMEN	11
2.1.8 WOMEN IN PROFIT-AND-LOSS LEADERSHIP POSITIONS.....	11
2.1.9 MEASURING GENDER DIVERSITY	11
2.1.10 PERFORMANCE REVIEW.....	12
2.2 CAREER ADVANCEMENT.....	12
2.3 BARRIERS TO CAREER ADVANCEMENT	14

2.3.1	NETWORKING.....	15
2.3.2	MENTORSHIP.....	16
2.3.3	WORK-LIFE BALANCE	17
2.3.4	GENDER STEREOTYPES.....	18
2.3.5	QUEEN BEE SYNDROME	19
2.3.6	SPONSORSHIP	19
2.3.7	OTHER.....	19
3.	RESEARCH QUESTIONS.....	21
3.1	RESEARCH QUESTION 1.....	21
3.2	RESEARCH QUESTION 2.....	21
3.3	RESEARCH QUESTION 3.....	21
3.4	RESEARCH QUESTION 4.....	22
4.	RESEARCH METHODOLOGY AND DESIGN.....	23
4.1	RESEARCH DESIGN.....	23
4.2	POPULATION.....	24
4.3	UNIT OF ANALYSIS	24
4.4	SAMPLING METHOD	24
4.5	SAMPLE SIZE	25
4.6	DATA COLLECTION.....	26
4.6.1	QUESTIONNAIRE DESIGN	26
4.6.2	QUESTIONNAIRE PRE-TESTING	27
4.6.3	DATA COLLECTION	28
4.7	PROCESS OF ANALYSIS	28
4.8	ASSUMPTIONS.....	28

4.9	LIMITATIONS	29
5.	RESEARCH RESULTS	30
5.1	RESULTS FOR RESEARCH QUESTION 1	31
5.2	RESULTS FOR RESEARCH QUESTION 2	35
5.3	RESULTS FOR RESEARCH QUESTION 3	37
5.4	RESULTS FOR RESEARCH QUESTION 4	39
6.	DISCUSSION OF RESULTS	47
6.1	RESEARCH QUESTION 1.....	47
6.2	RESEARCH QUESTION 2.....	50
6.3	RESEARCH QUESTION 3.....	51
6.3.1	WOMEN IN PROFIT-AND-LOSS LEADERSHIP POSITIONS.....	51
6.3.2	EQUAL PAY.....	52
6.3.3	TRANSPARENT PERFORMANCE REVIEW PROCESSES.....	52
6.3.4	LEADERSHIP.....	53
6.3.5	FLEXIBLE WORKING	53
6.3.6	MENTORSHIP.....	54
6.3.7	UNDERSTANDING THE BUSINESS CASE	54
6.3.8	QUOTAS / TARGETS.....	55
6.3.9	NETWORKING.....	55
6.3.10	MEASURING GENDER DIVERSITY	56
6.4	LINKING BARRIERS AND RESPONSE STRATEGIES	56
6.5	RESEARCH QUESTION 4.....	59
6.5.1	PROACTIVE INTERVENTIONS	59
6.5.2	ADDRESSING GENDER STEREOTYPES.....	59

6.5.3	COLLECTIVELY DRIVEN	60
6.5.4	MAKE WOMEN FEEL VALUED	60
6.5.5	MERIT BASED	60
6.5.6	FORCED TO DIFFERENTIATE.....	60
6.6	RESPONSE STRATEGY ARCHETYPE FRAMEWORK	61
7.	CONCLUSION.....	64
7.1	FINDINGS.....	64
7.2	RECOMMENDATIONS	65
7.3	FUTURE RESEARCH.....	67
7.4	CONCLUDING STATEMENT.....	67
	REFERENCE LIST.....	69
	APPENDIX A: WOMEN IN LEADERSHIP QUESTIONNAIRE.....	74

LIST OF ABBREVIATIONS

CEO Chief Executive Officer

ROI Return on Investment

ROA Return on Assets

KPI Key Performance Indicator

P/L Profit-and-Loss

LIST OF TABLES

Table 1: LIKERT SCALE SCORING.....	27
Table 2: RESEARCH QUESTIONS MAPPED TO SURVEY QUESTIONS.....	30
Table 3: SUMMARY OF BIOGRAPHICAL INFORMATION.....	30
Table 4: LIST OF ADDITIONAL BARRIERS.....	34
Table 5: TOP RANKED RESPONSE STRATEGIES	38
Table 6: WOMEN IN LEADERSHIP POSITIONS	39
Table 7: EQUAL PAY	40
Table 8: PERFORMANCE REVIEW.....	41
Table 9: LEADERSHIP.....	41
Table 10: FLEXIBLE WORKING	42
Table 11: MENTORSHIP.....	43
Table 12: UNDERSTANDING THE BUSINESS CASE	44
Table 13: QUOTAS / TARGETS.....	44
Table 14: NETWORKING.....	45
Table 15: MEASURING GENDER DIVERSITY	45
Table 16: NET MOVEMENT OF BARRIERS.....	48

LIST OF FIGURES

Figure 1: THE STUPID CURVE.....	2
Figure 2: AGGREGATED FORCE RANK RESULTS OF BARRIERS.....	32
Figure 3: FORCE RANK RESULTS PER MANAGEMENT LEVEL	32
Figure 4: FORCE RANK RESULTS PER AGE BRACKET	33
Figure 5: FORCE RANK RESULTS CONSIDERING CHILDREN.....	33
Figure 6: STRATEGIC AGENDA SUMMARY.....	36
Figure 7: RESPONSE STRATEGY IMPLEMENTATION.....	37
Figure 8: COMPARATIVELY RANKED BARRIERS	48
Figure 9: BARRIERS LINKED TO RESPONSE STRATEGIES	57
Figure 10: IMPLEMENTED VS. SUCCESSFUL RESPONSE STRATEGIES	58
Figure 11: RESPONSE STRATEGY ARCHETYPES	61
Figure 12: IMPLEMENTATION PLAN	65

1. RESEARCH PROBLEM AND PURPOSE

“In the future, there will be no female leaders. There will just be leaders.”

Sheryl Sandberg, *Lean In: Women, Work, and the Will to Lead*

The purpose of this research was to identify the response strategies companies implement to remove the career advancement barriers that exist for women managers, and to determine if these response strategies, when implemented, are beneficial or detrimental to women’s career advancement. The research also aimed to determine *why* certain response strategies are successful, while others are unsuccessful, through a qualitative research methodology.

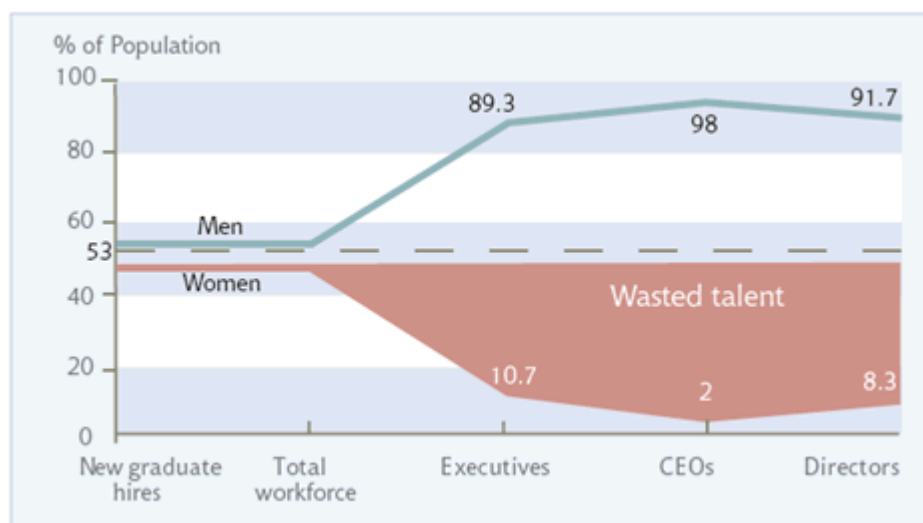
Women make up 52% of the population in South Africa, and yet women are significantly under-represented in top corporate leadership positions, constituting only 21.4% of all executive managers and 17.1% of all directors in the country (Businesswomen’s Association of South Africa Census, 2012). In comparison to previous years, in which the 2009 Businesswomen’s Association of South Africa census results established women representation to be 18.6% of executive managers and 14.6% of directors, there is a slight increase in the representation of women at senior executive level, but this increase has been marginal.

Broadening the statistical overview of women in the workplace beyond South Africa, shows that women’s representation at executive manager level in Fortune 500 companies in the United States has stagnated over recent years, moving from 13.5% in 2009 to 14.3% in 2012 (Catalyst, 2013). Globally, women held 24% of senior management roles in 2013, the exact same percentage as in 2009, with China leading the way at 51% representation (Grant Thornton International Business Report, 2013).

The issue is not the level of workforce participation or education (Chief Executive Women, 2009). The report determined that women make up approximately half of all workforce entrants. Moreover, they are graduating in equal or greater numbers when compared to men in economics, commerce, business and law faculties. The ‘Stupid Curve’, a phrase coined by former Deloitte USA Chairman Mike Cook, demonstrated the extent of the wastage of talent in companies. According to Chief Executive Women (2009), the curve

shows that rather than drawing leadership from the total talent pool, companies select almost 90% of their leaders from only 50% of the population. As can be seen in Figure 1, while men and women enter the workforce in almost equal numbers, men have a nine times better chance of reaching executive level than women (Chief Executive Women, 2009).

Figure 1: THE STUPID CURVE



Conversely, the benefits of appointing women in corporate leadership positions have been widely researched and publicised. Furumo, Jalbert, & Jalbert (2013) proved that in recent years, the number of female Chief Executive Officers (CEO's) at large firms has increased to the point that it is possible to statistically compare the performance and management characteristics of firms managed by CEO's of different genders. Their results indicate that female CEO's manage their firms differently and are perceived differently by financial markets. In general, female CEO's produce higher sales growth, more institutional ownership, provide higher returns in the form of return on investment (ROI) and return on assets (ROA), and are valued higher in the market than firms managed by male CEO's.

Similarly, Cook & Glass (2011) verified evidence that investors respond positively to the appointment of women in powerful positions, particularly in female-dominated industries. Their findings suggest that the market will reward the firms that appoint a woman into a top management position. Dezso and Ross (2012) argued that female representation in top management brings informational and social diversity benefits to the top management team, enriches the behaviours exhibited by managers throughout the firm, and motivates

women in middle management. They found that firms generate on average one percent more economic value with at least one woman on its top management team than without any women in its top management team.

South Africa has adopted the Employment Equity Act that prohibits unfair discrimination against women, and companies are subsequently compelled to become more gender diverse (Republic of South Africa, 2006). Legislative requirements may *force* companies into gender diversity, however there is substantial research indicating that companies would benefit from gender diversity.

Credit Suisse (2012) went a step further and identified why greater gender diversity could be correlated with stronger corporate performance. Although there is a significant body of research that supports the idea that there is no causation between greater gender diversity and improved profitability and stock price performance, they state that the link may be the positive signal that is sent to the market by the appointment of more women, firstly because it may signal greater focus on corporate governance, and secondly because it is a sign that the company is already doing well.

In summary, the literature supports that there is a positive link between improved financial and non-financial firm performance and gender diversity, and companies would benefit from increasing women's representation at executive level, making the removal of barriers essential in the process of increasing gender diversity.

The scale of under-representation of women at top management has been established statistically (Businesswomen's Association of South Africa Census, 2012), and the financial benefit of gender diversity has been established (Dezso & Ross, 2012). In addition to this, the barriers to career advancement that hinder women from advancing from middle management to senior management are also well researched. Wood (2008) found that despite government legislation, legal sanctions, greater participation in education, and increasing entry into the workforce in general, only a very small proportion of women advance to senior management.

Similarly, Hamel (2009) verified the top barriers to be the 'old boys' network' supported by the organisation's culture that did not support women in leadership positions, assigning women to low-profile positions, the 'queen bee syndrome', dislike by superiors, and

challenging opportunities that were withheld from or simply not offered to women with children.

Baumgartner & Schneider (2010) investigated women who have broken the proverbial 'glass ceiling' and obtained their view on the top barriers to career advancement, those which they experienced and have overcome. Again, the first barrier was determined to be the 'old boys' network', which is described as men's attitude toward female executives. A study from 1985 by Dubno found that males maintained a negative attitude toward female executives. This study was replicated in 1996 by Everett, Thorne, and Danehower, to find that the negative attitudes toward women persisted. And again, in 2009, Hamel had a similar finding. This means that one of the top identified barriers to career advancement of women, namely the 'old boys network', has been recognised in the workplace for 24 years, and is found to be present today (Hamel, 2009).

A second barrier that was mirrored in both the Hamel (2009) and Baumgartner & Schneider (2010) study was work-life balance, and the sacrifices women in upper management have made in terms of family time. Work-life balance is again a barrier that has been identified and studied for a number of years. Baumgartner & Schneider (2010) continue to describe four other barriers to career advancement that include the lack of mentorship, the 'queen bee syndrome', effective leadership styles and the leadership style most effective for female managers, and the last was women simply choosing not to pursue upper management.

To address career advancement barriers for women managers, McKinsey's Women Matter 2012 report (McKinsey, 2012a) showed that many companies are investing heavily in gender diversity, but have yet to see results. The report showed that gender diversity was best supported within an ecosystem consisting of three parts namely management commitment, women's development programmes, and a set of enablers. McKinsey identified 41 initiatives that lie within these categories and found that the overwhelming majority of companies are tackling gender diversity through these initiatives, and gender diversity was among their top ten strategic priorities. However, there is a significant gap between what is formally in place and what is regarded as well implemented, and the report shows that companies are struggling to effectively implement what have formally been put in place.

In review of the literature, the current response strategies that companies mostly implement are promoting networking targeted at women in the company, creating networking opportunities with women executives that then serve as role models and mentors, and increased work-life flexibility in terms of work hours and place of work (Energy Workforce, 2009). Jacobs & Schain (2009) also determined flexible work arrangements, identifying role models, and mentoring as response strategies. In addition to this, Crafford, Crous & Lewis-Enright (2009) confirmed that companies implement flexible working conditions, but also provide gender sensitisation training to prevent gender stereotyping in the workplace.

Rice (2012) suggests four reasons why companies are not achieving their diversity targets. He attributes slow progress to the fact that companies have not assigned the responsibility for transformation to the right person, that the success of the initiatives are not measured correctly, that the focus is incorrectly on attempting to change the company culture, and that the wrong candidates are earmarked for diversity department roles.

Barsh, Nudelman & Yee (2013) identified companies that are successful in advancing women to senior leadership, defined by the number of women on top teams, the number of women on boards of directors, the representation of women on the senior executive committee, and the odds of women advancing from manager to director and vice president, and determined the response strategies implemented by these companies. They identified the following four response strategies.

The first response strategy mentioned in the report is for the CEO and senior executives of the company to 'walk, talk, run, and shout about gender diversity' (Barsh, Nudelman & Yee, 2013), and that although the women representation numbers matter, that belief and tangible action are the defining factors. The second response strategy in best-performing companies involved fostering a culture of successfully advancing women, proving that gender-diversity programmes were not enough, and that values that are lived every day by senior leadership last, especially if the value set fits gender diversity (Barsh, Nudelman & Yee, 2013). The third response strategy stated that talent development, succession planning and measuring results to reinforce progress are specific areas to focus on, and the fourth strategy reinforced the correlation between representation of women on boards and on top executive teams, and that representation on boards served as agents for change (Barsh, Nudelman & Yee, 2013).

Women are underrepresented at executive management level (Businesswomen's Association of South Africa Census, 2012), the barriers to career advancement have been known, in some cases for more than a decade (Hamel, 2009), and the financial benefit of employing women at executive level is known (Dezso & Ross, 2012). This study seeks to understand how companies are responding to removing the barriers to career advancement, and if there is a response, how effective these response strategies are.

The research objectives were to confirm the most significant barriers to career advancement that exist for women managers, and then to understand the response strategies companies are implementing, and if the response strategies align with the career advancement barriers. The research also seeks to understand why current response strategies are successful or unsuccessful in removing career advancement barriers for women managers. The research pursued the insight of women in senior and middle management positions, and focused on company response strategies or external factors that present a barrier, and not the personal choice of women not to pursue executive positions.

The next sections contains the literature review that provides an overview of response strategies, career advancement strategies, and the most significant career advancement barriers that women managers are currently faced with.

2. LITERATURE REVIEW

The literature review comprises of three main sections. Firstly, a review of response strategies found in literature that companies implement to remove barriers to career advancement experienced by women managers. The next section delves into career advancement and the different strategies managers implement to successfully advance to executive positions. Thirdly, the different career advancement barriers, in order of importance based on the review of the literature, are described.

2.1 RESPONSE STRATEGIES

McKinsey's 'Women Matter 2012' report (McKinsey, 2012a) found that many companies are investing heavily in gender diversity, but have yet to see results. The report showed that gender diversity was best supported within an ecosystem consisting of three parts. The first part is management commitment, which includes CEO commitment, senior management commitment, setting targets, and actions to increase men's awareness of gender diversity issues. The second part involves women's development programmes, and refers to actions such as networking events, external coaches, and mentoring programmes. Finally, the third part is a set of enablers, including salary differences, attrition rates, and overall gender representation (McKinsey, 2012a). However, there is a significant gap between what is formally in place and what is regarded as well implemented, and the report shows that companies are struggling to effectively implement initiatives that have formally been put in place (McKinsey, 2012a).

The aim of this section of the literature review is to determine the response strategies that are in place, and the response strategies that companies believe should be in place to remove barriers to career advancement for women managers. The response strategies found were then grouped into themes. The response strategies are not listed in any specific order of importance.

2.1.1 LEADERSHIP

Energy Workforce (2009) has found that change starts at the top and that the CEO must actively support and promote career advancement of women for it to happen. CEO's and top management must demonstrate commitment to diversity throughout the organisation. Rice (2012) suggests that diversity initiatives fail because the responsibility for increasing diversity has not been assigned to the right person or group of people. A response strategy is to involve business unit or line managers in the organisation's diversity initiatives and to make sure the right person is leading the diversity effort ("Best practices," 2010).

Madera (2013) established leadership, particularly executive positions related to administering a diversity programme, as one of the most important factors for developing a diverse workforce. Direct involvement from top executives in diversity-related functions can signal an organisation's commitment to diversity. To remove barriers organisations need top-down leadership support at CEO, chairman and managing partner levels, as well as geographic and functional leadership involvement ("Firms need," 2008). Hoss, Bobrowski, McDonagh & Paris (2011) similarly emphasise creating accountability at the CEO and board level to promote women at the top.

