



Remove the invisibility cloak – Let's get women promoted!

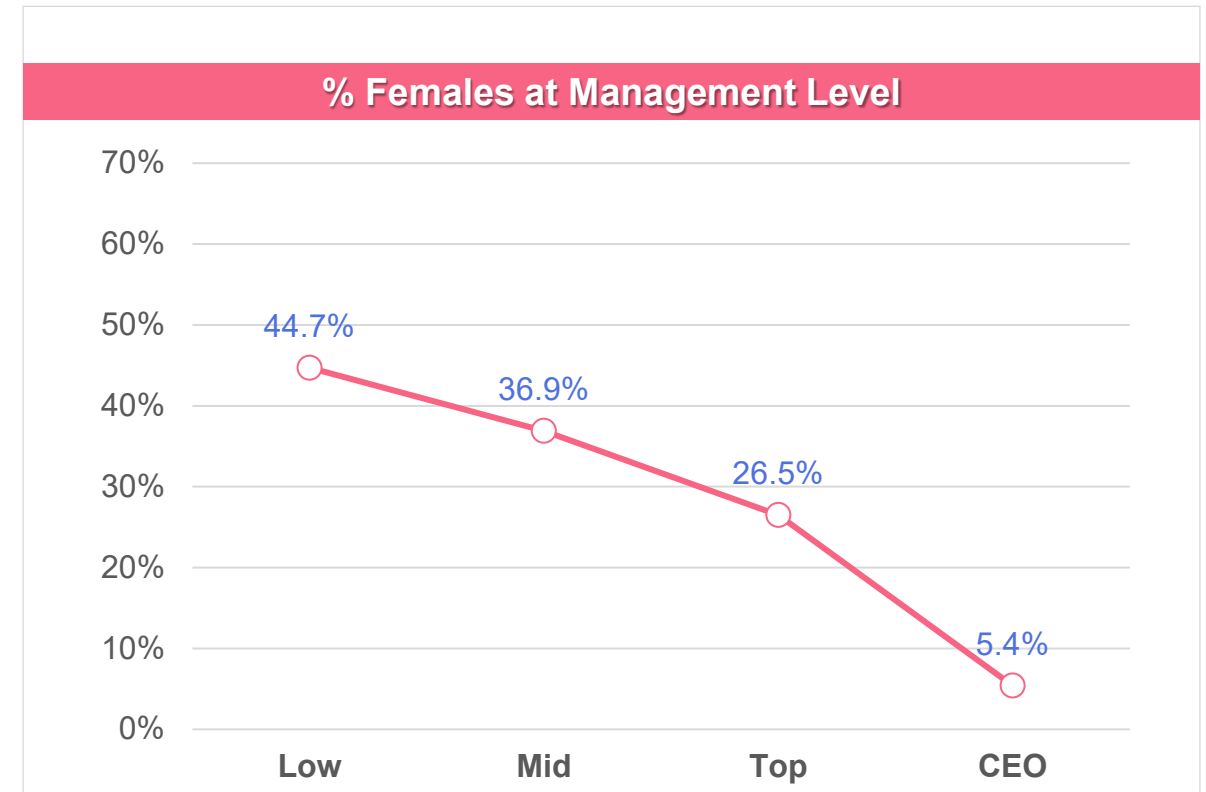
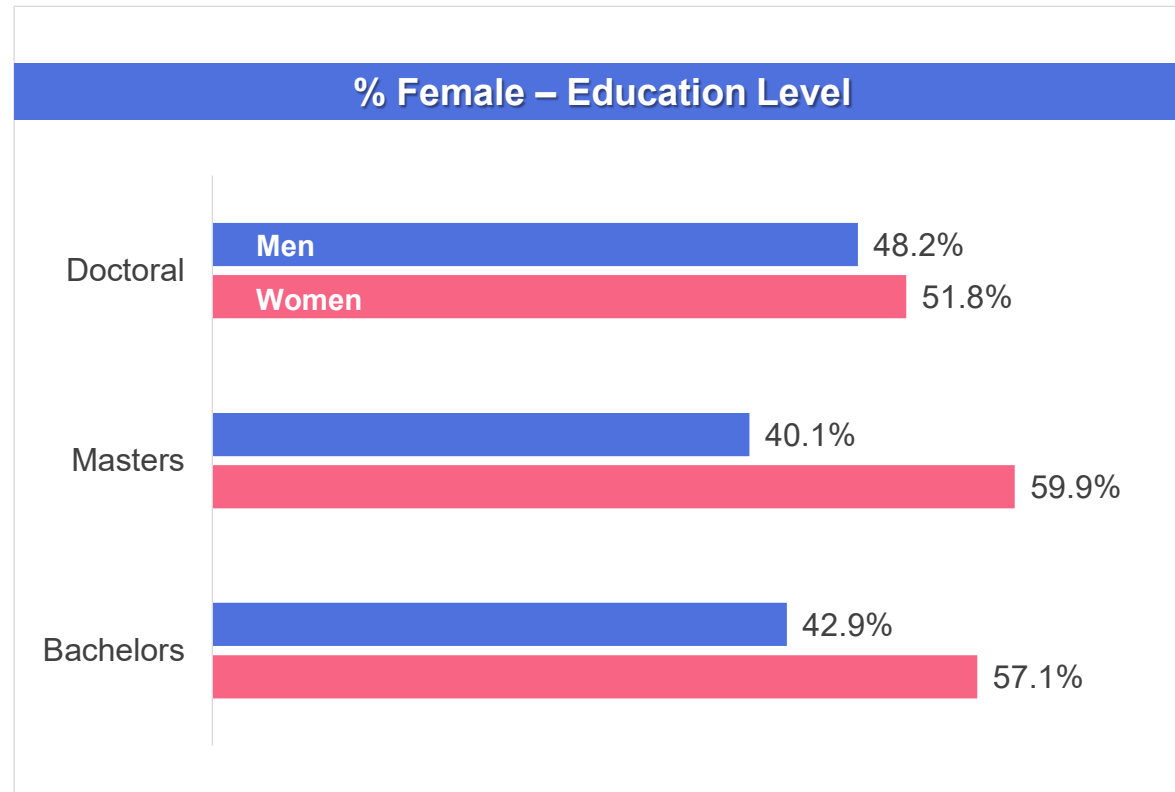
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A Pervasive Situation in Top Management Teams (TMTs)

