



JÖNKÖPING INTERNATIONAL BUSINESS SCHOOL
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The Success Factors in Male-Dominant Fields

The Case of Women in the U.S.

Master Thesis within Business Administration

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Acknowledgments

The topic at hand has been vastly fascinating and developed surprising depths and links to everyday life of women, which the author could not even anticipate when embarking on the academic journey of writing this thesis. The results have been eye-opening and inspiring – an outcome which the thesis hopefully will bring to many of its readers.

This was made possible by the intelligent women who opened up themselves for the sake of the purpose of the research unraveling multiple layers that took in-depth analysis

– Thank you.

Annina Mänttari

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Abstract

Background

Nearly a centennial after the granted women's suffrage in the United States, almost 40 years from the start of the 70's women's right's movements women have shown that they can obtain same level in education as men can and graduate with competitive skills as men. However, according to statistics that is when the equality seems to loose its balance. Despite this there are women in this "Yes We Can"-era of where a former First Lady was very competitive in a Presidential Race, that with certain success factors compete effectively in various male-dominant fields.

Purpose

The purpose of this thesis is to identify and analyze the success factors of women in male-dominant fields in the American labor market, moreover, it aims to identify if women are aware of these factors and their impacts.

Method

A qualitative method was utilized when gathering the empirical findings. The researchers contacted a wide selection of female managers who, then were narrowed down to five that fit the purpose. Face to face interviews were conducted with the back-up of phone interviews in case of last minute out of state assignments. All the recipients were in managerial positions.

Results

This thesis aims to demonstrate that certain common factors are highlighted within these case studies as affecting the success of business women when climbing in the hierarchy of American job market in a male-dominant field. The influence and scope of these factors may vary across cases.

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1 Introduction

In this section the reader will be introduced to the reasoning and inspirational background of the author with regards to the topic of the study. This section acts as the shell on which the base on the Theoretical Framework is based on, consequently it will provide insight for understanding the rest of the thesis.

1.1 Background

Nearly a centennial after the Nineteenth Amendment to the United States Constitution granted women's suffrage in the nation, almost 40 years from the start of the 70's women's right's movements women have shown that they can obtain same level in education as men and can graduate with competitive skills such as men. However, according to statistics that is when the equality seems to loose its balance

For instance the median weekly female earnings, according to the United State Department of Labor Women's Bureau in 2007, is still only adding up to 80 percent of that of her male counterpart. When concentrating the focal point on college graduate, the portion concurs for a year after graduation. The alarming change discovered by the American Association of University Women Educational Foundation (Goldberg Dey, J. & Hill, C., 2007) is the decline in this percentage ten years subsequent to graduation date – ending at a shocking 69 percent. For more relevant statistics please refer to Figure 1.1.

Introduction

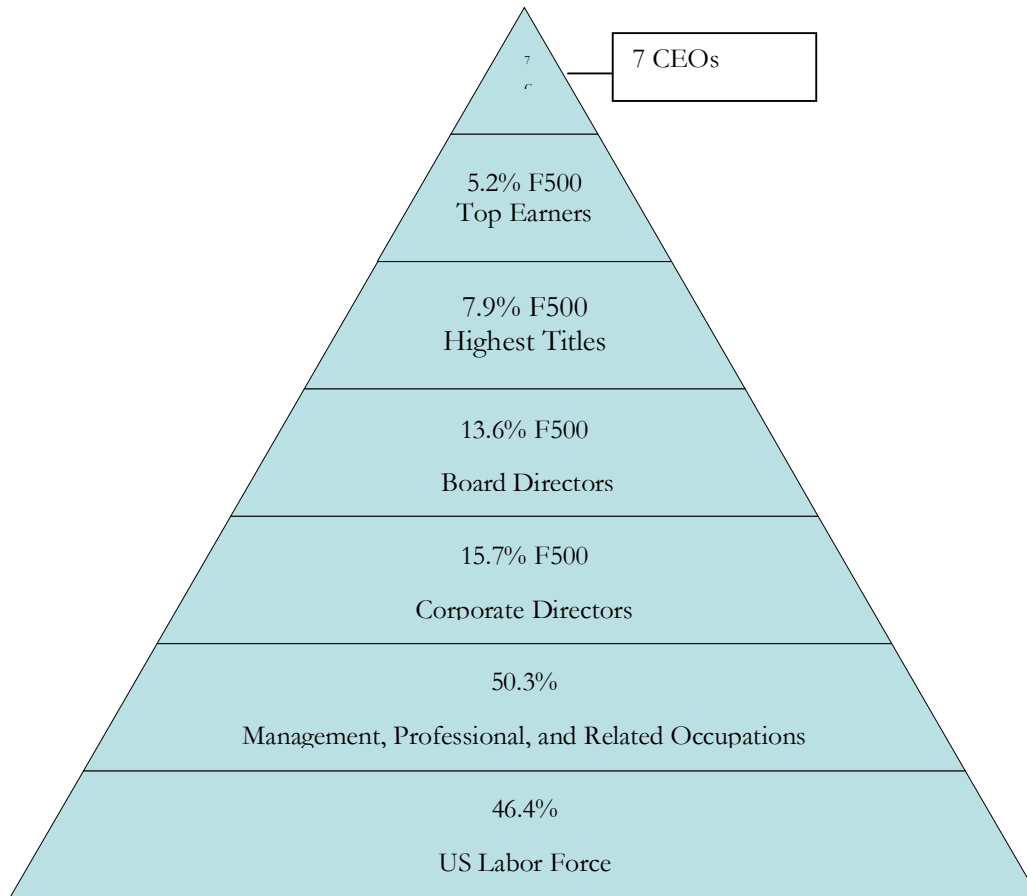


Figure 1-1.1 The Catalyst Pyramid: U.S. Women in Business
Sources: Bureau of Labor Statistics Current Population Survey, Annual Averages, 2003. Catalyst, 2003 Catalyst Census of Women Board Directors. Catalyst, 2002 Catalyst Census of Women Corporate Officers and Top Earners.

Engström (pg. 12, 2008) describes this loss of a balance from his own life experience; “Accusation given through the media are quite true but we men do not take these matters seriously. You could say that the sexist have changed strategy, which enables us to continue our segregation. Men claim to be in favor of equality and the principle of equal pay, but that is only as long as it does not affect their own sphere of influence and salary.”

Men’s own sphere was studied in a recent article featured in New York Times (Rampell, C., 2009) about the increasing amount of women “breadwinners” due to the current economic crisis. It was highlighted that due to this shift in power structure, the quality of living and in some cases just the ability of covering the day-to-day family expenses, have declined. Furthermore, the gender roles have not adjusted to compensate for the increased work

load and therefore the female often takes care of the household chores in addition to her job. Goldberg Dey & Hill (2007) concur that compared to generations of the past, with regard to parents, the labor division appears to be of the same nature.

One should not overlook the impact of choices which women take along the course of their lives that alter the equality ratio for their chance of success. For instance, the Pay Gap decreases depending on the outcome of few early made choices starting with choosing to attend college; in detail being selective of the college of attendance and of the major. Traditionally “Male-dominant” fields have a higher average income than “Female-dominant” or even the “Mixed-gender”. Moving on, early career choices, including occupational choices leave a clear mark on one’s income potential, especially since taking leave of absence, a break or working part time is still significantly more common among mothers. A method of calculation for the discrimination is to abolish other factors and to treat the unexplained gap as evidence (Goldberg Dey & Hill, 2007).

Similarly Keown & Keown (1982) emphasize achievement of college education as a need for women when aiming for success, with a possible prerequisite from an advanced degree. However social factors indicated by Henning and Jardim (1977) for example of marrying later in life, appear not to be of as high importance, yet ‘strong commitment to a career’ was found as a prerequisite (Keown & Keown, 1982). The gender dominance in different work fields was further developed by describing service or consumer product fields as including a larger amount of opportunities for women than fields with product-related responsibilities.

1.2 Problem Discussion

The current time of economic crisis enlightens a whole new focus on women as breadwinners, this is however still at a time when women have not reached equality in the work force, including in the salary section. Engström (2007) underlines three urgent problems in need of a resolution, the first one being wage. “Making gender pay equity a reality will require action by individuals, employers, and federal and state governments.”(Goldberg Dey & Hill, 2007, p. 3). This action could possibly be easier brought forward if Engström’s (2007) second problem is addressed; making men aware that gender equality would lead to business life development and wider scope perspective on social relations. The third problem brought forward is for women to process and become aware of the pros and cons of equality, the latter one could say understandingly rarely considered or recognized.

Despite the societal, governmental and environmental problems there are women in this “Yes We Can”-era of where a former First Lady came close to becoming the first-ever female party presidential election representative, that with certain success factors compete effectively in various male-dominant fields. In order to be able to overcome gender prejudice, segregation and to be able to balance their business and personal lives, it is a highly fascinating topic to explore what factors the women themselves identify to be the reason behind their success. These factors can then be analyzed against several theories in the field,

including Charles and Ada Keown's (1982) 'selling mode' leadership style and 'expertise' power base.

Expertise, interchangeable with job competence, in their study ranks most important among the tools for power. Furthermore being able to maintain a positive work environment attitude along with positive attitude toward one self were highlighted as success factors for the sample of women executives. Additionally, good working relationships, entailing willingness to seek out people in power, coupled with taking risks when changing jobs and a controversy-waking factor of dressing attractively are all factors that have helped women executives to climb up the corporate ladder (Keown & Keown, 1982).

The field of study in this report is of such a complicated nature due to the endless factors and viewpoints to it that when considering how relatively new it is, most focus started in the 70's, it is understandable that new research would be welcomed. Furthermore the most common literature available is case studies and research conducted at the doctoral level, therefore much of the Frame of Reference will be based on literature written by experts who have obtained their knowledge through case studies and interviews. The change in generation's view on gender roles also provides further unexplored areas as it is expected that women will have more choices available for their careers.

Previous theses in the field include Bergström & Ternehäll (2005) "Work Motivation in Banks: Are there differences between sexes?" which focuses on a specific field; Claesson (2008) "What are feminists fussing about?: Feminists' attempts for full citizenship" describes more a movement rather than the business situation; Helmer, Hjälmner & Stener (2009) "Female career development: The importance of networking" touches upon one of the factors highlighted by this thesis. Consequently this particular combination of the scope of male-dominant industries and the distinct quest for determining factors can be innovative and highly beneficial for the research field.