Barsh, Nudelman & Yee (2013) discovered that the passion for gender diversity of the CEO's and senior executives goes well beyond logic and economics and although CEO's cannot single-handedly change the face of gender diversity, the CEO is the primary role model and must stay involved. Leaders of top performing companies - in terms of women's advancement - make their commitment visible as well as verbal.

2.1.2 QUOTAS / TARGETS

McKinsey (2012a) identifies targets for women representation in top positions and internal quotas for women in managerial positions as response strategies that companies should implement. Companies need to set clear targets for each part of the business, allowing for more people to engage in change, and taking individual responsibility for improving women's representation rather than seeing it as the preserve of the human resources department. McKinsey (2012a) suggests that each department has an annual target for the representation of female managers. This target takes the starting position and other specific circumstance into account, and that progress should be published regularly.

McKinsey (2012a) also adds that departments should be encouraged to compete with one another to recruit the most talented women.

Crafford, Crous & Lewis-Enright (2009) agree that equal employment legislation (which sets targets for women representation), requires organisations to meet specific targets as a response strategy, and targets would advance women in senior management positions (Hoss, Bobrowski, McDonagh & Paris, 2011).

2.1.3 UNDERSTAND THE BUSINESS CASE

Energy Workforce (2009) states that removing the barriers for women's advancement starts with defining the business case and understanding the benefits of hiring women. Organisations must embrace an attitude that diversity is a benefit ("Best practices," 2010). Similarly, organisations must build understanding of and buy-in to the business case, and once the business case is truly understood and firms realise that women representation is a business sustainability issue, the need to move forward in a strategic manager becomes obvious ("Firms need," 2008).

McKinsey (2012a) verified that companies should make a compelling business case for gender diversity to ensure initiatives are both well implemented and effective.

2.1.4 NETWORKING

McKinsey (2012a) identified networking programmes or elements dedicated to women as a response strategy. Similarly, Energy Workforce (2009) acknowledges the value created by women's networking initiatives and workshops targeted to the specific needs and interests of women in the company. The networks serve as a tactic to support women, and provide an environment where women could learn and feel a sense of community.

Crafford, Crous & Lewis-Enright (2009) also identified the set-up of deliberate support networks as a response strategy, because generally women have poor support structures in business, and often have only surface level connections, which break down easily in the face of adversity. There is not a critical mass of women to form strong, supportive bonds, and female managers tend to profile themselves poorly, underplaying their achievements and avoiding workplace politics, but in order to get promoted or to be recognised in business, networking is critical (Crafford, Crous & Lewis-Enright, 2009).

2.1.5 MENTORSHIP

Deliberate mentoring programmes with internal and external mentors have been identified as a response strategy by McKinsey (2012a), Energy Workforce (2009), and Evans (2011). In today's social and economic environment it will be critical for companies to develop or partner with organisations with programmes that support the development of women, and mentoring need to be a key area of focus (Evans, 2011).

Jacobs & Schain (2009) stated that good mentoring programmes are important for the success of women and firms should not feel that women are the only ones who can mentor women. Working women often complain of feeling socially isolated, particularly in higher-ranking positions, and the feeling of social isolation can negatively affect the woman seeking to advance professionally (Jacobs & Schain, 2009).

Ross & Wells (2012) established that mentoring efforts can fall short because some mentors may lack commitment, interpret the job too narrowly, or may not be good at mentoring. The response strategy must include increased selectivity in assigning mentors, specialised training to develop mentoring skills, rotating mentors, and assigning the firm's best performers as mentors.

2.1.6 FLEXIBLE WORKING

According to PriceWaterhouseCoopers (2007), another area of focus for organisations is providing support for women with children, which might include maternity, paternity and parental leave, lactation rooms, parenting websites, and parenting classes. Flexible work mechanisms, such as flexible hours, term-time working, and telecommuting are also suggested. McKinsey (2012a) echoes this response strategy with logistical flexibility for women and career flexibility (part-time and full-time options) as a means to remove the barriers for women managers.

Energy Workforce (2009) have seen an increase in the flexibility employees are provided in terms of work hours and location, which gives them increased ability to manage both a career and family. Increasingly, work is being performed where the employee is physically located rather than the traditional job where employees go to the work location. This greatly increases the women's ability to better integrate their career and lives over the course of time, increasing their choices and enhancing their overall career opportunities (Energy Workforce, 2009).

Jacobs & Schain (2009) indicated that the use of flex-time policies greatly improves the working lives of most women and Evans (2011) found opportunities for flexible working a particularly helpful way of keeping women in the workforce, as have Crafford, Crous & Lewis-Enright (2009).

2.1.7 EQUAL PAY FOR MEN AND WOMEN

Datta, Guha & Iskandar-Datta (2013) discovered that newly recruited female executives' starting compensation compares well with their male counterparts with similar skills and experience. However, two years in, women's total compensation trailed their male counterparts' compensation by 4.5% to 5%. Furthermore, Datta, Guha & Iskandar-Datta (2013) stated that two assumptions lead to smaller female executive raises: women will forgo higher compensation for work-life balance, and women are less likely than men to move to other firms. Companies must ensure equal compensation for men and women (Evans, 2011).

2.1.8 WOMEN IN PROFIT-AND-LOSS LEADERSHIP POSITIONS

Another corporate response strategy that assists women in their career advancement is supporting women in leadership positions that have bottom-line profit-and-loss impact (Hoss, Bobrowski, McDonagh & Paris, 2011). Often women are only promoted in support positions, such as human resources, planning, or marketing, a limitation that prevents eligibility for corporate-level executive positions, whereas companies should make it possible for women to break out of support positions, gain experience with revenue generation, and master the core of the business and then pursue higher executive positions (Hoss, Bobrowski, McDonagh & Paris, 2011).

2.1.9 MEASURING GENDER DIVERSITY

Rice (2012) stated that most diversity programmes fail because companies incorrectly measures 'inputs' such as the number of mentoring programmes, event sponsorship, or résumés collected, and then count them as successes that demonstrate leadership commitment to advancing women. Instead Rice (2012) suggests that companies should think about performance as strategically as core operating businesses, be clear about what success looks like, define success, and define metrics to track progress toward achieving the targets.

2.1.10 PERFORMANCE REVIEW

McKinsey (2012a) suggests that within specific human resource processes and policies, companies should implement collective enablers that control gender appraisal biases in times of performance review cycles.

2.2 CAREER ADVANCEMENT

Understanding a woman's career advancement choices and decisions are important when differentiating external barriers – those barriers that prevent women from advancing without their influence or choice, from internal barriers – those barriers that women influence by choice. In researching career advancement models, the factors that are important to women at different stages of their career become apparent, and could potentially inform the response strategies that should be implemented.

A career is defined as an individual's work-related and other relevant experiences, both inside and outside of organisations, which form a unique pattern over the individual's life span (Sullivan & Baruch, 2009). A variety of career advancement theories and models exist, and one of the next generation of career concepts, the kaleidoscope career model, describes how individuals change the pattern of their career by rotating the varied aspects of their lives to arrange their relationships and roles in new ways (Sullivan & Baruch, 2009). The kaleidoscope model, as explained by Sullivan & Baruch (2009), states that an individual focuses on three career parameters when making decisions and that these three parameters are authenticity, balance and challenge, and these three parameters are simultaneously active over the life span of the individual's career.

In the research of Sullivan & Mainiero (2008), most women discussed their need for finding career challenges early in their lives, whilst issues of balance and authenticity were of secondary concern. For instance, a woman may make a career decision to take a position offering more responsibility at the expense of flexibility, because challenge is the key point at that time. In mid-career, the study found that women are predominately concerned about the issue of balance. Irrespective of her family situation, a woman may adjust her career ambitions to obtain a more flexible schedule. In late career, the study found women were asking, "Is that all there is?" and the desire for authenticity and being true to themselves were of primary concern. This provides insight into potentially employing different response strategies at different stages of a woman's career.

Sullivan & Mainiero (2008) continues to say that media stories suggest overly simple reasons (for example taking care of children), or false reasons (for example lack of ambition), for women's turnover decisions, whereas women are opting out of the workforce for a variety of reasons. Hakim (2006) states that it is unlikely that all women will aspire to high-level organisational positions, women are far more diverse in their work orientations than their male peers.

Whilst the kaleidoscope model provides insight into the different career stages and motivations of women, Catalyst (2011) provides nine career advancement strategies that men and women employ that seemingly paves the way to the top. These suggested strategies are:

- Actively seek high-level profile assignments
- Rub shoulders with influential leaders
- Communicate openly about career aspirations
- Seek visibility for accomplishments
- Let their supervisor know about their skills and willingness to contribute
- Continually seek out new opportunities
- Learn political landscape and the unwritten rules of the company, and
- Isn't afraid to ask for help

However, Catalyst (2011) found in implementing these strategies, men's behaviours translated into advancement and women lag men regardless of the strategies used.

Comparing the study of Johnson & Laud (2012) with the Catalyst (2011) study, a number of recurring themes in career advancement strategies is shown. Johnson & Laud (2012) found four distinct categories of strategies that are being utilised by organisational leadership to achieve career success. These four categories are:

- Foundation strategies: interpersonal skills, self-motivation, planning and leadership style.
- Building self-brand: training and education, networking, politics, reputation and confidence.
- Being centered: risk-taking, work quality, work-life balance and communication.
- Seizing opportunity: role of luck and opportunity creation.

The career advancement strategies indicate how women can achieve career success. Women might not be as successful as men when implementing these strategies, but regardless, to achieve success in a corporate environment, the literature shows a number of practical career advancement strategies. These strategies are instrumental in understanding the barriers that exist to prevent the career advancement of women, and the removal of barriers should specifically be implemented to ensure that the career advancement strategies can now be fairly and easily implemented by women. For example, if a key career advancement strategy is working on high profile assignments, but women are withheld from working on these assignments, there is then a clear link between the barrier, the career advancement strategy, and which barrier needs to be removed from the corporate environment.

The purpose of the next section is to establish the top barriers to career advancement of women that prevent women from implementing the identified career advancement strategies.

2.3 BARRIERS TO CAREER ADVANCEMENT

The review of the literature on barriers to career advancement for women has shown distinctive and repetitive themes. This topic has been thoroughly researched since the 1980's, with very little contradictory results, but also remarkably little change in results from the early studies. The body of literature was analysed and consolidated to determine the top ten barriers to career advancement. These barriers were then also placed in order, from most important or most prevalent, to least important or less prevalent. The order of the barriers was determined by comparing the literature's ranked results. If a barrier is ranked as number 1 in the most number of studies, it is then ranked as number one in this literature review. The ranking is important when response strategies are reviewed, because response strategies should then be aligned with the ranking within this section to be most effective.

Although there might be industry specific gender barriers, the barriers identified here transcend industry, due to the literature that identifies the very same barriers, albeit in different industries.

These invisible barriers that exist for women that limit their upward mobility in organisations are called the 'glass ceiling' (Hoobler, Lemmon & Wayne, 2011), a term

popularised in the 1980's for a set of barriers that limit women advancing to senior leadership positions. The glass ceiling in this research is viewed as a collective description of barriers, and not a barrier in itself.

2.3.1 NETWORKING

The lack of networking is consistently identified as the primary barrier to career advancement for women. Linehan & Scullion (2008) define networking as the exchanging of information, collaborating, developing alliances, acquisition of tacit knowledge, visibility, and support. Networks usually involve contacts with a variety of colleagues for the purpose of mutual work benefits. In their study they found that female managers who are not part of a network experience significant career disadvantages, and an important characteristic of networking is that it is dependent upon informal interactions involving favours, persuasion and connections to people who already have influence. Linehand & Scullion (2008) continues to say that access to organisational networks is not always equitable.

According to Linehand & Scullion (2008) states that the term 'old boys club', that describes an informal network, traditionally composed of men, who have largely excluded women, are also included within this definition of the networking barrier. Linehan & Scullion (2008) mention that the 'old boys club' is still strong in most organisations, and that managers perceive that a significant amount of important business is discussed and that useful contacts are made when male managers network informally, but that female managers are excluded from these informal situations.

Baumgartner & Schneider (2010) also found the lack of networking to be the primary barrier for women, and also identified the 'old boys club' and men's negative attitude toward women prevents women from breaking the glass ceiling. A PriceWaterhouseCoopers study of 2007 found women had limited ability and opportunity for professional networking, and that while men benefitted greatly by belonging to established business networks, participation in such networks was more difficult for women.

Women's networks have not always been perceived as positive with even the intended beneficiaries questioning their value (Hopkins, O'Neil & Sullivan, 2011). In their study it was found that women's networks are viewed as 'have-a-chat-clubs' or 'hens clubs'. They then state that if network members, or members of the leadership team, do indeed hold

such negative perceptions of the value of women's networks, then these networks are unlikely to contribute to the career advancement of women. Hopkins, O'Neil & Sullivan (2011) continue to say that networking helps individuals understand the political and cultural aspects of an organisation, and that networking affects career success, however men and women do not benefit equally from networking. Women tend to establish networks of smaller size and higher degree of similarity amongst members. Most importantly, they found without the support of upper management, it is highly unlikely that the women's network will be used as a strategic lever or will lead to changes in career path options.

Metz (2009) found that the size of the organisation also impacts the success of networking, and that networking is even more important in smaller organisations than large organisations.

Linking networking to the career advancement strategies, it becomes apparent why networking is such an important barrier to overcome. Without a supportive network, women will not be assigned to high profile assignments, rub shoulders with influential leaders, promote themselves and their abilities, or gain visibility for their achievements. Response strategies should address the informal nature of networking, the seniority of the network, and the negative perceptions of women networks.

2.3.2 MENTORSHIP

Mentors are defined as higher-ranking, influential, senior organisational members with advanced experience and knowledge, who are committed to providing upward mobility and support to a protégée's professional career (Linehan & Scullion, 2008). Mentoring is differentiated from sponsorship. Carter, Ibarra & Silva (2010) define a mentor as a person that can occupy any level in the hierarchy, provide emotional support, feedback and advice, help mentees navigate the politics, and focus on personal and professional development. Different to mentors, sponsors must be senior managers with influence, give protégées exposure to other executives, make sure that people are considered for promotion, and fight to get their people promoted. McKinsey (2012b) defines a mentor as an experienced senior colleague who helps junior specialists solve tasks, teaches them and support them with advice, acting as a role model. Taking these differences into account, both mentors and sponsors have been listed separately as barriers for women.

Linehan & Scullion (2008) and Orser, Riding & Stanley (2012) stated that mentoring relationships are particularly important for the advancement of women, but that there is a smaller supply of mentors available to women.

Baumgartner & Schneider (2010) and Chen & Coogan (2007) established mentors and mentoring programmes are strongly recommended for women's advancement and have been connected with promotion, higher income, less turnover, greater career satisfaction, and easier socialisation, but do not necessarily assure women of success.

Hoobler, Lemmon & Wayne (2011) discovered that because of women's underrepresentation in upper management, women lower in the organisational hierarchy have few, if any, female mentors with experience in upper management. Without seasoned female mentors to guide women through what can be a politically driven succession planning process, women may feel unprepared for upper-management positions and thus not apply.

Importantly, all mentoring is not created equal (Carter, Ibarra & Silva, 2010). Their study suggests that high potential women are over-mentored and under-sponsored relative to their male peers. Also, women mentors have less organisational clout.

In summary, women have found that mentors provide support to overcome career challenges, help overcome problems, and assisted in overcoming work-life balance demands (Orser, Riding & Stanley (2012)).

Again, the support a mentor provides can be linked back to the identified career advancement strategies, and the unique nature of the relationship could be a potential reason why response strategies have not been effective in removing this barrier. Conversely, companies might be overemphasising mentorship without providing women with the right mentors, or overemphasising mentorship whilst neglecting sponsorship.

2.3.3 WORK-LIFE BALANCE

Baumgartner & Schneider (2010) say that women in upper management have made sacrifices to get there, including family time, and that many women strive to balance both work and family. However, when trying to balance work and family, women are less likely to break the glass ceiling. Added to this are the findings from Hoobler, Lemmon & Wayne

(2011) that family-work bias means that just being a woman signals to a manager that her family will interfere with her work, irrespective of whether or not that woman actually has family-work conflict. Based on their research, this is a prevalent bias both male and female managers hold against women.

PriceWaterhouseCoopers (2007) discovered that the conventional career path poses particular difficulties for women with family responsibilities who nevertheless wish to advance professionally. Echoing the life-stage career advancement sentiments of the career advancement section, the age at which many women begin to think about starting a family, coincides with one of the most productive periods of a women's career. Many professional women have already reached middle-management ranks when they begin to wrestle with the competing demands of workplace and home.

Added to simply balancing career and home, there is another phenomenon called 'the double burden', which McKinsey (2012b) describes as the combination of work and domestic responsibilities, and that women still remain at the centre of family life in modern society. Similarly, Appelbaum, Didus, Luongo, Paz & Shapiro (2013) and Linehan & Scullion (2008) confirmed that despite the modern ideals of shared parenting and household management responsibility, the bulk of this work continues to be done by women.

Immediately, this seemingly old-fashioned barrier becomes more complex. There are the real work-life balance barriers, the perception of the work-life barrier, and society's inability to see women in a different light.

2.3.4 GENDER STEREOTYPES

Hoobler, Lemmon & Wayne (2011) describe sex role stereotyping as the association of male characteristics with leadership positions, the 'think leader, think male' phenomenon. Substantial evidence has been collected that illustrates that attributes such as independence, assertiveness, and decisiveness are associated with men. PriceWaterhouseCoopers (2007) found views of gender and the life roles played by men and women are informed by deep social traditions and Appelbaum, Didus, Luongo, Paz & Shapiro (2013) found that men were more likely to possess the characteristics associated with managerial success, and that one of the most important obstacles for women in management is the persistent stereotypes that associate management with maleness.

Wood (2008) accounts for the low representation of women in senior management by saying that there is a perception that women lack the appropriate skills to fill management positions, and are not seen as an appropriate fit in a managerial role. This is due to the perception that females are most suited to a supportive, nurturing role such as motherhood.

2.3.5 QUEEN BEE SYNDROME

Baumgartner & Schneider (2010) discovered that women who experience difficulty breaking through the glass ceiling turn to the successful women in management for support, only to find that it does not exist. Queen bee syndrome is described as the phenomenon that when women have made it to the top, they find reasons not to help other women aspiring to break through the glass ceiling. Orser, Riding & Stanley (2012) found that gender issues arose from other women as well as from men, and that once women have broken the glass ceiling, they quickly seal it shut to other women.