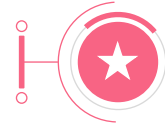


Key Insights

Despite a general belief that education and hard work lead to promotion, women in management within the Standard & Poor's 500 appear less- and-less prevalent in moving toward the top of the hierarchy.

Companies where there are three or more women in the highest leadership are characterized by 53% higher return on equity and 66% higher return on invested capital.

Purpose & Significance



Begin to identify

actionable tactics that can be leveraged

in order to affect widespread change toward more diverse TMTs in Corporate America

by individual women

by organizational training teams



BY CLEARLY UNDERSTANDING THE ANSWERS TO:



What contextual factors are conducive to upward career movement for women?



What internal and external tensions are triggered in women when they are attempting to climb the career ladder?



What practices are successful for navigating and mitigating these tensions and enhancing the marketability of women as they navigate the workforce?

RQs

Literature and Notable Theories – A Quick Look Back

ENVIRONMENTAL PERSPECTIVE

1965 - 2005

A wide variety of theories across several decades examined how the environment in which a person lives affects the experience of one gender versus another.

A long history of “typical” behavior and genetics, alongside economic influences and tolerance have impacted gender-based interactions.

Role assumptions strongly influence the development of a woman’s identity in the workplace.

PERSONAL PERSPECTIVE

1954-2002

Many more theories examined how the perspectives and chosen actions of an individual themselves can impact gender integration.

Similarity-attraction creates additional connections that help develop social identity and can potentially impact self-efficacy – which can in turn impact role congruity.

The groups to which a person belongs are an important source of pride and self-esteem and become an important part of identity formation.

**ORGANIZATIONAL
INTEGRATION =**
ENVIRONMENTAL PERSPECTIVE
+
PERSONAL PERSPECTIVE

Literature and Notable Theories



Individuals with common interests and goals work together toward those goals

Communities of Practice

Lave & Wenger, 1991



Explains how basic career interests develop, how career choices are made, and how career success is obtained

Social Cognitive Career

Lent, Brown, & Hackett, 1994



An individual's career changes in response to alternating needs for authenticity, balance, and challenge

Kaleidoscope Career Model

Sullivan & Mainiero, 2008



6 specific barriers confront women in the workplace, but specific success strategies can advance past them

360-Degree Gender Sphere

Adams-Harmon, 2019

Marketing Perspective

Brand Positioning Theory

- › The process of deciding how you want customers to think of you.