In this report, unraveling the tools for success is aiming ultimately to serve as an eye-opener; since the majority of the struggling women in the sport of business are in their situation presumably because they are "oblivious to the fact that they are standing on a playing field while a game is being played around them." (Heim & Golant, 2005, p.5).

1.2.1 Research Questions

What are the significant factors behind business women's success in a male-dominant field?

Amidst their climb to success, are women aware of these factors and their impacts?

1.3 Purpose

The purpose of this thesis is to identify and analyze the success factors of women in male-dominant fields in the American labor market, moreover, it aims to identify if women are aware of these factors and their impacts.

1.4 Definitions

Following section explains specific terminology utilized in the thesis, which may not belong to basic knowledge:

Glass Ceiling –

“Those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization into management-level positions.” (Report on the Glass Ceiling Initiative. U. S. Department of Labor, 1991.)

2 Method

This section will provide a step-by-step overall look at the assembling approach of the thesis in the methodological view-point. The purpose is to provide support for the choices made leading to and in the sampling selection and collecting data approaches. Validity and reliability will be taken into account and their importance highlighted.

2.1 Research Approach

Research method is divided into two schools, a quantitative and a qualitative (Lekvall & Walbin, 1999). Various variables weigh in the final conclusion of which type of method to utilize during a research. The purpose and the research questions are safe corner-stones to employ during this fundamental and intricate choice.

Generally when numerical data is the primary type in the research, quantitative method will best aid the analysis process. When a statistical point of view is the aim to be brought forward by the research then a quantitative method is suitable to utilize. In this method the data is gathered through surveys or interviews, more specifically when handling larger, experiments, survey investigations and time series analyses. (Lekvall & Walbin, 1999)

Conversely, values, ideas and attitudes are interpreted and a deeper level of understanding is attempted to reach with qualitative research method. The approach is preferred with smaller respondent groups (Lekvall & Walbin, 1993). Surveys and interviews can also be collected through a qualitative research method (Lundahl & Skärvad, 1999). In addition case studies are ideal for the qualitative approach. The focal point is attitudes and values investigation, trying to comprehend and build a deep study (Lundahl & Skärvad, 1999). There are pros and cons with both research methods; the former for quantitative is mainly the saving in time and resource demand while in the qualitative a more in-depth view is provided.

In this thesis a qualitative approach employed when weighing in the purpose and the research questions. The paper will focus in-depth to small chosen group of women and will extract values and ideas to be interpreted. After all applying success factors of women in bare statistics can hardly be constructive in understanding the phenomena.

2.2 Data Collection

Researchers can utilize primary, secondary data or both. Primary data is collected for the specific case when secondary data is pre-collected in most cases by other researchers. When choosing the type of data, besides for the more translucent factors like research problem and type of study, more opaque reasons surface, for example when time is of the essence the researcher may not find primary data collection to be feasible. However since secondary data is pre-existing the researcher must weigh in that it was most probably not gathered with the same research purpose in mind (Ghuri, Grønhaug, Kristianslund, 1995).

Some schools of research methods categorize a third type of source called the tertiary source (Booth, Colomb & Williams, 2008). This category refers to articles and books that report and synthesize information, for example mass-circulation publications and textbooks. Tertiary sources are ideal for the initial stage of research in order to do a preliminary research to grasp the subject better, this collection method was employed by the researcher in order to get a feel for the field of study, for instance by reading the New York Times article mentioned in the background. However the type of sources are too over-simplified and focused on current trends to be used when supporting a scholarly argument past the initial research phase (Booth, et.al., 2008).

Taking into consideration the time frame of the research, coupled with the academic level, secondary data was chosen for application during research phase of the topic as well as to provide depth and scope to the analytical section. Ghauri et. al. (1995) specify this type of data to be suitable for interpretation and comparison purposes during the primary data processing. Therefore in the empirical study portion primary data was utilized.

Two types collection of primary data exists, observation and interviews. When human subjects are researched the most common method is interview survey (Greenfield, 1996). In this research being able to observe successful women in their male-dominant work environments while keeping the secondary data's theories as a frame work, would have been highly productive, however equally matched in unfeasibility. Therefore interviews were the chosen method.

2.3 Interview

The author has chosen to conduct semi-structured personal interviews in order to gather enough detailed while thorough data as possible. In the purpose it is specified that the U.S. work market is the one focused upon. Consequently the researcher resided in the U.S. during the empirical data research collection and could conduct face-to-face interviews unless the person interviewed was away on assignment in a different state, in that case a telephone interview was conducted.

A set of open-ended questions (Appendix 1) are used in all of the interviews in order to preserve the validity of the results to the greatest extent possible. In semi-structured interview style, the order of the answers is not necessarily set in stone as long as all the areas are covered in the interview. The answers obtained are then thoroughly studied as to expose all the relevant topics for the analysis. However a chance of partial bias and limitation in the data is possible since interviewees' connotation of words and prior viewpoints may skew the selection of the parts highlighted as important (Desai P. 2002).

2.3.1 Preparing the interview:

The golden rule for interviews highlighted by Booth, et.al. (2008) is to specify exactly what has to be found out through the interview. When the necessary outcome is narrowed down planning becomes more efficient. Furthermore even when choosing not to formulate rigid

close-ended questions, it is of high importance to remember to build guidelines as not to question aimlessly (Booth, et. al., 2008).

Ghauri et. al (1995) suggests a series of steps when preparing for an interview:

1. Analyze the research problem.
2. Understand what information is really needed to have from an interviewee.
3. See who would be able to provide the information.

2.4 Sample Selection

Two opposite directions approached can shape the theory building of a research. If the researcher builds his/her theory by observing individual cases, that is performs the data collection first, it is considered an inductive approach. The divergent method is coming to a conclusion with regards to individual instances from general instances, that is the train of thought travels from general to specific. A deductive approach can be employed in order to refine or out a theory to test (Greenfield, 1996). In this thesis the author will first research the phenomena and then collect the data through interviews, therefore using induction in the theory building phase.

Sample selection is a decisive and influential portion of empirical data collection and should therefore not be taken lightly. How the selection of the sample takes place is important because the sample for the study has to be typical for the entire set wished to target or it will fail to meet the purpose it was selected for (Greenfield, 1996). The purpose and theory affect the type of sample plausible for the study. However the core factors for collecting a sample are quality, feasibility and cost (Greenfield, 1996). For this research due to predetermined geographical area the U.S. market was the starting point. The researcher chose to use the extremely useful network of The Swedish-American Chamber of Commerce in New York especially due to an already established relationship with the organization. Moreover due to the popularity of the Annual Executive Women's Conference organized by the Chamber, the organization hosts a unparalleled database and networking opportunity of successful women – prime group for the research. In addition the alumni of the university which the researcher used to attend in the Tri-State area provided a beneficial pool of candidates. Together from these sources interviews were booked with women in the following fields:

- Automotive Industry
- Construction
- Investment Banking
- Management Consulting
- Military

2.5 Analysis of Data

In qualitative research data analysis is a constant process. Data analysis and data collection are intertwined; all through the in-depth interviews the researcher develops concepts, and identifies emerging themes to make sense of the data (Taylor & Bogdan, 1984). If preferring to put this into a linear format, data collection precedes cutting up data followed by intensive analysis. This coincides with Miles and Huberman's (1994) steps of analysis; data reduction, data display and conclusion drawing and verification.

Taylor & Bogdan (1984) have similar division of data analysis with more indepth view:

- Coding – “systematic way of developing and refining interpretations of the data” (Taylor & Bogdan, 1984, p.136)
 1. Develop Coding categories
 2. Code all the data.
 3. Sort the data into the coding categories.
 4. See what data are left out.
 5. Refine your analysis
- Discounting the data – “interpreting them in the context in which they were collected” (Taylor & Bogdan, 1984, p.140)
 1. Solicited or unsolicited data.
 2. Observer's influence on the setting.
 3. Who was there?
 4. Direct and indirect data.
 5. Sources.
 6. Your own assumptions and presuppositions.

It is of utter most importance for a qualitative research analysis to begin with intimate familiarization with the data. To use Wolcott's (2001) analogy in order to tighten the wheelbarrow one must ensure that all the parts are in place; that is after gathering the data a system for sorting them must be created followed by an assembly technique. In almost all the data negative cases and contradictions may appear. When analytic induction is utilized, in order to be accountable, each and every one of these shapes the interpretations. However in many interviews the researcher will generalize based on a prevalence of the data due to the complexity factor (Taylor & Bogdan, 1984).

2.6 Validity and Reliability

When a researcher chooses a qualitative approach, with that choice validity is emphasized. One of the reasons for this claim is how the method lets the researcher stay in close premises and in touch with the empirical world (Blumer, 1969). The knowledge gathered through a qualitative research is first-hand and therefore the data is intended to concur with people's actual actions. This is in line with Kirk and Miller's (1986) definition of validity as the degree of the results or data provided by the research being the correct answer. The researcher's desired quality reached with the measurement method is the concern of validity (Lekvall & Wahlbin, 1993). If this concern occurs, cross checking the stories obtained from the informant by checking for consistency in the statements is a responsibility of the researcher (Klockars, 1977). An additional method for checking validity is providing draft reports to the informants to read through (Douglas, 1976).

