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Regulatory focus and female leadership development: How male leaders modify the self-regulating focus of mid-career female followers to motivate their pursuit of future career progress

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Citation

REGULATORY FOCUS AND FEMALE LEADERSHIP DEVELOPMENT:

HOW MALE LEADERS MODIFY THE SELF-REGULATING FOCUS OF PRE-LEADERSHIP FEMALE FOLLOWERS TO MOTIVATE THEIR PURSUIT OF CAREER PROGRESS.

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motivate their pursuit of future career progress.

by

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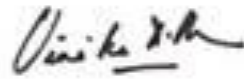
2019

Declaration

I hereby declare that this thesis / dissertation is my original work and it has been written by me in its entirety. I have duly acknowledged all the sources of information which have been used in this thesis / dissertation.

This thesis / dissertation has also not been submitted for any degree in any university previously.

Vinika Devasar Rao

May 15, 2019

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Abstract

Inadequate representation of women in the upper corporate echelons remains a worldwide problem, in spite of seemingly concerted efforts by organizations to counter it. While progress has been made in terms of entry level percentages of women, the numbers continue to fall with growth up the corporate ladder. Asia is no exception to this phenomenon. Analysis of literature and secondary data reveals that academic writing on the subject is generally declining but practitioner literature abounds with reports on the still low number of women in leadership positions.

This research study uses a discovery-oriented grounded theory approach based on qualitative analysis to explore the enablers that can positively impact the motivation of Asian women managers to stay in the leadership pipeline and actively pursue opportunities for career success. Detailed literature review of academic and practitioner focused literature is first conducted. This is followed by forty-two qualitative interviews with four categories of responders: female corporate leaders, women currently on the corporate leadership track, male leaders and men currently on the corporate leadership track. The interviews demonstrate common supervisorial and organizational enablers for continuing motivation for career progress into leadership roles, as self-identified by the interviewees. The interviews are analysed to understand the regulatory focus of the responders at the pre-leadership career stage and the influence of said triggers. Supportive behaviour by male leaders is revealed as a

potentially significant and underutilized factor for improving women's leadership development through its moderating effect on female regulatory focus whereby it situationally primes the salience of promotion focus.

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Chapter 1

INTRODUCTION

The business case for increasing gender diversity in corporate leadership is well established. Research has shown that a diverse board correlates with better firm performance. Examined for US companies, demographic diversity on boards and corporate financial performance was demonstrated to be positively associated (Erhardt, Werbel & Shrader, 2003). Even in studies where the evidence may not have supported a clear positive correlation, scholars and practitioners have generally agreed on the desirability for diversity in corporate leadership, with decisions being based on non-financial performance factors (Carter, D'Souza, Simkins & Simpson, 2010). More specifically, various studies have provided evidence in favour of the positive association of gender diversity, as measured by a higher percentage of women on boards with corporate performance and firm value (Lückerath-Rovers, 2013; Campbell & Mínguez-Vera, 2008). A 2015 study on female representation in companies in the Morgan Stanley Capital International World Index found that corporations that had "strong female leadership" had Return on Equity of 10.1 percent per annum as compared with 7.4 percent for companies that lacked it. (Goh, 2017). Greater gender diversity in boards and senior management has been found to be associated with "higher returns on equity, higher price/book valuations and superior stock price performance", according to a report released in 2015 by the Credit Suisse Research Institute (Dawson, Kersley & Natella, 2015, Page 5). Another report specifically studied Fortune 1000 companies run by women between the years 2002 and 2014 and concluded that their female CEOs managed returns that were thrice as much as those of S&P 500 enterprises, most of which were helmed by men (Zarya, 2015).

Besides the financial aspect, research has revealed that increased female board presence has a strong influence on a firm's corporate social performance, especially with

corporate social performance metrics that focus on removing negative business practices, thereby inducing greater degree of 'empathic caring' that appeals to women directors (Boulouta, 2013). Even research that has countered (Darmadi, 2013) or qualified (Dezsö & Ross, 2012) the positive impact of senior management and board gender diversity on corporate performance cannot negate the moral appropriateness of equal opportunity across genders; the cultural, social and informational diversity of thought it contributes to top management decision-making and the dangers of missing out on half the available talent pool.

Over the past decade or so, organizations have spent considerable resources of time, effort and money to develop and implement measures designed to move the needle on gender diversity in the higher echelons of corporate leadership. Special emphasis has been placed on closing the gender pay gap and creating a leadership pool of female candidates for the more senior roles. However, barring a few exceptions, these efforts have had lower impact than was hoped for, with the pace of improvement being slow and uneven across regions and industries. Leadership in the corporate world is still heavily male-dominated (Catalyst, 2011; UN Women Annual Report, 2014), and it remains a lonely world for the few women who do manage to breach these bastions.

Evaluated on a regional basis, the situation in Asia is worse than what is reflected in global statistics. According to the World Economic Forum's recently published Global Gender Gap report 2018, Western Europe leads its regional assessment with a gender parity level of 75.8% followed by North America at 72.5 %, while Central Asia is at 70.7 % , East Asia at 68.3% and South Asia trails at 65.8 %, coming in behind Sub-Saharan Africa (WEF Global Gender Gap Report, 2018). At the corporate levels, while there has been some increase in board level representation of women, especially where quotas have been enforced, the percentages are still low, more so in Asia. The recently released Morgan Stanley All Country World Index shows that globally, female presence on boards has risen from 17.3% in 2017 to

17.9% in 2018, an increase of 3.4% (MSCI ACWI 2018). However, the numbers are higher overall in the developed nations (21.6%) than in the emerging countries (11.2%) and much higher in the West as compared to Asia. In fact, among the countries covered in the index, the ones that had no women on their boards were highest in Asia including Japan (25.3%), China (21.3%), South Korea (15.9%), Taiwan (5.9%) and Hong Kong (5.2%). The front runners in terms of female representation on boards are mainly in the West including Norway (42.1%), France (42%), Sweden (32.5%), UK (29%), Australia (27.9%), New Zealand (26.5%), Germany (25.3%), USA (22%), while in Asia the statistics are Malaysia (19.2%), India (15.3%), Singapore (14.7%), Hong Kong (13.8%) and Japan (4.9%) as of June 2018 according to the Council for Board Diversity (2018). Of these nations, Norway, France, Germany and India have introduced gender-based quotas for their corporate boards.

Even where quotas have increased board participation, this is not necessarily accompanied by an increase in the percentages of women in senior management roles, especially the roles where they would directly impact corporate strategy and performance. As Asia becomes increasingly important in its contribution to the global economy, it is important to understand how this region may differ from the West in terms of the current composition and dynamics of its workforce, and how this workforce can be enhanced through greater gender diversity at the decision-making levels in order to increase this contribution.

Social values, culture and the stage of economic development play a role in making the work environment for women difficult for women in Asia, with a few notable exceptions that serve to prove the exception. Societal expectations of greater differences between the roles of men and women at home have meant that Asian women have had to fight hard to achieve their ambitions in the office. "In most of the Asian countries, sex role traditionalism and marital expectation present even greater challenges for working women" (Omar & Davidson, 2001, Page 44). Men are generally viewed by bosses and colleagues as being able

to make a stronger commitment to work as compared to women who are often seen as needing to balance the competing priorities of work versus family, and sometimes forced to stop working when they get married or have children (Lam, 1992). This balancing act becomes increasingly difficult with every promotion, as responsibilities become greater. The applecart often tips when more demanding jobs coincide with life stage changes of marriage, maternity and caring for aged parents. Research on how women's careers develop over time demonstrate the results of this interplay of societal, organizational, and relational contexts (O'Neill & Bilimoria, 2005).

Seemingly determined human resource management efforts have been inadequate to tip the balance in favour of staying on in the workplace. Past research has shown that carefully created work-life balance and workplace polices that allow for flexibility are not "sufficient to enhance gender equity" (Lewis & Humbert, 2010). Sometimes, these measures are more about meeting legislative requirements than a real interest in developing diversity (Shen, Chanda, D'netto, & Monga, 2009) but even well-intentioned polices are often rendered ineffective by poor design, implementation, or integration with other parts of HR administration (Nord, Fox, Phoenix & Viano, 2002).

This study focusses on Asia but with the awareness that there are large differences of culture, race, religion and stage of development within the region as well as the role that women have in society and in corporate management. As such, this research draws upon women managers' experiences in the relatively similar multinational work environment and with the similar geographical coverage that comes from regional roles within Asia, focussing therefore on where the women have lived and worked rather than their country of origin. The increased globalization of large companies has generally been expected to aid in reducing corporate diversity gaps by virtue of their presence across countries and cultures (Rosenzweig,

1998). This study looks at multinational companies, specifically from the financial services and information technology industries.

While some efforts to increase female participation at entry level have succeeded, companies face the challenge of female retention at mid-career levels, the so-called 'leaky pipeline' and pyramid effects. Women tend to fall off just when they are at their most valuable and where it hurts their organizations the most. Corporate resources are substantially depleted every time an experienced female employee, with years of expensive training both on and off the job, makes the decision to give up the fight, because the challenges associated with moving to the next levels of organizational leadership outweigh the perceived benefits.

This often happens, through "voluntary termination" and this can transpire quicker between two to three times quicker for women than for men, according to the Gender Advisory Council of Price Waterhouse Coopers (PwC Gender Advisory Council, 2008). The gender pyramid that results from such mid-career exodus by female employees is exemplified by a survey of Singapore's multinational banks by INSEAD and the Financial Women's Association, which shows how a commendable representation of 67% women at entry level managerial positions reduces to just 20% by the managing director level (Kinias, 2016). Accordingly, this current study focuses on the factors that can positively influence the women managers at this apparently vulnerable mid-career, pre-leadership stage in their careers to stay on and consciously take steps to move up the corporate ladder.

PROBLEM STATEMENT

Women continue to be underrepresented in leadership roles across most of corporate Asia, both on boards and in senior management cadres, with gender diversity statistics comparing unfavourably with overall global numbers. This is despite the marked increase that has transpired in the numbers of women entering the workforce in both the developing and

developed nations across the globe in the past two decades (Davidson & Burke, 2004). One main reason for this is the increase in women pursuing higher education especially in professional studies including business (Burke & Mattis, 2005). An increasing number of women are going to college, encouraged by admissions offices working hard on their own diversity numbers. Numbers from the West indicate that girls are more likely to apply for university admission than boys in the UK (Richardson, 2016) and the US (Snyder & Dillow, 2012), due to a steady increase over earlier decades in women applicants even as the numbers stayed stagnant for men. Young women are also more likely to graduate as compared to their male colleagues (Zinshyteyn, 2016). Statistics for gender diversity in college enrolment within Asia differ across nations. For instance, some estimates put female enrolment at an encouraging 64% and 60% respectively in Malaysian and Thai universities (Bilton, 2018).

Concerted attempts are being made by businesses and regulators in Asia to encourage more of the graduating women to enter the workforce, develop their careers, and progress up the corporate ladder into the senior most positions. However, increase in the numbers related to female entry into the managerial workforce in the last forty years has not been matched by improved gender diversity in the highest corporate echelons (Burke and Nelson, 2002). Large numbers of women managers exit their organizations somewhere on the track towards senior management roles. In the UK for instance, the latest gender pay gap report indicated that while there are more women (54%) in the lower level jobs as compared to men, the numbers fall with progress up the corporate ladder leaving only 39% women in the high decision-making positions (Haughton, 2018). For many, this seems to happen when their personal lives get busier due to "family formation—most important marriage and childbirth" (Goulden, Mason & Frasch, 2011), just as their professional lives get more demanding due to progress into roles with greater advancement potential but also more challenging responsibilities. As their personal and professional lives collide, women start to evaluate the compromises that will be

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required to continue up the corporate ladder. Where the personal sacrifices are not countered by organizational and supervisorial enablers that make the leadership journey easier and more worthwhile (Cabrera, 2009), many make the choice to settle for the relative security and ease of their current roles or worse, leave altogether. While some drop off is to be expected and happens across genders, the established fact now is that women "leak out" more than their male counterparts, leading to a gender-based differential leaking pattern and ultimately, fewer women at top rung jobs.

A recent report indicates that the percentage of women in the top roles has actually gone down in 2018 to 24% compared to the previous year when it was at 25% (Catalyst, 2018). In specific examples of the glass pyramid effect, in 2016-17, Australia had 41% of women at entry level and lower management roles which tapered down to 29.7% for key management personnel and just 16.5% by the time they got to the CEOs/Heads of Business levels (Australian Government, Workplace Gender Equality Agency, 2017). That was still substantially better than India which had just 20 % women in senior roles and Japan which had 5 % women in senior roles in 2018 (Grant Thornton, 2018).

Practitioner interest in stemming women's leakage from the leadership pipeline is obvious as corporate HR teams go all out, organizing specialized women-only leadership training; setting up women's networks and gender-diversity cells; instituting family-friendly working practices; allowing flexibility of time and location for work; creating structured mentorship and sponsorship programs for women; providing regular unconscious bias training for men; and setting up firm targets for the minimum numbers for women in their C-suite or boards. Regulatory authorities are also exerting pressure as indicated by the growing numbers that are imposing quotas or creating targets, at least at the board level. In Singapore, for instance, the government is pushing a target of 20 % by 2020 for female presence on corporate boards (Diversity Action Committee, 2015). As practitioners seek an understanding

of the reasons for the slow pace of progress in increasing gender diversity, academic research into the subject seems to have lost its steam. This is particularly true for research focused specifically on leadership roles in the Asian corporate landscape. Research is required into the organizational, supervisorial and individual factors that impact women's motivation to pursue senior roles and how these evolve as women progress through the stages of their professional and personal lives. Identifying these enablers and understanding how they work to exert a positive influence on female motivation to lead is a business imperative.

Failing to do this will mean that their employer organizations run the risk of not just losing out on the potential positive impact of diversity in decision-making on the corporate bottom line but also other consequences including, losing the highly competitive war for leadership talent; wasting the time and money spent on developing high potential female talent only to have them drop off mid-career; losing investors who increasingly look at leadership diversity as a decision-making factor as well as alienating other stakeholders including regulators, employees and customers. Avoiding the aforementioned problems requires that organizations look beyond the generic measures that are clearly not working effectively and short-term band-aid fixes to counter perceived barriers to women's growth. They need to focus instead on understanding what high potential women really need especially at their most vulnerable career and life stages, and then take specific steps to meet these needs to motivate them to aggressively pursue career advancement.

Management research on the underrepresentation of women in higher management and corporate boards has been more oriented towards identifying the individual, firm and environmental barriers that have prevented female success, rather than the enablers that have allowed some women to succeed. This current study explores the enablers at various levels to understand what can explain this variability between the experiences of different women as they faced the steep slope of high-level corporate career success. This includes training and

development policies; networking activities: mentorship; sponsorship; opportunities for international exposure; supportive male and female supervisors and personal ambition, hard work and initiative.

Among the factors that have been studied as possibly enabling women's growth and development into leadership roles, there has been significant interest from practitioners and a more restrained interest from academic researchers into the positive impact of supportive behaviour and championship by men. Organizations have started to look into this as a possible game-changer in their faltering efforts to retain senior women. However, less scholarly attention has been given to the underlying mechanism that enables male leaders to influence and motivate their female followers into undertaking the behaviour and actions required for ascension up the corporate ladder.

Finding the factors that can impact female motivation at the crucial pre-leadership mid-career stage and the underlying mechanism by which they act can be used potentially to encourage women in becoming more assertive rather than cautious in their approach to their continued professional development. This enhanced motivation for leadership-track female talent to make concerted efforts to move up the leadership ladder towards senior management or board positions could result in the retention of female talent at its most vulnerable leak-through phase. This has practical as well as theoretical implications for the development and retention of female talent and hence for moving towards the elusive paradigm of gender parity in corporate leadership. This is particularly important for companies in Asia that are spending their limited corporate time and resources to counter the historic lack of women in their higher echelons.

RESEARCH QUESTION:

What are the organizational, supervisorial and individual factors that enable pre-leadership women managers to pursue leadership opportunities for career success?

Chapter 2

LITERATURE REVIEW: Part 1

Lack of gender diversity in Asian corporate leadership:

"Women around the world have been moving steadily into occupations, professions and managerial jobs previously reserved for men", according to Juan-Somavia, Director-General, International Labour Organization, in his preface for Linda Wirth's report entitled "Breaking through the glass ceiling – women in management" in 2001 (Wirth, 2001). More changes have transpired in the decade and half since that report, in terms of women achieving higher levels of education, reduction in fertility rates, lesser time being spent in giving birth and staying home afterwards, resulting in women being more are economically active and participating in the workforce. Much attention has also been paid to this issue in international policy and business discussions and various actions taken accordingly by governments, business, social organizations etc. in response. However, the situation today still does not warrant much modification to Somavia's conclusion in 2001 that the outcomes achieved have not lived up to what was expected (Wirth, 2001). If anything, the outlook today may be even more pessimistic, in spite of a decade of some progress, albeit slow, towards achieving gender parity. In its 2017 report, the World Economic Forum (WEF) voiced the stark and frightening concern that ten years of at least gradual advancement in gender parity "came to a halt in 2017" as the global gender gap actually increased, a first since the publication of the World Economic Forum's Global Gender Gap Report commenced in 2006. (WEF, Nov 2017). Equality across genders is "a moral and economic imperative", according to Saadia Zahidi, WEF's head of education, gender and work. Clearly, not enough is being done to achieve this imperative by governments, organizations and individual citizens.

Corporations are facing pressure for gender equality in senior management from various sources, including regulatory authorities, employees, clients, customers and investors because of the expected impact on the bottom line. Retaining trained and experienced existing women managers is key for this. The impact of diversity in improving the competitive advantage of organisations has been well explored and demonstrated over recent decades. Organizational diversity is "a key resource facilitating creativity and learning" (Herriot & Pemberton, 1995). Within the overall context of diversity, the gender aspect has become particularly relevant. Bloomberg launched the Bloomberg Financial Services Gender Equality Index in May 2016, to showcase public companies from the financial industry that lead the pack in terms of providing opportunities for women. The index was created in response to increasing demand from investors who believe that diversity is good for the bottom line and are accordingly looking towards gender equality data of potential investees in making investment decisions (Zarya, 2016).