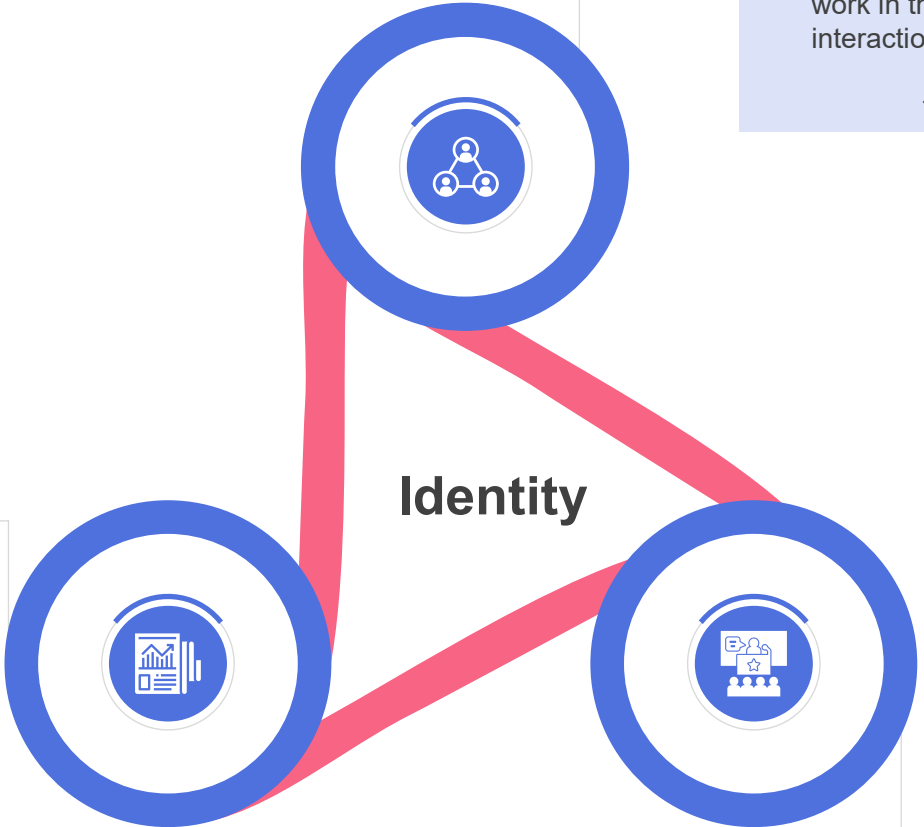
- Trout & Ries, 1969

The Social Landscape is a Commercial Brandscape

- › Suggests that brand theory is always at work in the background of intrapersonal interactions.

- Salzer-Mörling & Strannegård (2004)