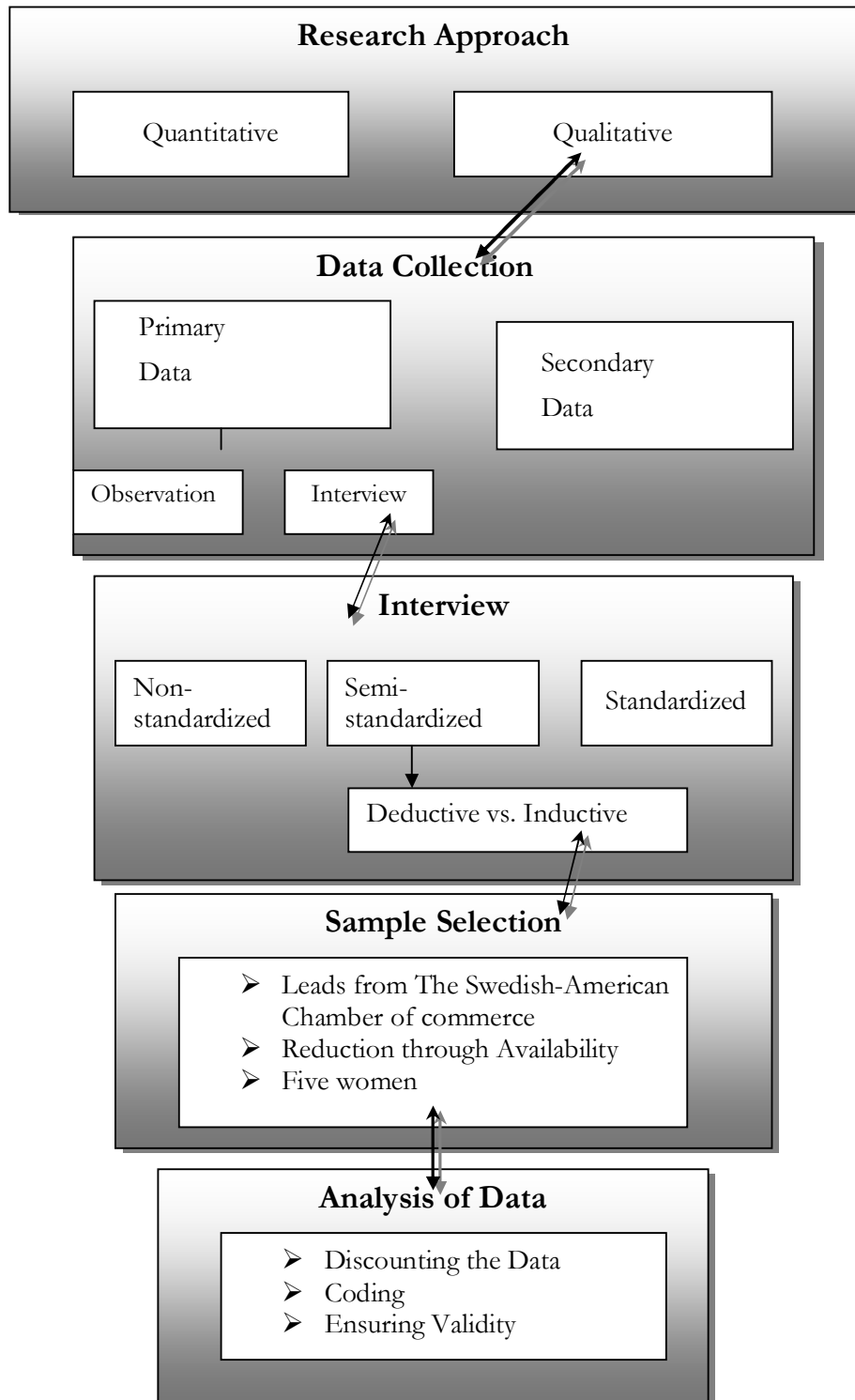
The emphasis on validity shared by qualitative research is similar to that of reliability in quantitative research (Rist, 1977). For a research to be reliable the research findings of the particular study should be that of a repeated one. It is understood that in qualitative research the level of replication can not be made nor are of relevance, however when different occasions and observers are to attempt the study similar interpretations and observations should be found Hussey & Hussey, 1997).

While the validity and reliability in qualitative and quantitative research respectively is crucial, the researcher has to make certain not to loose grasp of the bigger picture. Deutscher (1973) brought up the topic when portraying the opinion of how reliability has been over-emphasized; so much concentration is spent on consistency that a much less significant portion is dedicated on whether or not the entire course is right or wrong. Similarly it has to be taken into consideration that human judgment can cause an error in qualitative research (Deutscher, 1973).

2.7 Summary of the Method

The previous parts of the Method section went in detail on the chosen path of this research. The initial choice of qualitative versus quantitative research approach assigns a dedicated pattern of consecutive choices including primary or secondary data; the type of interview chosen, in this case a semi-structured; deductive or inductive technique intertwined with the interview selection; thorough analysis of the data produced by the carefully selected sample assortment. To further explore the links in between the paths chosen please see figure 2.1.

Figure 2-1.1 Summary of the Method



3 Frame of Reference

This section of the paper will begin with an overview of success factors, concentrating on specifically the previous, overlapping to current equality problems of women in male-dominant fields. This will provide the backbone and tools utilized in the Analysis section.

3.1 Success Factors in Development of Leadership Styles

For a woman to be successful at the office and climb the corporate ladder it has been traditionally believed that they had to learn to emulate the masculine style of leadership; an idea that at the time of introduction by Harragan (1977) was revolutionary. The Position Power way of leading dating back to military style, no questions asked, my way or the high way, has been running the corporate hierarchy for a very long period of time. The power play hierarchy led to women having to rely on not just mere power as a tool to reach their goals but by wide scope of skills of influence, loyalty and allegiance by taking the time to understand and furthermore assess other's needs (Frankel, 2007). After all when being very nice and leveling others needs to those of ones own, anything can be achieved (Thaler & Koval, 2006). As a matter of fact Keown & Keown (1982) identified good working relationships, especially with the superiors as one of success factors of women executives.

The degree of friendliness and considering other's needs and wishes is a delicate issue; especially for the 'nice girls', who tend to find personifying leadership roles predominantly difficult. The inner battle of these women is not as hard to understand when it gets put in the light of how majority of children are brought up. Starting from elementary level schooling boys are rewarded for being seen and heard while the girl is good when she is modest, neat, quiet and ambitious (Engström, 2008). In order for a woman to succeed and be a leaders on a phenomenal level she needs to step outside the 'nice girl' box learnt in childhood into adulthood – but the massive size of this step should not be underestimated (Frankel, 2007).

At the present most leaders have come to the realization that you can not manage people, they are lead. Therefore the command-and-control leadership is working increasingly less since people react at an entirely different way than even ten years ago due to a shift in expectations of workers. Various factors have lead to this modification, for instance, the change in societal patterns such as increased amount of single parent families and numbers of divorces, workforce demographics, globalization, technological advances and decade of downsizing. “[W]hat followers expect from leaders in the first decade of the twenty first century – and perhaps beyond- are the behaviors and characteristics that women have traditionally been socialized to exhibit.”(p.2, Frankel, 2007). According to Dr. Rosener more and more women have moved away from the 'fitting-in' model and employ an 'organizational-fit' model instead. Instead of keeping their natural instincts hidden, women combine them with socialization. Molding natural talent with complimentary behavior in order to create a well-formed approach is important for being a leader of their time (Frankel, 2007).

3.2 Women’s Leadership Model

The core of women’s everyday leadership is values. Throughout all of the different aspects of leadership, direction setting, influencing, building teams, risk taking, motivating and even emotional intelligence, women tend to return to their values in order to ensure that the direction they are taking is the ‘right’ one (Frankel, 2007). This creates the Woman’s Leadership Model (see Figure 3.2).

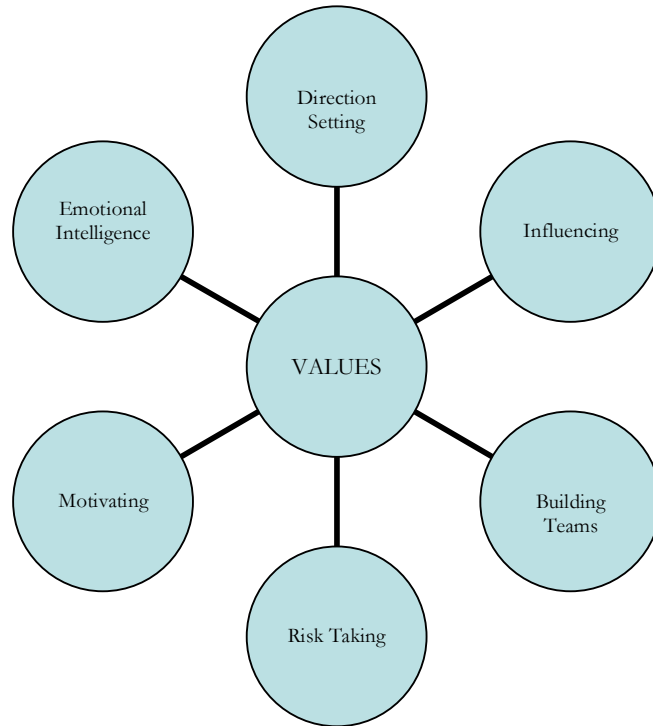


Figure 3-1.1 A Woman’s Leadership Model (p. 19, Frankel 2007)

3.2.1 Direction Setting

For a woman to be successful in climbing up the corporate hierarchy they must make a commitment to a business career (Keown & Keown, 1982). Achieving success comes through evaluating the current situation carefully and setting specific strategies and goals (Heim, 2005). Setting direction can be expressed as a strategy and every triumphant strategy needs a great vision. To list all women who have reached success through a vision based on their values is hardly feasible due to the sheer volume. Therefore in order to explain the concept, a perfect example is Mary Kay, the founder of Mary Kay Cosmetics, who was much more than the pink Cadillac rewards system that is such a popular connotation with her name. Her vision was based on her values and her desire to provide financial independence to every woman. Her vision was “to create work for women that would allow them to become financially independent and still allow them to lead lives where God could come first, family could come second, and work could come third.” (p. 32, Frankel. 2007).

3.2.2 Taking Risks

One of key success factors for women is risk taking, even though it does not appear to play such a significant role in men's success. A plausible cause of this occurrence is that in order to be successful in getting ahead women need to risk more than men (Heim, 2005). Relying solely on a 'woman's intuition', even though possibly a valid measure, needs to be put in business terms. Therefore taking the intuition, built on collecting information, observing behaviors and weighing in experiences and assessing it in the Facts/Feelings Model of Risk Taking (Figure 3.2) by weighing out comfort level with degree of certainty will help a woman in taking the necessary risk needed to be successful (Frankel, 2007).