And yet, there is "a shared sense among researchers and managers that their considerable energies in conducting research or developing inclusive workplace practices have not led to progress in the workplace", as stated by Joshi et al,. in their meta-analysis on fifty years of gender research in the Academy of Management Journal (Joshi, Neely, Emrich, Griffiths & George, 2015: 1469). Even in the industries where some success has been achieved, it is typically at the lower levels of the organizational hierarchy. A 2017 study of fifty of the world's biggest banks, insurers, asset managers and professional services firms by the Financial Times revealed that while at the junior levels majority of the staff working in financial services are women, only 25% of those in senior roles are female (Noonan, Smith, Blood & Stabe, 2017). Not even one of the companies surveyed had achieved gender parity at the higher managerial levels, in spite of most of them being actively committed to doing so.

Review of extant literature reveals that most of the research in corporate gender diversity is primarily focused on the developed economies of the United States or Western Europe. Only minimal research has been conducted in Asia, especially for the developing and emerging markets, of women's role in senior management and whether serious barriers to their progress remain. This is a serious gap given that the numbers in Asia are significantly worse than global or Western statistics. In 2016, according to research group Corporate Women Directors International, less than 13 percent of directors on the boards of Asia's largest companies, measured by market value, were women, and the region trails other markets such as North America and Europe in this regard. In the 1557 largest listed companies in 20 Asian countries, women accounted for just 12.4 percent of board seats. In comparison, Europe is at 30 percent and North America is more than 20 percent of female representation on boards of the top 500 companies. Even Africa has 14.4 per cent of board seats at the 300 largest listed companies held by women (Gordon & Inagaki, 2017). This is also true of the numbers of women in Asia in the senior management positions that are actually responsible for developing strategy and running the organizations.

This inequality becomes particularly obvious and troublesome given the shift in global economic activity towards Asia. Economists and sociologists are beginning to talk about the 'Asianization' of the world in the 21st century, akin to the Americanization and Europeanization of the two previous centuries. One study extrapolated growth across seven hundred locations all over the globe for projecting that the earth's economic centre of gravity will be positioned "literally between India and China" by the year 2050 (Koh, 2011). If Asia is where a large part of future global growth is to come from, the gender inequality obstacle to such growth needs to be studied in this specific regional context to allow for active encouragement of global growth through a more inclusive engagement with Asia. There is the added dimension that Asia has grown tremendously in recent times, which has put pressure

on developing its workforce and can be expected to have had some impact on the career opportunities for its women.

Past research has also shown that the relationship between education and the empowerment of women on economic, social and political dimensions in Asia is not always a positive linear one (Jayaweera, 1997). Various other factors related to gender-based societal expectations and economic limitations can interfere. There is evidence that Asia's social, cultural and religious customs and traditions (Adler, 1993) as well as the human resource practices and policies commonly followed in its companies, may have had a negative impact on women's success and advancement (Hildebrandt & Liu , 1988; Chui & Ng , 1999), putting the region's women at a comparative disadvantage vis a vis their Western counterparts. However, not enough is known about how the situation has changed for women managers in Asia to answer the question, "Have Asian women cracked the glass ceiling"? (Yukongdi & Benson, 2011). This is especially true in the context of the development and retention of the mid-career women managers who are poised to become the senior managers and board members of tomorrow, but who are also potentially at the most vulnerable stage of their personal and professional lives.

Influencers on women's progress into leadership roles:

Management researchers have made attempts to explain both the overt and the less obvious reasons behind the lack of female advancement into top executive and board roles (Burke & Mattis, 2005). Various environmental, organizational, supervisorial and individual barriers have been highlighted. These have included the relative lack of grooming and development received by junior women, women's difficulties in finding effective mentors and active sponsors, women's bowing out in the face of family pressures, as well as the lack of support and sometimes actual hindrance by male colleagues who favour men over women in

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management cadres. Other scholars have shown that even where women receive some of the so-called enablers to managerial progress, such as mentorship, this may be less effective for them than it is for their male colleagues (Ibarra, 2015). Another frequently discussed barrier is the lack of supportive networks to counter the traditional old boys' networks. However, even studies that indicate that women actually engage in greater networking compared to men show that they seem to derive lower levels of career satisfaction from it than men (Emmerik, Euwema, Geschiere & Schouten, 2006).

Interestingly, male and female managerial leaders have been shown to have a vastly differing assessment of the most serious organizational and environmental barriers to female progress (Ragins, Townsend & Mattis, 1998). Men placed women's "lack of general management and line experience" and "not being in the pipeline long enough" on the top of the list while women chose "male stereotypes and preconceptions" and "exclusion from informal networks" as being the most crucial barriers. They did agree on some impediments to female advancement but senior men tended to focus more on female shortcomings while senior women highlighted the environment at work and non-supportive attitudes and behaviour from men (Burke & Vinnicombe, 2006).

More research is required into societal, organizational and individual level enablers and impediments that can counter or reinforce the socio-cultural hurdles faced by Asian women as they move into more demanding corporate roles. Specific aspects of these enablers and barriers relevant to this study are reviewed below.

Societal: Gender-bias in corporate leader stereotypes

Women have indicated sex-based discrimination as the "most frequent barrier" to their progress at all managerial levels, and its effect does not decrease as they grow into senior roles (Metz & Tharenou, 2001). The Role Congruity Theory of prejudice toward female

leaders postulates that "perceived incongruity between the female gender role and leadership roles" leads to women being perceived as inferior potential leaders compared to their male counterparts. As such, general attitudes towards current and potential women leaders tend to be less accepting than towards their male counterparts, which makes it less likely that women will manage to achieve leadership roles or be successful in them if they do get to those positions (Eagly & Karau, 2002). The Social Role Theory proposes that the beliefs that people hold about the male and female genders are based on their observations of the "role performances" of the sexes which are reflective of the "sexual division of labour and gender hierarchy of society". The expectations around the resulting gender roles lead to actual differences in behaviour between the sexes (Eagly, Wood & Diekman, 2000).

The concept that the stereotypical portrait of a leader is culturally masculine has been studied over the years by various scholars (Koenig, Eagly, Mitchell & Ristikari, 2011). In 1973, Schein's "think manager–think male paradigm" drew a comparison between the similarity of male and leader stereotypes on the one hand and female and leader stereotypes on the other (Schein & Davidson, 1993). Examined further in a global context, with two Asian countries (Japan and China) as the focus of the study, the paradigm held firm (Schein, Mueller, Lituchy & Liu, 1996). In 1975, Shinar developed the masculinity–femininity paradigm, studying stereotypes of leadership on one masculinity–femininity dimension (Shinar, 1975). Four years later, Powell and Butterfield in their agency–communion paradigm looked into stereotypes of leaders' agency and communion (Powell & Butterfield, 1979). Their research demonstrated that both males and females attributed qualities of good management to leaders who displayed purely masculine traits. On the other hand, women do not benefit from demonstrating masculine behaviours in leadership roles (Joshi, Neely, Emrich, Griffiths & George, 2015). Research showed that using an expert power base had negative implications for women in leadership roles and positive implications for men in leadership roles, due to

the perceived inconsistency between sex-roles and the notion of competence or expertise (Wiley & Eskilson, 1982). This study demonstrated that the same strategies when deployed by men and women did not result in an "equivalent evaluation of their performance".

Individual: Personality factors and reality versus perception

Women's lack of "human capital" meaning the requisite education, knowledge base, skills and experience as well as their lack of "social capital" meaning the strategically important networks required to support growth as competition increases have been indicated as possible causes of the gender differential in leadership progress (Tharenou, 1999). It has also been demonstrated that as a consequence of their 'socialization experiences', women may not have the requisite strength of conviction in their own capabilities and effectiveness for career progress which ultimately leads to inefficacy in optimizing the talents that they do possess (Hackett & Betz, 1981). Personality-centred explanations for women's lack of advancement traditionally blamed early female socialisation practices (Riger & Galligan, 1980) that lead to "the development of personality traits and behaviour patterns contrary to the demands of the managerial role" (Tharenou & Conroy, 1994:7). Common factors emphasized in this regard were women's 'deficient' attitudes (Crawford & Marecek, 1989) which reduced their self-confidence in terms of being able to take on and perform their duties in the workplace (Fagenson, 1990) and women's unwillingness to move.

In a bid to understand whether the phenomenon of female underrepresentation in senior positions occurs because women do not have the qualities that make for good leaders, Ibarra and Obodaru conducted an analysis of thousands of 360-degree assessments by participants at INSEAD's executive education programs in 2009. Their analysis demonstrated that basis feedback from men and women, women are seen to be less 'visionary' than men. This is undoubtedly an important exception. Leaders do need the vision to identify

opportunities, devise appropriate strategies and inspire their teams. However, after delving deeper into the data, the authors concluded that women's low "visioning" scores may be due to perception rather than reality. It transpired because some of the women studied just did not "buy into the value of being visionary". Others did not have the self-confidence or were too circumspect to "go out on a limb with an untested vision" and some who worked with colleagues to develop said vision were denied the credit for its creation (Ibarra & Obodaru, 2009).

Female leaders are also less likely to put themselves forward when opportunities arise in the workplace. Not because of lack of relevant skills, experience or commitment but because they feel a greater responsibility to meet the stated criteria for the job than their male counterparts. HR professionals and other experienced interviewers know that even when they do apply for opportunities, women tend to under-sell their achievements and experience, whereas men will often over-sell theirs to secure a job.

That women do not benefit from and in fact do not need to adopt the 'masculine' traits traditionally associated with leadership has been stated by numerous successful women who have beaten the odds to achieve the highest levels of corporate success, among them, Indra Nooyi, Meg Whitman and Sheryl Sandberg. As explained in their numerous interviews, inspirational Ted talks and books, what these women have done instead is be true to themselves, understand the developmental needs they have which could impact their leadership potential, and optimize organizational possibilities to acquire the necessary skills, connections and sponsorship, to address their needs. In so doing, they have faced both enablers and barriers in their employer organizations and bosses. The organizations that have supported them are the ones that have provided carefully defined policies and development programs that address the actual needs of these women managers, evolving dynamically as the women grow and adopt changing roles in their professional and personal lives. The

supervisors / bosses that have supported them are the ones that have recognized their potential and been gender neutral or even gender positive, in the sense of doing a little extra to right the organizational gender imbalance, focusing more on equity than strict equality. Sheryl Sandberg, COO of Facebook, and one of the rare examples of top female leaders in the technology space, suggests that men not just hire but also "mentor, advise, and promote" women, to create an improved workplace culture (Taylor, 2017).

Individual and External: Person versus situation assessment of what holds women back

Scholars have looked into both the internal factors related to women's personalities and behaviours and external factors such as the negative impact of gender-based stereotypes regarding how a corporate leader should look and behave, to understand how they may individually, or in conjunction with each other, impede women's progress up the corporate ladder. In explaining the factors that impact female progress into powerful roles, Ragins and Sundstrom delineated three sets of influences: organizational, including recruitment and training; interpersonal, including mentorship and networking; and individual, such as personality and family factors (Ragins & Sundstrom, 1989). Other scholars advanced an interactive combination of internal traits related to gender, employer organization's structural opportunities, and institutional systems meaning beliefs and practices (Fagenson, 1990).

Prior research has established that situational factors play a larger role than personal factors in influencing female advancement into managerial roles (Fagenson, 1990; Riger & Galligan, 1980; Tharenou, 1990). Work situations have been shown to pose greater barriers than any real or perceived inadequacies in women's personalities (Crawford & Marecek, 1989; Riger & Galligan, 1980). "The structural, developmental, and social aspects of the work situation, rather than women's attitudes and early socialisation", were found to be more important determinants of female advancement (Tharenou & Conroy, 1994: 26). For instance,

the work context has been shown to provide greater opportunity for men than women (Gutek, 1988; Marini, 1989). Scholars writing in the late eighties described the difficulties women face due to the paucity of integration opportunities with leaders, colleagues and helpful mentors. Being actively supported by others in the organization was suggested as a way to counter this impediment (Betz & Fitzgerald, 1987; Ragins, 1989). This suggestion remains relevant even today given the persistence of 'old boys' networks and gender-based exclusionary practices in spite of apparently widespread attempts by companies to counter them. This current paper looks into the supervisorial supporters in the organization who could fulfil this role.

Using Fagenson's personality and situation assessment, one explanation for the low number of women in senior roles today can be the combination of women's own lack of self-belief (individual), organizations' lack of female role models and active mentorship and sponsorship for women (organizational) and gender-biased views like women are unsuited to high-pressure jobs that require frequent travel (institutional). Among these, some scholars have indicated that the individual traits and early socialization effects are less impactful for women's advancement than the situational factors (Tharenou, 1990) like gender-linked hierarchies, career encouragement and training that characterise their immediate work context (Tharenou, Latimer & Conroy, 1994).

Organizational: Women-focussed training & development policies or the lack thereof

The topic of specialized training and development efforts to develop female talent is especially important to review given the seemingly vast resources being poured into this by employers.

Focussed development policies and training can provide the knowledge base and capabilities as well as the credentials and credibility that are required for advancing up the

corporate ladder (Ragins and Sundstrom, 1989). Past research has demonstrated that this is more important for women than their male colleagues, because there is a gender-based differential in both the opportunities available to them to gain expertise on the job (Tharenou, Latimer & Conroy, 1994) and in their ease of establishing credibility as managers (Schein and Mueller, 1992).

Most multinationals today have a plethora of training options to meet the supposed developmental needs of their female employees. However, the multitude of female-focussed programs do not necessarily translate into motivated trainees who continue determinedly up the career ladder. One possible reason for this is that the assessment of actual training and development needs is not being done carefully or with the continuous inputs of the very people they are seeking to develop. The companies that develop and execute training programs in the absence of a systematic "needs analysis" may find themselves "overdoing training, doing too little training, or missing the point completely" (Brown, 2002: 569). This is especially true when the trainees are a minority group represented inadequately in the leadership cadres that are making decisions related to content and format for the developmental programs.

The Manpower Services Commission defines development as, "the growth or realization of a person's ability through conscious or unconscious learning. Development programs usually include elements of planned study and experience and are frequently supported by a coaching or counselling facility" (Manpower Services Commission, MSC, 1981: 15). In a more recent definition, development is defined as process created to increase both 'potential and effectiveness' (Gansberghe, 2003). For higher management levels, leadership development has been described as being able to increase the combined ability of an organization's personnel to effectively conduct its various leadership requirements (Day, 2001). One way that organizations commonly address the development of their female managers, especially the high potential ones whom they want to retain for the leadership

pipeline, is through myriad training programs including some that are created and conducted just for women.

The MSC's Glossary of Training Terms defines training as, "a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of the individual and to satisfy the current and future needs of the organization" (Manpower Services Commission, 1981:62). More recent definitions of training by the European centre for the development of vocational training describe it as a single activity or a collection of activities that are aimed at developing both the requisite skills and knowledge base necessary for successful completion of specific job aspects (Wilson, 2005), and others emphasize its direct impact on the betterment of job performance (Truelove, 1992).

Understanding what effective Training and Development means today is important given the changing dynamics of organizational attractiveness to the employees they are trying to retain. The parameters that define great workplaces these days are not those that guarantee "lifetime employment" but instead, it's companies that provide their employees the various possibilities, environment, resources, and flexible schedules that facilitate their continuing development and lifelong learning (Luthans, Youssef & Avolio, 2007). The biological, neurological, and psychological differences, such as varying ways of processing information, responding to stress and motivational stimuli (Ruderman & Ohlott, 2005) between the genders create some differences in development needs for women as compared to their male colleagues (Hopkins, O'neil, Passarelli & Bilimoria, 2008). Conflicting demands on their time as they progress through important milestones in their personal and professional lives are different from the pressures faced by men as they go through life stages (Mainiero & Sullivan, 2006). Also, not all women are alike in their career aspirations. Past research has identified

two types of female employees – "career-primary and career-and-family" women (Schwartz, 1989). Companies must understand the value of both categories and create a work environment that allows for flexibility and choice depending on the individual employee's preference (Schwartz, 1989). While this increasingly applies as a necessary retention criterion to employees of all genders, as the boundaries between gender-defined roles start to blur, it is still particularly important in the context of the female manager who is balancing the demands of a high-pressure job and a busy family life.

In analysing the developmental needs of women, Hopkins et al. discuss three gender-based differences in leadership that have been established by earlier empirical research (Hopkins et al., 2008). The first among these is an inherent difference in leadership styles, with women tending to exhibit more participative, democratic, deferential and warm styles as compared to more autocratic, directive, assertive and dominant styles exhibited by men. The second difference is in leadership behaviours, with women tending to exhibit greater teamwork, information sharing, empathy and interpersonal skills while men tend to demonstrate greater self-confidence, optimism, adaptability and stress management skills (Goleman, 1998). The final difference is in the evaluation of leadership. Even while women are proven to be equally effective leaders, perceptions favour men in an environment that is male-dominated (Eagly, Karau, & Makhijani, 1995), which is the setting in most current senior leadership situations. Besides the differences between the genders mentioned earlier, Hopkins et al., contend that the 'gendered' organizational environment also has ramifications for leadership development. Where there is a predominance of men, women are viewed and evaluated in ways different than their male counterparts (O'Neil et al., 2008). Most large organizations have been created by men and therefore their cultures, systems and structures tend to fit best with the lives and expectations of men (Ruderman & Ohlott, 2005). It is important thus to understand the gender-based differences in leadership as well as

acknowledge and work around or over the non-gender-neutral organizational environment in designing training and development opportunities for women managers. For instance, special women-only programs to provide a safe learning environment and support network for women, and men-only or mixed-gender training programs for improving sensitivity to women's needs and challenges, become worthwhile of study as useful additions to the learning agenda in this environment.

One other possible reason for the inefficacy of training and developmental policies for women may be that these do not take into account the evolving professional career-stage and personal life-stage of the women they seek to support. Past research into how women's careers develop over time within the specific organizational and societal contexts that they operate in, shows that not just the situations women face at work and at home, but also their own impressions of their professional lives and the meaning of career progress evolves. In fact, O'Neil & Bilimoria (2013) proposed an age-linked model of women's career development consisting of three distinct phases namely, "the idealistic achievement phase; the pragmatic endurance phase; and the reinventive contribution phase". It stands to reason that the development needs of women will also change as their professional and personal experience evolves over their careers.