Identity



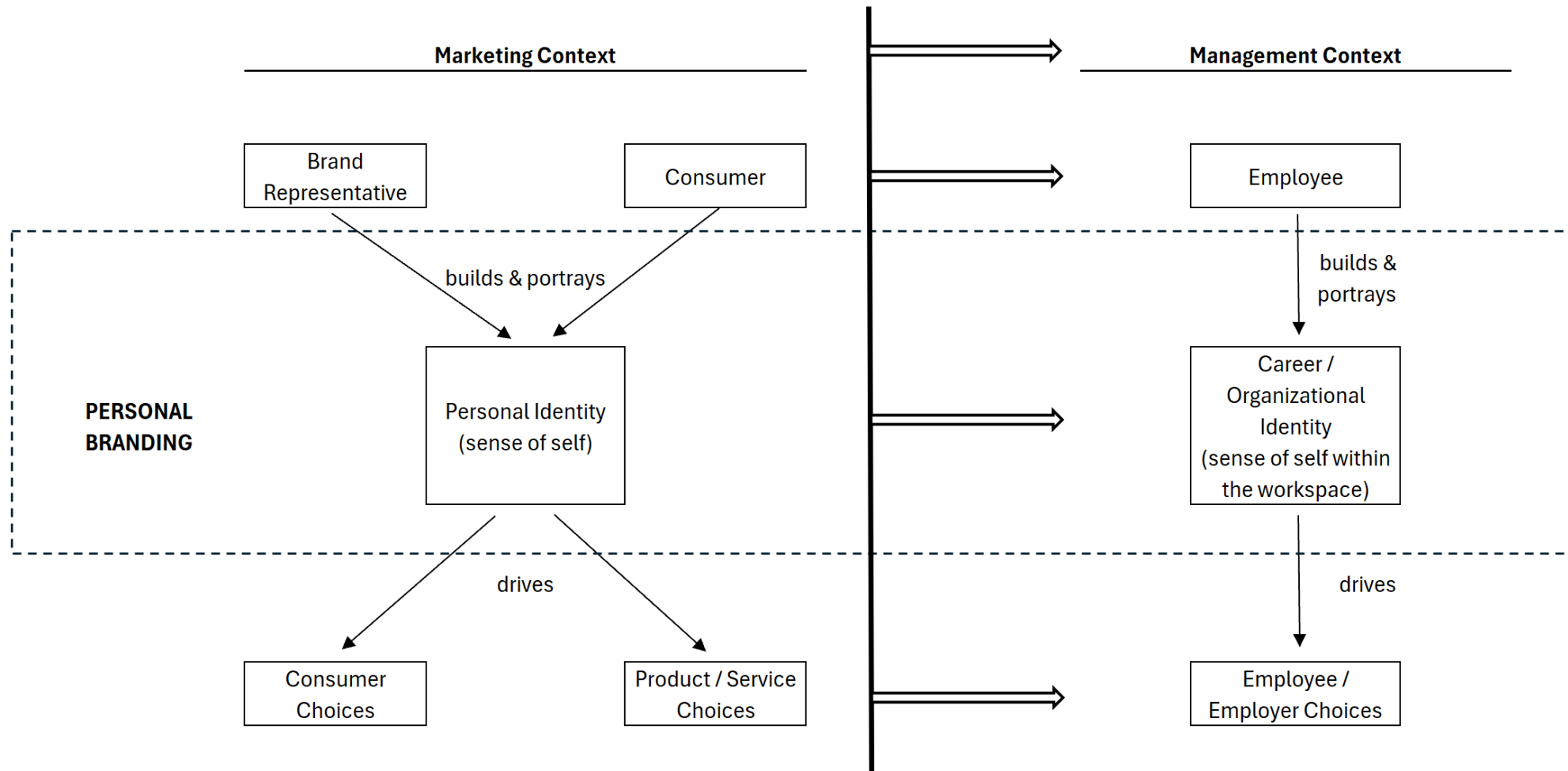
How Jobseekers can Leverage Branding

- › Proactive branding work can help position oneself for desired jobs.

- Parmentier & Fisher (2013, 2021)

Theoretical Contributions

Model of Parallel Tactics to Boost Stakeholder Choices



Research Design

Primary Target: Female individuals in the workforce.

Additional Implications:

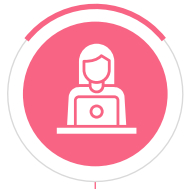
- › Management Level – implementation of training programs that foster and promote the identified tactics.
- › Organizational Level – create and execute widespread program strategy that embraces such training tactics, thus allowing them to reap the financial and growth benefits shown to accompany TMTs that are gender diverse.

Service to society	This research is targeted at the corporate American business environment in order to create a prescriptive framework that ultimately will diversify the currently homogeneous composition of TMTs, and in turn improve the overall profitability of the firms affected.
Basic and applied	The qualitative phase of this research will enhance fundamental knowledge, lending detail about how underrepresented females can advance in corporate America, and both the qualitative and quantitative phases of this research will address tactics to combat continued hiring of homogeneous individuals to upper management.
Pluralistic and multi-disciplinary	This research will leverage multiple research methods across both qualitative and quantitative types. Additionally, the theories identified as explanations for the identified assistive organizational practices will be interdisciplinary.
Sound methodology	Both the qualitative and quantitative research methods utilized in this research have sound methods in the theoretical and empirical domains.
Stakeholder involvement	This mixed-method approach will leverage both a set of underrepresented female employees that have already made it into top leadership positions and underrepresented female employees that are still striving to ascend to TMT.
Impact on stakeholders	This research is specifically aimed at a diverse set of cross-cultural and cross-gender individuals.
Broad dissemination	This research is intended for broad, comprehensive application across corporate America in order to improve overall practices that can improve the heterogeneity of TMTs, and in turn improve firm profitability.