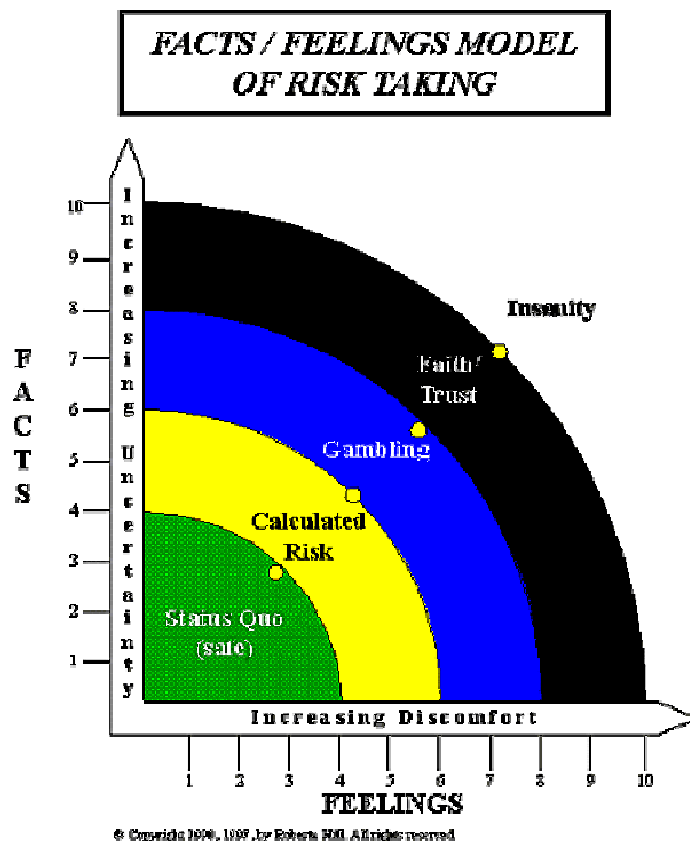


Figure 3-2 Facts/Feelings Model of Risk Taking (p. 59, Frankel, 2007)

Being a functionary, a person who without questioning follows management, will not help to reach the desired outcome in the long run. Taking risks, even though not guaranteed to always work are necessary for a leadership position; it is actually one of the responsibilities. Women leaders tend to use values, relationships and strategy in their risk taking decision making – once again returning to their core, their values (Frankel, 2007).

Taking risks to reach a goal as a leader is only one of the ways it serves as means for success, career and job changes are additional tools. To facilitate success sometimes taking a risk in the career path is necessary. Men accept position in which they do not have specific

expertise and assume they will be successful, while women tend to turn down promotions if they do not feel hundred percent qualified (Frankel, 2007). Taking these risks could be crucial. According to Cappelli & Hamori (2005) on the path to the executive suite, young managers have already in comparison to their forerunners, worked in far more organizations. Coinciding, Keown & Keown (1982) found a success factor for women in their study to be change of jobs when a greater challenge appeared and capitalizing on opportunities.

3.2.3 Team Building

Knowing how to be a team player and to build a team is crucial for success. However the definition and connotation of these words may be quite different for women compared to their male counterparts. Men have learned from an early age to see the good of the team as the number one goal, even if it means sacrificing oneself. Women, however learn to make sure that everybody in the team has their needs met, that there is a win/win situation and to make sure that as long as they do good work on the individual level they have contributed, therefore are a good team player (Heim, 2007).

Not being seen as a team player can be very damaging to a career, and definitely will make being heard much more difficult. Therefore initially applying the functionary male approach in order to later be able to show success by sharing own perspective and insights is a plausible technique (Heim, 2005). Proceeding at a later phase, women's senses that initially were alienating become an asset in leading a team. Their want to create interest groups, sense of fair play, capability of bringing out other's individual talents, even their ability to acknowledge their own shortcomings are all building blocks that make up the foundation for their strong leadership (Frankel, 2007).

The first wave of successful women adopted the command-and-control style of men, but the second wave has learned to capitalize on the development of attitudes and skills from experiences as women. Their success is due to – not despite of – the 'feminine' characteristics generally questioned in appropriateness for leaders. The success of these second wave women leaders embodies that this nontraditional leadership style can contribute to the increased chances of survival of an organization in an uncertain world (Rosener, 1990).

3.2.4 Emotional Intelligence

At the heart of effective teams is emotional intelligence, consequently to reach effectiveness in the workplace an individual has to possess emotional intelligence in high levels (Druskat & Wolff, 2001). Emotional health, desire, humility, insight, a 'learning' attitude, candor, risk taking and openness are all factors that critical when developing emotional intelligence (Frankel, 2007). High EI is displayed by not only being aware of one's emotions but to the degree that one is able to regulate them, evident both to others, outward, and to one's self, inward. Teams with this quality strengthen their capability to face challenges due to behavior that builds outside and inside team relationships (Druskat & Wolff, 2001).

In order to build group emotional intelligence the presence of mutual trust is a necessity. This creates a sense of group identity which in turn leads to higher group efficiency. When this level is reached the collaboration, cooperation and participation in the group are enhanced. Consequently an increase in productivity can be seen and creative solutions are nurtured therefore overall leading to better decisions (see Figure 3.3). Ultimately group emotional intelligence consists of embracing, exploring and relying on the core emotions of the team (Druskat & Wolff, 2001). Taking in to consideration A Woman’s Leadership Model with their values as the focal point, it may not be surprising to hear that women score higher than men in overall measures of emotional intelligence. In one out of the four emotional skills, self-awareness, women and men score equally. However in three out of the four, self/management, social awareness and relationship management, women score higher (Frankel, 2007).

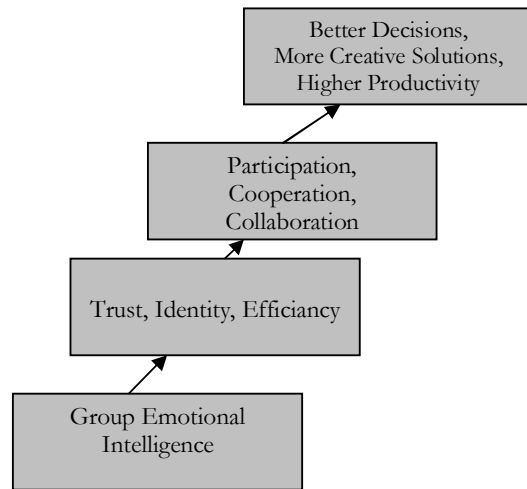


Figure 3-3 Group Emotional Intelligence (p. 31, Druskat & Wolff, 2001)

3.2.5 Influencing & Motivating

The course of history has been influenced by women through out centuries, however in most cases not with formal power but by creating change through deeds and their words (Frankel, 2007). To influence and motivate their team men tend to employ ‘transactional’ leadership and at times use the power from within their formal authority and organizational position. Women on the other hand utilize ‘transformational’ leadership, referring to the process of taking self-interests of the individuals in the group and transforming them into a wider common goal (Rosener, 1990).

The differences amongst male and female leadership styles lead Rosener (1990) to ‘interactive leadership’ since the women interact with the team members to ensure that the interaction is positive to everyone involved. Furthermore women share power and information, encourage participation, get others excited about their work, energize others and enhance other people’s self-worth (Rosener, 1990). This goes hand in hand with Keown & Keown’s

(1982) findings that women utilize the selling mode type of leadership in order to be successful, which means that they possess a high level of involvement not only in the task at hand, but involved personal relationships as well.

Energizing the team can be a highly effective method of motivating, often utilized by women executives during their quest for success. This method works in a wide range of fields including for example IT, where energizing about the cutting edge position can get others excited about the product as well, and in executive search women have used it as a way to influence the parties who are not under their control. In certain fields, such as investment banking, the approach can be seen as 'cheerleading', but when the bottom line is profits and this style brings successful results then the woman using such a technique can see it as a success factor despite uptight opinions (Rosener, 1990).

As influencers women are naturals. A contributing reason is ego-removal, their own that is, from the equation. Instead of pushing the team in the direction of the goal, women attempt to pull the team toward their ideas leading to the goal. "Push takes muscle. Pull takes influence." (p. 82, Frankel, 2007). Praise can be utilized as a way to minimize the pull towards a direction and resulting in an increased amount of taking responsibility for their actions. In other words praise when used to support the excelling of employees is an influential management tool (Heim, 2005).

3.3 Career Path

Highly-qualified women's career path can often be described as 'taking the scenic route', not necessarily following the line, or climbing the corporate ladder one step at the time (Hewlett & Luce, 2005). Therefore this section explores these paths taken and the implications, including effects on success.

3.3.1 Off-Ramps and On-Ramps

'Non-linear' is the way majority of well-educated women describe their careers (Hewlett & Luce, 2005). That is to say, instead of the traditional ladder of success climbed by men, women at their 30's take a sharp incline. In detail, 37 percent have at some point voluntarily left their work, with women who have children the percentage elevates to 43 percent. In addition to children, some of the 'pull' factors include caring for family members such as elderly parents and personal health. In conjunction several 'push' factors affect the choice to take the scenic route, including the job not being meaningful or satisfying, lack of opportunity but only six percent list the reason to be too high-demanding job; especially in the business sector the push factors are extremely powerful. A combination, however is the most common reason, a case during which one strengthens the other. It should be noted though that the choice of entirely not working is only available to group of comparatively privileged women and that 93 percent of off-ramped women have the desire to return to the career they are building (Hewlett & Luce, 2005). However the current situation for women has improved from the 50's and 60's, it has been life-shaping for many women to have the choice of a career or staying home (Evans & Avis, 1999).

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Moving on, early career choices, including occupational choices leave a clear mark on one's income potential, especially since taking leave of absence, a break or working part time is still significantly more common among mothers. A method of calculation for the discrimination is to abolish other factors and to treat the unexplained gap as evidence (Goldberg Dey & Hill, 2007). It is of importance to note that 24 percent of highly-qualified men take off-ramps as well. There is however no perceptual difference between those who are fathers and those who are not. Of these men 12 percent site a push side of taking care of children or elderly parents compared to the 44 percent of their counterparts (Hewlett & Luce, 2005). The pull-side is a much stronger factor amongst men, entailing a new career path, additional training and starting a business. Therefore calculated career repositioning is the main reason among well-educated men for off-ramping.

The reasons behind looking for on-ramps among highly-educated women differ, nearly half enlist financial reasons. Furthermore getting structure and shape in their lives, self-esteem and confidence boosts and status in their communities are all factors contributing to the search. Interestingly a quarter of the women confer wanting to give back to the society as a reason. Despite the efforts and the desire, an alarming figure of only 74 percent are successful in rejoining the workforce, of which a meager 40 percent have full-time professional jobs (Hewlett & Luce, 2005).