Understanding the developmental needs of women managers and then designing training content and format to address them has long been considered among the most effective measures towards addressing the issue of decreasing female participation at higher levels (Paddision, 1995). For instance. some scholars have suggested women-only leadership training programs and redesigned developmental tools including feedback and networking mechanisms created specifically to benefit women managers by countering the more covert versions of bias and organizational challenges that adversely influence female transition to top positions (Ely, Ibarra & Kolb, 2011).

However, with various approaches suggested for addressing these needs (Tanton, 1992), and many implemented by companies across the globe with disappointing impact on moving the numbers, another look into what women really want/ need is warranted in order to choose the approach most suited to them (Lewis and Fagenson, 1995). And who better to answer the question on which developmental programs and incentives are most useful to them and which organizational and supervisorial factors they consider to be enablers or impeders to their development than the women managers themselves? (Mallon & Cassell, 1999).

This current study attempts to do precisely that, through in-depth interviews with women who have succeeded and others who may be in the process of deciding whether the battle for success is worth the effort it will require. It aims to understand the person explanations (e.g. lack of self-esteem and professional networks), the organizational explanations (e.g. ineffective training and development policies and lack of supervisorial support), and the societal explanations (e.g. stereotyping of the managerial function) for female underrepresentation in leadership roles. Basis this understanding, this study seeks to identify specific enabler(s) that can positively impact female leadership advancement.

Chapter 3

METHODS

A qualitative approach was used for data collation using semi-structured interviews. Following a detailed review of extant literature form both academic and practitioner-focused sources, an open-ended questionnaire was developed with a view to understanding the organizational (training & development, supervisorial and others) and person barriers and enablers that impede or smoothen women's progress into leadership positions. An open-ended questionnaire was used initially, broadly exploring the possible Organizational and Individual (Personal) barriers and enablers for career progress. Following two open-ended pilot interviews, semi-structured questionnaires were developed, with specific questions on some of the organizational factors including supervisorial support and the training and development policies instituted by the employers, as well as individual level factors. In-depth interviews were conducted with forty-two interviewees. The questionnaires used are shown in *Appendix 1* (female interviewees) and *Appendix 2* (male interviewees). The two questionnaires are similar with respect to the interviewees' own experiences with enablers and barriers across their careers. The male interviewee questionnaire includes additional questions regarding their experiences of supervising female employees. These additional questions were not included in the data analysis for this research.

The questionnaires covered the following aspects:

1. *Career path*
2. *Developmental needs*
3. *Organizational enablers & barriers*
4. *Supervisorial enablers & barriers*
5. *Individual enablers & barriers*
6. *Critical career incidents/ influencers*
7. *Experience with male (female) managers*
8. *Male leader support for pre-leadership female managers*
9. *Gender-specific training programs*

10. Personal career ambitions
11. Quotas for women in leadership
12. Recommendations for women in leadership

Sampling:

Participants were recruited through verbal and email invitations to professional and personal connections of the researcher as well as referrals. Interviews were conducted in person or via web ex / telephone for those responders who were then traveling outside of Singapore. All interviews were conducted in the corporate offices of the interviewer or interviewee, or private spaces in restaurants. Interviews took from one hour to three hours. The interviews were recorded and transcribed.

All respondents have lived and worked in countries which traditionally adhered to common Confucian and South Asian traditions that have historically emphasized ideas like a subordinate role for women, a preference for male offspring and a greater role for women inside the home rather than outside it. However, all of these countries are also currently growing fast economically and experiencing multiple socio-cultural changes in the process. The interviewees are all familiar through work-coverage with both developed and developing Asia. All the interviewees travel frequently for work across Asia and the rest of the world. They are all familiar with the work environment in multiple Asian countries including Singapore, which itself provides a representative microcosm of people from the rest of Asia and the world at large. Its geographical proximity and cultural affinity with the rest of developed and developing Asia make it an easy location for companies to base their regional managers in.

Given that large multinational companies can be expected to have greater diversity than smaller companies and that it is definitely easier to get credible information on MNCs

than their smaller counterparts, especially in Asia, all interviewees were drawn from multinational organizations.

This research focuses on the financial services and technology industries. The financial services sector has received recent scrutiny in world media for the gender-based inequities in its workforce especially as regards pay gaps and sexual harassment, while the technology industry has faced criticism over its reputation as a traditionally male dominated one. Both industries have major players apparently attempting to counter the gender imbalance but the pace of change is not in keeping with corporate expectations of diversity-enabled enhancements in financial performance and victory in the global war for talent through avoiding the exclusion of a large section of the talent pool. Financial services firms have apparently taken steps to increase representation of women in boards and senior management globally, both before and after the most recent financial crisis. In the Technology Sector, many companies have been introducing policies to correct the low ratios of women generally associated with the male-dominated STEM areas. These measures notwithstanding, female participation in the workforce measured by the World Economic Forum in 2017 was at only 41% in Finance and 27 % in the Software and IT industry, comparing unfavourably with 61 % in healthcare, 57 % in the non-profit sector and 50 % in the media and communications industry. Particularly relevant to this study, the additional recruitment of women into leadership positions has only increased at the rate of 2 % in Finance and 3.7 % in Technology (WEF Global Gender Gap Report, 2017). Accordingly, this study focuses on these two industries with a view to analysing the situation in the relative laggards in terms of gender statistics, in spite of widely expressed focus on steps taken towards building gender diversity in their highest ranks. Learnings on what has been effective and where the gaps continue in these sectors are expected to provide useful lessons that other sectors can benefit from, as they take their own steps towards moving the gender diversity envelope.

Both female leaders and pre-leadership females were interviewed in order to ensure that the viewpoints of the already successful as well as the yet-to-be successful women were taken into account, to counter the frequent criticism about such research being done primarily on successful women (Green & Cassell, 1996). Both male and female managers were interviewed in order to avoid looking at the research questions solely from the point of view of one gender, one of the frequent criticisms of gender research.

Interviewee Categories:

The four sets of interviewees involved were as follows -

	Male	Female
Pre-Leadership	Men at middle management positions on the track towards senior leadership in multinational companies.	Women at middle management positions on the track towards senior leadership in multinational companies.
Leadership	Men in senior management positions in multinational companies.	Women at senior management positions in multinational companies.

Chapter 4

ANALYSIS AND FINDINGS

Sample description:

The four categories of interviewees were all Asia-based at the time of the interviews. 76 % (32) of them were based in Singapore and the rest were based in Hong Kong, China, India, Japan and Thailand. Specifically, 69 % (9) of the female leaders, 75 % (9) of the pre-leadership female managers, 80 % (8) of the male leaders and 86 % (6) of the pre-leadership male managers were based in Singapore at the time of the interviews *(see Table 1 A).* Male responders were 40% (17) of the total interviewees *(see Table 1 A).* 52% (22) of the interviewees were from the financial services sector and 48 % (20) were from information technology *(see Table 1 B).*

PRELIMINARY ANALYSIS:

An inductive, grounded theory approach was initially employed for data analysis. Thematic analysis of the data revealed repeated words, phrases, ideas and concepts which were labelled with codes derived from the data, these codes were subsequently grouped into conceptual index categories for further analysis. An "inclusive" approach was followed with more categories being added as required to reflect all possible nuances of the data (Pope, Ziebland & Mays, 2000). Initial analysis of the interviews revealed some possible factors that positively influenced managers to pursue career advancement whilst they were in their pre-leadership career phase. These factors were categorized as follows:

Organizational Enablers:

- Training & Development policies: This category included interviewees' responses related to whether the various training and development policies implemented by

their employers had assisted in their career progress, as well as information on which ones were most useful and which of their personal and professional development needs were met.

- Miscellaneous organizational enablers: Other organizational enablers mentioned frequently in the interviews covered a wide range of factors including international exposure, role development, organization culture, flexibility, on-job learning opportunities, rotational opportunities, corporate growth, mentorship and active support by non-gender-specific supervisors.

Supervisorial Enablers:

This category was divided into enabler themes indicating active support by male bosses / leaders and active support by female bosses / leaders.

Individual Enablers:

The enabler themes within this category that were frequently mentioned included the interviewee's willingness to work hard, and proclivity for risk taking, opportunity seeking, career planning; making strategic career choices and being ambitious for their future success.

Other Enablers:

This category was used to understand the non-supervisorial and non-organizational enablers mentioned by interviewees as having positively impacted their careers. This included male and female non-supervisorial supporters that they met at work such as peers, clients, juniors or outside work such as such as spouses, parents and friends.

Details of all the above-mentioned enabler themes are described in Table 2.

Interview transcripts were analysed for the words/phrases/themes in the enabler categories shown in Table 2. The analysis of enablers under various categories as mentioned by individual interviewees is shown in Tables 3 A, B, C & D. Percentages were calculated for each category depending on the frequency of mention of each enabler as compared to the total enablers mentioned.

The importance of measuring inter-rater reliability is not as established for qualitative research as it is for quantitative research (Armstrong, Gosling, Weinman & Marteau, 1997). Scholars have debated whether it is reasonable to expect that independent researchers will come up with identical or even very similar coding themes when analysing qualitative data. Armstrong et al., conducted a study where they made six analysts identify coding themes for a transcript of a focus group interaction. They found that while the researchers developed similar basic themes, said themes were "packaged" varyingly by them, which should be expected and acceptable for qualitative research. Evaluating traditional inter-rater reliability measures which look for matching of codes and categories by several independent researchers is less applicable to the exploratory qualitative research in this current study. Instead, a modified version of qualitative analysis similar to the approach used by Daly et al in 1992 was employed. In that study, the lead researchers arrived at the criteria for analysing the data which was subsequently used by external researchers to assess it. Any lack of consensus between the lead and external researchers was settled through discussion between them (Daly, McDonald & Willis1992).

For this study, a research assistant at INSEAD checked the categorization of words / phrases/ themes into enabler coding categories. Once agreement was established between the lead researcher and the external researcher on the coding themes, the associated calculation of related percentages was reviewed. Following this, any lack of consensus related to categorization of specific words / phrases / themes was carefully reviewed and discussed. The

resultant agreed-upon categorization was incorporated into the final analysis. Though unusual for qualitative research and involving some circularity in the process, this was done with the aim of making the categorization as comprehensive and relevant as possible as well as reducing subjectivity. Given the complexity of the ideas being explored, this was considered more valuable than depending on a relatively superficial analysis by researchers who lacked the requisite "skill, vision, and integrity" that this detailed textual content analysis required (Pope, Ziebland & Mays, 2000).

Total individual responses per interviewee category were averaged to calculate the summary of enabler categories presented in Table 4. As indicated in the table, support by male leaders emerged as the most common enabler impacting women's pursuit of career advancement into leadership cadres based on the number of times it was mentioned by the female interviewees. Support from male leaders was 38 % of enablers mentioned by both female leaders and leadership-track women on average. Among the male interviewees, support from male leaders was 35 % of enablers mentioned by male leaders on average and 34% of enablers mentioned by pre-leadership men on average. Overall, support from male leaders was 34% of enablers mentioned by males on average.

As a comparison, the training and development efforts on which their employers have presumably spent much time and effort were only 3 % of the total enabler themes mentioned by female interviewees on average. The numbers were better for the men with useful employer training and development policies being mentioned as 12% of the total enabler themes indicated by male interviewees on average. Individual enablers were mentioned more, at an average of 25 % for women and 35 % of men. While the totals for 'miscellaneous organizational enablers' were high for both genders, they covered a wide range of sub-categories. Considered individually, each of the specific enablers within the miscellaneous

organizational enabler category had much lower indicators than the number of indicators for male supervisorial support.

Only two female interviewees, both from the category of pre-leadership women, stated that they had received no active supervisorial male support so far. It bears mention however that both women classified active male support (male advocacy) as being "essential" for achieving gender equality in corporate leadership and acknowledged that the lack of male support had negatively impacted their careers compared to those of their colleagues who had received the same. One of them stated,

"I have hit the glass ceiling… so my ambitions are getting slightly thwarted." She added, *"I have to make this (actively seeking out potential male leader sponsors) happen if things have to change."* (Pre-leadership female # 27)

Following this analysis and with the above set of insights, further literature review was conducted to understand the relationship between male support and the changed emotions, behaviours and strategies evinced by the pre-leadership female managers. I further delved into the above preliminary findings by reframing the earlier research question to be the following:

1. How does the motivation of female managers to pursue career advancement compare with that of their male counterparts during their pre-leadership career stage?
2. What is the underlying mechanism for the influence of senior male leader support on pre-leadership career stage female manager's motivation to pursue leadership opportunities?

Chapter 5

LITERATURE REVIEW: Part 2

To understand the differences between the motivations and resulting behaviours and strategies of men and women at the crucial pre-senior-leadership career stage led to possible explanations offered by regulatory focus theory.

Developing upon the basic psychological principle of motivation that human beings behave in ways that increase their pleasure and decrease their pain, Troy Higgins explained the social-psychological theory of self-regulation in his seminal writings in 1997 and 1998. describing regulatory focus as the "ways of regulating pleasure and pain, which can have a major impact on people's feelings, thoughts, and actions that is independent of the hedonic principle per se" (Higgins, 1998:33). One of the most famous theories of motivation, the regulatory focus theory explains, "how people engage in self-regulation, the process of bringing oneself into alignment with one's standards and goals" (Brockner & Higgins, 2004: 203). It suggests that individuals can self-regulate in any situation with either a promotion focus or a prevention focus.

Also made famous by Higgins were the concepts of the "ideal self" and the "ought self" which explain why people may have differing goals in the organizational context depending on whether they are promotion-focussed and hence seeking to reach their ideal self or whether they are prevention-focussed and therefore striving towards their ought self (Higgins, 1998). Research demonstrated how regulatory focus impacts the motivational levels of individuals when they are attempting to match their behaviour to their preferred "ideal" or "ought" standards (Shah, Higgins & Friedman, 1998). The concepts of "eagerness" and "vigilance" explain the eager strategies followed by promotion-focussed individuals toward achieving their desired goals as compared with the vigilant strategies adopted by the

prevention-focussed individuals to avoid losing what they hold dear. So, promotion focussed individuals are likely to adopt eager strategies, "such as taking risks and tackling obstacles" while prevention focused individuals are oriented towards adopting vigilant strategies "such as being careful and avoiding possible problems" (Ouschan, Boldero, Kashima, Wakimoto & Kashima, 2007). The aspects that comprise a person' regulatory focus are defined as, "(a) the needs that people are seeking to satisfy, (b) the nature of the goal or standard that people are trying to achieve or match, and (c) the psychological situations that matter to people" (Brockner & Higgins, 2001: 37). Each of the self-regulating foci have varying consequences for people's perception, emotions, motivation and decision making, and accordingly on their behaviour and actions. (Higgins, 1997, 1998).

Clarke and Higgins (1997) asserted that while promotion focus is associated with "advancement, growth, and accomplishment", prevention focus is associated with "security, safety, and responsibility". Their research showed that when it comes to signal detection, people with a promotion focus tend to have a "risky response bias" whereas those with a prevention focus tend to have a "conservative response bias". In an organizational context, where opportunities for development are often nebulous and infrequent, managers with a prevention bias may miss them altogether, take greater time to respond positively to them, or deliberately avoid them due to the associated risks and their desire for security and caution. On the other hand, managers with a promotion focus are more likely to seek, identify and pursue opportunities for development motivated by their tolerance for high risks and desire for growth and advancement.

A study of people's emotionality in conjunction with their regulatory focus helped to explain why individuals would have a particular kind of emotional reaction to a situation. The level of their specific self-regulating focus working with their self-regulatory effectiveness, has an effect on individuals' emotions" (Brockner & Higgins, 2001). The study delves further

into how the differences in people's emotions arising from their regulatory focus may impact or predict their beliefs and behaviours at the workplace. This is based on the premise that aspiring to the ideal self is considered something that human beings will "want to do" and hence be intrinsically motivated towards while working towards the ought self is what people feel that they "have to do" which is therefore extrinsically motivated. For instance, previous research has established that intrinsic motivation is a precondition for creativity while extrinsic motivation inhibits creativity, and risk-proclivity enhances creativity while risk-aversion inhibits creativity (Amabile, 1987; Crowe & Higgins, 1997).

Other studies have affirmed that the "risky processing style" associated with promotion motivation means that "novel alternatives are eagerly and actively sought" as opposed to the "vigilant processing style" associated with prevention motivation which means that "repetition is favoured over novelty and alternatives are carefully eliminated" (Friedman & Forster, 2001, Crowe & Higgins, 1997; Liberman, Idson, Camacho, & Higgins, 1999), and so the first kind of self-regulating foci may "enhance creative thought" while the second may "undermine creative thought" (Higgins, 1997). Other scholars have confirmed that promotion focussed people tend to look at information with a more global and long-term perspective and the ability to see the bigger picture (Förster & Higgins, 2005), be naturally inclined towards new and unexplored avenues and generally be comfortable with change and open to taking risks (Hamstra, Bolderdijk, & Veldstra, 2011), be innovative and creative, boosting both creative insight and creative generation (Friedman & Förster, 2001), and desire the attainment of their goals by employing eager approach strategies (Brodscholl, Kober & Higgins, 2007), hence precisely the sort of mind-set likely to feel optimistic about the positive consequences of taking brave steps towards new opportunities and promotions. On the other hand, prevention focussed people tend to evaluate information with a more local and short-term perspective and a focus on details (Förster & Higgins, 2005), be more comfortable with

maintaining the status quo and handling the familiar rather than the new (Trope & Liberman, 2010), do what they feel they have to do to meet their responsibilities while avoiding making mistakes, thereby being oriented towards maintaining their goals by prioritizing stability over change and employing vigilant avoidance strategies (Brodscholl, Kober & Higgins, (2007), thus the kind of mentality much less suited to striving towards the risky but exciting levels of higher management. As such, managers' salient self-regulating foci may have a bearing on why male and female managers have different kinds of emotional reactions to a similar situation, which in turn may predict their attitudes and actions at work.