Mixed Methods –
Exploratory Sequential

Study 1: Qualitative Phenomenological Interviews

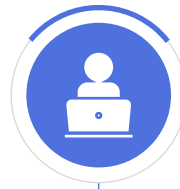


15-25 women who:

Work in Corporate America

- ✓ Working in Corporate America for at least 5 years
- ✓ From a variety of companies, industries, roles, disciplines, management levels

Have attempted to advance in their career (successfully or not)



Recruitment

Leveraging the business network of the researcher

Referral Sampling

On LinkedIn, where business women are active

Interviews – 60 minutes

- ✓ Consent Form
- ✓ Demographic Survey
- ✓ Semi-structured Interview protocol



Analysis / Measures

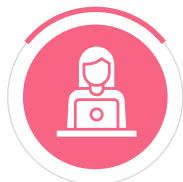
Qualitative Coding

- ★ In Vivo Coding
- ★ Dramaturgical Coding:
 - objectives (OBJ)
 - conflicts (CON)
 - tactics (TAC)
 - attitudes (ATT)
 - emotions (EMO)
 - subtexts (SUB)
- ★ Simultaneous Coding:
 - descriptive lens
 - Influential lens

Theory-building process to inform a conceptual model

Study 2: Quantitative Survey

To test the model resulting from Study 1



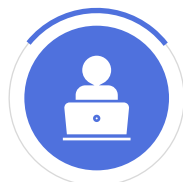
132-305 women who:

Work in Corporate America

- ✓ Working in Corporate America for at least 5 years
- ✓ From a variety of companies, industries, roles, disciplines, management levels

Have attempted to advance in their career (successfully or not)

Final sample size will depend on complexity of the model



Recruitment

Prolific crowdsourcing capabilities

Instrument

Online survey

- ✓ Research-backed constructs using pre-defined Likert scales – randomly ordered and preceded by brief scenario montages
- ✓ Ordinal rating of manager assessment and self-assessment

Demographic Survey



Measures

Quantitative Measures

- ★ DV – Perceived Employability
- ★ IV – Personal Branding
- ★ IV – Career Mentoring
- ★ IV – Career Motivation

Qualitative (Ordinal) Measures

- ★ DV – Promotability
- ★ IV – Job Performance

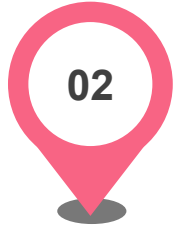
Sampling will ensure heterogeneity of

Control Variables: ethnicity, age, educational level, organizational tenure, work experience, profession, marriage status, number of children, and the Big Five Personality Traits (John and Srivastava, 1999)

Data Analysis – By Phase



- a. Grounded theory interview manual coding.
- b. Atlas.ai supplemental AI trending and code organization.



SPSS data analysis for:

- a. Descriptive statistics to verify internal consistency of constructs
- b. Mean comparison tests (t-tests and f-tests) to determine whether there are statistical differences across demographic and control factors
- c. Regression analysis to assess the relationship between the various construct variables and look at other potential confounding variables

Preliminary Findings

Factors Conducive to Upward Career Growth



RQ1

- > Self Awareness
- > Situational Awareness
- > Self Development
- > Long-Term Perspective
- > Narrative Agency
- > Ability to Leverage Feminine Assets/Traits
- > Emotional Intelligence



RQ2

Tensions When Attempting to Climb

- Individualism vs. Solidarity <•
- Support vs. Jealousy / Resentment <•
- Domestic Sphere vs. Career Pursuit <•
- Embracing Opportunities vs. Realizing Boundaries <•
- Short-Term Needs / Desires vs. Long-Term Targets <•
- The Right Kind of Visibility <•
- Location-Based Environmental Challenges <•



Preliminary Findings

- RQ3 –

A Woman's Tactical Path to Obtaining Desired Promotions