2.3.6 SPONSORSHIP

Sponsorship goes beyond mentoring, in which a person goes beyond giving feedback and advice and uses his or her influence with senior executives to advocate for the mentee (Carter, Ibarra & Silva 2010). Their survey found that men and women alike say they get valuable career advice from their mentors, but it's mostly men who described being sponsored. Women describe how mentoring relationships have helped them understand themselves, their preferred style of operating, and ways they might need to change as they move up the leadership pipeline. In contrast, men tell stories about how their bosses and informal mentors have helped them plan their moves and take charge in new roles, in addition to endorsing their authority publicly.

2.3.7 OTHER

The other barriers found in the literature are:

- The different leadership styles as found by Baumgartner & Schneider (2010) and Appelbaum, Didus, Luongo, Paz & Shapiro (2013)
- Excessive modesty and the lack of ability to promote oneself (McKinsey, 2012b)
- Unequal evaluation processes (Appelbaum, Didus, Luongo, Paz & Shapiro, 2013)

- The necessity to work 'anytime, anywhere' (McKinsey, 2012b)

All of these barriers are currently present in companies, and the most effective response strategies must be implemented to remove the barriers.

From the literature review it is apparent that there are a number of response strategies that companies can implement to remove the barriers to career advancement for women managers. There is also a set of career advancement strategies that would benefit women if they were able to implement these strategies, and finally, there are clear barriers present today, preventing women from implementing the career advancement strategies.

With this information available to organisations, women are still under-represented at senior manager level, leading to the conclusion that the response strategies are ineffective or misaligned, the barriers are misunderstood, or organisations do not focus on the most critical career advancement barriers. The purpose of this research was to determine the most critical barriers that women are faced with, the response strategies that are being implemented to remove the barriers, and if these response strategies are effective in removing the career advancement barriers.

3. RESEARCH QUESTIONS

This chapter details the necessity of conducting this research into the response strategies for removing barriers to career advancement experience by women managers. The purpose of this research report is to seek answers to the research questions outlined in the next sections, and to describe and translate the findings into a meaningful framework for organisations to use in improving the representation of women at senior management level. This chapter builds on the findings within the literature review presented in chapter two, together with the findings and problem statement in the first chapter.

3.1 RESEARCH QUESTION 1

Research Question 1: What are the top barriers to career advancement experienced by women managers in the workplace?

This research question sought to determine a more detailed representation of the barriers to career advancement as perceived by women in middle and senior management positions, either through personal experience or observation, and from women who have either overcome the barriers or are currently facing career advancement barriers.

3.2 RESEARCH QUESTION 2

Research Question 2: What are the response strategies that organisations implement to remove the barriers to career advancement of women managers?

This research question sought to understand the actions taken by organisations to remove the barriers to career advancement experienced by women managers, and also to establish if there is a reasonable relationship between the results of Research Question 1 and the response strategies implemented by organisations found in the results of Research Question 2.

3.3 RESEARCH QUESTION 3

Research Question 3: How successful is each organisational response strategy in removing the barriers to career advancement for women managers?

This research question sought to understand if the response strategies identified within the literature are perceived to be successful in removing the career advancement barriers

experienced by women in middle and senior management, or if these response strategies are detrimental to the career advancement of women managers.

3.4 RESEARCH QUESTION 4

Research Question 4: Why is a specific response strategy successful or unsuccessful in advancing women?

This research question sought to understand why the response strategies classified in Research Question 3 are successful or unsuccessful in removing career advancement barriers.

4. RESEARCH METHODOLOGY AND DESIGN

4.1 RESEARCH DESIGN

Kruger & Welman (2001) defined the research design as the plan according to which we obtain research participants (subjects), and set out how to obtain information from them. Lewis, Saunders & Thornhill (2009) similarly defined the research design as the general plan of how you will go about answering your research questions.

The research design chosen was a mixed-method design. The first method used was a quantitative descriptive study and as per Saunders & Lewis (2012), a descriptive study or research seeks to describe accurately persons, events or situations. Descriptive research requires quantitative responses and involves the collection of measurable, quantifiable data, collected by questionnaire surveys (Saunders & Lewis, 2012).

A descriptive study was most appropriate for this section of the research, because the aim of the research was to rank the most prevalent career advancement barriers found for women managers, and describe the response strategies that are utilised by companies to remove the barriers. The reason for choosing a quantitative descriptive study is that significant research has been done in the field of barriers to career advancement of women, so the constructs or barriers and response strategies were already defined and ranked by the responses. Research questions one, two and three formed part of the quantitative descriptive study.

The second method used was an explanatory study, aimed at understanding *why* the response strategies identified in the descriptive research are successful or unsuccessful in removing the barriers to career advancement for women managers, as per research question four. An explanatory study focuses on studying a situation or a problem in order to explain the relationships between variables (Saunders & Lewis, 2012).

The research strategy that was used is a survey method, which involved the structured collection of data from a sizeable population (Saunders & Lewis, 2012). Data collection for both research methods took the form of a questionnaire, and was used because the survey allowed the collection of data about the same things from a large number of people in a cost effective manner (Saunders & Lewis, 2012).

A cross-sectional research design was used, collecting data from participants at only one period in time in what is often termed as a 'snapshot' (Saunders & Lewis, 2012).

4.2 POPULATION

A population is defined as the complete set of group members (Saunders & Lewis, 2012). The population of relevance for this study was female managers, from both middle management and executive management level. The individuals were of any race, age and years of experience, and in any industry.

Mid-level managers were included in the population because they are currently faced with the barriers, and executive management were also included because they have either faced the barriers, or could provide insight into the barriers that currently exist within the business, and which response strategies are being put in place to remove them. The population also included managers that have the knowledge and experience to comment on the efficacy of the response strategies, based on tenure and seniority within the organisation.

4.3 UNIT OF ANALYSIS

The unit of analysis was the response strategies implemented by organisations to remove the career advancement barriers experienced by women managers.

4.4 SAMPLING METHOD

The sampling technique used was purposive sampling, a non-probability sampling technique. Purposive sampling is a type of non-probability sampling in which the researcher's judgement is used to select the sample members based on a range of possible reasons and premises, and a non-probability sampling technique was used because it was not possible to obtain a list of the total population (Saunders & Lewis, 2012). When a researcher selects a purposive sample, his or her judgement is used to actively choose those who will best be able to help answer the research question and meet the objectives, some of the population will have a chance of being chosen by the researcher while others will not (Saunders & Lewis, 2012).

Purposive sampling was used in this research to attain input for all research questions, and was used because the researcher needed to understand what is happening in terms

of career advancement barriers and related response strategies, so logical generalisations could be made (Saunders & Lewis, 2012). The purposive sampling variety used was a typical case, and the criteria used to select the sample were specifically gender and management level. The sample contained only women at middle management or senior management levels. The sample was not restricted by industry, years of experience, life stage, or number of children, however, due to the data collection method the industry most significantly represented in the data is the professional services industry.

The reason for using a typical case in the purposive sampling variety was due to the fact that the sample is illustrative and considered to be representative, albeit not statistically. The underlying premise for using a typical case was that the sample is typical of the population (Saunders & Lewis, 2012).

4.5 SAMPLE SIZE

The sample size determines the level of certainty with which the sample represents the population, therefore a larger sample will represent the population more closely, as well as ensuring the statistical test results are not spurious (Saunders & Lewis, 2012). The sample size of the data represented in chapter five is based on data gathered from 101 female respondents, of which 46% of the sample was middle management and 54% at senior management level.

Middle and senior management were respectively defined according to the Leadership Pipeline model of Drotter (Drotter, 2010). According to the Drotter model, there are six transitions or passage points within a career, based on differentiation of required output. Middle management in this research report equates to passage one of the Drotter model, defined as first-line management with the responsibility of managing others (Drotter, 2010). Senior management equates to passage two of the Drotter model, defined as managing other managers (Drotter, 2010). The sample was not limited to any specific industry, but across all industries.

4.6 DATA COLLECTION

4.6.1 QUESTIONNAIRE DESIGN

The quantitative research questionnaire was developed based on the findings in the literature review. Appendix A shows the complete questionnaire as it was presented to the respondents. The questionnaire was divided into three distinct sections. The first section contained the details of the supervisor and researcher, indicated that participation in the survey was voluntary, and provided background on the research problem and purpose of the research. The background provided the context for the questions and ensured that the participants could answer the questions in the context of the research problem.

The second section covered the biographical information that would be required to analyse the results from the completed questionnaires. The requested biographical information included name and surname, age, industry, management level, number of years in management, and value of annual budget managed, marital status, and number of children. Each data point was specifically relevant to the process of analysis, to not only determine an overall result, but results per biographical data set.

Section one consisted of two questions, with the singular aim of gathering results regarding the barriers to career advancement of women managers. Based on the literature review of the career advancement barriers, a list of ten barriers were included in question one, ranked according to the prevalence of the barrier. Participants were asked to force rank the ten identified barriers, assigning a number from one to ten to each of the barriers based on personal experience or observation. Question two within section one was an open ended question, and asked the participant to add any additional career advancement barriers that were omitted from the list in question two.

Section two consisted of six questions, with the specific thematic aim of gathering insight into the response strategies that companies implement to remove the barriers to career advancement. Question three was an open ended question, asking the participant if the advancement of women is on the strategic agenda of their organisation. Question four contained two distinct subsets of questions. The response strategies identified in the literature review were listed in question four. Firstly, participants were asked if the identified response strategy were implemented within their organisation. Secondly,

participants were asked to score the specific response strategy by using a 1 – 5 Likert scale. The meaning of each rating from 1 – 5 is shown in Table 1.

Table 1: LIKERT SCALE SCORING

LIKERT SCALE SCORE	DEFINITION OF SCORE
1	Response strategy is <i>detrimental</i> to women's advancement
2	Response strategy is <i>unsuccessful</i> in removing barriers to women's advancement
3	Response strategy has <i>no impact</i> on removing barriers to women's advancement
4	Response strategy is <i>somewhat successful</i> in removing barriers to women's advancement
5	Response strategy is <i>very successful</i> in removing barriers to women's advancement

Subsequently, question five and six were open ended questions to determine why the participant rated any of the response strategies either '1' or '5' on the Likert scale. Question seven was an open ended question in order to determine what the participant believes companies should be doing to remove barriers to career advancement for women managers, and the final question, question eight, was another open ended question to gather any additional comments the participant wanted to add to the questionnaire. The complete questionnaire is shown in Appendix A.

4.6.2 QUESTIONNAIRE PRE-TESTING

After completing the design of the questionnaire, the questionnaire was pre-tested. The pre-testing of the questionnaire involved identifying five typical respondents, from senior and middle management level, and requesting the five respondents to complete the questionnaire and critically evaluate each question. The results were gathered to determine if each question was understood and completed correctly, if any of the questions were unclear, if the language was unfamiliar to the audience, and if the Likert scale could be completed intuitively.

The second set of pre-testing was with a set of 35 women, in which the background and context of the research were presented to the participants, and then the participants were assisted in completing a paper-based questionnaire.

With the completion of the pre-testing, the Likert scale was updated to reflect the findings from the respondents, and the instructions for each question were updated to provide more clarity to the participant, especially due to the fact that question one and question four required the participants to complete the questions in different ways. The pre-testing was completed for both a written and electronic format of the questionnaire.

4.6.3 DATA COLLECTION

The data was collected by using both an online survey and paper-based questionnaire. The link to the self-administered questionnaire was distributed via e-mail to participants. The e-mail contained an introductory message to the background and context of the research and an electronic link to the online survey. Questionnaires were also handed out manually. The online questionnaire was constructed using the Qualtrics survey platform, to simplify analysis and retain a database of responses. The Qualtrics survey also simplified the process of forced ranking and completing the Likert scale for the survey participant. Of the 101 responses, 35 were completed manually using the paper-based questionnaire, and 66 responses were completed online.

4.7 PROCESS OF ANALYSIS

The data collected from the 101 responses was consolidated into an Excel spreadsheet, and coded to enable data analysis. Wherever there were omissions for specific questions, the participant was excluded from that specific result. Any omissions in the Likert scale responses were assumed to be a midpoint response, and a '3' was assumed as a neutral value.

Content analysis was used to analyse the open-ended questions, and the frequencies of specific responses were established.

4.8 ASSUMPTIONS

It was assumed that the 101 female respondents were aware of the barriers to career advancement of women, and that they were aware of the response strategies implemented by their respective organisations.

4.9 LIMITATIONS

The findings were limited to South African managers and it might not be possible to extrapolate the findings across countries. The outcome of the research is highly dependent on the quality of the information provided by the respondents. The research seeks to understand barriers and response strategies that supersede industry, and industry specific barriers and response strategies might, in certain industries, be more prevalent than the barriers and response strategies found and ranked in this study, and it might not be possible to extrapolate the results across all industries. The subjectivity of the respondents might have interfered with the results of the questionnaires.

5. RESEARCH RESULTS

This chapter contains the results of the 101 survey responses, and are aligned with the four research questions established in chapter four. Each of the survey questions were directly linked back to one of the four research questions. The research question and corresponding survey question is shown in Table 2.

Table 2: RESEARCH QUESTIONS MAPPED TO SURVEY QUESTIONS

	RESEARCH QUESTION	SURVEY QUESTION
1	What are the top barriers to career advancement experienced by women managers in the workplace?	Question 1 Question 2
2	What are the response strategies that organisations implement to remove the barriers to career advancement of women managers?	Question 3 Question 4 Question 8
3	How successful is each organisational response strategy in removing the barriers to career advancement for women managers?	Question 4
4	Why is a specific response strategy successful or unsuccessful in advancing women?	Question 5 Question 6 Question 7

Due to the fact that the quality of responses, and subsequently the quality of the findings, were highly dependent on the insight and knowledge of the respondents, it was important to establish the profile of the participants, their seniority, and also their personal circumstances in terms of marital status and children. The biographical information of all the respondents was collected, and the summary is shown in Table 3.

Table 3: SUMMARY OF BIOGRAPHICAL INFORMATION

DATA POINT		
Number of respondents		101
Age	25 - 29	8%
	30 - 35	28%
	36 - 40	33%
	> 40	32%
Industry	Education & Training	6%
	Entertainment	5%
	Financial Services	19%
	FMCG	12%
	Government	1%
	Healthcare	2%
	Information Technology	3%

Industry	Insurance	6%
	Logistics	2%
	Manufacturing	4%
	Marketing	2%
	Oil & Gas	1%
	Professional Services	32%
	Property Development	1%
	Retail	1%
	Telecommunication	4%
Management level	Middle management	46%
	Senior Management	54%
Number of years in management	Average per respondent	6.9 years
Budget managed (annually)	Total	R15.8billion
	Average per respondent	R157million
Marital status	Married	57%
	Unmarried	36%
	Life partner	8%
Number of children	None	40%
	1 to 2	53%
	>2	8%

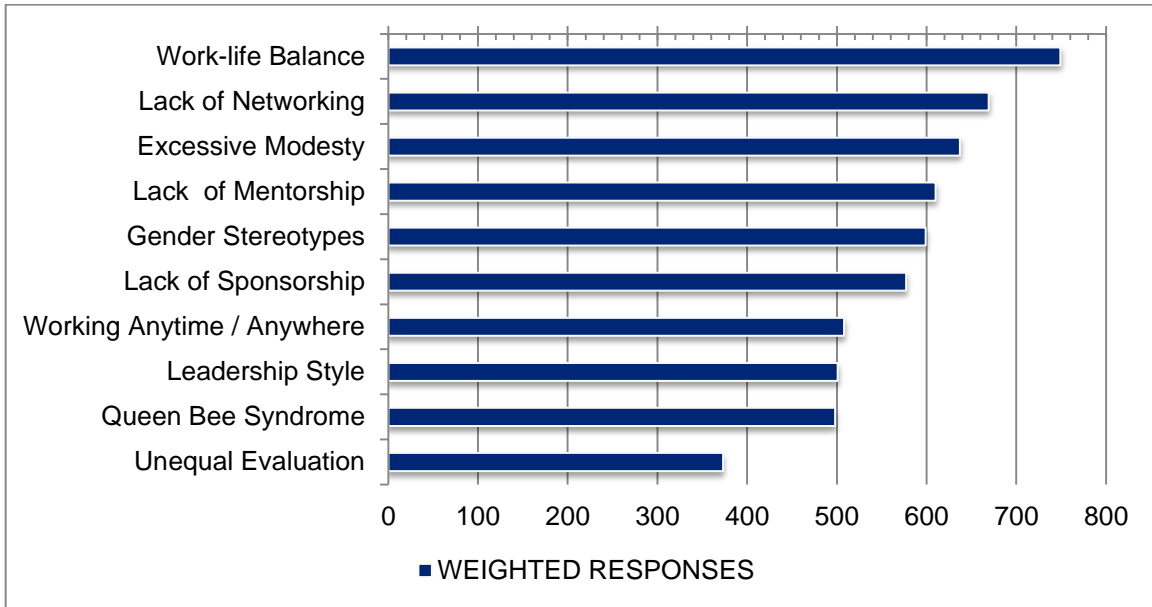
The results are presented separately for each research question, summarising the results of the 101 survey responses.

5.1 RESULTS FOR RESEARCH QUESTION 1

Research question one sought to rank the career advancement barriers experienced by women managers. The research question was as follows: What are the top barriers to career advancement experienced by women managers in the workplace? The corresponding survey questions were as follows: rank the identified career advancement barriers from most significant to least significant, and subsequently add any additional career advancement barriers that were omitted from the list.