The penalty for taking a time out, on average only 2.2 years, is a substantial on average 18 percent of earning power. Furthermore the longer the time away from work force the more severe the punishment. Interestingly between ages 25 to 29 women obtain competitive salary, it is at the age bracket of 40 to 44 that the average drops down to 71 percent of the male wage. This particular age group is crucial as according to MIT economist Lester Thurow, "These are the prime years for establishing a successful career. These are the years when hard work has the maximum payoff. They are also the prime years for launching a family. Women who leave the job market during those years may find that they never catch up." (Hewlett & Luce, 2005, p 11).

In order to find balance between professional and personal lives 36 percent of well-educated women say that they have worked part-time. Furthermore 25 percent have reduced their hours of work in a full-time position and 16 percent have turned down a promotion. Moreover, as to prove Mr. Thurow right, a large proportion, 38 percent to be exact, have chosen position that do not match up with their qualifications in order to accomplish their responsibilities at home, regardless of the lower wages and responsibilities offered in the particular job (Hewlett & Luce, 2005). According to Goldberg Dey & Hill's (2007) research, out of women of graduating years 1992-1993 who had become mothers, in 2003 almost a quarter (23 percent) were not working and a further seventeen percent had reduced their working hours.

Ambition is often included in the characteristics of successful people; however only third of highly-qualified women identify themselves as very or extremely ambitious, in comparison to almost half of men in their respective category. Conversely women in business and

medical fields are on very parallel tracks with their male counterparts, reporting a 43 percent level. The women in business sector value ‘a powerful position’ as a career goal at 27 percent, compared to the 15 percent of women in other fields – surprisingly this goal is ranked lowest by women in every sector. (Hewlett & Luce, 2005)

According to Fels (2004) ambition is not one dimensional but two fold formed by recognition and mastery. In order to reach their dreams women must gain the appropriate experience and skills but the part that is often overlooked; they must get necessary recognition for their achievements. The latter creates a vicious cycle in the careers of women; since ambition is not brought forward, their commitment level is questioned and therefore the best assignments are no longer given to them which in turn further acts to diminish the ambition level.

Concurringly Hewlett & Luce (2005) found in their focus groups that senior level women in corporations felt discouragement and disappointment due to the discovery of glass ceilings. Dr. Austin (2000) takes this discussion further with psychological glass ceilings, defined as “glass ceiling that we women unconsciously erect within our minds” (pg. xii), despite its translucency, it’s influence on career decisions is even when considering it to external barriers, much more life-defining. . There is an increase in the number of dispirited and disillusioned women who often after only ten years in the corporate culture opt out, many with no intention of returning (Hardesty & Jacobs, 1986). In the business sector 53 percent of women ages 28 to 40 consider themselves very ambitious but the number drops down to 37 percent in older women (Hewlett & Luce, 2005). The ‘downsizing’ of their ambition becomes a self-fulfilling prophecy (Fels, 2004). This in turn results in a lack of necessary role models for young women professionals.

3.3.2 Background and Attitudes for Success

In the famous Rimm Report, which studied 1,000 girls’ career path into becoming successful women, most of the successful women portrayed not only themselves but their parents as being intelligent people (Rimm, 1999). The parent and the location of the upbringing are suggested to be factors of importance to the success of a woman. Keown & Keown’s (1982) research suggests that white females who have been brought up in a solid suburban community with protestant parents with some college education have these as intrinsic factors for success to be utilized in the corporate business world.

One should not overlook the impact of choices which women take along the course of their lives that alter the equality ratio for their chance of success. Keown & Keown (1982) emphasize achievement of college education as a need for women when aiming for success, with a possible perquisite from an advanced degree. However social factors indicated by Henning and Jardim (1977) for example of marrying later in life, appear not to be of as high importance, yet ‘strong commitment to a career’ was found as a prerequisite (Keown & Keown, 1982).

Similarly, the Pay Gap decreases depending on the outcome of few early made choices starting with choosing to attend college; in detail being selective of the college of attendance and of the major. Traditionally 'Male-dominant' fields have a higher average income than 'Female-dominant' or even the 'Mixed-gender' (Goldberg Dey & Hill, 2007). The gender dominance in different work fields was further developed by describing service or consumer product fields as including a larger amount of opportunities for women than fields with product-related responsibilities (Keown & Keown, 1982). A further choice for decreasing the pay gap is negotiating one's salary, which women are less active in than men. Females however have to be careful when choosing the tone of negotiation since they are often perceived as aggressive and pushy since it's unlike the current gender standard that people still possess (Katz & Andronici, 2006).

Overall during their career paths majority of successful women executives have found that they get their point across and are listened to by important people. These women were also not afraid to change their jobs when a greater challenge came along (Keown & Keown, 1982). In a group study of professional females, the high-powered women had developed through minute-by-minute daily well-considered risk-behavior, the capacity to take life-altering major risks. These women further actively attempted to meet new people (Austin, 2000). Shaping working relationship and not being afraid to seek out key people were also trends revealed by the Keown & Keown study (1982). Additionally giving a considerable amount of thought and attention to the way they dressed is a common factor found. The highly-qualified women at times thought of themselves as smarter than their male counterparts. At times they also admitted that their personal lives were ranked under their career demands but found that the organization in which they work in were accepting towards the idea of filling top management positions with women (Keown & Keown, 1982).

3.4 Discussion of Motive

In order to be able to identify and analyze women's success factors a thorough research covering various angles of the concept was presented. The section was initialized with covering the transformation of success factors through a look into the development of leadership styles. Harragan (1977) and Frankel (2007) both discuss how originally women learned to emulate military masculine types of traits to be successful. Frankel (2007) however explores a new era of evolving from the 'fitting-in' model to an 'organizational-fit' model.

To further understand the reasoning behind the success factors Frankel's (2007) Women's Leadership Model has values in the center, which is the core. The model covers six branches; Direction Setting, Risk Taking, Team Building, Emotional Intelligence, Influencing and Motivating. Each has several applications to building success.

Leadership related factors are not the only ones contributing to success, goal and having a strategy to reach it (Heim, 2005) paired with corresponding choices from early on in careers (Goldberg Dey & Hill, 2007) all contribute to the outcome. The career development

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has to be an ongoing process involving networking and building good relationships (Austin 2000). Furthermore ambition to challenge oneself is vital for success (Fels, 2004). The importance of staying on the career path is stressed by the alarming results of Hewlett & Luce's (2005) studies on the penalties of taking an off-ramp.

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In this section the five chosen women interviewees will be presented. Results of the interviews are displayed and categorized under each male-dominant field.

4.1 Automotive Industry

Kristin Nutter is the Specialist of Service & Parts Sales at Mercedes Benz USA where she has worked for six years. Interview took place on April 30, 2009.

4.1.1 Background

Kristin Nutter grew up in the suburbs in various locations determined by her father's automotive industry parts distribution job. She is the first born, and even though she was not a boy her father always treated her like a son. She feels that with regard to her career choice, her love for cars was molded from early on and when later in life she met people in the field and 'fell in'. Her parents both have higher level education; her mother has an associate's in accounting and a partial teaching degree. Her dad had a bachelor's degree in accounting.

Mrs. Nutter is recently married and is planning on possibly having children in the future. But does point out what a difference her marriage has made in attitudes at work, she explains a feeling which she gets that her superiors are afraid that she will get pregnant any time. She says that her decision to have children will depend largely on her success level in her career. If she reaches as high as her ultimate career goal she wishes to have only one kid out of fairness for the child. She describes herself as dedicating 110 percent to everything she does, which she can not contribute to both career and building a family. If she will not reach her career target by certain point she wishes to concentrate on family and having children instead.

4.1.2 Career

The department in which Mrs. Nutter works, has 16 employees of which 7 are men. She was however quick to correct how her department ratio gives a wrong impression about the automotive industry, the engineering and finance departments are 'all men' and when a representative is sent to a dealership she gives a rough estimate that around 99 percent of the time a male will be chosen.

Mrs. Nutter's income falls in the \$65,000-\$85,000 range, which she says is a competitive salary regardless of gender. She does however mention that not all of her other female colleagues' reach the same level. It is increasingly harder, especially since many of them are employed in administration.

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Having worked at Mercedes Benz for over six years she has reached the position as a Specialist of Service & Parts Sales. She entered the company at the Customer Service Center where she felt that her speaking and people skills were beneficial. She continues to explain that women tend to be better at displaying this skills set and dealing with problems. Mrs. Nutter reflects that she had a beneficial position to start with since she could display her strengths from the beginning. This has been evident through comparison with a female colleague who started at the engineering department and has had a much slower career elevation. Mrs. Nutter's success has in addition been due to luck and chiefly high competitiveness through hard work, often against low performance 'just sitting there' men. She stressed that a big role of her career has been shaped by not having anything just handed to her.

Furthermore about her career path to date, Mrs. Nutter reviews that originally when moving from customer service to service & parts department the only other woman was the person who hired her and she left early on. Consequently she was left as the only woman with nine men, including the General Manager being male. It took her a while to balance out all the new areas that were given to her to juggle, especially when with regards to promotions she received no 'sliding to the spot' treatment and therefore had to go for a thorough review for each advancement.

Mrs. Nutter highlighted being a good listener as the main quality making her fit for her position. She describes how important it is to understand what she is being asked to do; at times she has to unravel the desired end result even when the person asking for it does not have it clear in their demands. Moreover she is happy, smiling, upbeat and absolutely not negative – has a contagious personality.

With regards to values the ones intertwined with the company's include sense of pride, multicultural understanding of ethnicity and races, plus being open to new ideas and directions. On the personal plane she needs a good work-personal life balance, however at the moment it is skewed to a work-work 'balance' where leaving at 5pm is a running joke at the office of taking a 'half day'. She has however lately began to understand the importance of reconnecting with her personal life and admits to having had ignored her social life when she still has no dependants, but when one has them they are both important and therefore setting a priority order must be difficult to create.

When asked about her leadership style Mrs. Nutter emphasized how "honesty is the best policy" (personal communication 2009-04-30). Consequently the feedback should be constructive if positive is not an option. In the light of honesty, asking plenty of questions and challenging the current way of doing things are key components of her leadership approach - it is vital not to just accept and leave the status quo.

Speaking of status quo she has very distinct career aspirations starting with in short term to be a supervisor since currently she is responsible for interns and would therefore prefer to

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increase the number of people reporting to her. This will hopefully lead to a department manager position, after which she will assess her options of becoming a general manager. She points out that if one has not become a general manager within certain duration at the company it becomes increasingly difficult with time. She wishes to complete her career aspiration goals to be able to focus on building her family.