Regulatory focus may be chronic or situational. Chronic regulatory focus is a stable disposition that arises from factors including personality (Wallace & Chen, 2006), the nature of parenting being nurture or security dominant and early life experiences (Higgins, 1997, 1998). On the other hand, situational regulatory focus is a psychological state arising from various situational factors (Friedman & Forster, 2001; Liberman, Idson, Camacho, & Higgins, 1999).

Past research has established the link between regulatory focus and several other fields of management theory, including psychology, marketing and consumer behaviour (Haws, Dholakia & Bearden, 2010). Significant among these are the studies on the link between regulatory focus and leadership development, motivation, styles and behaviour. Regulatory Focus Theory (RFT) has been variously integrated with and studied in relation with other important social-psychological theories. The theoretical integration of RFT with personality research has established the work-related consequences of regulatory foci, including on work behaviour and attitudes, demonstrating "meaningful relations with work outcomes and is not redundant with other individual difference variables", according to the meta-analytical review and integration of the effects of personality on work behaviour and regulatory focus by Lanaji, Chang & Johnson (2012, 998).

Accordingly, this current study draws upon the regulatory focus theory to understand the workplace behaviours and attitudes of female managers, specifically their actions of seeking out and actively pursuing advancement opportunities versus refraining from disturbing the status quo and avoiding risk-taking.

Regulatory Focus and the leader-follower behaviour dynamic:

The particular link between RFT and other established theories that this current paper draws upon to explain the findings is the integration of the theories of motivation and leadership. Kark & Van Dijk were among the first to explore RFT's implications on the study of leadership. They integrated RFT with the self-concept-based theories of leadership to propose that organizational leaders could potentially impact the promotion focus of their followers, "which will mediate different follower outcomes at the individual and group level". Basis this proposition, they developed a conceptual framework to demonstrate how leaders can manipulate the work context to situationally impact followers' regulatory focus, thereby "priming followers' promotion or prevention focus and shaping their motivations" (Kark & Van Dijk, 2007, 503). They established that the interplay of the chronic promotion focus of leaders with their values exerts an effect on leaders' desire to lead and the kind of leadership behaviour that they demonstrate (Kark & Van Dijk, 2007).

To understand why individuals, specifically women, may or may not aspire to leadership roles, this current research explores how self-regulatory focus can increase or reduce women's motivation to lead and hence to pursue career progress. Faced by a combination of increased responsibilities at work and higher family pressures at home, the interplay of women managers' chronic and situational regulatory foci may come into play in determining their continued motivation to take up or ignore high risk – high reward opportunities to advance further up the corporate ladder.

Regulatory Focus and Gender:

For several decades now, scholars have been studying and explaining gender-specific routes (Melamed, 1995) to career success in organizations (Adler, 1993; Melamed, 1995), and showing that differences exist. For instance, previous research has demonstrated the greater impact of situational rather than personal factors on career success among women as compared to their male counterparts (Tharenouy & Conroy, 1994). Gender has been established as a moderator for career success and an explanation for differential leaking from the leadership pipeline.

However, there is relatively limited research on gender differences in regulatory focus, and even where this mode of motivational regulation has been studied by gender, the sample studied has generally been undergraduate or younger students. One research on under-graduate students examined gender-based differences in regulatory focus but ultimately made "no predictions on gender differences due to contradictory findings" between their own studies (Ouschan, et al,.2007). The paper that established the Lockwood scale as a measure for regulatory focus also involved college students of all genders but it did not delve into gender-differences because it found that the participants' gender demonstrated no effect in their analyses (Lockwood, Jordan & Kunda, 2002). This seems to have been the general assumption in many earlier studies on RFT and gender was largely unexplored as a potential influencer on self-regulating foci.

Some more recent examples do indicate gender-based differences on self-regulating foci. One study on college students found that minority groups as defined by gender as well as by race tended to demonstrate higher scores related to self-regulating foci indicators compared with majority groups (LaBat et al., 2015), and another study, also on college students, found that promotion focus had a stronger influence on males than females while

prevention focus had a greater influence on females than on males (Sharma, 2007). A study on the impact of regulatory focus on the attraction of high and low-power groups (Sassenberg, Jonas, Shah & Brazy, 2007), evaluated gender-based differences in the patterns of in-group favouritism. By combining Sassenberg et al,.'s findings that promotion focussed people have a greater affinity for groups that are high in power because of the opportunity they allow to meet their achievement needs, while prevention focussed people prefer groups that are low in power because of the opportunity to meet their maintenance needs , with the concept of power difference between the sexes, that study demonstrated that females with a salient prevention focus and males with a salient promotion focus exhibit "stronger gender in-group favouritism " as compared with females with a salient promotion focus and males with a salient prevention focus, thereby providing an example of gender fitting self-regulatory preferences (Sassenberg, Brazy, Jonas & Shah, 2013: 4).

One study that identified gender-based differences in chronic regulatory focus also found that a fit between the regulatory focus of a message and the message receiver's gender has an impact on the efficacy of the message. This was based on the fact that the childhood socialization processes like relationships, parenting style and patterns of communication that shape the chronic regulatory focus of an individual "also contribute to the development of gender differences" (Tenenbaum & Campbell, 2002). Quoting research evidence that men take more risks that women (Byrnes, Miller, & Schafer, 1999), they posit that men tend to be more promotion focussed while women are more prevention-focused (McKay-Nesbitt, Bhatnagar & Smith, 2013). However, these studies were also conducted on undergraduate level college students.

In a 2018 paper on the relationship between regulatory focus, venture capital funding and gender, Kanze et al., draw upon RFT to identify a possible explanation for the disparity in venture funding received by female entrepreneurs as compared to their male counterparts.

They posit that the disparity originates due to a gender-based bias in the investors' questions to entrepreneurs during the funding decision making process. Analysing the interview Q&A of a start-up funding competition, they show that venture capitalists pose more promotion-focused questions to men and more prevention-focused questions to women, which the entrepreneurs generally tend to answer in corresponding self-regulating vein, with negative outcomes for the funding quest of female entrepreneurs. Implicit gender bias comes into play in both the nature of questions asked and in the assessment of the answers given. As such, the regulatory focus of the questions posed has the effect of "mediating gender's effect on funding" (Kanze, Huang, Conley & Higgins, 2018). This study provides another example of the interplay of regulatory focus and gender with some sex-based differences being evident. It also showcases an example of research where the textual analysis of question and answer sessions is used in this context, similar to what this current research utilizes.

As such, there is some limited research involving RFT and gender, with most studies conducted on students at under-graduate or younger levels, at which point gender-based differences in focus may be relatively low or non-existent. No prior research was found on gender differences in self-regulatory foci among mid-career corporate women managers, at a life and career stage where there may be a more perceptible difference between genders.

Male supportive behaviour and female career success:

Past research has shown that female advancement into senior positions requires greater encouragement from their colleagues and leaders than for men (Morrison, White, & Von Velsor, 1987). As the organizational context today continues to be characterised by male-dominated hierarchy, this encouragement for female managers to become more conscious of the need for continuous training to hone their managerial skills and also to take on the training with more confidence in the outcomes (Tharenou, Latimer& Conroy, 1994) will likely have

to come from the men who occupy positions of authority in their companies. The role that male decision makers have played in advancing or stalling the careers of women in the last four decades or so since more women have been increasingly entering managerial cadres has started to garner interest among researchers. Among the non-supportive behaviours associated with male authority figures have been their use of "gender-based models and criterion decision making", stemming from their greater comfort in working with other men or their opinion of female colleagues as lacking competence and commitment (Burke & Vinnicombe, 2006).

In recent years, various studies have explored the impact of male support on female careers. One study posits that "male predecessors' gender-inclusive gatekeeping facilitates female leaders' success" and proposes three unique recipes for this namely "handing over the legacy, partnering the legacy, and turning around the legacy" (Dwivedi, Joshi & Misangyi, 2018: 2). That study specifically looks beyond the arguments that have so far predominantly formed the basis for management research into the low presence of women in leadership positions. These include the possibility that female managers face hurdles "because they are numerically underrepresented" (Kanter, 1977) or because they get appointed into senior leadership roles at organizationally challenging times which basically sets them up to fail, the infamous "glass cliff" (Haslam & Ryan, 2008; Ryan & Haslam, 2005).

Dwivedi et al. (2018) draw upon past research in the area of executive succession that has highlighted the fact that the predominantly male predecessors in the C-suite influence the recruitment and grooming of women leaders to fit in with their own demographic profile (Zajac & Westphal, 1996) and may also impact their ultimate success by reducing their discretion through staying involved in governance post-succession (Quigley & Hambrick, 2012). Added to this are the barriers senior male leaders impose on female ascension into leadership roles by looking for people who fit closely with their own expectations of what an

impactful leader should look like (Zhang & Qu, 2016), the kind of language they must speak, and the specific kind of line experience they must have (Oakley, 2000). For instance, a common excuse for the lack of women in the leadership recruitment pool is that female candidates lack relevant experience in similar roles. While this may well be true given the paucity of female talent in top positions, it serves to reinforce the vicious cycle. Another barrier that male leaders perpetuate arises from the impenetrable "old boys' network" at top management levels (Oakley, 2000). Given the obvious impact male leaders can have, converting the negatives discussed here into positive support for female colleagues has special significance.

Perhaps because of this, male support has become one of the factors that practitioners are actively pursuing as a potential game changer. For instance, many organizations insist on including men actively even in the women's networks that they have set up to foster sharing and role modelling between women, aware perhaps that male gate-keepers may potentially hold the key to enabling or obstructing women's pursuit of leadership roles through their inclusionary or exclusionary behaviour (Acker & Van Houten, 1992; Acker, 1992; Briscoe & Joshi, 2016; Connell, 2005; Reskin & Padavic, 1988). As one of the interviewees for this study explained,

"We have a lean-in group at work for women – but we deliberately involve men in all our activities. To sensitize each gender to the others." (Leadership-track female # 37)

Situational priming of regulatory focus in followers by leaders:

One of the basic tenets of the RFT is that, both "situational and dispositional factors" impact the self-regulating focus of individuals (Brockner & Higgins, 2001). As such, while individuals may be chronically more promotion oriented or prevention oriented, there is ample evidence in theory and past lab experiments that said foci could also develop as a result of

situational factors (Haws et al., 2010), which can exert a priming influence on regulatory focus (Wu, McMullen, Neubert& Yi, 2008). Also, the extent of the promotion or prevention orientation can be temporarily increased or decreased (Lockwood et al., 2002). And when it is activated, the resulting promotion focus will be associated with "risky responses" while the resulting prevention focus will be associated with "conservative responses" (Friedman & Förster, 2001).

In various studies over the years, situational induction of regulatory focus has been done through experimental promotion versus prevention priming and framing. Priming manipulations have been used in various studies over the years, including the earliest ones by Higgins in 1998 (Higgins, 1998). For instance, Brockner and Higgins showed that a temporary induction of regulatory focus "uses a priming manipulation to vary people's attention to different types of standards" (2001) and Higgins described studies that demonstrated that "framing and priming manipulations (combined with self-regulatory effectiveness)" similarly impact an individual's emotional experiences (1998). Other well-known examples of priming manipulation include more studies conducted by Higgins and colleagues (Higgins et al., 2001), by Freitas and Higgins (2002), and later by Avnet and Higgins (2006) as well as Wang and Lee (2006).

Specifically, previous research by the most reputed authors in the area of regulatory focus has suggested that supervisors and others in authority can influence and shape the regulatory focus of the employees they manage. Individuals who occupy "authority positions" including managers in the workplace and parents and teachers outside it, have the capacity to influence the self-regulating focus of the people they are in charge of, "authorities may affect their subordinates' tendencies to be promotion or prevention focused" (Brockner & Higgins, 2001: 60). Another study provided, "some initial support for the notion that leaders can prime a promotion-focused state of eagerness in their employees" (Wu et al., 2008: 588).

The preliminary results of this study point to the activation of a situational promotion focus by various organizational and supervisorial inducers, primarily senior male advocacy. Initial data indicates the possibility that while the chronic (trait) self-regulating focus of a woman manager may be promotion or prevention focus, organizational enablers like women-focussed development policies and supervisorial enablers like advocacy by men in authority positions can prime a situational (temporary) shift from prevention to promotion regulatory focus or further enhance an extant but weak promotion focus. As was established by Higgins (Higgins, 2002), the two self-regulating foci are "not the endpoints of a unidimensional, bipolar construct," and while one of the two may be "chronically more accessible than the other system for a person, but both systems also coexist independently" (Haws et al., 2010).

Given the eager and vigilant strategies associated with promotion and prevention focus respectively, eagerness to ensure their professional gains and resulting personal gains may be expected as a result of the situationally enhanced promotion focus of women managers, when they have been actively advocated for by their male superiors in the organization. In the self-regulatory episode that follows said advocacy, women managers on the leadership track can be expected to act in a manner that brings them in sync with the "goals and standards (ideal or ought)" associated with their more salient regulatory focus (Brockner & Higgins, 2001).

Chapter 6

FINDINGS AND DISCUSSION

Analysis of the data in light of the theoretical constructs revealed by the 2nd stage of literature review demonstrated that it aligned with the concept of regulatory focus and its role in how leader-follower dynamics impact pre-leadership women managers' cognitive strategies, task behaviours and emotions. Repeated words, phrases, themes, ideas and concepts were tagged with codes derived from the data relating to the self-regulating foci of the interviewees.

Each interview transcript was manually blind coded with the terms appearing therein entered into binary promotion versus prevention totals. The data was split into two main brackets of pre-male-support (Chronic) and post-male-support (Situational) foci. Within each bracket, the coded items were grouped under categories derived from the General Regulatory Force Measure (GRFM) (Lockwood, Jordan & Kunda, 2002) also known as the Lockwood scale (*see Appendix 3*) to estimate the salience of Prevention or Promotion Focus among the interviewees. The main categories are shown in Table 5 and the detailed coded items falling under each category are shown in Table 6. The frequency of promotion and prevention related terms appearing in each interview transcript was calculated and analysed. The outcomes were used to determine a binary promotion versus prevention assessment for each section.

From the various organizational, supervisorial and individual enablers previously tabulated, supportive behaviour by male leaders was studied further as a potential moderator of leadership-track female manager's regulatory focus.

The outcome variable considered was the success of the women managers on their leadership journey, measured in terms of their position in the managerial hierarchy relative to the size and number of employees of the organization. In earlier research, managerial

advancement into senior positions has usually been measured by a combination of various related indicators including position, title, salary and span of control (Tharenou, Latimer & Conroy, 1994).

The two per-leadership track women who indicated having received no male support in their careers thus far were excluded from the calculation of pre and post-supervision regulatory focus. The sample size for the study was thus reduced to 40 (23 women and 17 men).

Analysis of Pre-support (chronic) regulatory focus:

Analysis of the data for the pre-support regulatory focus of the interviewees indicated gender-based differences in the self-regulating foci. A detailed analysis of the pre-support regulatory focus per interviewee is shown in Table 7. Pre-support regulatory focus as categorized by key focus items is shown in Tables 8A (females: prevention categories), 8B (females: promotion categories), 8C (males: prevention categories) and 8D (males: promotion categories). The average pre-support regulatory focus for females and males as categorized by key focus items is presented in Table 9 A (prevention categories) and Table 9 B (promotion categories). The overall average pre-support regulatory focus for the four interviewee categories is presented in Table 10.

Gender differential in pre-support (chronic) regulatory focus among pre-leadership managers:

As shown in Table 10, in the pre-leadership early to mid-career phase of their careers, the chronic self-regulatory focus of female managers was more likely to be Preventive Focus (average 74 % Prevention, 26 % Promotion) and of male managers was more likely to be Promotion Focus (average 64 % Promotion, 36 % Prevention).

Given the established relationship between the two self-regulating foci and motivation, it can be inferred that left unaided, the pre-support (chronic) preventive focus of women managers at the pre-leadership stage will influence them to adopt more vigilant strategies towards career advancement and hence avoid actively seeking out the high risk-high reward opportunities. On the other hand, male managers, given the salience of their promotion regulatory focus, will be more likely to employ eager strategies and hence advance up the leadership track.

For instance, men at the pre-leadership stage can be expected to be clearer about their career goals and more strategic about planning to achieve them relative to the women, as exemplified in the following interview excerpts:

"*I realized quickly that it was a traditional British bank, and I knew I had to plan carefully to do what I wanted to do professionally. At that stage in my career, I wanted to drive change and be disruptive, but I understood that I needed allies to do this as well as senior level mentors to guide me on organizational policing, practices, culture and processes. I needed to get some insights from people who worked long-term there. I felt that it was also important to understand the politics and the key players whom I needed to be aware of. But you don't go to your mentors asking what are their politics. So I identified key players who could impact my performance and help me achieve my goals. Stakeholders who could support me, impact my career positively.*"   (Male Leader # 23)

"*I joined --- by accident, it wasn't planned at all. I didn't know what I really wanted to do…. I applied on a whim and got it. I did not plan my career – that would have been useful. I was not really clear on my career goals or ambitious for achieving them. It was more about finding something to do to help meet my responsibilities."* (Female leader # 36)

Analysis of post-support (situational) regulatory focus:

Analysis of the data for the situational regulatory focus of the interviewees as primed by male leader support also indicated gender-based differences in the self-regulating foci.

Analysis of the data for the pre-support regulatory focus of the interviewees indicated gender-based differences in the self-regulating foci. A detailed analysis of the post-support regulatory focus per interviewee is shown in Table 11. Post-support regulatory focus as categorized by key focus items is shown in Tables 12A (females: prevention categories), 12B (females: promotion categories), 12C (males: prevention categories) and 12D (males: promotion categories). The average post-support regulatory focus for females and males as categorized by key focus items is presented in Table 13A (prevention categories) and Table 13B (promotion categories). The overall average post-support regulatory focus for the four interviewee categories is presented in Table 14.

Gender differential in situational regulatory focus among managers in the pre-leadership career stage:

As shown in Table 14, in the pre-leadership mid-career phase of their careers, the situational self-regulatory focus as moderated by the supportive behaviour of male leaders demonstrates as more likely to be Promotion Focus for female managers (average 72% Promotion, 28% Prevention). This makes their salient situational self-regulatory focus similar to that of their male colleagues (average 80% Promotion, 20% Prevention).