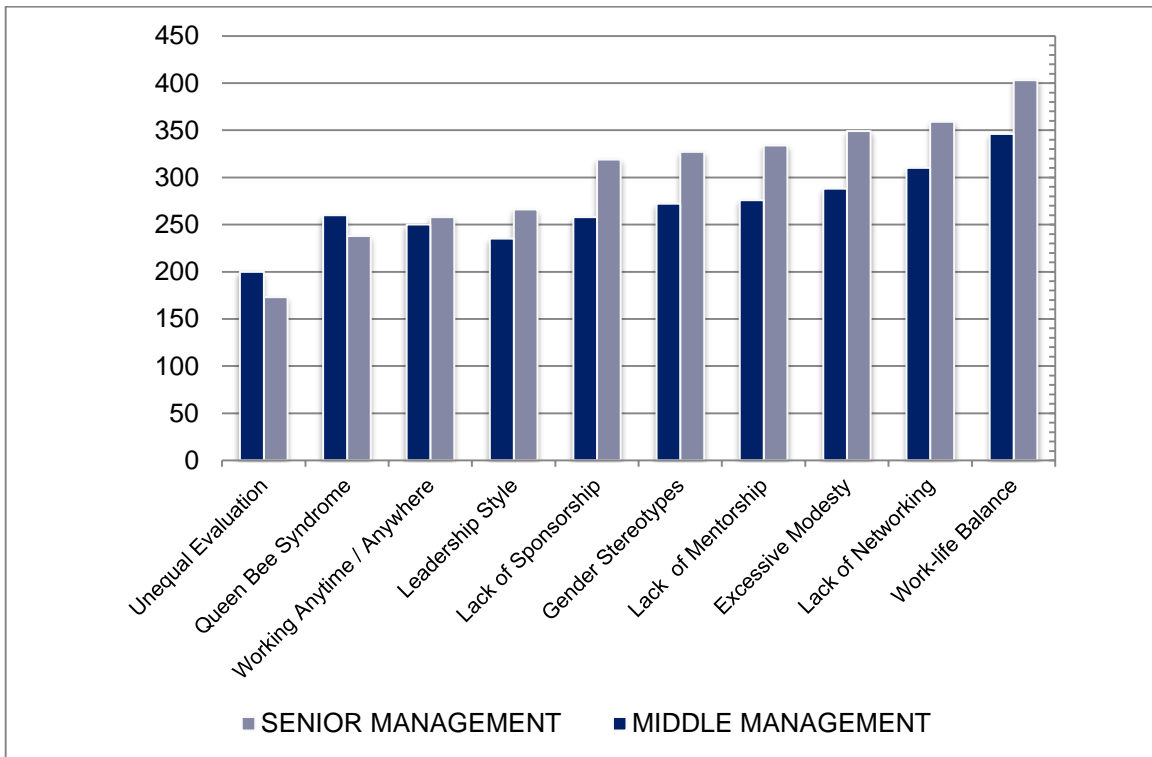
The results were aggregated to determine an overall approach. The same results were then analysed based on the biographical information, specifically including management level, age, marital status and children. The results are shown in Figure 2:

Figure 2: AGGREGATED FORCE RANK RESULTS OF BARRIERS



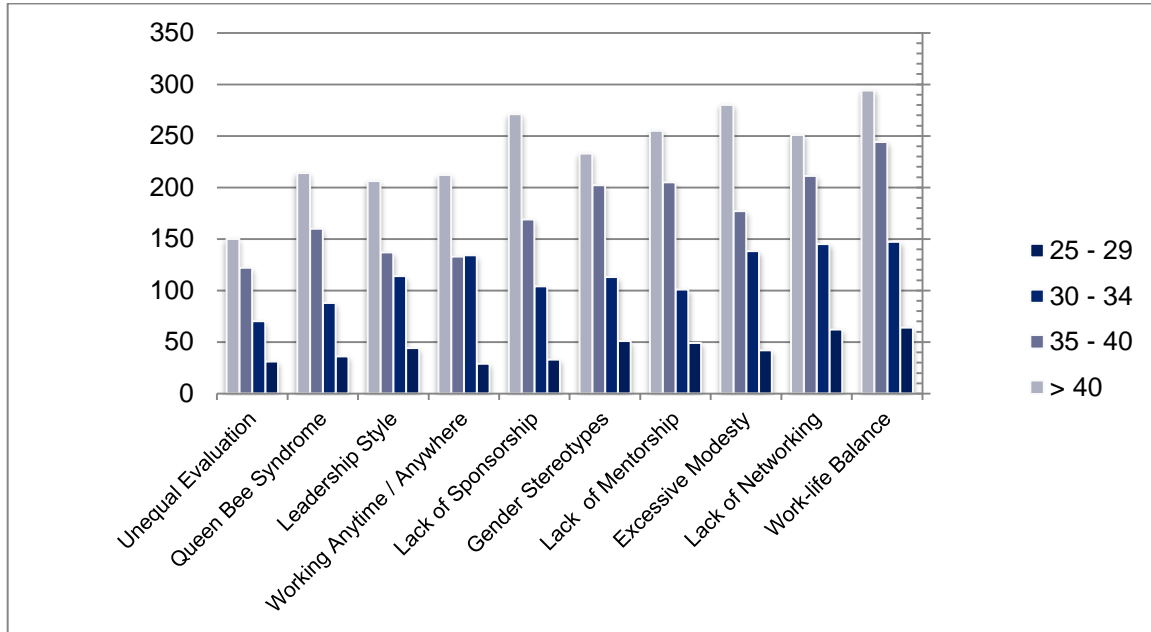
To establish the effect of management level on the result, the aggregated results were analysed per management level. The results are shown in Figure 3:

Figure 3: FORCE RANK RESULTS PER MANAGEMENT LEVEL



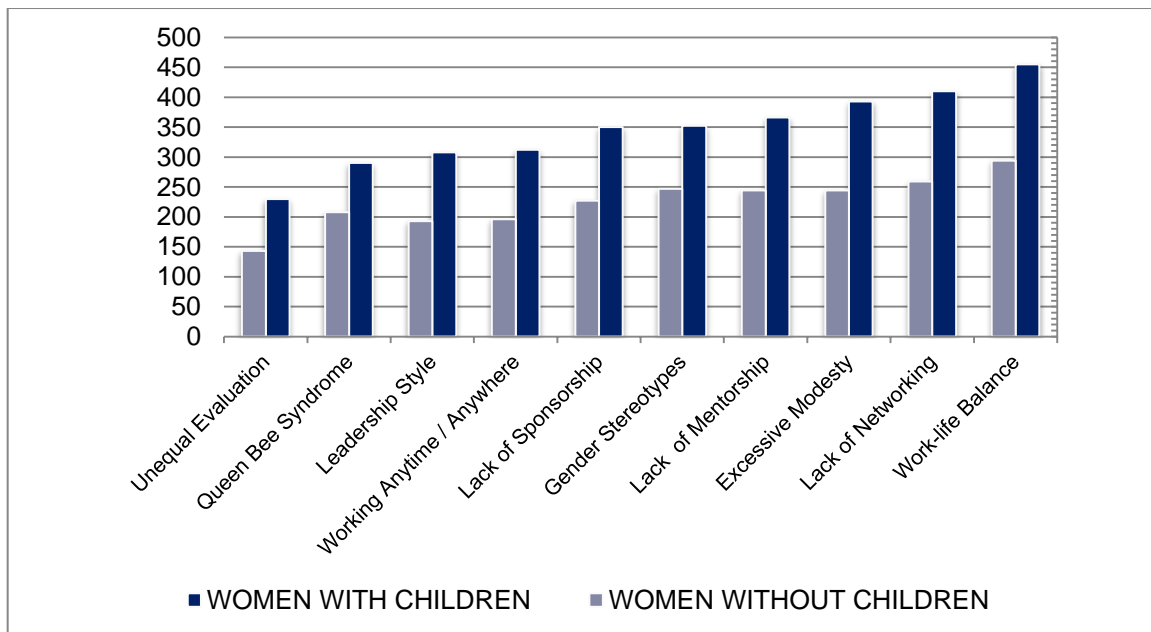
To establish the effect of age on the result, the aggregated results were analysed per age bracket. The results are shown in Figure 4:

Figure 4: FORCE RANK RESULTS PER AGE BRACKET



The last variable within the biographical data that was analysed separately was the effect of having children on the ranking of career advancement barriers. The results are shown in Figure 5.

Figure 5: FORCE RANK RESULTS CONSIDERING CHILDREN



The second survey question aimed to determine if there were any other career advancement barriers that were omitted from the list. The question was an open ended question in the questionnaire, and the frequency of specific responses was calculated. The results are shown in Table 4:

Table 4: LIST OF ADDITIONAL BARRIERS

RANK	BARRIER	TOTAL COUNT
1	No additional barriers	65
2	Organisational culture	3
3	Race	3
4	Transformation strategies	1
5	Attitude of subordinate staff	1
6	Women create their own 'glass ceiling'	1

The 27 respondents that are not included in Table 4 reconfirmed the originally listed barriers in question one of the survey. The respondents were especially vocal about work-life balance, as one respondent stated:

“The crucial group is the 30-40 year age group, where men and woman are hitting ten years of post-qualification experience, and this is typically where the migration from middle to senior management takes place. In this age group, men are viewed as up and coming whereas woman are viewed as needing to focus on family before their biological clocks run out. My perception is that male and female senior managers invest less time in mentoring woman of this age group because of that perception (true or otherwise). This is the crucial time period where woman need extra support to bridge the gap from middle to senior management.”

Another respondent reiterated this by saying the following:

“You often get women at the top that have had to sacrifice much more of themselves and their lives than men need to. Women have to get to the top but still take care of the home while men only need to achieve getting to the top. Who nurtures the children and family then, if both husband and wife are chasing a career?”

On the topic of excessive modesty, one of the respondents replied:

“Yes, I believe that sometimes men take on jobs where they don't know everything to perform the job about, but they trust their abilities, whereas women tend to take jobs where they know 80% of the job and rely on their ability to perform the remaining 20%.”

One of the respondents had the following to say about the age of children as it relates to the career advancement barriers:

“The age of your children also needs to be considered. Furthermore, very few women (who are 'present' moms) with babies or small children are at the top. If you outsource your children to everyone else, why have children in the first place! You can't have both, that is, being a good-present mom or a high-powered senior management job. One always gives!”

Addressing the barrier of different leadership styles of men and women, a respondent added the following comment:

“Yes, in my experience woman are less likely to step on people to advance and will rather share the glory then take it personally. The value systems seem to differ between men and women and women want to advance with support and collaboration, and men by competing and out-shining others and then women are labelled as not being ambitious enough to do what it takes.”

Finally, in terms of the evaluation process, a respondent made the following comment:

“My experience is that women are often judged on past experience, and men are judged on future potential. This often leads to men getting the 'more exciting' opportunities, as the women need to be the ones that keep the proverbial lights on while they (men) have the fun.”

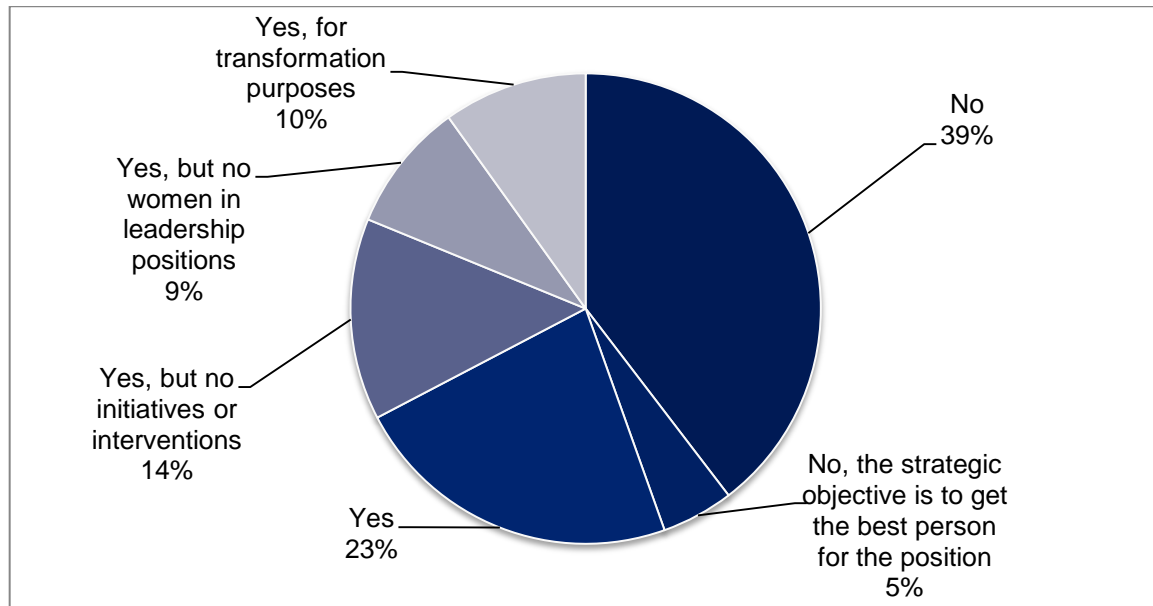
5.2 RESULTS FOR RESEARCH QUESTION 2

Research question two sought to determine the response strategies that organisations implement to remove career advancement barriers. The research question was as follows: What are the response strategies that organisations implement to remove the barriers to career advancement of women managers?

The first survey question asked the female respondents if women's advancement is on the strategic agenda of their respective organisations.

Six distinct themes emerged from this question. Most respondents simply replied ‘no’ and ‘yes’. There were however ‘yes’ and ‘no’ answers with qualifications, most interestingly 5% of respondents said that it should not be on the strategic agenda of the company, but that the best person for the position should be appointed. The summary of results is shown in Figure 6.

Figure 6: STRATEGIC AGENDA SUMMARY



While some respondents were emphatic about having the removal of career advancement barriers on the strategic agenda of their companies, some women did say: “The strategic objective is to get the best person for the position.”

Another respondent felt that it would be a difficult task to get women’s advancement on the strategic agenda, and said:

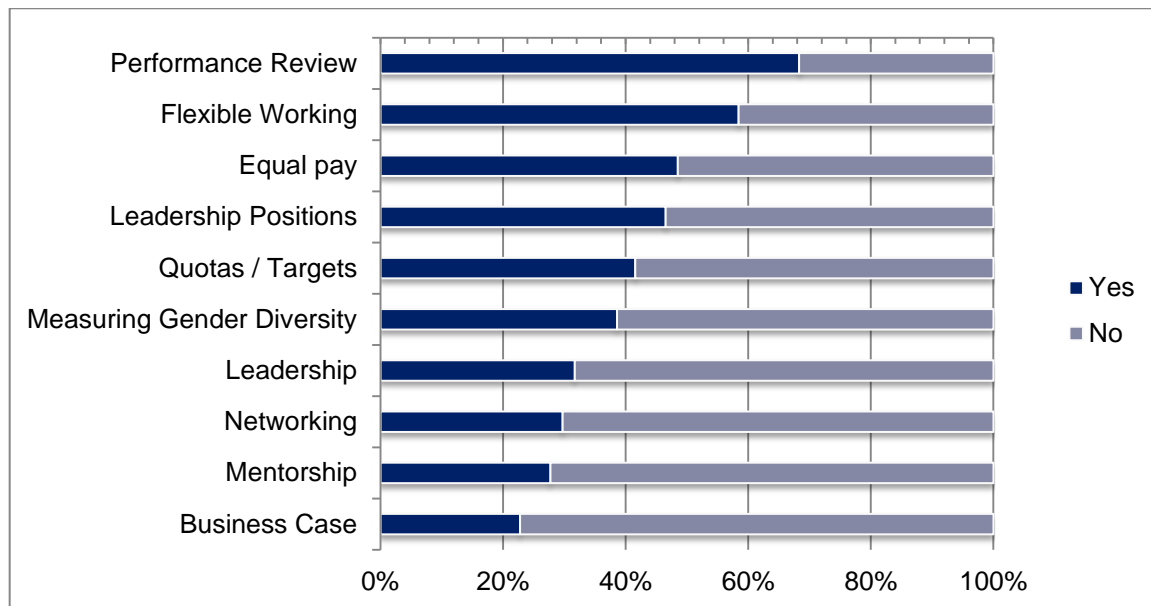
“There are many organisations that have established programmes that are strategically positioned to develop and progress women into executive positions. I have not personally witnessed or been invited to attend such discussions, or programmes. In addition, my female peers are uncomfortable talking about this as a strategic imperative, and I sincerely doubt any of my peers will initiate such a programme, as it may cast a negative or ‘needy’ light on those that do. In addition, the organisation that I work in has a long established ‘boys club’ which is not easy to penetrate.”

Interestingly, one respondent remarked on the trend of women’s advancement by saying:

“Looking at the last few years within the company, there has been some movement that was visible in promoting women, and then the last two years happened. More women started leaving the organisation (women at senior levels). The replacement that then followed was evidently male. There are currently only two women at an executive level and none being groomed up.”

Subsequently, the second survey question asked the participants to review each response strategy, and respond ‘yes’ or ‘no’ if the specific response strategy had been implemented at their company. The results were aggregated to determine an overall result. The results are shown in Figure 7.

Figure 7: RESPONSE STRATEGY IMPLEMENTATION



The response strategy that is implemented by most organisations is fair and transparent promotion processes, and the least implemented response strategy is the understanding of the business case of having women in leadership positions.

5.3 RESULTS FOR RESEARCH QUESTION 3

Research question three aimed to understand how successful these organisational response strategies are in removing career advancement barriers for women managers. The research question was as follows: How successful is each organisational response strategy in removing the barriers to career advancement for women managers? The results are shown in Table 5. Of the 101 respondents, 90 completed this survey question.

The median of each response strategy was calculated to examine the central tendency of the ratings, and the mode was calculated to show the most popular rating for each response strategy. A weighted sum was calculated to determine the ranking of each response strategy by multiplying the number of responses by the corresponding rating on the Likert scale. The result of the weighted sum is shown in the 'sum' column. The highest possible rating is 450.

Table 5: TOP RANKED RESPONSE STRATEGIES

RANK	RESPONSE STRATEGY	SUM	MEDIAN	MODE	1	2	3	4	5
1	Women in leadership positions with profit-and-loss leadership responsibility	339	4	4	5	6	27	29	23
2	Equal pay for men and women	334	4	3	5	5	29	23	28
3	Transparent performance review processes	331	4	4	4	7	23	36	20
4	Leadership: advancement of women is driven by the CEO	329	4	4	5	6	27	29	23
5	Flexible working	323	4	4	9	10	13	35	23
6	Mentorship	314	4	4	4	13	26	29	18
7	Understanding the business case	305	3	3	5	11	32	28	14
8	Quotas or targets for female representation	302	4	4	8	8	27	38	9
9	Networking	299	3	4	5	16	26	31	12
10	Measuring gender diversity	296	3	4	3	17	28	35	7

The number one ranked response strategy is appointing women in leadership positions with substantial profit-and-loss responsibility, and the last placed response strategy is measuring gender diversity. Flexible working has the highest score for being detrimental to

the advancement of women, along with quotas and targets for female representation. The results are discussed in Chapter 6.

5.4 RESULTS FOR RESEARCH QUESTION 4

Research question four sought to determine why certain response strategies are successful in removing the career advancement barriers for women managers, and why certain response strategies are detrimental to the career advancement of women managers. The research question was as follows: Why is a specific response strategy successful or unsuccessful in advancing women?

The question was an open ended question in the questionnaire. The results are shown in Tables 6 to 15, grouped by response strategy. The frequency of responses is also shown in the table, indicating the number of times the statement was made by the respondents. The questionnaire results were consolidated and synthesised into statements themes. Table 6 shows the result for the response strategy of placing women in significant leadership positions with a profit-and-loss responsibility.