Looking back at her career path to date she can highlight how as a woman she had a much tougher time at the customer service department, to the point where there occurred incidents of when a caller would refuse to speak with her due to her gender – they ‘reasoned’ that since women can barely turn on a car how could they possibly explain how it works. This was difficult to deal with since it was obviously a result of ignorance. She feels that over all in today’s society there is an alarming focus on ‘stupid’ women rather than their counterparts. Furthermore just hair color makes a difference in how a female is treated at the work place, brunettes are taken more seriously than blondes – the latter group which Mrs. Nutter belongs to. Additionally she mentions that on top of this all, there is a power struggle among women themselves. When she went to Germany to a meeting she was the only woman sent from U.S. and when she felt that due to the level ranking difference it was to her best interest to assess the situation instead of directly pushing her opinion, she lost points.

Concluding she reflects on being married versus how looking at her career when single, even when facing same opportunities there’s a difference of the ‘us-factor’. She asks herself questions like ‘What would my husband do?’, ‘Is this going to effect us?’ and ‘Will it hurt his ego not being the main provider?’. Moreover she points out how women’s programming is different – they are multi-taskers. Ranging from for instance what time is dinner, the report due to the boss, nanny’s schedule, to carpet cleaning. For men multi-tasking often conducts of two parallel run projects. It is a catch-22 that women often place themselves last on the list but if they let themselves go, for instance don’t get their hair and nails done, it supposedly reflects that she is not put together anymore and she becomes the ‘back of the office girl’ filing papers.

4.2 Construction

Deniz Topakli is the Project Engineer & Assistant Project Manager at Bergen Engineering Company where she has worked for two years. Interview took place May 5, 2009.

4.2.1 Background

Deniz Topakli always grew up in the city and moved several times, five to be exact. Both of her parents have a Bachelor's Degree. She has double Bachelor's Degree in Architecture and Construction Management. She is not married at the moment and stressed how she wants to get married for love, not for the 'biological clock ticking'. She does not have any children and feels that there is a possibility that she will have kids. She believes that 'if it happens, it happens'.

Ms. Topakli sees traces for her career choice starting from early childhood. She was always interested in architecture and interior décor. To the point where she used to paint her room around five times a year. Additionally she is very close and appreciative of her mother who worked hard and sacrificed a lot to give her kids the support and education they wanted, she says that just thinking of her mother makes her a good person.

4.2.2 Career

Ms. Topakli started her career with an architecture degree and went to work in the industry but felt that without own capital the career was not equivalent of her expectations. She was not able to create projects on her own terms and creativity. She portrayed the situation as most concerned about lack of design and having to fulfill other's vision, just a 'drafter'. She therefore shortly made a career change and went back to school for her Bachelor in Construction Management Degree.

In her department there are 52 people of whom ten are women, however nine of them are in administrative/ secretary positions, Ms. Topakli is the only woman hired for a construction management position, to be exact she is the Project Engineer & Assistant Project Manager. The qualities she possess include of course education and knowledge in the field. To survive on the field she has to be hard core, know her strengths, listen and be extra careful since there is no room for mistakes. She is very hard working and her supervisors have noticed it. Especially since her family lives far away her work is all she has to concentrate on right now so she is always available for over time even on Saturdays so she is a good fit for what the company was looking for.

With regards to her values career, consequently money, is very important right now but she stresses that she can leave it for her family if needed. She has the utter most respect for her mother who worked extremely hard to educate her and her brother and to make something

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good of them. Through a successful career she will be able to give something back. Therefore she ranks family first but she feels that she has so much left to do in her career. She was previously engaged to be married but broke up the engagement since she felt that she had so much left to accomplish for herself that she wasn't ready to be married and have children at the age of 22. It was a very hard decision, which took her six years to get over. In hindsight she did the right thing; if she would have stayed she would have always thought 'what if'.

Ms. Topakli believes her leadership style comes to her naturally from being an Aries. It has always been in her to motivate people. She believes that anything can be done if you really believe in it. In addition she is very supportive.

When reflecting upon her future career path she explains that construction as a field is doing great right now and in the future it will only expand. Construction will always be important, especially after the economic crisis there has been further emphasis on cheaper but good buildings and greener practices. She will take the AP Exam and will therefore be licensed to work with more credited projects. Ms. Topakli hopes to work in green construction in the future. After ten years of experience she is aiming at being a project manager. This is possible at an earlier time in smaller companies, but she does not feel that those companies will have the type of projects she is striving for. In this position she would have basically the same job description but she would be the person checking all the aspects of the project.

When reflecting on the role which being a female plays in her field she believes that initially both genders go through the same process. However out on the field not all of the workers are as educated and therefore have different prejudice on women's competence than what one may encounter in a office environment. Out on the field she has to work hard to be seen as more than just a pretty face who got her job through who she knows. She works hard and through that earns their respect after a certain time. Plus she likes the challenge this provides.

4.3 Investment Banking

Johanna Jacobson is Corporate Relations Manager at Handelsbanken Market Securities, Inc. where she has worked for slightly over two years. Interview took place April 22, 2009.

4.3.1 Background

Johanna Jacobson grew up in the suburbs in a small village of about 2,000 inhabitants. Due to her surroundings she had to take a large step early on in life for her career, she felt that in order to obtain success she had to move. Educational support has been present in Ms. Jacobson's life while growing up due to both of her parents being doctors. She herself has obtained undergraduate level education in Business Administration and International Management field.

Ms. Jacobson is not married and does not have children. She feels that maybe in a different environment it is possible to have both a career and well functioning marriage; however in New York City the situation is different. In investment banking she works from 7am-5pm and with her after work meetings, client dinners etc. getting home at 10-11pm is a standard work day.

4.3.2 Career

In the department in which Johanna Jacobson works, at the equity side, there are 14 employees of which 5 are women. But when breaking this ration further down and looking at sales there are 9 men and only one woman. In addition 2 of the women in the department are in administrative positions; therefore not working with investment banking per se. Ms. Jacobson herself is at the managerial level in Corporate Relations. She has spent two years of her career at the Handelsbanken Market Securities.

When asked about the qualities which she possesses that made her a fit for her current position she highlights being social, detail – and client oriented first. Being service-minded and good with relationships is intertwined to those characteristics. Furthermore, being a quick task solver and thinking fast on her feet while focusing on getting the task at hand done are additional qualities she used to describe herself. Finally daring to take charge is a fitting attribute.

Looking at personal qualities does not bring out the entire picture on which success factors are brought out in therefore zooming out and inquiring about what characteristics are a part of her leadership style, was focused on. Ms. Jacobson macro-manages – empowerment is a critical way of leading for her. She builds trust by preparing and explaining thoroughly. She herself works harder when given responsibility; consequently this is employed in her

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management style. Lastly she is straight forward with her team and utilizes a no-frills kind of mentality.

When asked about her career development she admits that she has gotten to her current position with some luck, but more importantly she has seized the moment and grabbed the opportunities when they have presented themselves to her. Ms. Jacobson emphasizes the importance of networking; she always keeps business cards with her and tries to give a strong impression by keeping it on a personal level. "You either have it or you don't" (personal communication 2009-04-22).

With regards to her career aspirations she shares several ideas since the path is not set to stone, for example owning her own company is one of the possibilities. Regardless she would like to be in a director position where she can lead a team. Her plan to achieve this is hard work and being the best she can be. Doing an outstanding job is vital. Furthermore talking to people helps guide through a career. Having a mentor is of high importance in order to get new perspective and advice, which is needed in both professional and private level.

Seizing the moment and being good at networking are seen by her as areas in which men excel in. Consequently when studying in university she started a women's network together with a friend, even though she felt that at the time she was studying being woman could be used as an asset since females were needed to reach quotas. She herself however does not fully agree with the quota system, she understands that the purpose is correct but the method is not since the person getting the position is not always the best one for it.

To sum-up the gender analysis she added how there can be a trap when women are in power, which is women get territorial against other women and do not want to support and take other women in. Additionally she has found that it can be positive to work with men since she likes their straight forward style. In her experience working with women can be less helpful due to the 'back-stabbing' factor.

4.4 Management Consulting

Samira Allalou works as a Management Consultant at a Swedish management consultant company in the New York office where she has worked for over a year. The interview took place May 6, 2009.

4.4.1 Background

Samira Allalou grew up in the suburbs in the same location from 5 years old. Her mother is a nurse and father has a Master's in Computer Science. Ms. Allalou has an MBA. Her father is a consultant and she reminisces of growing up and never really understanding what her father did and thought it was the most boring job in the world. Both of her parents have been extremely supportive, especially of her education. After completing her Bachelor's she moved to the U.S. to do her Master's. This was a very big step for her at the age of 20 to just pack her bags. Her parents were supportive of this as well, even though it was extremely hard for them. They always pushed her to the next level and looking back at her career to date, she could not have done it without them.

She is not married, nor does she have children but she definitely wants children. However with her current occupation it is extremely difficult, she will either have to postpone having children or change jobs. At the current field she is away on location Monday through Thursday and Fridays are very long at the office. When she will have a family she will want to spend time with them instead of being a career woman who never sees them. When she will be ready to build a family she will change career paths.

4.4.2 Career

The management consultant company Ms. Allalou works for employs around 70 people world wide, with its largest office located in Stockholm. She is employed by the New York branch where there are 15 employees of whom she is the only female. However in her current project, based in Detroit, the team has an additional female employee joining them from Stockholm.

Her career path to date has been rather colorful since she started in the hotel management industry, with hospitality and tourism. She got her Bachelor's Degree in International Business Management with a minor in Spanish. After which she worked one year as a restaurant manager which gave her great management experience but also enlightened her to the revelation that this was not something she wanted to be doing, especially when combining with her internships in hotels. She therefore went to Business school for an MBA in International Business and a Master of Science in Finance.

She feels that consulting is a perfect field for a person who wants to find out which area of business they want to work in because of all the different projects and fields that are

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quickly covered. She sees it as an excellent stepping stone. She has to work very hard in the extremely intense environment; as a matter of fact the average time in the field is two years. The regular career path is to become a consultant directly after completing Bachelor's Degree, try to make a lot of money and move onto another industry. One can not have a social life outside of work; the job is one's social life. She stresses how important it is to like her colleagues since you spend a lot of time with them.