As such, given the established relationship between the two self-regulating foci and motivation, it can be inferred that the situational promotion focus of thus supported women managers at the pre-leadership career stage will influence them to adopt more eager strategies towards career advancement and hence actively seek the high risk-high reward opportunities, similar to the strategies that their male colleagues at the same career stage are likely to adopt.

Thus, both genders can be expected to be similarly motivated to pursue advancement up the organizational leadership track.

Comparison of the pre and post male support self-regulating foci of the interviewees demonstrates the impact of male leader support on the situational priming of regulatory focus on pre-leadership managers. The per-interviewee situational priming of regulatory focus by male-leader-support is presented in Table 15A (Females) and 15B (Males). The average situational priming of regulatory focus by male-leader-support for the four interviewee categories is shown in Table 16.

Priming of situational promotion focus in pre-leadership stage women by male leader support:

The data shows that Male Leaders (direct or indirect supervisors) of female managers can influence the situational regulatory focus of the pre-leadership women managers to make promotion focus salient by actively supporting them. Said support was established as a key enabler impacting the behaviour of managers in their pre-leadership stage (Table 2).

As shown in Table 16, post male support, promotion focus was more salient by 50% for female leaders on average and by 44% for pre-leadership females on average. Overall, post male support, promotion focus was more salient by 46% for females on average. Thus, active male support situationally influences the regulatory focus of women while in their pre-leadership career phase to make promotion focus more salient by 46%. In the majority of the women who had a chronic prevention focus, this reflects a switch in the salient self-regulatory focus. In the single woman in the sample who had a chronic promotion focus, male support further enhanced this regulatory focus making promotion focus more salient by 4%.

Comparing this with the impact on the chronic self-regulating foci of the male interviewees, post male support, promotion focus was more salient by 12% for male leaders

on average and by 18% for leadership-track males on average. Overall, post male support, promotion focus was more salient by 16% for males on average. Of the men, all but two had a chronic promotion focus in their pre-leadership phase. Thus, in the majority of the men who had a chronic promotion focus, supervisorial male support effected a further enhancement in promotion focus. In the two men in the sample who had a chronic prevention focus, supervisorial male support situationally switched thus making promotion focus more salient.

This process of priming of female managers' situational focus by male leader support is exemplified in the interview excerpts below.

Female leader #2:

"I would not have put myself forward for fear of failing or not being prepared."

(Pre-support prevention focus)

"My bosses, they advocated for me – they stuck out and went ahead and said 'she's good.' All were men actually. ... In my kind of job, in collaboration meetings etcetera, they stood up for me. They put my name forward for specific opportunities…. They developed my confidence. …They changed the way I looked at opportunities – from being somewhat afraid to being braver about my own ability to grab them and run with them".

(Male support)

"This (male boss support) helped tremendously even later in my career when I was doing new things all the time".

(Post-support promotion focus)

Pre-leadership female manager #5:

"I didn't have many expectations. I think it was much more of a passive role that I played for myself back then…I was very timid earlier…The 1st time it was offered, I turned it

down, I was too scared to work with the 'scary people on the trading floor'…I wasn't thinking of that move as something that would help my career, I wasn't planning or thinking about my progress at all".

<div align="right">(Pre-support prevention focus)</div>

"I was encouraged by my boss, I told you about him earlier, he told me to do it and I have not looked back since. He was a mentor, a very good friend at work, who himself made a move to the trading floor. He would be there and would look after me".

<div align="right">(Male support)</div>

"This (move to the trading floor) was the turning point for me. It helped me to shatter all the stereotypes of being "the quiet one" that came from being a woman, and Asian. It made me very vocal and confident in expressing opinions and my own ideas. It gave me that drive".

<div align="right">(Post-support promotion focus)</div>

Female leader # 42:

"In my performance appraisal discussion, I told him I was going to get married, told him thanks for the coaching and all but I'm going to get married so don't promote me. I was happy with my decision, thought I have come this far, now will focus on my family. You know, I didn't think that I could take up a new promotion. It would mean travel and moving into new areas, outside my comfort zone."

<div align="right">(Pre-support prevention focus).</div>

"He was great, he said don't worry, you can manage both. His own wife was a senior VP in a bank. I learned a lot from him. He helped me a lot, he even promoted me during my honeymoon."

(Male support)

"I thought that was what I was supposed to do, but with the help of my boss, the one I told you earlier, I changed my style. I understood the importance of taking a risk. So what, worst case we will fail, but must try. After that I was quite focused on making things work, I worked harder but also worked smart I think. I tried out new things. I have built relationships and communicated both internally and externally".

(Post-support promotion focus).

Thus, senior male leaders who are direct or indirect supervisors of female managers can influence the situational regulatory focus of the women managers by actively supporting them.

In sum, this study of the enablers that motivate women's pursuit of leadership opportunities finds that different leadership behaviours by a specific category of leaders can influence the motivation and resulting behaviours of a specific category of followers by priming their regulatory focus. Specifically, it was found that senior male leaders who are direct or indirect supervisors of female managers can impact the regulatory focus of the women managers by actively supporting them. For women whose self-regulating focus is preventive, these leaders can influence it to change to promotion focus and for women whose self-regulating focus is already promotion focussed, these leaders can influence it leading to greater sensitivity to the matching self thereby enhancing the already salient promotion focus. Such leaders can therefore influence the women to behave in a certain way by "arousing" varying regulatory focus in their followers (Kark & Van Dijk, 2007). In this study, the impact of regulatory focus on one specific Leader-Follower relationship namely the Supportive Male Leader – Pre-Leadership Female Follower relationship emerged as a possible explanation for increased motivation for career progress.

Senior executives in influential decision-making positions have an important part to play in the retention and career advancement of high potential women who are on the leadership track. In a broader, organization-wide sense, they can complement the efforts of the human resources teams and specialized diversity cells by communicating the business case for diversity, demonstrating their own commitment, earmarking necessary resources, setting measurable targets; actively sponsoring women themselves as well as creating a diverse pipeline for their own succession (Mattis, 2001). In a more direct and customized effect on specific women managers, they can provide the kind of active support that opens doors, makes introductions, creates opportunities, solves problems, provides constructive feedback, allows flexibility, removes biases, garners support and provides both effective mentorship and sponsorship.

While active support from bosses of either gender may be expected to enhance promotion focus, the current organizational reality is that there is a much higher incidence of males in senior, decision-making roles. There is another explanation in favour of male rather than female support for which there is anecdotal evidence from the responders to this research. This research does not attempt to test this explanation though it may be a possible avenue for future investigation. This possible explanation is that females in senior decision-making roles, having trodden a relatively tougher journey to leadership, set higher expectations from junior colleagues, and are therefore less likely to be as enthusiastic in their support as compared to their male counterparts.

Post-male-support outcomes for pre-leadership female followers:

Drawing upon the integration of the regulatory focus and leadership theories, the findings from this research suggest a mechanism for how male leader support positively impacts female career progress. That is, the chronic self-regulatory focus of pre-leadership

female managers can be temporarily influenced by male leaders' supportive behaviour to make promotion focus salient in them. This in turn mediates the women managers' behaviour, making them more 'eager' in their pursuit of future leadership opportunities.

Among practitioners such as human resource professionals and corporate top executives, considerable interest is now focussed on the positive impact that males in positions of authority can have on improving female success, especially how senior male leaders can contribute to the retention and development of high potential women in the leadership pipeline. Male champions have been suggested to be "beneficial gatekeepers" who exercise a gender-inclusive impact in organizations (Dwivedi et., al, 2018). However, there has been limited research into the mechanism by which this positive impact of male support may transpire. This paper proposes regulatory focus moderation as the underlying mechanism for the impact of male support on female success.

Kark & Van Dijk in their 2007 paper, focussed on, "followers' motivations, discussing the role of regulatory focus as mediating between leaders' behaviour and follower outcomes" (Kark & Van Dijk, 2007) and showed that RFT can impact leader-follower dynamics. This current research focuses on the more specific exploration of the interaction between leaders (supportive male leaders) and followers (pre-leadership female managers). Depending on which self-regulating foci is predominant in an individual, he or she may engage in workplace behaviour and actions in the workplace that result in either actively seeking and optimizing risky but rewarding growth opportunities or settling for stable and failure -minimizing current position maintenance.

Based on the above findings, we conclude that:

1: The chronic regulatory focus of pre-leadership career stage women predisposes them to adopt 'vigilant' rather than 'eager' strategies in the pursuit of leadership ambitions.

2: The chronic regulatory focus of mid-career pre-leadership career stage women can be situationally primed by factors in their work context.

3: Active support by senior male leaders can moderate the chronic regulatory focus of mid-career pre-leadership women managers.

4: Pre-leadership female managers with salient promotion focus will eagerly seek and optimize high-risk-high-reward opportunities for career advancement and leadership positions.

5: Congruence between the chronic self-regulating focus of leadership-track women managers and the situationally induced promotion focus following male leader support will lead to increased eagerness to strive for career advancement and leadership opportunities.

Previous research has established that the nurturance-related promotion focus creates eager, risk-friendly emotions and behaviours in people. The findings of this current research show that mid-career pre-leadership female managers who have been 'nurtured' by their senior male supporters are likely to overcome the challenges associated with the vulnerable 'leak prone' stage of their professional lives. Rather than stepping off the leadership pipeline due to the combined pressures of work and home and the anticipated difficulties of leadership-pursuit, they can be expected to be motivated to take up the opportunities created by their senior male advocates and continue on the leadership journey.

Manipulating regulatory focus has previously been shown to lead to various kinds of outcomes in the followers, including behavioural tendencies, emotions, cognitions, decision-making styles, and problem-solving strategies. (Crowe & Higgins, 1997; Higgins, 1997; Förster et al., 2003; Friedman & Förster, 2001; 1998, 2000; Liberman et al., 1999; Shah et al., 1998). Based on past research and following the model developed by Kark & Von Dijk, it is possible that the pre-leadership female managers in this study, having been primed by male

bosses, in their focus (from a preventive focus to a situational promotion focus) enact a different set of cognitive strategies and emotions. That is, pre-leadership female managers are likely to become more sensitive to positive outcomes and positive feedback (Van Dijk and Kluger, 2004) and to show openness to change (Liberman et al., 1999). This in turn results in them experiencing positive affectivity (Watson, Wiese, Vaidya, & Tellegen, 1999), such as elation, following success. In terms of task behaviors, they are likely now to be more risk-friendly, open to innovations and trying out new things at work, more willing to take a chance at making mistakes and failing, and thus demonstrate greater speed, eagerness and enthusiasm plus lower attention to detail at work (Friedman and Förster, 2001).

Behaviours at work can be influenced by the interplay of the chronic and situational focus, and congruency between an individual's chronic and situational self-regulatory foci can lead to better performance at work (Shah et al., 1998). The findings of this research suggest that the effect of the situational promotion focus evoked by senior male leader support on female managers' related outcomes, will be stronger when the female managers' have a chronic promotion focus.

In sum, we conclude that:

Research Question 1- Motivation of female managers at pre-leadership stage to pursue career advancement compared with male counterparts: On average, Prevention Focus is salient for female managers and Promotion Focus is salient for male managers at this mid-career stage. Thus, the data indicates a gender differential in regulatory focus. In addition, we found that the pre-support-prevention regulatory focus of mid-career women indicated by the data motivates them to adopt 'vigilant' strategies unlike the 'eager' strategies adopted by their male counterparts in the pursuit of career advancement. The data also indicates that factors in the work context (male leader support) can influence the self-regulating focus of women to

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impact the situationally salient foci and hence influence their motivation towards career advancement. This is also found to be true in case of the male interviewees.

Research Question 2 - Underlying mechanism for the influence of senior male leader support on pre-leadership female manager's motivation to pursue leadership opportunities: Active support by male leaders can influence the situational regulatory foci of mid-career pre-leadership women managers. For women whose salient self-regulating focus is prevention, said support can influence it to make promotion focus salient. For women whose self-regulating focus is already promotion focused, the support can influence it to greater salience. The data shows that for all the women with a chronic preventive focus, supervisorial male support influences it to make promotion focus salient. For the sole female interviewee who has a chronic promotion focus, supervisorial male support further enhances the promotion focus. For the male interviewees with a chronic promotion focus, supervisorial male support influences it to make promotion focus salient on average. However, for five of the male interviewees, all of whom have a high chronic promotion focus, the situational regulatory focus shifts to slightly reduce the salience of promotion focus. For the two male interviewees who have a chronic prevention focus, supervisorial male support acts similarly to the effect on females with a chronic prevention focus, rendering promotion focus salient.

Additionally, the data shows that the women who are now established senior leaders went through the process of situational priming of their chronic regulatory focus to promotion focus through receiving active supervisorial male support, while at the pre-leadership career stage. They subsequently went on to take the risks and optimize the opportunities necessary to achieve leadership positions, thus supporting this proposition. For the women who are currently on the pre-leadership track, all but two underwent a similar priming of situational promotion focus more recently in their careers and followed it up by demonstrating the

motivation to strive towards higher leadership roles, thus establishing themselves firmly on the path to corporate leadership.

Once male support induces salient promotion focus in pre-leadership female managers, it is expected that with will eagerly seek and optimize high-risk-high-reward opportunities for career advancement and leadership positions.

The data does not conclusively support the concept regarding congruence between the chronic self-regulating focus of pre-leadership women managers and the situationally induced promotion focus following male leader support leading to increased eagerness to strive for career advancement and leadership opportunities, as the outcome cannot be specifically differentiated for degree of congruence between chronic and situational self-regulating focus.

Additional Insight: Are female leaders less supportive of pre-leadership female managers than male leaders?

Several women and even some of the men interviewed for this study felt that women leaders set higher standards for junior women, or are generally tougher on them, as the following interview excerpts demonstrate.

"Earlier – I always had great bosses, all men. Now recently, I've had some women bosses. I've had much more positive experiences working with male bosses… I've thought about my experiences with women bosses… With women, unlike with men, there's a sense of trying to prove their worth over other women… The subordinate – superior dynamic between 2 women becomes more difficult." (Pre-leadership female # 37)

"Male supervisors are better for women. Women tend to be more judgemental / demanding of other women. My current boss is a woman, she does try to encourage other women being hired, but sets higher standards for dress, conduct, appearances". (Pre-leadership male # 33)

"Female bosses, especially single women bosses, always have much higher expectations of female subordinates. They have come up the tough track and expect other women to do the same. They have faced the challenge of always feeling guilty about something, either not doing enough at home or at work. So they worked extra hard themselves and expect the same from their female colleagues. I understand this but it was still difficult." (Pre-leadership female # 39)

"My 1st female boss was very tough, I didn't enjoy working with her at all. My male bosses were relatively nice". (Female Leader # 42)

Having been successful themselves, women leaders have a special responsibility to enable the success of other women, because who better to know the unique challenges that mid-career women face than the leaders who have gone through them themselves.

Based on the data, the following is a likely process for understanding how some women ride out the vulnerable career stage and continue their journey upwards (see Figure 1 below).

As more women develop the promotion focus required to consciously position themselves to "play to win" rather than "play not to lose" (Kanza et al., 2018), it is hoped that ultimately they can take their companies towards greater gender parity in leadership. For their employer organizations, performance in both financial terms and in the war for talent hangs in the balance, as does their reputation as an equal opportunity employer and a forward-thinking organization. This study hopes to foster a better understanding of what can enable women to overcome life-stage vulnerability and continue up the leadership track.

Figure 1

Impact of supportive behaviour by male leaders on pre-leadership female managers'

regulatory focus and the related outcomes.

Senior male leaders' supportive behaviour

Pre-leadership-female managers' chronic regulatory focus

Pre-leadership female managers' primed situational regulatory focus

Pre-leadership-track female managers' pursuit of career progress

Pre-leadership-female managers' chronic regulatory focus

Senior male leaders' supportive behaviour

Pre-leadership-female managers' primed situational regulatory focus

Prevention Focus

Promotion focus made salient

Pre-leadership female managers' pursuit of career progress

Promotion Focus

Promotion focus enhanced

Chapter 7

CONCLUSION

Understanding the enablers for female progress up the career ladder has important implications for theory and practice across the globe and especially in Asia.

Past research provides strong evidence of the impact of leaders on follower behaviour as well as the impact of regulatory focus on people's motivations and behaviour at the workplace. Also, there is increasing academic interest and some evidence from practice for the positive effect of male leader support on female career success on the one side, and the paucity of research on the mechanism by which leadership behaviour, regulatory focus and gender may interact to shape female managerial styles and behaviour on the other. Drawing on established theories and empirical evidence in the areas of leadership and regulatory focus, our findings on the situational priming of women leaders' regulatory focus by male leaders is a starting point for a new direction of thinking on women's progression in their leadership journeys.

Relevance to theory:

Regulatory focus has been studied in connection with many other areas of management research and psychology. Over the years, scholars have found important implications of individuals' self-regulating foci by using RFT to study how decisions are made (Crowe & Higgins, 1997), how goals are attained (Förster, Higgins, & Idson, 1998), how information is processed (Aaker & Lee, 2001), and also how leaders impact followers (Kark & Van Dijk, 2007). This regulatory focus in turn impacts a wide range of dependent variables such as employees' emotions, motivations, job satisfaction and decision making (Brockner & Higgins, 2001) and has various ramifications, many which may yet be

unexplored. This paper proposes one such relatively unexplored aspect namely the gender-based regulatory focus effect on managerial reaction to opportunities for career advancement and leadership development.

The effect of gender on regulatory focus has been relatively ignored or not found significant in past research but that may be because most of these have been conducted on undergraduate college students, at an age where perhaps the gender-based differences are less evident. Less research has been done on the interplay of regulatory focus and gender among mid-career professionals. Similarly, the evolution of regulatory focus over the career span of professional individuals is relatively under studied. By analysing the variability of self-regulating foci between genders and between career stages, this paper makes an important contribution to theory. That is, one specific mechanism that furthers women's motivation on their leadership journey is situational priming by male leaders, an important finding in the current environment of global focus on gender parity.