Table 6: WOMEN IN LEADERSHIP POSITIONS

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ This is an <u>active intervention</u> that addresses the real issues and perceptions of women in the business. Organisations are putting their money where their mouths are. ▪ Having proper role models in real roles is the only way to <u>convince people</u> that women add real value. ▪ The success of the women in these positions will require them to ensure that there is sufficient female <u>talent to succeed</u> them for the position. ▪ Having women in leadership positions <u>shows and models</u> for the rest of the organisation that there is equality and women can be in powerful revenue generating roles. ▪ Relegating women to non-profit-and-loss positions <u>diminish</u> their status in the business. 	<p>6</p> <p>6</p> <p>5</p> <p>4</p> <p>1</p>	<ul style="list-style-type: none"> ▪ In an organisation the policy of women in leadership positions is successful because the approach is a <u>merit based</u> one, and gender doesn't come into it. The driver should not be the promotion of women, but responsibility and reward for the best person for the job. 	<p>5</p>

Table 7 summarises the responses to why equal pay for men and women is either successful or unsuccessful in advancing women to senior leadership positions.

Table 7: EQUAL PAY

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ Equal pay for men and women breaks down the incorrect perceptions about the <u>difference in ability</u> of men and women. ▪ Equitable salaries allow for women to be considered of <u>equal value</u> to the organisations. Equal pay is a measure of perceived value and recognition. ▪ It creates a <u>sense of fairness</u> so women don't feel disadvantaged due to their gender. ▪ Unequal reward for equal contribution drives women to <u>deprioritise advancing</u> to leadership positions and is demoralising. ▪ Equal remuneration make women want to participate in leadership, because <u>each hour away from family</u> is remunerated equally as for a male counterpart. 	<p>5</p> <p>4</p> <p>3</p> <p>2</p> <p>1</p>	<ul style="list-style-type: none"> ▪ In an organisation the policy of equal pay is successful because the approach is a <u>merit based</u> one, and gender doesn't come into it. The driver should not be the promotion of women but responsibility and reward for the best person for the job. 	<p>2</p>

Table 8 summarises the responses to transparent performance review processes are either successful or unsuccessful in advancing women to senior leadership positions.

Table 8: PERFORMANCE REVIEW

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ It creates a <u>sense of fairness</u> so women don't feel disadvantaged due to their gender. 	2		
<ul style="list-style-type: none"> ▪ If the key performance indicators (KPIs) are structured to <u>enable balancing</u> children, home and work, this will encourage advancement. 	2		
<ul style="list-style-type: none"> ▪ If performance reviews are fair and transparent during the performance review cycle, this will <u>encourage similar behaviour</u> in the workplace. 	1		
<ul style="list-style-type: none"> ▪ It is only successful in as much as if this is not in place, the organisation has <u>no hope</u> in advancing women. 	1		

Table 9 summarises the responses to why support from leadership, including the CEO, are either successful or unsuccessful in advancing women to senior leadership positions.

Table 9: LEADERSHIP

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ For any initiative to be <u>taken seriously</u> and to be successfully implemented, it needs to be supported by the CEO. 	9	<ul style="list-style-type: none"> ▪ The CEO is only driving women's advancement to <u>avoid paying fines</u> for not meeting quotas. 	1
<ul style="list-style-type: none"> ▪ The CEO <u>encourages</u> senior managers to support women promotion. The tone is set at the top and cascaded down, and is taken more seriously coming from the CEO. If the CEO does not drive women's advancement and does not believe in it first, no one in the organisation will drive it. 	6		
<ul style="list-style-type: none"> ▪ Leadership from the top signals a very clear message of <u>importance</u>. 	4		
<ul style="list-style-type: none"> ▪ The CEO is able to <u>influence</u> the process and ensure constructive methods are put in place and evaluated regularly. 	6		

Table 10 summarises the responses to why flexible working arrangements are either successful or unsuccessful in advancing women to senior leadership positions.

Table 10: FLEXIBLE WORKING

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ Flexibility at work allows women to be <u>family orientated</u>, while also being successful in their careers. Balancing work and family is much easier if a woman can work from home. 	10	<ul style="list-style-type: none"> ▪ <u>Frowned upon</u> by senior leadership, and women lose out on advancement opportunities due to this. The perception is that women are 'happy to be in their current position' and will not consider promotion because 'the stress will be too much'. 	3
<ul style="list-style-type: none"> ▪ Assist in achieving a far better <u>work-life balance</u>. 	9		
<ul style="list-style-type: none"> ▪ Flexible working hours / work from home reduces the number of women who are credible leaders <u>that leave the work place</u> to find alternate vocations that allow more time with their children and family. 	4	<ul style="list-style-type: none"> ▪ Option <u>does not work</u> or might not be practical for women in senior and highly pressurised positions. 	3
<ul style="list-style-type: none"> ▪ More and more mothers are the breadwinners in the family and traditional gender roles are <u>reversing</u>. 	2	<ul style="list-style-type: none"> ▪ Women are perceived to be getting <u>more privileges</u> than their male counterparts. Needs to be marketed carefully to both men and women. Should be available to the 'caregiver' in the household. 	2
<ul style="list-style-type: none"> ▪ Flexible working allows women to fulfil all their roles without <u>fear of limiting</u> their careers. 	1		
<ul style="list-style-type: none"> ▪ <u>Increased loyalty</u> and dedication to the organisation, and allows the organisation to retain knowledge and skills. 	1	<ul style="list-style-type: none"> ▪ Working from home is often perceived to be an '<u>easy ride</u>', and that not much work gets done. Women have worked incredibly hard to be taken seriously and this is eroded by flexible working arrangements. 	1
		<ul style="list-style-type: none"> ▪ Women are <u>no longer considered</u> for any exciting or 'big hairy' projects anymore, because you work 'half day' and because 'you are a mom'. 	1
		<ul style="list-style-type: none"> ▪ Even though a flexible working policy might exist, women are expected to be <u>available at all times</u>. 	1

Table 11 summarises the responses to why the mentorship of women is either successful or unsuccessful in advancing women to senior leadership positions.

Table 11: MENTORSHIP

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ <u>Active intervention</u> that address the real issues that women have. 	3		
<ul style="list-style-type: none"> ▪ Women develop the required <u>perspective</u> to believe in themselves, and women gain confidence with regards to their own development. 	3		
<ul style="list-style-type: none"> ▪ Mentorship is good for levelling the field, and one can <u>learn</u> from experienced men and women without worrying about making mistakes or asking questions. 	1		
<ul style="list-style-type: none"> ▪ Lack of mentorship will prevent women from getting <u>executive exposure</u>. 	1		
<ul style="list-style-type: none"> ▪ Through mentorship, women are <u>encouraged</u> to get to executive management, and 'female skills' of nurturing and relationship building are cultivated. 	1		

Table 12 summarises the responses to why understanding the business case is either successful or unsuccessful in advancing women to senior leadership positions.

Table 12: UNDERSTANDING THE BUSINESS CASE

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ Help <u>break</u> some of the prejudice and assumptions made about women in leadership positions. ▪ Real change requires a <u>genuine understanding</u> and belief in the value of diversity. ▪ If an organisation <u>understood</u> or believed that women in leadership have a bottom line positive impact, they would aggressively aim to nurture female talent. ▪ Understanding the business case is important because it creates an <u>appropriate agenda</u> and the correct level of importance. Otherwise it is done as a nice thing or as charity to women. 	<p>2</p> <p>2</p> <p>2</p> <p>1</p>		

Table 13 summarises the responses to why quotas or targets are either successful or unsuccessful in advancing women to senior leadership positions.

Table 13: QUOTAS / TARGETS

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ It <u>forces</u> the issue. 	6	<ul style="list-style-type: none"> ▪ Culture change, challenging gender stereotypes, equal pay, and understanding the benefits of having women in leadership positions far <u>outweigh</u> quotas. The 'carrot vs. stick' approach, the abovementioned have a more sustainable, deeply rooted impact as opposed to a trend imposed onto the organisation. 	1

Table 14 summarises the responses to why networking is either successful or unsuccessful in advancing women to senior leadership positions.

Table 14: NETWORKING

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
<ul style="list-style-type: none"> ▪ The more high-level people you know and meet in the business world, the better your <u>profile</u>. It gives you an opportunity to grow as an individual. ▪ <u>Active initiative</u> to promote women in leadership. 	5	<ul style="list-style-type: none"> ▪ Networking activities are commonly <u>male orientated</u> or planned for times when a mom is usually service dinner. Alternative must be sought to be more inclusive ▪ Networking is and still remains for the <u>boys</u> only. ▪ Focussing on women as if they need additional support is not as necessary as ensuring the <u>enabling environment</u> for all executive leadership candidates to rise to the top (rather than white male orientated enablers like golf and sun downers). 	1
	4		1
			1

Table 15 summarises the responses to why networking is either successful or unsuccessful in advancing women to senior leadership positions.

Table 15: MEASURING GENDER DIVERSITY

KEY INSIGHTS FROM SURVEY RESPONSES			
WHY SUCCESSFUL	#	WHY DETRIMENTAL	#
		<ul style="list-style-type: none"> ▪ Measuring gender diversity forces women to be <u>viewed as 'different'</u>. It is important to know how well an organisation is doing in terms of diversity, but broadcasting the results makes women appear marginalised. ▪ Women work really hard to be viewed by men as competent in the workplace, therefore broadcasting the results of gender diversity is patronising to women. It embeds the impression in male minds that women are a <u>marginalised sector</u> requiring special attention to make them feel more included. 	2
			1

A number of women commented by saying that all of the initiatives will assist, and that all these strategies, if implemented, will benefit the development and advancement of women.

In response to Research Question 1, the results of the survey responses show a set of ranked career advancement barriers that women currently experience in the workplace, ranking work-life balance as the number one career advancement barrier.

For organisations to successfully remove these career advancement barriers, the respondents have firstly indicated if women's advancement is on the strategic agenda of their employer, to which 39% of respondents answered 'no', and which response strategies are currently implemented to address the barriers, and a fair performance review process was found to be the most implemented response strategy, in answer to Research Question 2.

The respondents also indicated that women in leadership positions with profit-and-loss responsibility and equal pay for men and women are the most successful response strategies in response to Research Question 3. All results are discussed in Chapter 6.

6. DISCUSSION OF RESULTS

The research findings are discussed in more detail in this chapter and are linked to the problem statement in Chapter 1, the literature review in Chapter 2, and the results in Chapter 5. The research questions and survey questions used in this study were constructed from the existing body of literature in the research field of women in leadership, career advancement barriers, and organisational response strategies. Data was gathered by means of a questionnaire, constituting responses of 101 female middle and senior managers, and presented in a themed result in Chapter 5. The results are discussed per research question.

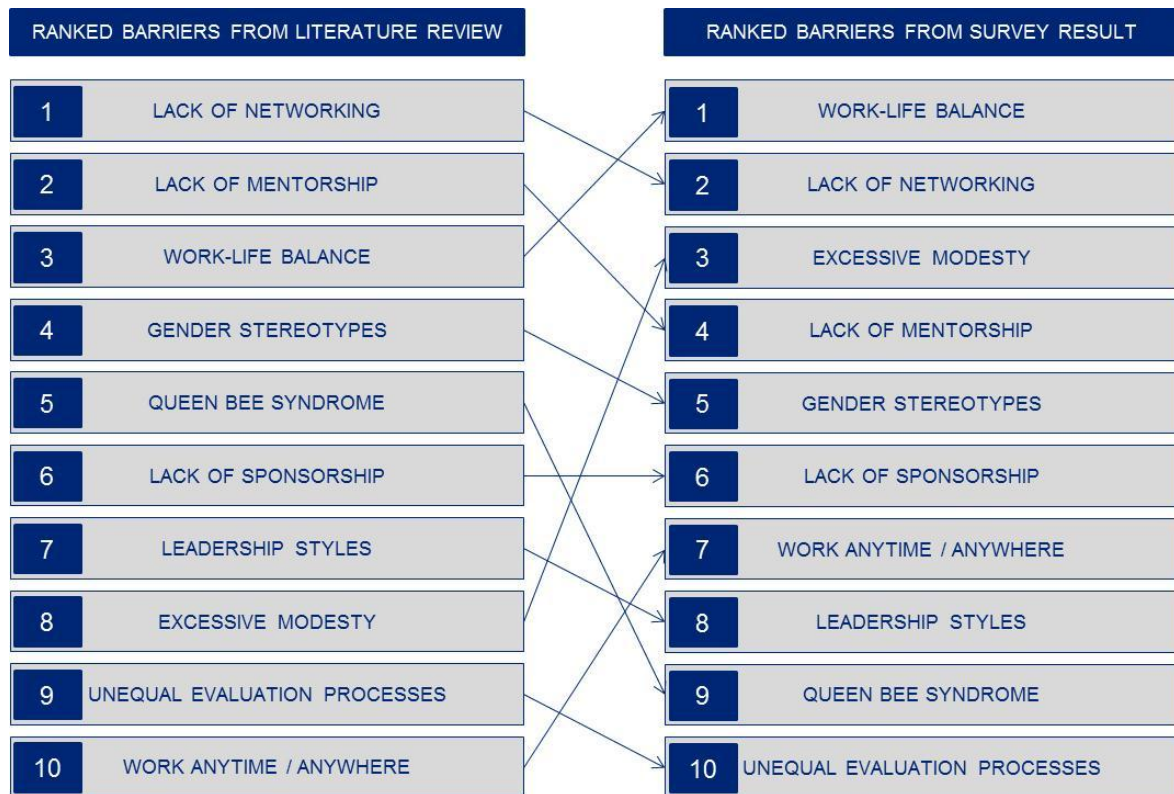
6.1 RESEARCH QUESTION 1

Research question one sought to rank the career advancement barriers experienced by women managers. The research question was as follows: What are the top barriers to career advancement experienced by women managers in the workplace? The corresponding survey questions were as follows: rank the identified career advancement barriers from most significant to least significant, and subsequently add any additional career advancement barriers that were omitted from the list.

To implement the most effective response strategies, organisations will benefit from being aware of the most prevalent career advancement barriers that women managers experience. Figure 8 compared the ranked career advancement barriers found in the literature review, with the results from the survey responses. Five of the career advancement barriers found in the literature remains in a very similar ranked position, with lack of sponsorship the only barrier remaining in the exact same position. These career advancement barriers are not deemed to be misrepresented or misunderstood by organisations, and would not influence the success of implementing a response strategy to curtail the corresponding barrier.

Linehan & Scullion (2008) and Orser, Riding & Stanley (2012) stated that mentoring relationships are particularly important for the advancement of women, but that there is a smaller supply of mentors available to women, however mentorship is deemed less important based on the survey result.

Figure 8: COMPARATIVELY RANKED BARRIERS



The most significant findings that would impact the implementation or prioritisation of response strategies by organisations are in the areas of work-life balance, excessive modesty, and working anytime / anywhere. Table 16 shows the net movement of each response strategy based on the literature review and survey results.

Table 16: NET MOVEMENT OF BARRIERS

BARRIER	NET MOVEMENT
Lack of networking	1
Lack of mentorship	2
Work-life balance	2
Gender stereotypes	1
Queen bee syndrome	4
Lack of sponsorship	0
Leadership styles	1
Excessive modesty	5
Unequal evaluation processes	1
Work anytime / anywhere	3

The answer to Research Question 1 is work-life balance, lack of networking, excessive modesty, and lack of mentorship.

These findings were also tested using the management level variable. The sample contained 46% middle managers and 55% senior managers. The ranking of the barriers were closely aligned with middle and senior managers for 7 of the barriers. There were only three slight differences in that middle managers ranked working anytime / anywhere, the queen bee syndrome, and unfair performance review processes, higher than senior managers.

The kaleidoscope model, as explained by Sullivan & Baruch (2009), states that an individual focuses on three career parameters when making decisions and that these three parameters are authenticity, balance and challenge, and these three parameters are simultaneously active over the life span of the individual's career. Based on the kaleidoscope model, it would appear that women face different barriers based on their life span. To test this, the results were tested using the age variable. The single most important finding is that women over forty, who are looking for authenticity based on the kaleidoscope model, ranked lack of sponsorship much higher than any other age group. To retain and promote women in this age bracket, companies will benefit from implementing a response strategy that addresses the lack of sponsorship.

Finally, within the literature review, Energy Workforce (2009) have seen an increase in the flexibility employees are provided in terms of work hours and location, which gives them increased ability to manage both a career and family. This would suggest that women with no family would rank work-life balance less of a career advancement barrier. However, testing the results using the family variable, it was found that women with children and women without children rank the barriers, but especially the work-life balance barrier, exactly the same. This finding disproves the assumption that women without a family do not experience the work-life balance barrier as profoundly as women with a family. It also provides organisations with the insight that flexible working policies should not only be applied to women with families, if organisations want to retain women managers.

6.2 RESEARCH QUESTION 2

Research question two sought to determine the response strategies that organisations implement to remove career advancement barriers. The research question was as follows: What are the response strategies that organisations implement to remove the barriers to career advancement of women managers?

McKinsey (2012a) looked at what distinguishes the best performers, concentrating on companies that are 'making progress with diversity', and found that companies with woman advancement on the strategic agenda of the CEO perform well in terms of advancing women to senior management level. It is an overarching response strategy that supports all of the other response strategies established in the literature review. The results in Figure 6 show that of all the companies represented in the survey, only 23% of respondents could answer with an unambiguous 'yes'. Only 23% of companies focus on a response strategy that McKinsey (2012a) found consistently in all best performing organisations.

Based on the results, Figure 7 indicates that the most implemented response strategy in organisations pertaining to the survey results are fair and transparent performance review processes, as indicated by 70% of the participants. The second most implemented response strategy is flexible working, which relates well to the highest ranking in Figure 2. This indicated that most organisations are addressing the highest ranking barrier of work-life balance. Thirdly, 50% of respondents indicated that their organisations have an equal pay for men and women policy, however, this was not found to be a specific career advancement barrier within the literature review of Chapter 2.

Ranked fourth is the response strategy of appointing women in leadership positions that have a profit-and-loss responsibility. As per the literature, women are often only promoted in support positions, such as human resources, planning, or marketing, a limitation that prevents eligibility for corporate-level executive positions, whereas companies should make it possible for women to break out of support positions, gain experience with revenue generation, and master the core of the business and then pursue higher executive positions (Hoss, Bobrowski, McDonagh & Paris, 2011). As shown in Figure 7, 47% of respondents replied that within their organisations, women are appointed to profit-and-loss positions.

The answer to Research Question 2 is fair performance review processes, flexible working opportunities, equal pay for men and women, and appointing women to profit-and-loss leadership positions.

6.3 RESEARCH QUESTION 3

Research Question 3 aimed to understand how successful these organisational response strategies are in removing career advancement barriers for women managers. The research question was as follows: How successful is each organisational response strategy in removing the barriers to career advancement for women managers? The results are discussed per response strategy.