When asked about the qualities she possesses for the position she highlights being flexible. Education and knowledge of the field are a given but flexibility can not be stressed enough. She can be in Detroit one week and in South America the other. Working with cost efficiency and then moving on to a project about marketing in an instance.

It is not easy to go to a company and tell it's management what to do, therefore she has to be extremely confident and good with relationships. Thankfully her Bachelor's Degree taught her how to work with people, to communicate with clients, and build a relationship. She has to be personable, and when she comes in think on their level right off the back.

Ms. Allalou's values have molded over the years. Originally when she was younger and did not have as much responsibility, her focus was more on career and education. Currently she is facing the predicament that if she wants a family she can not work like this. She would have to get another job where she can work less hours so that she can spend time with the family. Her career is still important but she does not know how her priorities will look in for example two years, she has however worked hard to be what she is but she does not wish to work 70 hour work weeks, she hopes for a more balanced life.

With regard to her leadership style she admits to having a hard time finding a balance between being firm with the clients and humble enough to build relationships. She has to make sure she does not push too hard by only focusing on results. She is nice but not a push-over.

When specifying her career aspirations Ms. Allalou stresses that she will continue on her current path for another two to three years but due to the demanding and intense nature she can not focus on anything else in life at the moment. Eventually she hopes to work within Microfinance or non-profit. In order to reach her goals she is currently focused on reading and studying the fields plus networking to make contacts, which is extremely important for getting to the next level. It is difficult with her hours to have a side project but she knows she needs to have a plan. In addition she will be able to apply the current field experience to her new line of work.

When summing up the difference, if any, of treatment of men versus women in her male-dominant industry she mentions that some men in her company and of her clients still do

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not know how to interact and communicate with a woman in her position. However she tries not to think about it and just 'does her thing'. Building respect is very important for her since she wants to be taken seriously as consultant, not just thought about as a woman. She feels that from the beginning, even in Business School, women have to proof something, be better than men – that it is unfair that there are no 'free tickets' for women.

At her work she spends a lot of time with her colleagues and she gets along with them very well. However sometimes she feels that she does not want to talk about sports during every dinner, she would like it to be more of a balance. Interestingly with the addition of just one woman in her current project she has seen a shift in balance. Fairly, she has learned from her male colleagues on how they are ultra mega self-confident and not as humble as women and therefore not caring as much as she does. She has learned not to take it personally, to be tougher and have a 'whatever-attitude'. Which has been good for her since she has a tendency of sometimes being a bit soft and in her position she can not show weakness, instead she has to be tough.

4.5 Military

Jacqueline Quinn is a Test Lead Coordinator Engineer at Picatinny Arsenal U.S. Army Department of Defense where she has worked for five years. The interview took place May 2, 2009.

4.5.1 Background

Jacqueline Quinn grew up in the suburbs. She lived in one location, the house in which her parents still reside in. She was always very active including competition level swimming all from her childhood throughout high school. Her swimming enthusiasm provided her with her first step into the world of management when she was teaching swim lessons. Her parents both have a Bachelor of Science Degree. She is close to finishing her Master's degree in Business.

With regards to her current immediate family state, she is engaged soon to be married. If not counting two of their dogs, she does not yet have children. This situation however she hopes to changes in the future.

4.5.2 Career

The team Ms. Quinn is a part of consists of 15 people, of which one engineer and secretary are females, tallying up the count of women including her to three. In her branch there are approximately 200 employees of which around 20 are women, mostly consisting of secretaries. She has worked at the Picatinny Arsenal fulltime for two and a half years but when counting summers and winters during her undergraduate studies, the total comes to five years. The name of her title changes frequently but she is an engineer who is the Test Lead Coordinator. She puts together test plans, makes sure all materials will be present and writes up the reports following the tests.

When it comes to the career path to date Ms. Quinn highlights dedication to the company. She likes working for the government since it provides a certain safety zone since there are rarely lay-offs. In addition it is close to home and the salary, which falls in the \$45,000-\$65,000 bracket, is decent.

A given quality which she possess that made her a fit for the position is prior knowledge in the form of gathered from her summers and winters with the company, academic education and certificates in defense ammunition. It is vital for advancements in the company to obtain the appropriate certifications. On a personal level she is self-motivated and direct. She 'shoots straight' and does not sugar coat, but instead tells as it is and points out when it simply just is not going to happen. She points out that this way she will get more respect even if people might be apprehensive at first to her approach.

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With regards to values, she dedicates 110 percent to anyone she cares about and is very family oriented. She loves challenges since she gets bored easily which is not good for productivity. Right now family and career are equally valued but after having children she will shift the focus to family. This will be seen by less traveling and over time work.

As a leader Ms. Quinn uses her skills of being very straight forward and is direct. She stresses how in this field when you screw up everyone's screwed, therefore she is laid back and trusting until one screws up and after that she will monitor and double check every move of the person. She wishes to use these attributions in her career goal of becoming the manager for the entire team. To achieve this goal she will finish her Master's degree with possibly a complimentary second one, get additional certifications, good reviews and work to the best of her abilities.

Despite the possible disadvantages being a female in a male-dominant industry, Ms. Quinn feels that it can even be beneficial to be a woman due to filling up quotas. She however does not believe in such policies. The person should be chosen by their credentials. Some of these qualifications which she possesses include a 'play with the boys' lenient and laid-back attitude. For example in a male-dominant industry a woman might have to be less up-tight about sexual comments or she will not be seen as an equal if the men feel that they have to reconsider their words constantly.

The gender difference has aided Ms. Quinn by having the younger men wanting to impress and satisfy her so she feels that she can get her team goals accomplished at a faster pace. It is still important not to portray the 'girly caddy' behavior, since it is looked down upon. She did note that she has noticed a trend of several older men not liking to take orders from a woman, especially from a younger one since they are 'stuck in their ways'.

5 Analysis

For this section a selection of theories from the frame of reference has been hand-picked to assist in the analysis of the empirical findings. The selection of the information displayed is has been influenced by the author's opinions. Furthermore, not all parts of the theories are relevant for each woman and visa versa and will therefore not be included in every discussion. The parts representing the interviewees are grounded on the empirical findings.

5.1 Success Factors in Development of Leadership Styles

Harragan's (1977) traditional style of leadership for women was highlighted in the interviews with Ms. Topakli, Ms. Allalou and Ms. Quinn. The first included having to be hard-core in her field. Ms. Allalou mentioned having learned a tougher and more 'whatever-attitude' from her all-male colleagues. While Ms. Quinn referred to her success by being able to 'play with the boys' through her laid back but firm attitude and not being uptight about for example comments of sexual nature. She further pointed out that to be able to remain successful a female should not portray any 'girly caddy' behavior.

All of the interviewed women singled out good relationships as an important factor in their professional lives and described themselves in various friendly terms including Mrs. Nutter being smiling and upbeat, Ms. Topakli being supportive, Ms. Jacobson being social, Ms. Allalou being personable and Ms. Quinn being laid-back. These characteristics further strengthen Thaler & Koval's (2006) theory of achieving the goal by being nice. If not careful though this could lead to the 'nice girl' syndrome pointed out by Engström (2008) and Frankel (2007), which Ms. Allalou admitted to having to work on since she has the tendency of being a bit soft at times but strives for being nice but not a push-over.

Overall all of the interviewees seemed to belong to Frankel's (2007) 'organizational-fit' model in various degrees as wells as molding their natural talent with complimentary behavior. Mrs. Nutter combines her positive and contagious personality with her truthful and non-status-quo leadership style. Ms. Topakli believes in her natural talent of motivating people through being an Aries and combines it with being supportive. Ms. Jacobson is naturally social and good with relationships and therefore compliments her trust building as a leadership style. Ms. Allou highlight being flexible and intertwines it with balancing between being firm and humble when dealing with clients. Lastly, since Ms. Quinn's personality is very direct this helps her be straight forward leader.

5.2 Women's Leadership Model

None of the women interviewed could have gotten to their current positions without the Direction setting portion of Frankel's (2007) Women's Leadership Model (Figure 3.1). The level of the vision however and the nature of each one varies across the interviewees. In accordance with Keown & Keown (1982) all of the women had made a commitment to a business career. It is Heim's (2005) evaluating current situation and carefully setting specific

strategies and goals which perceptibly has to evolve respectively when the situation changes. Ms. Nutter's goal in the Automotive Industry is to become a General Manager. Her strategy started early by carefully choosing a department in which to start in where her speaking and people skills would be complimentary and therefore this accelerated her upward mobility in the company. She has planned out each step including getting to her intermediate goal as a department manager through extremely hard work and competing with her high-performance record. Ms. Quinn similarly has had a clear strategy as to how to go achieve her goals. In order to become a team manager she is working on her Master's Degree, will get the required certifications and hopes to get good reviews through working to the best of her abilities.

Ms. Topakli on the other hand has currently very clear strategy and goals but just like Ms. Allalou has gotten to these goals through following one strategy to its goal but not being satisfied with the outcome. The former went to school and worked with architecture but after evaluating the situation she realized that construction management was more her field and therefore acquired education is now in the midst of gathering experience and certification. A comparable process was employed by the latter when she started in the Hospitality and Tourism sector but then complimented her studies with an MBA and a field change to Management consulting. Similarly with Ms. Jacobson, Ms. Allalou's future goals and strategies are not set to stone; both are currently happy with their careers but are looking for future opportunities through keeping their eyes open and networking.

Ms. Allalou's and Ms. Topakli's courage to change fields in accordance with their desires shows a model example of having to take risks in order to be successful in business life – a technique which Cappelli & Hamori (2005) have said to lead to success of young managers. One could propose that when looking at the Facts/Feelings Model of Risk Taking (Figure 3.2) they took in consideration the facts in light of their feeling and landed in the high area of Calculated Risk almost at the border of Gambling, a decision which certainly added discomfort in their lives but paid off in the end by its success. Furthermore Ms. Jacobson has taken risks by grabbing the opportunities presented to her, a method which according to Frankel (2007) women tend to generally shy away from and therefore possibly one of the reasons why she has reached managerial level position in such a male-dominant field as Investment Banking. A lesson which Mrs. Nutter learned the hard way when she felt that it was not her place to make her opinion heard and therefore did not take a risk in speaking out during an important meeting in Germany and consequently lost points in the eyes of her superiors.