The methodology used to assess regulatory focus in this study is relatively novel. Previous research has typically been done on young school or college students in a laboratory setting with an experimental priming of situational focus (e.g. see Liberman, Idson, Camacho & Higgins, 1999), thereby losing the impact of the real-world context on such priming. This has been recognized as a limitation to generalizability of the findings on self-regulating foci. Past scholars have recognized the effect of "historical or anticipated future aspects of organizational life" which are absent in a majority of the laboratory experiments (Brockner & Higgins, 2001). This study contributes by focussing on the real-life experiences of mid-career and senior managers.

Relevance to practice:

Given our finding that male leader support is one possible enabler that can moderate female followers' regulatory focus, we assert that this enabler can be better positioned and utilized for female retention and leadership development.

Organizations can consider the institutionalization of male leader support for female leadership-track managers. Targets can be set and the success of senior male leaders be measured in terms of the success of the women they manage. Once they are sensitized to the impact of regulatory focus on their motivation to succeed and made aware of the organizational and supervisorial enablers, informed women managers can actively seek and demand these enablers. Knowing the importance of adopting cognitive strategies that concentrate on positive outcomes and maintain an openness to change; of demonstrating task behaviours oriented towards creativity, eagerness speed and risk-taking; and of maintaining positive affectivity and positive commitment, these women can have a jump start on their colleagues who may be unconscious to the vulnerability of their career stage. Realizing the importance of the right supporter and with the advantage of their supervisors now being measured by support success, women managers can more confidently go out and seek supporters.

Lest this writer be accused of gender bias in suggesting that active support is effective when done by leaders of one gender only, it can and should indeed be done across leader genders. However, female leaders will benefit from being made aware that male leaders seem to have done it better for various reasons, so that they can actively work towards countering this impression by being determined and effective supporters for other women.

This study also looks into the effect of women-focussed development policies into women's motivation to lead. Recognizing first that women's careers as well as their own

impression of what their current careers and future success mean to them changes over time, women-focussed development policies need to be modified accordingly. As a starting point, training on career planning, with a comprehensive discussion on the more vulnerable life and career stages should be included at the beginning of women's careers. The common 'leak out' points from the leadership pipeline can be discussed upfront to prep women managers to expect them and be prepared to seek the enablers that will help overcome them. More than half of the women interviewed said this was something they would have benefitted from.

"I wasn't clear on what I wanted to work in – that's the common lack of career planning. Didn't really have clear plans for my career or any focus on what steps to take to achieve them." (Pre-leadership female # 37)

"I know now that more emphasis on career planning at the beginning of my career was required, I missed up on that. It would've made me consciously take on risks and new opportunities that I think I stayed away from specially initially." (Female leader # 41)

If women are prepared for what to expect, they can plan accordingly. For instance, international exposure was pointed out as one of the positive factors that aided career progress by over 70 % of the female interviewees. If it doesn't happen at the right time, it can become something that holds women back as they are considered less globally experienced than their male colleagues. others. Equipped with a pragmatic view of the future, women managers can work towards achieving this either before family needs commence or after family needs settle down, with the active support of aware organizations that recognize the need for associated flexibility in timing international assignments.

In designing and conducting training programs focussed at women managers, HR teams should take into account the possible impact of the salient self-regulating foci on female managers' cognitive strategies, task behaviour and emotions. Given the probability of

prevention focus being salient in women at the vulnerable mid-career pre-leadership stage, women-focussed training programs, women's networking events, diversity workshops etc. can be developed with an understanding of this, with built-in mechanisms for countering it. The first step in this is to make women aware of this. Just as most companies do unconscious bias training today, they could introduce 'unconscious regulatory focus awareness training' so that both women and men can become sensitive to this. Supervisors must also be made aware so they watch out for this. Just as today supervisors look out for women who "don't speak up" or "don't put their hand up", they can be advised to look into the likely antecedents for these behaviours and act upon them instead.

LIMITATIONS

Sample Limitation: All the women in the sample were either already successful or on the leadership track. What is missing therefore is the analysis of women who had already fallen off the pyramid. The justification for this is that this paper was an exploration of the enablers that facilitate women's career progress, therefore a study of successful women who have likely 'been enabled' was required, rather than those who have been impeded by various factors. This rationale notwithstanding, we acknowledge that studying the barriers that impeded the progress of the women who did leak out of the leadership pipeline would better round off the findings.

The interviewees were all chosen with similar professional experiences of industry, type of company and geographies covered in order to control for other factors that may impact the relationship under study. Over two-thirds of the interviewees were based in Singapore at the time of the interview, the others were based in other countries of Confucian or South Asia, and across developed and developing Asia, but with familiarity across the region due to their jobs. The assumption made is that after many years of working in regional pan-Asia roles, the

specific country of residence is less of an influencer than their similar multi-national pan-Asian or global experience. No attempt is made to control for nationality or cultural heritage, which can be expected to have some impact on how they process their experiences in the region. The justification for this is that the proposed model specifically acknowledges the influence of the chronic regulatory focus on the primed situational focus. However, using interviewees with a similar country of origin and cultural heritage may have contributed towards eliminating some of the differences in chronic regulatory focus and therefore reduced the impact of this factor. A study on Japanese and Australian undergraduate students suggested that Asian cultures may culturally prime individuals to use prevention-focused strategies (Ouschan et al., 2007). Another study mentioned that some motivational patterns "may be unique to individuals in cultures characterized by independent self-construals, who tend to have a regulatory focus dominated by promotion goals" (Lee, Aaker, & Gardner, 2000; Lockwood et al., 2002). However, both those studies were done on college students rather than the older and more experienced professionals studied in this current research.

Methods Limitation: While the use of interview data based on interviewees' real-life experiences in organizational settings makes this study unique, this is also one of its limitations. The data is based on the memories of the interviewees and is thus retrospective. Especially in the case of already established leaders, this involves thinking back several years into their careers which is accordingly subject to lapses and errors of memory.

An important qualification pointed out in the original model that this study draws upon applies to it too. While it is proposed that male leaders can influence their leadership-track female follower's self-regulating focus, there is no suggestion that the former can always control this impact consciously. Some of this influence can be beyond the male leader's consciousness or control. This has important implications for the extent to which male advocates can be trained and guided to exert the appropriate influence and make promotion

focus salient in their female followers in order to enhance their motivation for career progress. Also, this paper does not imply that promotional focus is better than prevention focus but just that the former leads to certain behaviours / actions/ emotions that can impact the retention and career progress of women managers (Kark & Van Dijk, 2007).

Leadership Style: This study does not look into the aspect of the kinds of leadership style adopted by the male advocates that may evoke different self-regulating foci among the followers, or into the related possibility that the same male leader may be able to evoke both self-regulating foci among the female followers by virtue of enacting transformational or transactional leadership styles, at different times; or that the same male advocate may prime varying self-regulatory foci among different followers (Graen & Uhl-Bien, 1995; Klein and House, 1995) .

Other Mediators: It is also acknowledged that other determinants such as emotions possibly mediate the male leader – female leadership-track follower relationship but this research focuses solely on deciphering the possible motivational process underlying this dynamic, in a similar vein to Kark & Djik's exploration of the motivational processes underlying leadership processes (Kark & Van Dijk, 2007). Future research into other possible mediators for this relationship will be useful for shedding more light on how it can be optimally utilized to foster leadership gender diversity.

SUGGESTIONS FOR FUTURE RESEARCH

Various aspects that are beyond the scope of this current study provide direction for future research into the relatively under studied implications of regulatory focus for gender-based differences in leader – follower interactions.

Kark & Van Dijk's model which was used as the guiding concept for developing the framework proposed in this study looks into two additional dimensions, the gender interplay

with those was beyond the scope of this study but merits attention by future scholars. First, the impact of the specific leadership style (transformational / charismatic versus transactional /monitoring) of the male leader on the female follower's regulatory focus. This paper does not aim to attempt to understand the nature of leadership style of the male advocates, focussing instead on the mechanism of their impact on followers. However, a closer look at how transformational male leaders make their female follower's ideal self-salient and hence prime promotion focus and how transactional male leaders make their female follower's ought self-salient and hence prime prevention focus will be worthwhile.

Second, the possibility that male leader's behaviours will induce "a shared regulatory focus orientation among workgroup members" (Kark & Van Dijk, 2007). If male leaders' advocacy can prime a shared promotion focus among the full group of leadership-track women who follow them, this will have important ramifications for the culture of their organizations and the speed with which gender diversity can be effected in them. As such, for a multilevel understanding of how male advocate leaders can make promotional focus salient in their female managerial followers, future scholars may want to look beyond the individual level effects into the potential effects at the group level.

Combining these two dimensions, the hypothesis for future scholars to prove could be along the following lines: The more a male leader engages in transformational behaviours, the greater the priming of promotion focus in their group of female followers' will be, leading to greater group motivation for career progression and higher impact on organizational culture.

This study also does not go into the potential reciprocal dynamic in the male leader – female follower dynamic, whereby the female managers may themselves effect a particular

self-regulating focus among their male leaders, thus impacting the leader's own leadership style. This suggests another avenue for future research.

This paper is based on an analysis of rich data from forty-two interviews. The next step would be to test for generalizability across a larger sample, with a more structured questionnaire based on the findings from this analysis, possibly a survey across the same three categories of people, male leaders, female leaders and leadership-track female managers.

The interviewees in this study alluded to the impression that women leaders are tougher on their followers than men, so their situational inducement of promotion focus in their followers may be less effective than that of male advocates. This provides an interesting if provocative avenue for future research.

TABLE 1 A

DEMOGRAPHIC BACKGROUND OF STUDY PARTICIPANTS

Category	Total	Country of Residence		Positional Tenure			Organizational Tenure		
		Singapore	Others	<2 yrs	2-4 yrs	>4 yrs	<2 yrs	2-4 yrs	>4 yrs
Female Leaders	13	9	4	2	7	4	0	3	10
Pre– Leadership Females	12	9	3	5	2	5	1	3	8
All Females	25	18	7	7	9	9	1	6	18
Male Leaders	10	8	2	0	7	3	0	4	6
Pre– Leadership Males	7	6	1	0	5	2	0	4	3
All Males	17	14	3	0	12	5	0	8	9
TOTAL Interviewees	42	32	10	7	21	14	1	14	27

TABLE 1 B

ORGANIZATIONAL BACKGROUND OF STUDY PARTICIPANTS

	Industry		Listing Status		Market Capitalization (USD)			No. of employees (global)		
Category	Inf Tech	Financial Services	Lis-ted	Not Listed	<10 B	10-100B	>100 B	<10 k	10-50k	>50 k
Female Leaders	8	5	10	3	0	3	7	5	0	8
Pre–Leadership Females	4	8	10	2	0	8	2	5	4	3
All Females	12	13	20	5	0	11	9	10	4	11
Male Leaders	3	7	10	0	0	9	1	0	0	10
Pre– Leadership Males	5	2	5	2	0	3	2	3	1	3
All Males	8	9	15	2	0	12	3	3	1	13
TOTAL Interviewees	20	22	35	7	0	23	12	13	5	24

TABLE 2

CATEGORIZATION OF ENABLER THEMES

Factors positively impacting interviewee motivation to pursue advancement opportunities

ORGANIZATIONAL ENABLERS: Training & Development

Having my training and/ or development needs met by the organization

Structured training / specific training types and programs available at the organization

ORGANIZATIONAL ENABLERS: Miscellaneous

Being challenged and pushed / getting opportunities

Learning opportunities

Learning on the job/ in the role

Role development / movement into new roles/ transitioning into new roles

Lateral and vertical movements that enhanced experience and responsibilities

Rotation between functions

Flexibility/ freedom to grow and learn / no micromanagement

Benefitted from knowledgeable colleagues and organizational knowhow

Employer organization developed / grew/ acquired others

Benefited from organizational culture

Benefitted from organizational policies

Geographical mobility

International movement / international exposure

Impactful conversation / advice/ feedback from management (non-gender-specific)

Higher management support (non-gender-specific)

Supervisors/ bosses (non-gender-specific) trusted me

Good relationship with supervisors / seniors (non-gender-specific)

Benefited from mentorship in the company (non-gender-specific)

SUPERVISORIAL MALE ENABLERS:

(Support from Direct or Indirect male boss / supervisor/ leader)

Assisted / supported by male supervisors

Male bosses/ leaders trusted me / Had a good relationship with male bosses/ leaders

Benefitted from learning from knowledgeable male bosses/ leaders

Received good mentorship / sponsorship from male bosses/ leaders

Male bosses became good mentors

Informal but useful mentorship from male bosses / leaders

Positive impact of male bosses/ leaders

Having my training and /or development needs met by male bosses / leaders rather than

organizational programs

Male supervisors gave me opportunities

Male supporters / champions / advocates at work are essential / helpful for female success

NON-SUPERVISORIAL MALE ENABLERS

Positive impact of non-supervisorial males I met at work (peers, clients, juniors)

Positive impact of non-supervisorial males I met outside work (spouse, friends, father,

brothers, sons)

SUPERVISORIAL FEMALE ENABLER

(Support from Direct or Indirect female boss / supervisor / leader)

Assisted / supported by female supervisors

Female bosses/ leaders trusted me / Had a good relationship with female bosses /leaders

Benefitted from learning from knowledgeable female bosses/ leaders

Received good mentoring / sponsorship from female bosses

Female bosses became good mentors

Informal but useful mentorship from female bosses

Positive impact of female bosses/ leaders

Having my training and /or development needs met by female bosses / leaders rather than organizational programs

Female bosses / leaders gave me opportunities

Female supporters/ champions / advocates at work are essential / helpful for female success

NON-SUPERVISORIAL FEMALE ENABLERS

Positive impact of non-supervisorial females I met at work (peers, clients, juniors)

Positive impact of non-supervisorial females I met outside work

(spouse, friends, mother, sisters, daughters)

INDIVIDUAL ENABLERS

My hard work

My initiative / drive / potential/ risk taking/ opportunity seeking

I was strategic in my career choices

I knew where I wanted to get/ what I wanted to achieve

I was ambitious for my career

I networked strategically for my career success

I identified mentors / sponsors for myself

Self-taught

Positive impact of self

TABLE 3 A

ENABLER ANALYSIS: by interviewee (Pre-leadership females)

| | ENABLERS | | | | | |
| | Supervisorial | | Organizational | | Individual | Others |
Index No.	Male Leader support	Female Leader support	Training & Development	Miscellaneous Organizational Enablers	Hard work, risk taking, initiative networking strategic career choices	Non-Supervisorial support
5	67%	0%	0%	26%	7%	0%
7	45%	10%	0%	40% Mentorship (gender unspecified); Organizational culture	5%	0%
10	21%	8%	0%	25% Role development; flexibility; geographical mobility; international exposure	46%	0%
14	19%	22%	0%	16%	30%	13% Non-supervisorial support (family & friends)
18	65%	0%	0%	5%	30%	0%
25	42%	0%	0%	40% Organizational culture; On-job learning; supervisorial support (gender unspecified)	18%	0%
32	45%	0%	0%	42% Flexibility; higher management support (gender unspecified)	13%	0%

37	46%	0%	4%	19%	31%	0%
39	69%	0%	0%	8%	23%	0%
40	37%	17%	9%	15%	22%	0%
Average	38%	5%	2%	24%	24%	7%

Note. *Explanation of calculations*:

Example: Index # 5:

Total enablers mentioned: 27

Total enablers mentioned per category:

-     Male leader support: 18   (67 %)

-     Female leader support: 0   (0%)

-     Training & Development: 0   (0%)

-     Miscellaneous organizational:

    Movement into new role: 2

    Lateral movement that enhanced experience: 2

    Challenging opportunities :   2

    Geographical mobility: 1

Total miscellaneous organizational: 7 (26%)

-     Individual: (Self-taught):   2 (7%)

Note. *Highlighted boxes indicate where other factors have a percentage comparable with male supervision. Explanation for each is provided under remarks.*

TABLE 3 B

ENABLER ANALYSIS: by interviewee (Female leaders)

	ENABLERS					
	Supervisorial		Organizational		Individual	Others
Index No.	Male Leader support	Female Leader support	Training & Development	Miscellaneous Organizational Enablers	Hard work, risk taking, initiative, networking, strategic career choices	Non-supervisorial support
2	54%	0%	0%	8%	38%	0%
3	42%	11%	0%	42% Geographical mobility; supervisorial support (gender unspecified)	5%	0%
4	26%	0%	9%	23%	42%	0%
6	48%	0%	0%	29%	23%	0%
8	36%	0%	0%	28%	36%	0%
9	29%	35%	0%	13%	23%	0%
12	17%	22%	0%	35% Non-supervisorial female support	17%	9%
20	42%	11%	0%	15%	32%	0%
22	42%	11%	0%	29%	18%	0%
28	50%	0%	0%	33% Employer policies; mentorship (non-gender specific); org culture	17%	0%
36	38%	0%	11%	40% New challenges, learning opportunities, lateral transitions	11%	0%
41	39%	0%	22%	0%	39%	0%
42	36%	0%	11%	28%	19%	6%

						Non-supervisorial male support
Average	38%	7%	4%	25%	25%	1%
Average All Females	38%					

Note. *Highlighted boxes indicate where other factors have a percentage comparable with male supervision, or where 'other' factors have come into play. Explanation for each is provided under remarks.*

TABLE 3 C

ENABLER ANALYSIS: by interviewee (Pre-leadership males)

| | ENABLERS | | | | | |
| | Supervisorial | | Organizational | | Individual | Others |
Index No.	Male Leader support	Female Leader support	Training & Development	Miscellaneous Organizational Enablers	Hard work, risk taking, initiative, networking, strategic career choices	Non-supervisorial support
1	15%	15%	10%	50% New challenges, learning opportunities, lateral movements	10%	0%
11	41%	0%	9%	50% On-job learning, knowledgeable colleagues, moving into new role	0%	0%
15	29%	6%	9%	53% Organizational culture & employer policies	3%	0%
21	47%	0%	18%	23%	12%	0%
26	28%	28%	11%	22%	11%	0%
30	50%	3%	12%	23%	12%	0%
33	25%	0%	17%	33% International exposure	25%	0%
Average	34%	7%	12%	36%	10%	0%

Note. *Highlighted boxes indicate where other factors have a percentage comparable with male supervision, or where 'other' factors have come into play. Explanation for each is provided under remarks.*

TABLE 3 D

ENABLER ANALYSIS: by interviewee (Male leaders)

| | ENABLERS | | | | | |
| | Supervisorial | | Organizational | | Individual | Others |
Index No.	Male Leader support	Female Leader support	Training & Development	Miscellaneous Organizational Enablers	Hard work, risk taking, initiative, networking, strategic career choices	Non-supervisorial support
13	20%	0%	10%	60% Organizational acquisition of new company, associated role change	10%	0%
16	22%	0%	13%	52% Supervisorial support (unspecified gender), org culture, employer policies	13%	0%
17	34%	0%	8%	33%	25%	0%
19	26%	0%	11%	37% Non-supervisorial male support	16%	10%
23	38%	8%	31%	0%	23%	0%
24	63%	0%	0%	24%	13%	0%
29	32%	18%	18%	14%	18%	0%
31	55%	0%	0%	18%	27%	0%
34	7%	7%	7%	66% International exposure & on-job learning	13%	0%
35	51%	0%	14%	21%	14%	0%
Average	35%	3%	11%	33%	17%	1%

Average	
All males	34%

Note. *Highlighted boxes indicate where other factors have a percentage comparable with male supervision, or where 'other' factors have come into play. Explanation for each is provided under remarks.*

TABLE 4

SUMMARY OF ENABLER ANALYSIS

What enabled interviewees to pursue leadership opportunities for career progress?