6.3.1 WOMEN IN PROFIT-AND-LOSS LEADERSHIP POSITIONS

The response strategy ranked most successful in advancing women to senior management is appointing women to positions with profit-and-loss responsibility as shown in Table 5. Companies should make it possible for women to break out of support positions, gain experience with revenue generation, and master the core of the business and then pursue higher executive positions (Hoss, Bobrowski, McDonagh & Paris, 2011). As found by McKinsey (2012a) many companies said momentum for change took hold when the executive team made visible support for women by appointing women into top positions or ensuring women were among the candidates considered for promotion. This sentiment was strongly reiterated by the majority of respondents as seen in Table 6, especially in stating that women in leadership positions creates momentum for women's advancement, and models to the rest of the organisation that women can successfully perform at senior management level. Not only does it create a precedent within the organisation, is also shows the women within the organisation that they are valued.

Women see visible support from organisations when women are appointed into significant positions, and this serves as the most powerful response strategy, providing impetus for implementation of all the other response strategies. Women in leadership positions with profit-and-loss leadership responsibility scored a sum of 339. Whilst 27 respondents rated this response strategy a '3', 29 and 23 rated this response strategy as '4' and '5' respectively.

6.3.2 EQUAL PAY

The second most successful response strategy was found to be equal pay for men and women. Datta, Guha & Iskandar-Datta (2013) found that newly recruited female executives' starting compensation compares well with their male counterparts with similar skills and experience. However, two years in, women's total compensation trailed their male counterparts' compensation by 4.5% to 5%.

The majority of respondents stated that equal pay allows for women to be considered of equal value to the organisation, and that a salary is a measure of perceived value and recognition, as seen in Table 7. Additionally, a number of respondents also indicated that salary is subconsciously linked to perceived ability, and that an equal salary allows for women to be considered to have equal ability in the workplace. From the female employee perspective in Table 7, a number of respondents indicated that equal remuneration motivated women to remain in leadership because they are compensated for time away from their families. The result in Table 5 shows that this response strategy scored a sum of 331, with 36 respondents rating equal pay as '4', 20 respondents as '5', and 23 respondents as '3'.

6.3.3 TRANSPARENT PERFORMANCE REVIEW PROCESSES

Contrary to the literature, transparent review processes were found to be third in line of response strategies that are successful in removing career advancement barriers for women managers. Conversely, women ranked unequal performance review processes as the very lowest ranking barrier to career advancement.

McKinsey (2012a) suggests that within specific human resource processes and policies, companies should implement collective enablers that control gender appraisal biases in times of performance review cycles. The survey respondents remarked that fair performance reviews processes spill over into workplace behaviour, and that women are treated fairly in the workplace if they are treated fairly during the performance review processes, as per Table 7. The sum score for transparent review processes are 331, and 23, 36 and 20 respondents ranked this response strategy as '3', '4', and '5' respectively.

6.3.4 LEADERSHIP

Change starts at the top and that the CEO must actively support and promote career advancement of women for it to happen (Energy Workforce, 2009). CEO's and top management must demonstrate commitment to diversity throughout the organisation. The respondents rated this response strategy as the fourth most successful response strategy in removing career advancement barriers. The barrier is not rated first, even though most respondents indicated that gender diversity initiatives will not be taken seriously or supported by other managers, if the CEO does not drive and support the initiative.

The majority of respondents indicated that the CEO influences other senior managers, and in this way the support for women's advancement strengthens in the organisation. This is again a response strategy that supports the implementation of most other response strategies. The sum score for leadership is 329, with 29 respondents rating this strategy as '4'.

6.3.5 FLEXIBLE WORKING

Having determined that work-life balance is the highest ranking career advancement barrier that women face as seen in Figure 2, and that flexible working the second highest most implemented response strategy of companies are as seen in Figure 7, it is very thought-provoking that it is not deemed by the respondents to be highly successful in removing career advancement barriers.

Added to simply balancing career and home, there is another phenomenon called 'the double burden', which McKinsey (2012b) describes as the combination of work and domestic responsibilities, and that women still remain at the centre of family life in modern society. Although companies do implement flexible working strategies, respondents believe that the perception of women participating in these strategies is detrimental to their career advancement. Even though companies are 'ticking the box', the implementation of flexible working is flawed. This response strategy received the highest score for being detrimental to women's advancement as per Table 5, and respondents did remark on the many negative aspects of this response strategy, even though it is implemented by most organisations according to Figure 7.

The score sum of this strategy is 323, most notably with 9 respondents rating it as '1', the highest detrimental rating of all response strategies. However, 35 respondents did rank it as '4', and 23 respondents ranked it as '5'.

6.3.6 MENTORSHIP

Even though within the literature review, the lack of mentorship was found to be the second highest ranked barrier to career advancement, the participants in the survey ranked it only fourth highest. Similarly, the implementation of mentorship programmes is not deemed to be that successful in removing career advancement barriers for women managers. Women have found that mentors provide support to overcome career challenges, help overcome problems, and assisted in overcoming work-life balance demands (Orser, Riding & Stanley (2012). Similarly, the women that answered the survey indicated that mentorship provides a safe environment for learning. Mentorship programmes are the second least implemented response strategy as per Figure 7, which combined with the Table 5 rank result, does indicate that women's advancement are not severely held back because companies are not implementing mentorship programmes. The score sum for this strategy is 314, and 26, 29 and 18 respondents rated mentorship as '3', '4' and '5' respectively.

6.3.7 UNDERSTANDING THE BUSINESS CASE

According to Energy Workforce (2009), the first consideration when removing the barriers for women's advancement, is defining the business case. McKinsey (2012a) verified that companies should make a compelling business case for gender diversity to ensure initiatives are both well implemented and effective. The business case is the very least implemented strategy by organisations as shown in Figure 7.

The literature indicates that understanding the business case is critical in building momentum for women's advancement. The respondents rated this strategy as having no impact on women's advancement, but that could be related to not ever experiencing this strategy or having been able to see it implemented in practice. The score sum for this strategy is 305 with 32 respondents rating it as having no impact on women's advancement.

6.3.8 QUOTAS / TARGETS

Even though, McKinsey (2012a) identifies targets for women representation in top positions and internal quotas for women in managerial positions as response strategies that companies should implement, the participants in the survey were very negative about this response strategy, stating that culture change, challenging gender stereotypes, equal pay, and understanding the benefits of having women in leadership positions far outweigh the success of imposed quotas.

A response strategy that is chosen by employees - and not imposed on employees - is more likely to succeed according to the survey results. Subsequently, this response strategy is ranked eighth in successfully advancing women according to Table 5. Looking at Figure 7, 42% of companies implement quotas or targets, more frequently than the higher ranked strategies of understanding the business case, having the CEO drive the women's advancement initiative, and mentorship programmes. The score sum for this strategy is 302, with 38 respondents rating this strategy as '4'.

6.3.9 NETWORKING

Lack of networking was found to be the number one barrier to career advancement according to the literature review. Subsequently, the respondents ranked this strategy as the second highest barrier. As seen in Table 5, networking is currently being implemented very sparsely by organisations, only slightly more than mentorship programmes and understanding the business case. In on itself, this could then contribute to the problem statement and why women are not advancing. However, including the result of Table 5, the participants in this survey does not believe networking programmes are successful in advancing women.

Crafford, Crous & Lewis-Enright (2009) identified the set-up of deliberate support networks as a response strategy, because generally women have poor support structures in business, and often have only surface level connections, which break down easily in the face of adversity. There is not a critical mass of women to form strong, supportive bonds, and female managers tend to profile themselves poorly, underplaying their achievements and avoiding workplace politics, but in order to get promoted or to be recognised in business, networking is critical (Crafford, Crous & Lewis-Enright, 2009). However, the result in Table 5 tells a different story, in that networking does not substantially affect

women's advancement. the score sum for this strategy is 299, with 31 respondents ranking networking a '4', and 12 respondent ranking networking a '5'.

6.3.10 MEASURING GENDER DIVERSITY

The participants in this survey was highly critical of this response strategy, stating that measuring gender diversity, and broadcasting the results, make women appear marginalised. Even though companies do implement this more frequently than having the CEO drives the women's advancement strategy, it is not the most frequently implemented strategy. The sum score for this strategy is 296, with 28, 35 and 7 respondents ranking the strategy as '3', '4' and '5' respectively.

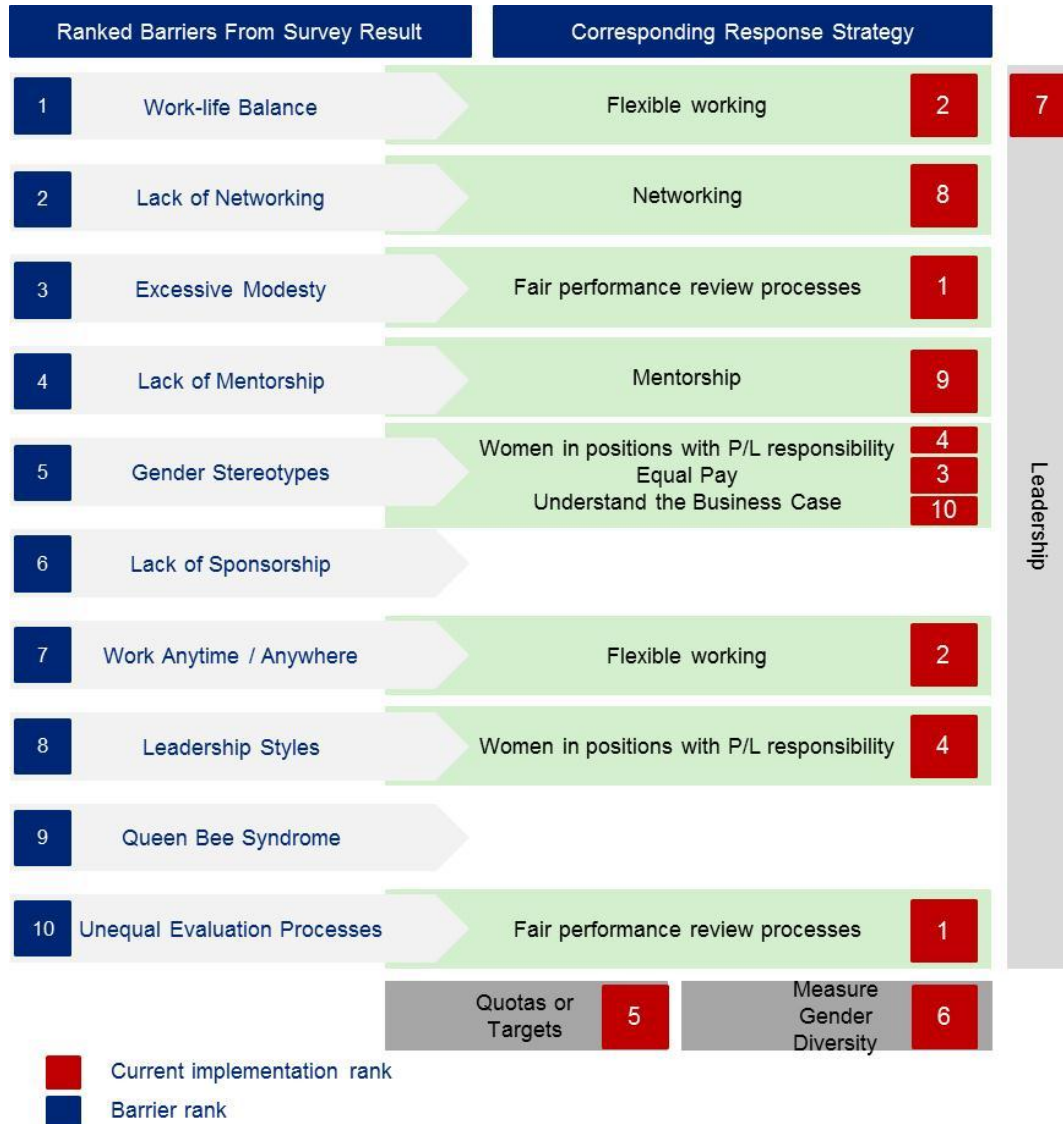
6.4 LINKING BARRIERS AND RESPONSE STRATEGIES

There is a gap between the ranked career advancement barriers and the corresponding response strategies currently being implemented by organisations. Figure 9 depicts the ranked career advancement barriers from one to ten.

Based on the literature review and the results from the survey responses, each response strategy was linked to the most appropriate career advancement barrier that would be removed by the response strategy. As an example, the highest ranked career advancement barrier (1) work-life balance is linked to flexible working, and (2) lack of networking is linked to the networking programmes response strategy. Gender stereotypes are removed by a number of response strategies, namely through appointing women in profit-and-loss leadership positions, equal pay, and understanding the business case for women's advancement. Some of the response strategies address more than one barrier, for example flexible working addresses both work-life balance and working anytime / anywhere. The leadership response strategy spans across all career advancement barriers and is shown on the right hand side of Figure 9. Quotas / targets and measuring gender diversity are seen as supporting response strategies.

Having linked the relevant response strategies that organisations currently implement to the ranked career advancement barriers, it has been found that companies are not

Figure 9: BARRIERS LINKED TO RESPONSE STRATEGIES

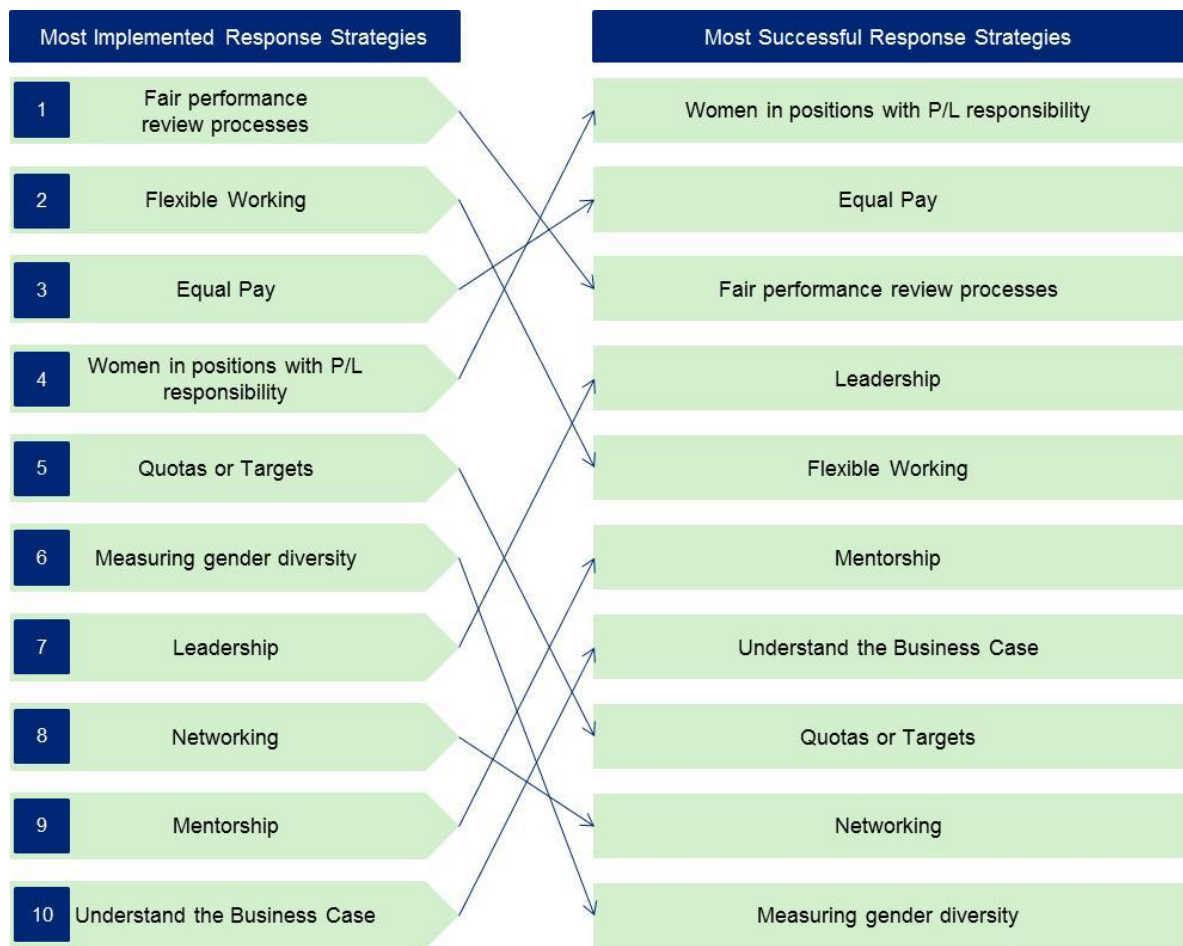


currently addressing the most prevalent barriers. The numbers in blue 'barrier rank' should correspond to the numbers in red 'current implementation rank' in Figure 9, for barriers and response strategies to be aligned.

Although work-life balance and flexible work is well matched in Figure 9, the lowest ranked career advancement barrier, namely transparent review processes, is addressed as a priority by organisations. The overarching response strategy of leadership is implemented by 32% of companies covered in this study, ranked seventh in implementation.

There is a gap between response strategies currently implemented by companies and the success rate of these response strategies. Organisations are not implementing response strategies that are deemed most successful, and the result is shown in Figure 10. Most notably, flexible working is not seen as a highly successful response strategy, as well as equal pay, quotas and targets, and measuring gender diversity. Whereas appointing women in leadership positions with P/L responsibility, having leadership drive women’s advancement, mentorship, and understanding the business case is ranked much higher than current implementation.

Figure 10: IMPLEMENTED VS. SUCCESSFUL RESPONSE STRATEGIES



Women also indicated that response strategies that are proactive interventions, addresses gender stereotypes, are collectively driven, and make women feel valued are more successful than other response strategies.

6.5 RESEARCH QUESTION 4

Research Question 4 sought to determine why certain response strategies are successful in removing the career advancement barriers for women managers, and why certain response strategies are detrimental to the career advancement of women managers. The research question was as follows: Why is a specific response strategy successful or unsuccessful in advancing women? The question was an open ended question in the questionnaire. The detailed result per response strategy is shown from Table 6 to Table 15. This section discusses the results for Research Question 4 as a collective, spanning across all response strategies.

The following overarching themes were found when interpreting the qualitative data for understanding why a response strategy is successful:

6.5.1 PROACTIVE INTERVENTIONS

The response strategies that are proactive interventions, that show women – and the rest of the organisation – that leadership is sincere about their intentions to advance women to senior leadership positions, are more successful than strategies that are reactive or simply theoretical. Most notably is the response strategy of appointing women to leadership positions with a profit-and-loss responsibility, visibly showing women and men within the organisation that the women are trusted to lead. Also showing other women that they have career advancement opportunity, and implementing a practical solution, rather than just voicing a strategic objective, as can be seen in Tables 6, 11 and 14.