Moreover the Women's Leadership Model highlights Team Building as an important factor. The importance of this could not be stressed enough in Ms. Quinn's field of the Military. Out of the five women interviewed she seemed closest to using command-and-control style in being straight forward, shooting straight and not 'sugar coating' an impossible situation, which she explains gets her respect in the long run. But mostly it is reserved for a time when a team player makes a mistake; due to the nature of the projects she pinpoints that when dealing with explosives if one person screws up everybody is screwed. Having trust is the key. Ms. Jabson signs under that principle as well but accomplishes it through macro-

management and empowerment but does want to share the responsibility comparable to Ms. Quinn.

Mrs. Nutter's team building approach is, with the exception of stressing honesty, quite the opposite of Ms. Quinn's. She likes to use her smiling happy personality and when having to give critique only keeping it extremely constructive if positive is not an option. Similarly Ms. Topakli motivates her team. Of the interviewees Ms. Allalou falls in the middle of the spectrums and definitely uses Heim's (2005) technique of a balance of the male approach with sharing own perspective and insight. With her colleagues however due to majority of the time being away on assignment, very tight team spirit is formed.

Returning to the trust factor highlighted in Ms. Quinn's and Ms. Jacobson's case, it is a characteristic shared also in the Emotional Intelligence portion. In order to build emotional intelligence mutual trust is a necessity (Druskat & Wolff, 2001) which especially Ms. Quinn has stressed. Furthermore supporting Frankel's (2007) theory, the success of Ms. Allalou and Ms. Topakli in being aware of their emotions to the points of switching fields, demonstrates high EI. Mrs. Nutter possesses high EI as well especially in form of emotion regulation demonstrated for instance by her patience when working in the customer service department and dealing with prejudice by the clients to the extent that somebody refused to talk with her since women barely know how to turn on a car so how could she possibly explain how it works.

Lastly, all five of the women displayed variations of Frankel's (2007) Influencing and Motivating Leadership Style. Both Mrs. Nutter and Ms. Jacobson employ Rosener's (1990) interactive leadership style by sharing information, power by dedicating responsibility and by energizing others. The last point is shared by Ms. Topakli who likes to motivate people as her leadership technique. This goes to prove Heim's (2005) claim that praise when used to support the excelling of employees is an influential management tool. Ms. Allalou as a management consultant shares a common goal directly and has to communicate the method of reaching the goal with the help of building a good relationship quickly, therefore showcasing Rosener's (1990) 'transformational' leadership. This leadership style when looking at the core, taking all self-interests of the group and molding a common goal, Ms. Quinn follows it as well. The common goal, the absolute must, is for everything to go according to plan and she is certain that it is also in every single team member's self-interest.

5.3 Career Path

Hewlett & Luce's (2005) findings of well-educated women having non-linear career paths is supported by the fact that already in their current stage of their careers two out of the five women interviewed had taken an off-ramp; Ms. Topakli and Ms. Allalou during their field changes they were affected by a push factor and went back to school for further training. Additionally, especially pull factors came up during the interviews. Each interviewee expressed their concern of a possible pull factor in their future; especially when looking into

finding a balance between professional and personal lives the solutions provided by Hewlett & Luce's (2005) study of reduced hours or responsibilities seem probable for all five women. Mrs. Nutter shared her department's running joke of taking a 'half day' when actually leaving the office at 5pm. Additionally she wished to ideally advance to General Manager but because of her 110 percent dedication level to the people she cares for, in case of her reaching this goal she does not see a large family as an option, she would then only have one child to be fair to him/her.

Ms. Jacobson, Ms. Allalous and Ms. Quinn see their current working habits, including work hours and travel as not plausible when having children and they are therefore willing to in the future cut back in order to be able to have a family. Ms Allalou even points out that she can not be in her current field at all if she wishes to have a family, and therefore is preparing already for another career for when having a family becomes an option. Similarly Ms. Topakli points out that due to not having a family she has been a perfect match for the company since work is her number one priority and she can work over time including Saturdays but she made it clear that there will be a substantial shift in balance when she will start building a family seeing as even currently her family is ultimately the core of her values. Moreover in accordance to Fels' (2004) vicious cycle self-fulfilling prophecy theory on ambition Mrs. Nutter explained that is she has not reached her goal in a certain time frame it become so exponentially difficult that she will lower her ambition level substantially and concentrate on having a family instead.

With regard to family values it is interesting that researchers have seen correlation between strong family background and success in women. In accordance with Rimm's (1999) findings all of the women interviewed spoke highly of their parents, therefore portraying them as intelligent. Furthermore everybody's parents had higher level education and a majority, three out of five, had been brought up in a solid single-location suburban community. This parallels Keown & Keown's (1982) findings on these being intrinsic success factors.

The similarities in successful choices continue since all five women have gotten a higher level education. In accordance with Golder Dey & Hill (2007) the choice of these women to further develop their career within a male-dominant industry has helped to decrease the pay gap, with all interviewees discussing a competitive salary. Additionally networking was highlighted particularly by Ms. Jacobson and Ms. Allalou which coincides with Keown & Keown's (1982) success factor findings. The latter further expressed another factor of sometimes thinking of herself as smarter than the male, giving an example of how even already in business school the females have to strive to prove that they are smarter than the males in order to gain recognition.

Similar experience was revealed by Mrs. Nutter who pinpointed how she has always had to work hard for her promotions and got through tough reviews without any 'sliding to the spot' treatment and has had to show high-performance results to be able to compete with other low-performance 'just sitting there' men. In addition she revealed the catch-22 which women face that they put themselves last in their priority order but they are still expected

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to look impeccable and get their hair and nails done otherwise they get labeled 'back of the office girl' and will not advance in their careers. This supports Keown & Keown's (1982) findings that highly-qualified successful women give a considerable amount of thought and attention to the way they dress.

6 Conclusion

The following section consists of the author's supplementary reflections developed through the course of the analysis. The concluding remarks with regards to the results of the thesis in light of the purpose will be presented.

6.1 Conclusions of the Research Study

The purpose of this study has been to identify and analyze the success factors of women in male-dominant fields in the American labor market, moreover, it aimed to identify if women are aware of these factors and their impacts. In the light of the purpose, a series of different angles introduced through the viewpoints of various previous researchers, were explicated. Additionally in the analysis section with the aid of the weight of real life samples from the empirical findings, the legitimacy and relevance of these theories with regard to this study was elaborated.

Through this deeper understanding of the subject matter, it appeared evident that the success factors of the interviewed women when developing their leadership styles were innate. However their personality alone did not get them to their current prominent positions, the process of singling out beneficial traits and coupling them with a style which is adapted to their environment, have the impression of bringing most success. Moreover the ability to build good relationships was identified as one of the key factors. In addition clear goal and competitive strategy appear, judging from the amount they were emphasized in each interview, to be of high importance in becoming successful. The strategy at times, as in the cases of Ms. Allalou, Ms. Jacobson and Ms. Topakli, included well calculated risks therefore leading the author to highlight the contributing power of taking risks and capitalizing on opportunities as success factors.

Through out all of the interviews, references to team building, especially through trust, surfaced therefore suggesting that a vital aspect of the women's success is being able to motivate and build a good team. Approaches on how to successfully achieve this once more stressed the innate personality traits appropriate and suitable from each interviewee to their field, one of these traits being high Emotional Intelligence. It was further revealed through the research that high EI not only appeared to contribute to the success of the women on a personal level but helped to boost the group's EI consequently increasing the success level. Another approach represented was influencing and motivating as leaders to shape a better team. Various versions of these two were demonstrated in the findings including sharing information and responsibility, and creating a common goal for the team in concurrence with the individual self-interests.

The latter part of the purpose for this research pondered if the successful women in male-dominant industries are aware of their success factors. The researcher found a high correlation between success factors as results of a wide-spread of previous studies and the descriptions given by the five women during their interviews. It is therefore concluded by the researcher that, in accordance with the findings from this study, there in fact are several

Conclusion

success factors in male-dominant industries in the case of women in the U.S. labor market and that these women are aware of the factors making them successful. Despite this awareness, the sample group showed similar tendencies to current statistics on well-educated women of in the future possibly putting their ambitions on hold in order to concentrate on building a family. Overall the women interviewed had used their intelligence to get higher-level education, chose a male-dominant industry which gave them a fairer chance in a competitive salary, valued networking and were confident in the competitiveness of their skill sets.

6.2 Discussion

Due to having a deeper understanding on the topic post-research than during the planning phase, additional areas of interest have surfaced. In order to provide the reader with various points-of-view to the success factors various male-dominant industries were chosen. Having a wider scope strengthens the findings if found similar across the different fields. Making an in-depth comparison in between the types of success factor in the various male-dominant fields would be quite an interesting development; however it is beyond the scope of this paper.

Further research suggestions also include comparing success factors in male-dominant versus female-dominant industries. Moreover an interesting topic of women not helping out other women to succeed was touched upon on several occasions during the interviews. For another study this could be a quite fascinating topic, whether or not some of the blame on the gender discrimination should be put on women in high positions.

Furthermore the aspect of culture was narrowed down to the U.S. Labor Market which was due to time and focus restrictions. But a follow-up research could take inconsideration the aspect of culture and its implications, for example if the cultural background of the women make a difference in which factors are beneficial for their success. Also, a comparison in between for instance the U.S. and Swedish labor markets could provide insight to whether or not the degree in which the market has reached equality makes an impact. Moreover two of the interviewees mentioned their opinion on the quota system, which surprisingly was not a positive one therefore spurring interesting angles for a new research.

An additional field which was covered in the empirical findings and analyzed further in the thesis was an aspect that is highly talked about in today's society – balancing professional life with personal life. Since the entire group portrayed such either-or difficult decisions with regards to this, leaning towards focusing later on their personal lives in order to be able to have a family. Supplementary research topic brought forward by this could be a study on whether the women are unaware of the possible high price they will have to pay for taking an off-ramp or if it is a calculated sacrifice.

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Appendices

Appendix 1: The interview guide

Background

- Did you live in the suburbs or the city growing up?
- One location or several?
- Do your parents have higher level education, if so to which degree?
- Do you have higher level education?
- Are you married?
- Do you have children?
- Which income bracket do you belong to?
25-45K 45-65K 65-85K 85-105K 105-125K 125K+

Work

- How many people work in your department?
- How many are women?
- How long have you worked at the company?
- What is your position?
- Describe your career path to date.
- What qualities do you possess that made you a fit for the position?
- What are your values?
- Describe your leadership style.
- What are your career aspirations?
- How do you plan to achieve them?