CATEGORY	ENABLERS					
	Supervisorial		Organizational		Individual	Others
Index No.	Male Leader support	Female Leader support	Training & Development	Miscellaneous Organizational enablers	Individual enablers	
Female leaders	38%	7%	4%	25%	25%	1%
Pre-leader-ship females	38%	5%	2%	24%	24%	7%
All females	38%	6%	3%	25%	25%	4%
Male leaders	35%	3%	11%	33%	17%	1%
Pre-leader-ship males	34%	7%	12%	36%	10%	1%
All males	34%	5%	12%	35%	14%	1%

TABLE 5

REGULATORY FOCUS CATEGORIES USED FOR DATA CATEGORIZATION

(Words, Phrases, Themes)

PREVENTION FOCUS

Generally focussed on preventing negative events and failure (Vigilant Strategies)

Worrying about the bad things that may happen to me/

Worrying about the person I may/ will become

Primarily striving to be my 'ought' self: fulfilling duties, responsibilities and obligations

Fear of falling short

Fear of not meeting my career ambitions

PROMOTION FOCUS

Generally focussed on achieving positive outcomes and success (Eager Strategies)

Thinking of the good things that will happen to me /

Thinking about the person I hope to become / will become

Primarily striving to reach my 'ideal' self: fulfilling hopes, wishes and aspirations

Expectation of achievement

Excitement over / thinking of how I will achieve my career goals

Note. Derived from the General Regulatory Force Measure - Lockwood Scale (Lockwood et al., 2002).

TABLE 6

REGULATORY FOCUS CATEGORIES: ITEM DETAILS

Words, Phrases, Themes

FOR ESTIMATING PRE & POST SUPPORT REGULATORY FOCUS

PREVENTION FOCUS

Generally focussed on preventing negative events and failure (Vigilant Strategies):

Succumbing to organizational barriers: biases; lack of role models; lack of advocacy;

lack of good coaches;

lack of progressive policies & training

Succumbing to supervisorial barriers: biases; lack of role models; lack of advocacy;

lack of mentorship

Being careful/ Avoiding problems/ Avoiding being blamed

Preventing negative events in the future

Avoiding failure and losses/ If this doesn't work out

Dislike being challenged / pushed

Wasn't enjoying my work

Just wanted to keep my job

Focussing on survival

Risk averse

Gave up or lost opportunities/ Should have taken chances

Should have left earlier / got stuck in one job

Stayed in comfort zone

Need to stay in one role for some time / Finding my feet

Lacking confidence/ Fear of not being able to do justice

Not pushing myself forward/ not putting up my hand

Not making a case for myself/ Didn't trust myself

Not asking / negotiating for myself

Not standing my ground

Timid / scared/ shy/ not assertive enough

Giving up /taking a step back

Setting limits for myself

Putting oneself down

Making compromises / sacrifices/ concessions

Accepted it/ sucked it up

It happened because of someone else: they helped/assisted/ supported/ took under their wing

Didn't play office politics well; succumbing to office politics

Prefer stability / safety/ security

Worrying about the bad things that may happen to me /

Worrying about the person I may/ will become

Fear of failure

Anxious about the future

Worries about future failures

Not delivering on parameters like returns and team success

Worried about work-life imbalance

May be accused of playing/ harmed by the diversity / gender card

Do not trust my judgement

I'm getting married / having a child so I have to compromise

Worry about who I may become in the future

I'm not really thinking about the future in terms of career success

I've hit the glass ceiling

Faking self confidence

No/ Not sure that I'm interested in a higher leadership role

Feeling unappreciated / stuck in a rut

Primarily striving to be my 'ought' self: fulfilling duties, responsibilities and obligations:

Meeting both personal and professional obligations

Responsibilities / Obligations /Duties

Doing what is needed / getting the job done

Completing set objectives

My performance will speak for itself

Working very hard

Task oriented

I know what I should / must do

I have been told what to do

Striving for/ struggling for work-family balance

Guilt over spouse's sacrifice

Guilt over neglecting family

Doing right by the company

Doing right by the family

Fear of falling short:

Not meeting / managing expectations/ falling short/ having a set back

I was or may be wrong/ admit to making mistakes

Imposter syndrome

What am I doing here?

Do I fit in?

Need to improve myself

Need to learn more to stay relevant

Reservations about my abilities / capabilities

Will I be accepted? /Am I good enough?

Low self-esteem / self-respect

Have to earn my seat at the table

Need to work harder than the men

Need to earn team and boss's respect / liking

Justify my position

Fear of offending others

What do other people think of me? /The need to be liked

I don't have the required qualifications /experience/ training/ preparation

I was not / am not good enough

Signalling is required about my readiness for the position

I was just lucky / fortunate

I just happened to be in the right place at the right time

Mentor / sponsor made me realize my own capabilities

Others thought I was better than I did myself

It was in my job description anyway so it's not an accomplishment

Fear of not meeting the challenge

It was/ is/ would have been very difficult / tough

So much I have to do

Fear of not meeting my career ambitions:

No clear plan for my career / for the future

My career just happened

Wish I had some career planning advice

Would have missed the opportunity without strong supporter / sponsor

Played a passive role in my own career/ One thing led to another

Didn't take control

Let it go for too long/ didn't take decisions in time

Didn't move jobs / companies in time

Failing in my career goals / Didn't get just rewards

Found it difficult to identify / find mentors / sponsors

Worried about the solitariness of a senior role

TABLE 7

Pre-support (chronic) regulatory focus by interviewee category

	Pre-Support Regulatory Focus (Chronic RF)	
	Pre-Support Prevention Focus	Pre-Support Promotion Focus
Category: Pre-leadership Females		
Index No.	(% age)	(% age)
5	81	19
7	87	13
10	73	27
14	75	25
18	76	24
25	78	22
27	No male support acknowledged	
32	47	53
37	85	15
38	No male support acknowledged	
39	74	26
40	66	34
Average	75	25
Category: Female Leaders		
Index No.	(% age)	(% age)
2	71	29
3	81	19
4	75	25
6	72	28
8	87	13
9	73	27
12	81	19
20	78	22
22	58	42
28	62	38
36	76	24
41	86	14
42	70	30
Average	74	26
Average Female (Leaders & Pre-leadership)	74	26

	Pre-Support Regulatory Focus (Chronic RF)	
	Pre-Support Prevention Focus	Pre-Support Promotion Focus
Category: Pre-leadership Males		
Index No.	(% age)	(% age)
1	20	80
11	22	78
15	39	61
21	33	67
26	40	60
30	35	65
33	41	59
Average	33	67
Category: Male Leaders		
Index No.	(% age)	(% age)
13	24	76
16	50	50
17	64	36
19	21	79
23	24	76
24	53	47
29	37	63
31	53	47
34	11	89
35	46	54
Average	38	62
Average Male (Leaders & Pre-leadership)	36	64

Note. *Explanation of calculation per interviewee:*

1) Using the example of Pre-leadership Female Index # 5:

Total number of words/ phrases/ themes mentioned: 74

Number of Prevention Focus words/ phrases/ themes mentioned: 60

Number of Promotion Focus words/ phrases/ themes mentioned: 14

Calculation of Chronic Prevention Focus =   60/74 = 81 %

Calculation of Chronic Promotion Focus =   14 / 74 = 19 %

2) Using the example of Pre-leadership Male Index # 21:

Total number of words/ phrases/ themes mentioned: 45

Number of Prevention Focus words/ phrases/ themes mentioned: 15

Number of Promotion Focus words/ phrases/ themes mentioned: 30

Calculation of Chronic Prevention Focus =   15/45 = 33 %

Calculation of Chronic Promotion Focus =   30/45 = 67 %

TABLE 8A

Pre-support (chronic) regulatory focus by focus items per interviewee – Females (Prevention)

Pre-support Regulatory Focus

Prevention Categories

Category	Vigilant strategies	Worries: bad things/ who I may become	'Ought' self	Fear of falling short	Fear of not meeting career ambitions	Prevention Total	Prevention vs. Promotion (% of total)
Pre-Leadership Females							
Index No.							
5	41	0	4	7	8	60	81
7	32	2	0	26	0	60	87
10	11	0	5	17	0	33	73
14	13	1	0	13	0	27	75
18	19	0	3	23	0	45	76
25	33	0	6	11	9	59	78
27	No male support acknowledged						
32	15	0	3	2	6	26	47
37	15	0	9	19	7	50	85
38	No male support acknowledged						
39	24	2	11	5	0	42	74
40	14	0	6	8	5	33	66
Average	21	1	5	13	3	43	75
Female Leaders							
Index No.							
2	25	0	2	2	1	30	71
3	20	0	10	6	3	39	81
4	28	0	2	20	0	50	75
6	50	5	0	40	0	95	72
8	20	2	7	4	6	39	87
9	42	12	1	3	16	74	73
12	25	1	1	9	8	44	81

20	11	3	10	8	4	36	78
22	20	0	0	5	0	25	58
28	29	0	10	10	0	49	62
36	16	2	20	5	11	54	76
41	39	3	4	3	0	49	86
42	27	1	9	5	0	42	70
Average	27	2	6	9	4	48	74
Average Female (Pre-leadership & Leaders)	24	1	5	11	4	46	75

TABLE 8 B

Pre-support (chronic) regulatory focus by focus items per interviewee – Males (Prevention)

| | Pre-support Regulatory Focus (Chronic RF) | | | | | | |
| | Prevention Categories | | | | | | |
Category	Vigilant Strategies	Worries: bad things/ who I may become	'Ought' self	Fear of falling short	Fear of not meeting career ambitions	Prevention Total	Prevention vs. Promotion (% of total)
Pre-Leadership Males							
Index No.							
1	9	0	0	1	0	10	20
11	3	0	1	5	1	10	22
15	15	0	0	2	0	17	39
21	11	0	0	4	0	15	33
26	3	0	0	3	0	6	40
30	2	0	0	7	0	9	35
33	3	2	1	0	1	7	41
Average	7	0	0	3	0	11	33
Male Leaders							
Index No.							
13	7	0	0	2	3	12	24
16	7	2	0	10	0	19	50
17	8	0	0	6	2	16	64
19	1	0	1	4	0	6	21
23	2	0	0	6	0	8	24
24	10	0	0	0	0	10	53
29	1	2	2	7	2	14	37
31	13	0	0	3	0	16	53
34	0	0	0	2	0	2	11
35	2	0	2	7	5	16	46
Average	5	0	1	5	1	12	38
Average Male (Pre-leadership & Leaders)	6	0	0	4	1	11	36

TABLE 8 C

Pre-support (chronic) regulatory focus by focus items per interviewee – Females (Promotion)

Pre-support Regulatory Focus

Promotion Categories

Category	Eager Strategies	Anticipation: good things/ who I will become	'Ideal' self	Expectation of achieve-ment	Excitement: meeting career ambitions	Promotion Total	Promotion vs Prevent-ion (% of total)
Pre-Leadership Females							
Index No.							
5	12	0	1	0	1	14	19
7	8	0	0	0	1	9	13
10	12	0	0	0	0	12	27
14	4	0	2	1	2	9	25
18	14	0	0	0	0	14	24
25	14	1	0	2	0	17	22
27							
32	26	0	0	3	0	29	53
37	6	2	0	0	1	9	15
38							
39	10	0	0	0	5	15	26
40	14	0	2	0	1	17	34
	12	0	1	0	1	14	25
Average							
Female Leaders							
Index No.							
2	7	2	2	0	1	12	29
3	5	1	2	0	1	9	19
4	14	0	3	0	0	17	25
6	31	0	3	0	3	37	28
8	6	0	0	0	0	6	13
9	20	1	4	0	3	28	27
12	9	0	1	0	0	10	19
20	5	2	0	3	0	10	22
22	18	0	0	0	0	18	42

28	20	1	2	0	7	30	38
36	13	1	1	0	2	17	24
41	5	3	0	0	0	8	14
42	18	0	0	0	0	18	30
Average	13	1	1	0	1	17	26
Average Female (Pre-leadership & Leaders)	13	1	1	0	1	16	25

TABLE 8 D

Pre-support (chronic) regulatory focus by focus items per interviewee – Males (Promotion)

Category	Eager Strategies	Anticipation: good things/who I will become	'Ideal' self	Expectation of achievement	Excitement: meeting career ambitions	Promotion Total	Promotion vs Prevention (% of total)
Pre-Leadership Males							
Index No.							
1	28	2	0	1	9	40	80
11	18	3	4	3	7	35	78
15	20	1	2	2	2	27	61
21	7	0	8	1	14	30	67
26	4	0	1	0	4	9	60
30	10	4	2	1	0	17	65
33	7	0	0	0	3	10	59
Average	13	1	2	1	6	24	67
Male Leaders							
Index No.							
13	13	0	1	5	19	38	76
16	12	0	1	3	3	19	50
17	4	3	2	0	0	9	36
19	11	2	8	0	1	22	79
23	8	1	3	0	14	26	76
24	5	0	3	0	1	9	47
29	12	0	2	2	8	24	63
31	11	0	3	0	0	14	47
34	10	0	2	0	5	17	89
35	11	0	2	0	6	19	54
Average	10	1	3	1	6	20	62

Average Female (Pre-leadership & Leaders)	12	1	3	1	6	22	64

TABLE 9 A

Average Pre-support regulatory focus categorization by focus items (Prevention Focus)

| Category | Vigilant Strategies | Prevention Categories | | | | Prevention Total | Prevention vs. Promotion (% of total) |
		Worries: Bad things/who I may become	'Ought' self	Fear of falling short	Fear of not meeting career ambitions		
(Average)							
Female Leaders	27	2	6	9	4	48	74
Pre-Leadership Females	22	1	5	13	4	44	75
All Females	24	1	5	11	4	46	74
Male Leaders	5	0	1	5	1	12	38
Pre-Leadership Males	7	0	0	3	0	11	33
All Males	6	0	0	4	1	11	36

TABLE 9 B

Average Pre-support (chronic) regulatory focus categorization by focus items (Promotion Focus)

Category	Eager Strategies	Anticipation: Good things/who I will become	'Ideal' self	Expectation of achievement	Excitement: Meeting career ambitions	Promotion Total	Promotion vs. Prevent-ion (% of total)
					Promotion Categories		
(Average)							
Female Leaders	13	1	1	0	1	17	26
Pre-Leadership Females	12	0	1	1	1	15	25
All Females	13	1	1	0	1	16	26
Male Leaders	10	1	3	1	6	20	62
Pre-Leadership Males	13	1	2	1	6	24	67
All Males	12	1	3	1	6	22	64

TABLE 10

Average pre-support (chronic) regulatory focus by interviewee category

CATEGORY	Pre-Support Regulatory Focus (Chronic RF)	
	Chronic Prevention Focus	Chronic Promotion Focus
Female leaders	74	26
Pre-leadership females	75	25
All females	74	26
Male leaders	38	62
Pre-leadership males	33	67
All males	36	64

TABLE 11
Post-support regulatory focus by interviewee

	Post-Support Regulatory Focus (Situational RF)	
	Post-Support Prevention Focus	Post-Support Promotion Focus
Category: Pre-leadership Females Index No.	(%)	(%)
5	43	57
7	36	64
10	17	83
14	37	63
18	26	74
25	32	68
27	No male support acknowledged	
32	43	57
37	29	71
38	No male support acknowledged	
39	25	75
40	20	80
Average	31	69
Category: Female Leaders Index No.	(%)	(%)
2	35	65
3	36	64
4	12	88
6	30	70
8	25	75
9	15	85
12	18	82
20	22	78
22	18	82
28	17	83
36	43	57
41	33	67
42	7	93
Average	24	76
Average Female (Leaders & Pre-leadership)	27	73

	Post-Support Regulatory Focus (Situational RF)	
	Post-Support Prevention Focus	Post-Support Promotion Focus
Category: Pre-leadership Males Index No.	(% age)	(% age)
1	15	85
11	7	93
15	8	92
21	39	61
26	8	92
30	13	87
33	16	84
Average	15	85
Category: Male Leaders Index No.	(% age)	(% age)
13	23	77
16	18	82
17	14	86
19	27	73
23	27	73
24	12	88
29	31	69
31	32	68
34	38	63
35	36	64
Average	26	74
Average Male (Leaders & Pre-leadership)	20	80

Note. *Explanation of calculation per interviewee*:

1) Using the example of Pre-leadership Female Index # 5:

Total number of words/ phrases/ themes mentioned: 47

Number of Prevention Focus words/ phrases/ themes mentioned: 20

Number of Promotion Focus words/ phrases/ themes mentioned: 27

Calculation of Situational Prevention Focus = 20/47 = 43 %

Calculation of Situational Promotion Focus = 27 / 47 = 57 %

2) Using the example of Pre-leadership Male Index # 21:

Total number of words/ phrases/ themes mentioned: 31

Number of Prevention Focus words/ phrases/ themes mentioned: 12

Number of Promotion Focus words/ phrases/ themes mentioned: 19

Calculation of Situational Prevention Focus =   12/31 = 39 %

Calculation of Situational Promotion Focus =   19 / 31 = 61 %

TABLE 12 A

Post-support (Situational) regulatory focus by focus items per interviewee – Females (Prevention)

Category	Vigilant Strategies	Worries: bad things/ who I may become	'Ought' self	Promotion Categories Fear of falling short	Fear of not meeting career ambitions	Prevention Total	Prevention vs. Promotion (% of total)
Pre-Leadership Females							
Index No.							
5	5	1	14	0	0	20	43
7	16	0	5	0	0	21	36
10	1	3	0	2	0	6	17
14	11	4	0	8	1	24	37
18	6	0	0	1	6	13	26
25	3	0	0	10	1	14	32
27	No male support acknowledged						
32	12	1	1	6	3	20	43
37	1	4	0	0	0	5	29
38	No male support acknowledged						
39	0	0	1	0	3	4	25
40	0	0	0	4	0	4	20
Average	6	1	2	3	1	13	31
Female Leaders							
Index No.							
2	5	2	0	1	3	11	35
3	4	0	0	0	0	4	36
4	2	4	1	6	0	13	12
6	21	8	0	8	0	37	30
8	5	0	0	2	1	8	25
9	3	2	0	1	0	6	15
12	5	0	0	3	0	8	18
20	7	7	0	3	0	17	22
22	4	0	2	1	0	7	18
28	0	2	0	1	0	3	17
36	8	0	1	6	1	16	43
41	13	3	2	0	0	18	33

42	4	0	0	4	0	8	7
Average	6	2	0	3	0	12	24
Average Female (Pre-leadership & Leaders)	6	2	1	3	1	13	27

TABLE 12 B

Post-support (Situational) regulatory focus by focus items per interviewee – Males (Prevention)

| Category | Prevention Categories | | | | | | |
	Vigilant Strategies	Worries: bad things/who I may become	'Ought' self	Fear of falling short	Fear of Not meeting ambitions	Prevention Total	Prevention vs. Promotion (% of total)
Pre-Leadership Males Index No.							
1	2	1	0	1	0	4	15
11	2	0	0	1	0	3	7
15	0	4	0	0	0	4	8
21	1	4	1	6	0	12	39
26	0	1	1	0	0	2	8
30	3	4	0	0	0	7	13
33	1	1	2	1	0	5	16
Average	1	2	1	1	0	5	15
Male Leaders Index No.							
13	3	2	3	0	0	8	23
16	0	0	6	2	0	8	18
17	0	0	2	2	0	4	14
19	0	0	3	6	0	9	27
23	4	1	4	6	2	17	27
24	2	0	0	1	0	3	12
29	5	1	0	3	0	9	31
31	0	2	4	3	0	9	32
34	2	3	0	0	1	6	38
35	4	1	3	0	0	8	36
Average	2	1	3	2	0	8	26
Average Male (Pre-leadership & Leaders)	2	2	2	2	0	7	20

TABLE 12 C

Post-support (Situational) regulatory focus by focus items per interviewee – Females (Promotion)

| Category | Eager Strategies | Promotion Categories | | | | Promotion Total | Promotion vs Prevention (% of total) |
		Anticipation: good things/who I will become	'Ideal' self	Expectation of achievement	Excitement: meeting career ambitions		
Pre-Leader-ship Females							
Index No.							
5	18	6	0	0	3	27	57
7	26	3	1	4	3	37	64
10	14	9	2	0	4	29	83
14	22	4	4	0	11	41	63
18	27	6	0	0	4	37	74
25	19	4	3	0	4	30	68
27	No male support acknowledged						
32	20	3	2	0	1	26	57
37	6	2	2	0	2	12	71
38	No male support acknowledged						
39	5	4	0	0	3	12	75
40	12	0	0	0	4	16	80
Average	17	4	1	0	4	27	69
Female Leaders							
Index No.							
2	14	3	0	1	2	20	65
3	7	0	0	0	0	7	64
4	49	28	2	1	13	93	88
6	45	22	11	0	9	87	70
8	4	12	1	1	6	24	75
9	10	13	3	0	8	34	85
12	17	11	3	0	5	36	82
20	22	9	0	11	18	60	78
22	20	7	0	0	5	32	82

28	9	5	0	0	1	15	83
36	14	4	1	0	2	21	57
41	24	8	2	0	2	36	67
42	33	9	2	1	7	52	93
Average	21	10	2	1	6	40	76
Average Female (Pre-leadership & Leaders)	19	7	2	1	5	33	73

TABLE 12 D

Post-support (Situational) regulatory focus by focus items per interviewee – Males (Promotion)

Category	Eager Strategies	Promotion Categories				Promo-tion Total	Promotion vs Prevention (% of total)
		Anticipation: good things/who I will become	'Ideal' self	Expectation of achievement	Excitement: meeting career ambitions		
Pre-Leader-ship Males Index No.							
1	15	0	2	1	5	23	85
11	12	9	9	5	5	40	93
15	25	13	1	0	6	45	92
21	4	7	6	0	2	19	61
26	13	5	2	0	4	24	92
30	14	13	1	3	14	45	87
33	8	1	5	1	11	26	84
Average	13	7	4	1	7	32	85
Male Leaders Index No.							
13	14	10	2	0	1	27	77
16	16	2	7	1	10	36	82
17	6	11	2	0	6	25	86
19	11	4	2	3	4	24	73
23	33	6	5	0	2	46	73
24	14	1	2	0	5	22	88
29	14	1	1	3	1	20	69
31	7	5	3	0	4	19	68
34	5	3	1	0	1	10	63
35	4	4	4	0	2	14	64
Average	12	5	3	1	4	24	74
Average Male (Pre-leadership & Leaders)	13	6	3	1	5	28	80

TABLE 13 A

Average post-support (situational) regulatory focus categorization (Prevention Focus)

Category	Vigilant Strategies	Worries: Bad things/who I may become	'Ought' self	Fear of falling short	Fear of not meeting career ambitions	Prevention Total	Prevention Vs. Promotion (% of total)
(Average)							
Female Leaders	6	2	0	3	0	12	24
Pre-Leadership Females	6	1	2	3	1	13	31
All Females	6	2	1	3	1	13	28
Male Leaders	2	1	3	2	0	8	26
Pre-Leadership Males	1	2	1	1	0	5	15
All Males	2	2	2	2	0	7	20

TABLE 13 B

Average post-support (situational) regulatory focus categorization (Promotion Focus)

Category	Eager Strategies	Anticipation: Good things/who I will become	'Ideal' self	Expectation of achievement	Excitement: Meeting career ambitions	Promotion Total	Promotion Vs. Prevention (% of total)
					Promotion Categories		
(Average)							
Female Leaders	21	10	2	1	6	40	76
Pre-Leadership Females	17	4	1	0	4	27	69
All Females	19	7	2	1	5	33	72
Male Leaders	12	5	3	1	4	24	74
Pre-Leadership Males	13	7	4	1	7	32	85
All Males	13	6	3	1	5	28	80

TABLE 14

Average post-support (situational) regulatory focus by interviewee category

CATEGORY	Post-Support Regulatory Focus (Situational RF)	
	Situational Prevention Focus	Situational Promotion Focus
Female leaders	24	76
Pre-leadership females	31	69
All females	28	72
Male leaders	26	74
Pre-leadership males	15	85
All males	20	80

Table 15 A
Situational priming of regulatory focus by interviewee; Females

Category	Pre-Support Regulatory Focus (Chronic RF)		Post-Support Regulatory Focus (Situational RF)		Situationally primed change in RF
	Pre-Support Prevention Focus	Pre-Support Promotion Focus	Post-Support Prevention Focus	Post-Support Promotion Focus	Post Support Promotion minus Pre-Support Promotion
Pre-Leadership Females					
Index No.	(%)	(%)	(%)	(%)	(%)
5	81	19	43	57	38
7	87	13	36	64	51
10	73	27	17	83	56
14	75	25	37	63	38
18	76	24	26	74	50
25	78	22	32	68	46
27	No male support acknowledged				
32	47	53	43	57	4
37	85	15	29	71	56
38	No male support acknowledged				0
39	74	26	25	75	49
40	66	34	20	80	46
Average	75	25	31	69	44
Female Leaders					
Index No.	(%)	(%)	(%)	(%)	(%)
2	71	29	35	65	36
3	81	19	36	64	45
4	75	25	12	88	63
6	72	28	30	70	42
8	87	13	25	75	62
9	73	27	15	85	58
12	81	19	18	82	63
20	78	22	22	78	56
22	58	42	18	82	40
28	62	38	17	83	45
36	76	24	43	57	33

41	86	14	33	67	53
42	70	30	7	93	63
Average	74	26	24	76	50
Average Female (Pre-leadership & Leaders)	74	26	28	72	47

Table 15 B

Situational Priming of Regulatory Focus – Males

Category	Pre-Support Regulatory Focus (Chronic RF)		Post-Support Regulatory Focus (Situational RF)		Situationally primed change in RF
	Pre-Support Prevention Focus	Pre-Support Promotion Focus	Post-Support Prevention Focus	Post-Support Promotion Focus	Post Support Promotion minus Pre-Support Promotion
Pre-Leadership Males					
Index No.	(%)	(%)	(%)	(%)	(%)
1	20	80	15	85	5
11	22	78	7	93	15
15	39	61	8	92	31
21	33	67	39	61	-6
26	40	60	8	92	32
30	35	65	13	87	22
33	41	59	16	84	25
Average	33	67	15	85	18
Male Leaders					
Index No.	(%)	(%)	(%)	(%)	(%)
13	24	76	23	77	1
16	50	50	18	82	32
17	64	36	14	86	50
19	21	79	27	73	-6
23	24	76	27	73	-3
24	53	47	12	88	41
29	37	63	31	69	6
31	53	47	32	68	21
34	11	89	38	63	-26
35	46	54	36	64	10
Average	38	62	26	74	12
Average Male (Pre-leadership & Leaders)	36	64	20	80	16

TABLE 16

Situational induction of regulatory focus: average per interviewee category

Category	Pre-Support Regulatory Focus (Chronic RF)		Post-Support Regulatory Focus (Situational RF)		Situationally primed change in Regulatory Focus
	Pre-support Prevention Focus	Pre-Support Promotion Focus	Post-Support Prevention Focus	Post-Support Promotion Focus	Post-Support Promotion minus Pre-Support Promotion
Female leaders	74	26	24	76	50
Pre-leadership females	75	25	31	69	44
All females	74	26	28	72	46
Male leaders	38	62	26	74	12
Pre-leadership males	33	67	15	85	18
All males	36	64	20	80	16

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APPENDICES

Semi-structured Interview Questionnaire: Female

1. *Career Path*:
   Which companies have you worked in and in which countries?

2. *Developmental Needs*:

   What developmental needs do you think you had in when you started your career and how did these evolve as your career progressed?

3. *Organizational Enablers & Barriers:*

   How did your Employer Organizations meet your Developmental needs?

   What else did your Employer Organizations do that enabled your success up the leadership track?

   What were the organizational barriers that may have impeded your success up the leadership track?

   Were there any opportunities, any policies or training that you would've liked to have or which would've made your career progress easier which your Employer Organizations did not provide?

   Did you feel the lack of any specific training and development opportunities at this point?

   Overall, do you think mentors/sponsors have helped in your career progress?

4. *Supervisorial Enablers & Barriers*:

   What did your Supervisors (Bosses) do that enabled your success up the leadership track?

   Do any specific Supervisors come to mind who played a significant enabling role in your progress up the leadership track?

   What did your Supervisors do that may have impeded your success up the leadership track?

   Do any specific Supervisors come to mind who played a significant impeding role in your career?

5. *Individual Enablers & Barriers*:

   What did you do that enabled your progress up the leadership track?

   What did you do that may have impeded your success up the leadership track?

6. *Critical incident*:

Can you think of some significant events/incidents/opportunities that have been critical to the successful development of your career?

7. *Experiences with male managers:*

   What role have Men played in your career success?

   Did they have an overall positive or negative influence on your career?

8. *Male support for female managers*:

   Why do think these men advocate for women?

   Do you think it's now time for men to "lean-in" or advocate for gender equality?

   Are male advocates: Essential / Helpful / Un-impactful for gender equality to be better achieved in corporate leadership levels?

   What do you think organizations can do to create more male champions for gender equality?

9. *Gender-specific training programs*:

   Do you think "women-only" training programs for leadership development are useful for increasing female participation in corporate leadership?

   Do you think "men-only" training programs for gender sensitivity will be useful for increasing female participation in corporate leadership?

10. *Personal career ambitions*:

    Are you keen on reaching a higher leadership in your organization?

    What excites you the most about being a leader/senior manager?

    What worries you the most about being a leader or senior manager?

    Do you think you've been successful in your career?

    How do you define success?

    Has your definition of success changed between the early stage and later stage of your career?

11. *Quotas for women in leadership*:

    Do you think Quotas for women at senior levels (management and/or boards) are desirable/undesirable?

    Has your opinion on this changed between the early and later stages of your career? How?

12. *Recommendations*:

What specific recommendations do you have for improving female participation in the senior-most positions in corporate Asia?

For Regulatory authorities

What about for Organizations/ Supervisors

And for the individual women themselves

Is there anything else that I haven't asked you that is important to this discussion? Anything that has had a significant positive or negative impact on your career or the career of women managers you are aware of?

Semi-structured Interview Questionnaire: Male

1. *Career Path*:

   Which companies have you worked in and in which countries?

2. *Developmental needs*:

   What developmental needs do you think you had in when you started your career and how did these evolve as your career progressed?

3. *Organizational Enablers & Barriers*:

   How did your Employer Organizations meet your Developmental needs?

   What else did your Employer Organizations do that enabled your success up the leadership track?

   What were the organizational barriers that may have impeded your success up the leadership track?

   Were there any opportunities, any policies or training that you would've liked to have or which would've made your career progress easier which your Employer Organizations did not provide?

   Did you feel the lack of any specific training and development opportunities at this point?

   Overall, do you think mentors/sponsors have helped in your career progress?

4. *Supervisorial Enablers & Barriers*:

   What did your Supervisors (Bosses) do that enabled your success up the leadership track?

   Do any specific Supervisors come to mind who played a significant enabling role in your progress up the leadership track?

   What did your Supervisors do that may have impeded your success up the leadership track?

   Do any specific Supervisors come to mind who played a significant impeding role in your career?

5. *Individual Enablers & Barriers*:

   What did you do that enabled your progress up the leadership track?

What did you do that may have impeded your success up the leadership track?

6. *Critical Incident*:

Can you think of some significant events/incidents/opportunities that have been critical to the successful development of your career?

7. *Experience with female managers*:

Based on the women managers you have worked with or had in your teams:

What training & developmental needs do you think women managers have when they start their careers? How do these evolve as their career progresses?

Do you think that your Employer Organizations met these Developmental needs of women managers?

What do you think are the Organizational Enablers for the progress of women managers up the leadership track?

What do you think are the Organizational Barriers for the progress of women managers up the leadership track?

What do you think Supervisors can do to enable the success of women managers up the leadership track?

How do you think Supervisors may impede the progress of women managers up the leadership track?

For a Female Manager, do you think Male Supervisors as compared to Female Supervisors - are Better / Worse/ Same?

How can Women Managers enable their own progress up the leadership track?

How do Women Managers impede their own progress up the leadership track?

What role have you played in the career success of Women Managers?

Do you think you had a positive or negative influence on their careers?

8. *Male support for female managers*:

 Why do you advocate for (support) women?

Do you think it is now time for men to "lean-in" / advocate for gender equality?

Are male advocates: Essential / Helpful / Un-impactful (Not necessary) for gender equality to be better achieved in corporate leadership levels?

What do you think organizations can do to create more male champions for gender equality?

9. *Gender specific training programs*:

Do you think "women-only" training programs for leadership development are useful for increasing female participation in corporate leadership?

Do you think "men-only" training programs for gender sensitivity will be useful for increasing female participation in corporate leadership?

10. *Personal career ambitions*:

Are you keen on reaching a higher leadership role in your organization?

What excites you the most about being a leader/senior manager?

What worries you the most about being a leader/senior manager?

Do you think you've been successful in your career?

How do you define success?

Has your definition of success changed between the early stage and later stage of your career?

11. *Quotas for women in leadership*:

Do you think Quotas for women at senior levels (management and/or boards) are desirable/undesirable? Why?

Has your opinion on this changed between the early and later stages of your career?

12. *Recommendations for increasing women in leadership*:

What specific recommendations do you have for improving female participation in the senior-most positions in corporate Asia?

For Regulatory authorities

What about for Organizations / Supervisors

For the individual women themselves

Is there anything else that I haven't asked you that is important to this discussion? Anything that has had a significant positive or negative impact on your career or the career of women managers you are aware of?

Lockwood Promotion/Prevention Scale

1. In general, I am focused on preventing negative events in my life.
2. I am anxious that I will fall short of my responsibilities and obligations.
3. I frequently imagine how I will achieve my hopes and aspirations.
4. I often think about the person I am afraid I might become in the future.
5. I often think about the person I would ideally like to be in the future.
6. I typically focus on the success I hope to achieve in the future.
7. I often worry that I will fail to accomplish my academic goals.
8. I often think about how I will achieve academic success.
9. I often imagine myself experiencing bad things that I fear might happen to me.
10. I frequently think about how I can prevent failures in my life.
11. I am more oriented toward preventing losses than I am toward achieving gains.
12. My major goal in school right now is to achieve my academic ambitions.
13. My major goal in school right now is to avoid becoming an academic failure.
14. I see myself as someone who is primarily striving to reach my "ideal self"—to fulfil my hopes, wishes, and aspirations.
15. I see myself as someone who is primarily striving to become the self I "ought" to be—to fulfil my duties, responsibilities, and obligations.
16. In general, I am focused on achieving positive outcomes in my life.
17. I often imagine myself experiencing good things that I hope will happen to me.
18. Overall, I am more oriented toward achieving success than preventing failure