6.5.2 ADDRESSING GENDER STEREOTYPES

The response strategies that directly address gender stereotypes, specifically related to the perceived ability of women to lead, the value add of women managers, the fact that women are of equal value to organisations, and similarly organisations value women equally, are more successful than other response strategies. The underlying perceptions of women leaders' ability or value are often difficult to identify or change, but response strategies that attempt to address prejudice or assumption are more successful than others, as can be seen in Tables 7, 8 and 12.

6.5.3 COLLECTIVELY DRIVEN

Response strategies that are driven by the collective, either the CEO and his management team, or the board, or the executive team and department heads, are more successful than others. Advancing women cannot be achieved in a vacuum, and if a strategy is supported by more people in the business, men and women, or if a strategy cascades to more people in the business, it is more likely to be successful, as seen in Tables 6 and 9.

6.5.4 MAKE WOMEN FEEL VALUED

Response strategies that make women feel valued are more successful than others. As an example, even though flexible working policies are convenient for women, it also shows women that the organisation is sensitive to their needs, and increases the loyalty of women leadership, even though the response strategy might not be effectively implemented. Similarly, mentorship is not deemed to be the most successful response strategy, but having mentorship programmes make women feel as if the organisation values them and their development, as seen in Tables 6, 7 and 8.

The following overarching themes were found when interpreting the qualitative data for understanding why a response strategy is detrimental to women's career advancement.

6.5.5 MERIT BASED

A number of respondents are adamant that certain response strategies should not exist for women, but be based on merit, and by adding a gender flavour to the strategy, are only to the detriment of women. The driver should not be the promotion of women but rewarding the best person for the job. This links to the results of the strategic agenda summary in Figure 6, where 5% of respondents stated that women's advancement should not be on the strategic agenda, but rather merit based advancement.

6.5.6 FORCED TO DIFFERENTIATE

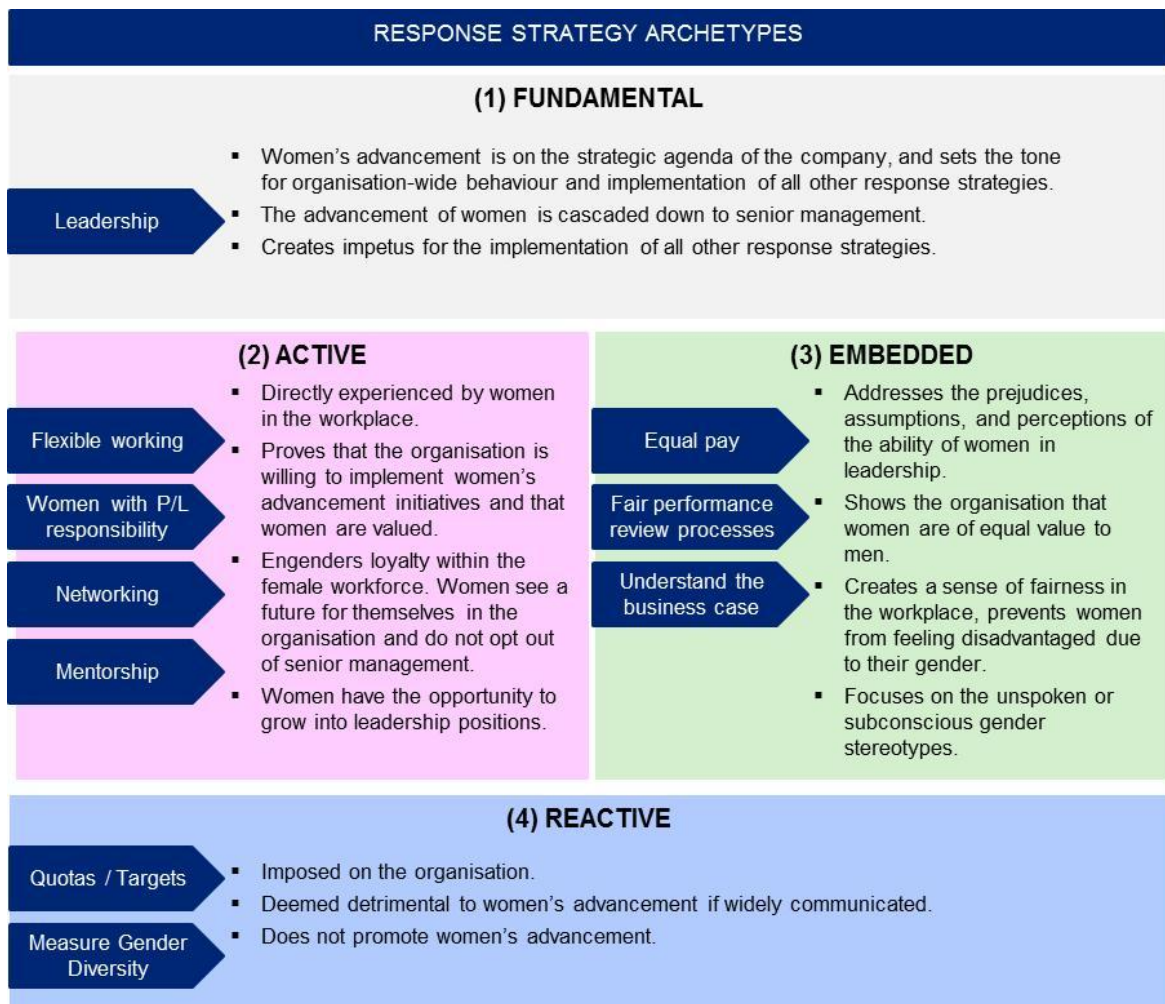
The participants in the survey responded by saying that response strategies that highlight the differences between women and men, are detrimental to women's advancement. An example can be found in Table 15. The responses indicate that measuring gender diversity forces employees in the organisations to view women 'differently'. Women work

hard to stand on equal footing with men, and response strategies that highlight the inequalities are detrimental to women’s advancement.

6.6 RESPONSE STRATEGY ARCHETYPE FRAMEWORK

Based on the survey responses of why certain response strategies are successful in advancing women and other are detrimental to women’s advancement, a pattern of response strategy characteristics emerged. These characteristics were grouped together to form four distinct archetypes of response strategies. The respondents stated that companies cannot focus on a single or a set of similar response strategies when implementing response strategies, and should implement an element of each archetype. Figure 11 shows the four archetypes, the response strategy linked to the archetype, and a description of the archetype.

Figure 11: RESPONSE STRATEGY ARCHETYPES



Summarising the input from Tables 6 to 15, four response strategy archetypes were defined. The first archetype is the 'fundamental' response strategy. These strategies support all other gender diversity initiatives, and are seen as an overarching response strategy that provides impetus to addressing women's advancement. It is equal to placing women's advancement on the organisation's strategic agenda. The archetype sets the tone for organisation-wide behaviour and implementation of women's advancement strategies, and ensures that the wider audience of senior management also aligns to the organisation's gender diversity design. Within this study, one response strategy, namely leadership, has been grouped in this archetype.

The second archetype is the 'active' response strategy. Women participate in the strategies themselves, and directly experience their impact, results and activities. The response strategies show women that the organisation is willing to implement response strategies, and women in return feel valued. Four response strategies, namely flexible working, women in positions with profit-and-loss responsibility, networking, and mentorship, have been classified within the active archetype.

The third archetype is the 'embedded' response strategy. These strategies are not necessarily participative or broadcasted within the organisation, but address the subtle and subconscious gender stereotypes that exist within the organisation's leadership. The strategies are subtle in nature, but are essential to women's advancement. Three response strategies, namely equal pay, fair performance review processes, and understanding the business case, have been classified within the embedded archetype.

The fourth and last archetype is the 'reactive' response strategy. Organisations will benefit from being aware that these response strategies do not advance women, and are simply a measure or a target of the achievement of the other three archetypes. Two response strategies have been classified as reactive, namely target / quotas and measuring gender diversity.

Based on the input from the respondents, it would be beneficial for organisations to implement response strategies across all archetypes. For example, implementing only active response strategies ensure that women feel valued within the organisation, however the subconscious gender stereotypes within the organisation are not addressed, resulting in limited women's advancement. Similarly, by only implementing embedded response

strategies, women do not feel valued, and even though they might earn the same as men, they lose confidence in the organisation's leadership, and opt out of senior management.

In conclusion, Chapter 6 contains the discussion of the results, linking the problem statement of Chapter 1, the findings in the literature review of Chapter 2, and the survey results of Chapter 5. It does show a disconnect between a) the ranking of barriers from literature and in practice, b) the corresponding response strategies that organisations implement that are shown in Figure 7 and c) the ranked results of response strategies found to be successful or detrimental to women's advancement.

Finally, a framework has been created to show the different archetypes of response strategies, and each response strategy has subsequently been classified as a specific archetype, based on the results from the questionnaire shown in Tables 6 to 15.

7. CONCLUSION

In this chapter, the major findings of career advancement barriers and response strategies are discussed. The chapter also contains recommendations to stakeholders based on the findings, and recommendations for future research.

7.1 FINDINGS

Firstly, women are extremely passionate about their advancement in the workplace, as can be seen in the questionnaire response rate of 51%. More than half of online respondents also replied with a personal e-mail, narrating an experience of discrimination, or facing and overcoming a career advancement barrier. The respondents also completed the questionnaires, especially the open-ended questions, with detailed and extensive responses. The responses indicate that the research is very relevant and top of mind for the women in management.

Secondly, it is imperative that organisations understand the most prevalent barriers that women experience in the workplace. Ranking the career advancement barriers proved to be very different from the literature review. Without understanding the barriers, and challenging the preconceptions such as life stage, seniority, and even industry specific barriers, organisations will continue to implement response strategies that do not have the desired impact on women's advancement.

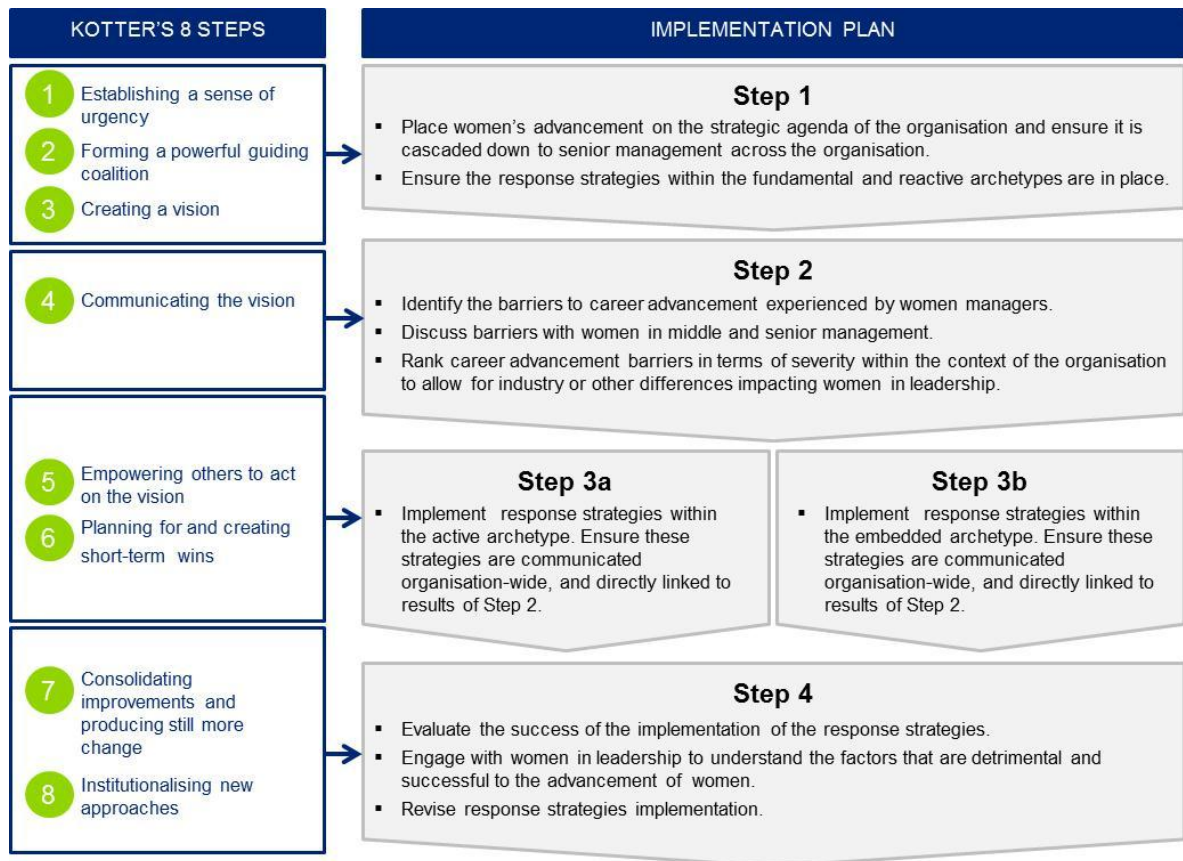
Thirdly, organisations will benefit from evaluating the response strategies being implemented, and understand that each of the response strategies have an element of being detrimental to women's advancement. Organisations should counterbalance the positive impact of implementing a strategy with the potential negative results it could have on women's advancement.

Finally, organisations will benefit from realising that response strategies exist in an 'ecosystem', and can only be implemented successfully in combination with different archetypes of response strategies as shown in Figure 11. Simply ticking the box and implementing a few strategies without careful consideration will not lead to women's advancement. In fact, it might explain why women are currently not advancing to senior leadership.

7.2 RECOMMENDATIONS

For organisations to successfully address the career advancement barriers experienced by women managers, the following implementation diagram was created by using Kotter's 'eight steps to transforming your organisation' as a baseline (Kotter, 1995). By following this implementation plan, an organisation will incorporate the findings of this study into their existing gender diversity plan, and address the advancement of women managers.

Figure 12: IMPLEMENTATION PLAN



Essential to the improvement of women's representation at senior management level, is for organisations to ensure that the advancement of women is on the strategic agenda of the company, and that management - both male and female - are held accountable for the nurturing, development, appointment and advancement of women managers. Step 1 of the implementation plan involves giving women's advancement the time and attention it deserves by ensuring the 'fundamental' response strategies are in place. Organisations should also put the response strategies classified as 'reactive' in place, to ensure that clear targets are set for gender diversity, as well as a mechanism to measure the success

of the implementation plan. This aligns with the first three steps of the Kotter model (Kotter, 1994).

In implementing Step 2, organisations investigate the specific barriers to career advancement experienced by women managers, to focus and inform the implementation of Steps 3a and 3b. The top three career advancement barriers women face, according to this study, is (1) work-life balance, (2) lack of networking, and (3) excessive modesty. This aligns with the fourth step of the Kotter model (Kotter, 1994).

Having the advancement of women on the strategic agenda of the company and driven by the CEO, and in-depth knowledge of the barriers women face within the organisation, the implementation plan requires the simultaneous implementation of 'active' and 'embedded' response strategies. During the implementation of Step 3a organisations engage directly with the women in the workplace, and show women in a practical and visible manner that women's advancement is important within the organisation. According to this study the active response strategies include (1) appointing women in positions with profit-and-loss responsibility, (2) flexible working, (3) networking, and (4) mentorship programmes. The active response strategies motivate the female employees but are ineffective in removing the career advancement barriers in isolation of Step 3b.

Step 3b addresses the 'embedded' response strategies, which will challenge the inherent gender stereotyping within the organisation, and according to this study should include (1) equal pay for men and women, and (2) transparent performance review processes. This aligns with step five and six of the Kotter model (Kotter, 1995).

Finally, Step 4 involves the constant review and re-evaluation of the implemented response strategies due to the fact that circumstances change, women evolve, and response strategies might become detrimental to women's advancement due to ineffective implementation. These activities align with step eight and nine of the Kotter model (Kotter, 1995).

If organisations want to reap the benefits of having women in leadership positions, this implementation plan will ensure the successful advancement of women managers.

7.3 FUTURE RESEARCH

The following future research is suggested:

- Each response strategy, especially leadership, flexible working, and appointing women in leadership positions with P/L responsibility need further research and analysis, to determine how to counteract the factors that this research report result has identified as being detrimental to women's advancement.
- Whether women's advancement should be on the strategic agenda of the organisation should be thoroughly researched. This research project assumed it should, but a number of respondents believe that all advancement should be based on merit. A research project will uncover if women's advancement will be helped or hindered by this statement.
- Future research should replicate this study, but differentiate between industries, due to the fact that within certain industries women's advancement is not as big an issue as in other industries. The research could also uncover how successful industries implement response strategies.
- This study is limited to organisational response strategies, or external response strategies the affect women's advancement. However, women also *choose* not to advance to senior leadership positions, and have internal motivation from moving away from senior leadership positions. Research to this end could also assist in understanding why there are only a limited number of women in senior leadership positions.

7.4 CONCLUDING STATEMENT

The benefits of appointing women in corporate leadership positions have been widely researched and publicised. Furumo, Jalbert, & Jalbert (2013) proved that in recent years, the number of female CEO's at large firms has increased to the point that it is possible to statistically compare the performance and management characteristics of firms managed by CEO's of different genders. Their results indicate that female CEO's manage their firms differently and are perceived differently by financial markets. In general, female CEO's produce higher sales growth, more institutional ownership, provide higher returns in the form of ROI and ROA, and are valued higher in the market than firms managed by male CEO's. And yet, with this knowledge women, only hold only 21.4% of executive

management and 17.1% of director positions in the country (Businesswomen's Association of South Africa Census, 2012).

This research project sought to understand which response strategies organisations implement to remove career advancement barriers for women managers, and determined that organisations are not implementing those specific response strategies that are most successful in removing career advancement barriers. Similarly, response strategies are not aligned with the most prevalent career advancement barriers.

This research project brought insight into the career advancement barriers of women managers, and which response strategies organisations should implement as a priority.

REFERENCE LIST

- Appelbaum, S. H., Didus, K., Luongo, T., Paz, B., & Shapiro, B. T. (2013). Upward mobility for women managers: styles and perceptions: part 1 and 2. *Industrial and Commercial Training*, 45(1), 51-59. doi:10.1108/00197851311296700
- Barsh, J., Nudelman, S., & Yee, L. (2013). Lessons from the leading edge of gender diversity. *McKinsey Quarterly*. Available at http://www.mckinsey.com/insights/organization/lessons_from_the_leading_edge_of_gender_diversity (accessed 24/09/2013).
- Baumgartner, M. S., & Schneider, D. E. (2010). Perceptions of women in management: A thematic analysis of razing the glass ceiling. *Journal of Career development*, 37, 559-576. doi:10.1177/0894845309352242
- Beauregard, T. A. (2008). Managing diversity in organisations. Practitioner and academic perspectives: report from a gender in management special interest group research event. *Equal Opportunities International*, 27(4), 392-395. doi:10.1108/02610150810874331
- Best practices for developing diversity & inclusion. (2010). *HR Focus*, 87(1), 7.
- Businesswomen's Association of South Africa Census. (2012). *BWA South African Women in Leadership Census 2012*. Johannesburg: Synovate.
- Carter, N. M., Ibarra, H., & Silva, C. (2010). Why men still get more promotions than women. *Harvard Business Review*, 9, 80-85.
- Catalyst. (2011). *The myth of the ideal worker. Does doing all the right things really get women ahead?* New York: Catalyst.
- Catalyst. (2013). *Catalyst Quick Take: Statistical overview of women in the workplace*. New York: Catalyst.
- Chen, C. P., & Coogan, P. A. (2007). Career development and counselling for women: connecting theories and practice. *Counselling Psychology Quarterly*, 20(2), 191-204. doi:10.1080/09515070701391171

- Chief Executive Women. (2009). *The business case for women as leaders: one woman is not enough*. Available at <http://wilq.org.au/wordpress/wp-content/uploads/2011/11/TheBusinessCaseforWomenasLeaders.pdf> (accessed 24/09/2013).
- Cook, A., & Glass, C. (2011). Leadership change and shareholder value: how markets react to the appointment of women. *Human Resource Management*, 50(4), 501-519. doi:10.1002/hrm.20438
- Crafford, A., Crous, F., & Lewis-Enright, K. (2009). Towards a workplace conducive to the career advancement of women. *SA Journal of Industrial Psychology*, 35(1), 1-9. doi:10.4102/sajip.v35i1.832
- Credit Suisse AG. (2012). *Gender diversity and corporate performance*. Available at https://infocus.credit-suisse.com/data/product_documents/shop/360145/csri_gender_diversity_and_corporate_performance.pdf (accessed 13/04/2013).
- Datta, S., Guha, A., & Iskandar-Datta, M. (2013). Ending the Wage Gap. *Harvard Business Review*, 91(5), 30-30.
- Dezso, C. L., & Ross, D. G. (2012). Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33, 1072-1089. doi:10.1002/smj.1955
- Drotter, S. (2010). Leadership Pipeline, right leaders in the right jobs. *Leadership Excellence*, 27(8), 11-12.
- Dubno, P. (1985). Attitudes toward women executives: A longitudinal approach. *Academy of Management Journal*, 28, 235-239.
- Energy Workforce. (2009). Forum: Continued advancement of women in energy is promising. *Utility Automation & Engineering T&D*, 8-12.
- Evans, D. (2011). Room at the top: Advancement and Equity for women in the business world. *National Civic Review*, 62-64. doi:10.1002/ncr.20061
- Everett, L., Thorne, D., & Danehower, C. (1996). Cognitive moral development and attitudes toward women executives. *Journal of Business Ethics*, 15, 1227-1238.

- Firms need more women partners. (2008). *Accounting Today*, 22(22), 26.
- French, E. L., & Sheridan, A. (2009). *Equal employment opportunity and diversity management: can either live up to the promise of achieving gender equity?* Gender and Diversity in Organisations Conference, 15 January, Paris, France.
- Furumo, K., Jalbert, M., & Jalbert, T. (2013). The relationship between CEO gender, financial performance and financial management. *Journal of Business & Economics Research*, 11(1), 25-34.
- Grant Thornton International Business Report. (2013). *Women in senior management: setting the stage for growth*. Available at http://www.internationalbusinessreport.com/files/ibr2013_wib_report_final.pdf (accessed 10/04/2013).
- Hakim, C. (2006). Women, careers, and work-life preferences. *British Journal of Guidance & Counselling*, 34(3), 279-294.
- Hamel, S. A. (2009). Exit, voice, and sensemaking following psychological contract violations. Women's responses to career advancement barriers. *Journal of Business Communication*, 26(2), 234-261. doi:10.1177/0021943608328079
- Hoobler, J. M., Lemmon, G., & Wayne, A. J. (2011). Women's underrepresentation in upper management: New insights on a persistent problem. *Organizational Dynamics*, 40, 151-156. doi:10.1016/j.orgdyn.2011.04.001
- Hopkins, M. M., O'Neil, D. A., & Sullivan, S. E. (2011). Do women's networks help advance women's careers? Differences in perceptions of female workers and top leadership. *Career Development International*, 16(7), 733-754. doi:10.1108/13620431111187317
- Hoss, M., Bobrowski, P., McDonagh, K. J., & Paris, N. M. (2011). How gender disparities drive imbalances in health care leadership. *Journal of Healthcare Leadership*, 3, 59-68.
- Jacobs, P., & Schain, L. (2009). Professional Women: The continuing struggle for acceptance and equality. *Journal of Academic and Business Ethics*, 1, 98-111.

- Johnson, M., & Laud, R. L. (2012). Upward mobility. A typology of tactics and strategies for career advancement. *Career Development International*, 17(3), 231-254. doi:10.1108/13620431211241072
- Kotter, J. P. (1994). Leading Change: why transformation efforts fail. *Harvard Business Review*, 73(2), 59-67.
- Kruger, S. J., & Welman, J. C. (2001). *Research Methodology* (2nd ed.). South Africa: Oxford University Press
- Lewis, P., Saunders, M., Thornhill, A. (2009). *Research methods for business students* (5th ed.). England: Pearson Education Limited
- Linehan, M., & Scullion, H. (2008). The development of female global managers: the role of mentoring and networking. *Journal of Business Ethics*, 83(1), 29-40.
- Madera, J. M. (2013). Best practices in diversity management in customer service organisations: An investigation of top companies cited by Diversity Inc. *Cornell Hospitality Quarterly*, 54(2), 124-135. doi: 10.1177/1938965513475526
- McKinsey & Company. (2012a). *Women Matter 2012. Making the breakthrough*. Available at http://www.mckinsey.com/client_service/organization/latest_thinking/women_matter (accessed 12/04/2013).
- McKinsey & Company. (2012b). *Women as a valuable asset*. Available at http://www.mckinsey.com/~media/McKinsey%20Offices/Russia/PDFs/Women_as_a_Valuable%20Asset_eng.ashx (accessed 14/04/2013).
- Metz, I. (2009). Organisational factors, social factors, and women's advancement. *Applied psychology: an international review*, 58(2), 193-213. doi: 10.1111/j.1464-0597.2008.00376.x
- Orser, B., Riding, A., & Stanley, J. (2012). Perceived career challenges and response strategies of women in the advanced technology sector. *Entrepreneurship & Regional Development*, 24, 73-93.
- PriceWaterhouseCoopers. (2007). *Women's economic participation. Enablers, barriers, responses*. Available at

http://www.pwc.com/en_GX/gx/women-at-pwc/assets/pwc_genesis_park_report.pdf

(accessed 09/04/2013).

Republic of South Africa. (2006). *Employment Equity Act 1998, Act of 1998: Amendments to the Employment Equity Regulations*. Available at www.labour.gov.za. (accessed 13/05/2013).

Rice, J. (2012). Why make diversity so hard to achieve? *Harvard Business Review*, 6(1), 40.

Ross, F. K., & Wells, J. T. (2012). Best practices for promotion of diversity in the accounting profession. *Journal of Accountancy*, 213(6), 88.

Saunders, M., & Lewis, P. (2012). *Doing research in business & management*. England: Pearson Education Limited

Sullivan, S. E., & Baruch, Y. (2009) Advances in Career Theory and Research: A critical review and agenda for future exploration. *Journal of Management*, 35, 1542-1571. doi:10.1177/0149206309350082

Sullivan, S. E., & Mainiero, L. (2008). Using the Kaleidoscope Career Model to Understand the Changing Patterns of Women's Careers: Designing HRD programs that attract and retain women. *Advances in Developing Human Resources*, 10, 32-49. doi: 10.1177/1523422307310110

Wood, G. (2008). Gender stereotypical attitudes: Past, present, and future influences on women's career advancement. *Equal Opportunities International*, 27(7), 613-628. doi:10.1108/02610150810904319

APPENDIX A: WOMEN IN LEADERSHIP QUESTIONNAIRE

Even though women make up 52% of the population in South Africa, women are significantly underrepresented in top corporate leadership positions, constituting only 21% of all executive managers. The objective of my MBA research at GIBS is to understand the barriers that keep women from advancing to senior leadership positions, and most importantly, determine the recourse companies are implementing to remove the barriers to career advancement for women managers. To that end, you are asked to complete the following survey. The questionnaire should take no more than 20 minutes of your time. Your participation is voluntary and you can withdraw at any time without penalty. All data will be kept confidential. By completing the survey, you indicate that you voluntarily participate in this research, and if you have any concerns, please contact me or my supervisor. Our details are:

Researcher: Anna Jansen van Rensburg anvanrensburg@deloitte.co.za 082 559 6456	Research Supervisor: Desray Clark desray.clark@abellardbi.co.za 083 450 0054
---	---

PERSONAL INFORMATION

Please complete the following personal information. All data will be kept confidential.

1.	Name and Surname	
2.	Age	
3.	Industry	
4.	Management level (<i>either middle management or senior management</i>)	
5.	Number of years in management	
6.	Rand value of annual budget managed	
7.	Married / unmarried / life partner	
8.	Number of children	

SECTION 1: BARRIERS TO CAREER ADVANCEMENT OF WOMEN MANAGERS

In my review of the literature, a number of authors have identified the following list of career advancement barriers that impede women from reaching senior leadership positions. In your own opinion, please rank the following 10 barriers in order of significance, where (1) is the most significant and predominant barrier that you believe prevent women from advancing to senior management, and (10) is the least significant barrier that is not really impeding women from reaching senior management positions. The ranking can be either based on personal experience or observation. Please assign only a single number, from 1 to 10, to each barrier.

QUESTION 1

Nr	Barrier	Description	Rank
1.	Lack of networking	Women have limited opportunity to gain visibility, rub shoulders with high profile senior executives, or develop alliances across the business. Women do not have access to the 'old boys club'.	
2.	Lack of mentorship	Women have limited access to higher-ranking, experienced organisational members that informally support, coach and guide them in their career progression. A mentor gives advice and feedback, and can be at any level within the organisation.	
3.	Work-life balance	Women experience difficulty when trying to balance work and family, and trying to attain this balance hinders career advancement.	
4.	Gender stereotypes	There is a perception in the workplace that women lack the appropriate skills to fill management positions, and are not seen as an appropriate fit in a managerial role. Women are perceived to be most suited to a supportive, nurturing role such as motherhood.	
5.	Queen bee syndrome	Senior women are unsupportive of other women, and consciously do not assist in providing upward mobility to other women's professional careers.	
6.	Lack of sponsorship	A sponsor is different to a mentor in that sponsor is a very senior executive, with whom a formal relationship exists, and this sponsor will advocate and support your career vocally, especially in times of promotion. Women	

		lack sponsorship, or lack the seniority in sponsorship to achieve career advancement.	
7.	Leadership style	Women have a different leadership style from men and are then found unsuitable for executive positions. A certain type of leadership style is deemed more effective at senior management level, and this leadership style is not associated with women.	
8.	Excessive modesty and lack of ability to promote oneself	Women experience difficulty in promoting themselves, and telling those in the business about their skills, knowledge, accomplishments and successes.	
9.	Unequal evaluation processes	During promotion or yearly performance review cycles, the evaluation process within the business is unclear or bias, and women are subsequently disadvantaged by this unequal and unfair evaluation process.	
10.	Working anytime / anywhere	In certain instances, high profile assignments or work requirements necessitate working anytime and anywhere. Women experience difficulty in adapting to this requirement, and lose out on high-profile assignments because they cannot simply adjust their schedules and adapt to the requirement.	

QUESTION 2

Are there any other career advancement barriers that you've personally experienced or observed in your career that have been omitted from the list? Yes / No. Please clarify.

SECTION 2: ORGANISATIONAL RESPONSE STRATEGIES

QUESTION 3

Do you believe advancing women to senior leadership positions is on the strategic agenda of your company? Yes / No. Please clarify.

QUESTION 4

There are a number of actions companies can take to ensure or assist women in advancing to senior leadership positions. Firstly, please indicate which of these strategies your company has implemented by circling yes or no. Secondly, indicate on the following scale if you believe this strategy is conducive or beneficial to advancing women in senior management, by circling 1, 2, 3, 4 or 5, irrespective if it has been implemented or not.

5 = very successful;

4 = somewhat successful;

3 = no impact;

2 = unsuccessful;

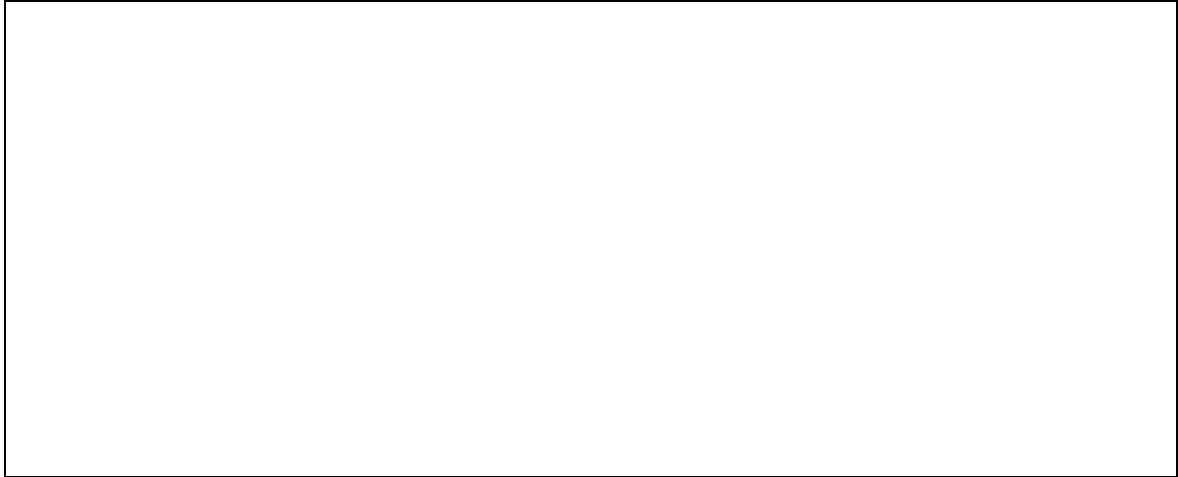
1 = detrimental to women's advancement;

Nr	Strategy Description	Implemented?	Degree of success
1.	Leadership: Advancing women to senior management is driven by the CEO, and the CEO has assigned clear accountability and responsibility to senior staff members to drive women's advancement throughout the organisation.	Yes / No	1 2 3 4 5

2.	Quotas or targets: The organisation has clear targets for female representation at every management level.	Yes / No	1 2 3 4 5
3.	Understand the business case: The benefits of having women representation at senior management level is widely understood and communicated throughout the organisation.	Yes / No	1 2 3 4 5
4.	Networking: The organisation is proactively ensuring that women are part of formal networks and networking activities, and have the opportunity to gain visibility, and rub shoulders with high profile senior executives.	Yes / No	1 2 3 4 5
5.	Mentorship: Formal mentors, both male and female, are appointed to mentor female managers within the business.	Yes / No	1 2 3 4 5
6.	Flexible working: Women have the opportunity to work flexi-time or reduced hours, and have the opportunity to work from home if and when required.	Yes / No	1 2 3 4 5
7.	Equal pay for men and women: Men and women at senior management level within the organisation are paid based on the same criteria, such as experience, and gender does not influence compensation.	Yes / No	1 2 3 4 5
8.	Women leadership positions: The organisation ensures that women have profit-and-loss leadership positions with substantial responsibility.	Yes / No	1 2 3 4 5
9.	Measuring gender diversity: The organisation measures gender diversity accurately and regularly, and communicates the results throughout the organisation.	Yes / No	1 2 3 4 5
10.	Performance review: Performance review and promotion processes are fair and transparent, and do not disadvantage women.	Yes / No	1 2 3 4 5

QUESTION 5

If you've indicated the number 1 = very successful, for any of the strategies in question 4, please indicate *why* you believe this strategy is or will be very successful in advancing women to senior leadership positions.



QUESTION 6

If you've indicated the number 5 = detrimental to women's advancement, for any of the strategies in question 4, please indicate *why* you believe this strategy is detrimental to advancing women to senior leadership positions.



QUESTION 7

What do you believe should your company be doing to ensure that women advance to senior leadership positions?

QUESTION 8

Anything else you would like to add?

END OF QUESTIONNAIRE

Gordon Institute of Business Science

University of Pretoria

COPYRIGHT DECLARATION FORM

Student details			
Surname:	Jansen van Rensburg	Initials:	AM
Student number:	20076721		
Email:	anvanrensburg@deloitte.co.za		
Cell :	082 559 6456	Landline:	
Course details			
Degree:	MBA	Year completed:	2013
Department:	GIBS		
Supervisor:	Desray Clark		
Supervisor email:	desray.clark@abellardbi.co.za		
Confidentiality / Embargo			
Do you need to have your report embargoed? If so, write a letter of motivation to substantiate (please attach letter to this form). Without a letter this will not be granted.			
Yes		No	x
If yes, please indicate period requested			
Two years		**Permanent	
**Please attach a copy of the letter of permission from the Vice-Principal: Research and Postgraduate Studies, if indicated, permanent. Without a letter this will not be granted.			
A copy of your research report will be uploaded to UPetd/UPSpace Can the Information Centre add your email address to the UPetd/UPSpace web site?			
Yes	x	No	
If no, please motivate (ignore if report is to be embargoed)			

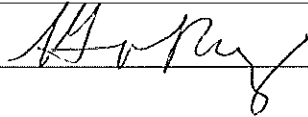
Copyright declaration

I hereby certify that, where appropriate, I have obtained and attached hereto a written permission statement from the owner(s) of each third-party copyrighted matter to be included in my research report ("the work"), allowing distribution as specified below. I certify that the version of the work I submitted is the same as that, which was approved by my examiners and that all the changes to the document, as requested by the examiners, have been included.

I understand that all rights with regard to intellectual property in the work vest in the University who has the right to reproduce, distribute and/or publish the work in any manner it may deem fit.

I agree that, a hardcopy of the abovementioned work be placed in the Gordon Institute of Business Science Information Centre and worldwide electronic access be given to the softcopy on UPetd and UPSpace.

Signature:



Date: 11-11-2013