Women in Leadership: Lived Experiences of Gendered Challenges in Corporate Management

1. Arman. Petrosyan (iD)*: Department of Management, Yerevan State University, Yerevan, Armenia

*corresponding author's email: Armanpetrosyan92@gmail.com

ABSTRACT

The purpose of this study was to explore the lived experiences of women in corporate leadership in Armenia, with a focus on identifying gendered challenges and examining the coping strategies employed to navigate these barriers. A qualitative phenomenological design was employed to capture the subjective meanings and professional realities of women leaders. Seventeen participants holding senior or mid-level management positions in corporate organizations across Armenia were recruited through purposive sampling. Data were collected via in-depth semi-structured interviews, each lasting 60–90 minutes, until theoretical saturation was reached. All interviews were audio-recorded, transcribed verbatim, and analyzed using inductive thematic analysis with the assistance of NVivo 14 software. Credibility was ensured through reflexivity, peer debriefing, and maintenance of an audit trail. Three overarching themes emerged from the analysis. First, structural and organizational barriers included the glass ceiling, biased evaluations, pay disparities, and male-dominated cultures that excluded women from decision-making networks. Second, interpersonal and social challenges reflected gender stereotyping, discrimination, microaggressions, and the influence of cultural norms that reinforced traditional gender roles. Third, coping strategies and resilience demonstrated how women leaders responded through building professional networks, developing authentic leadership identities, strategic career management, advocacy, and leveraging digital platforms. Illustrative quotations highlighted both the persistence of systemic barriers and women's resourceful navigation of these challenges. The findings underscore that women leaders in Armenia's corporate sector continue to face entrenched gender inequalities at structural, interpersonal, and cultural levels. However, their strategies of resilience and adaptation reveal significant agency and potential for transformative change. These insights call for organizational reforms, mentorship structures, and inclusive policies to dismantle systemic barriers and foster equitable leadership pathways.

Keywords: Women in leadership; gendered challenges; corporate management; lived experiences; Armenia; qualitative research; resilience strategies

Introduction

Leadership in contemporary organizations has increasingly become a subject of critical inquiry, particularly in relation to gendered experiences. Although the presence of women in management has grown significantly over recent decades, women continue to remain underrepresented in senior corporate leadership roles worldwide (Eagly & Carli, 2007). Gender inequality in leadership is a structural and cultural phenomenon that persists across national contexts, organizational hierarchies, and occupational domains. Research consistently highlights that women encounter unique challenges—including systemic barriers, cultural stereotypes, and institutionalized discrimination—that shape their professional trajectories and experiences of leadership (Acker, 2009; Ely, Ibarra, & Kolb, 2011). The persistent gender gap in corporate management raises crucial questions about how women

leaders navigate, resist, and cope with these challenges, as well as what strategies they employ to sustain and advance their careers.

The phenomenon of women's underrepresentation in leadership is particularly striking in corporate management, where decision-making authority and power are concentrated. The concept of the "glass ceiling" has been widely used to describe invisible yet pervasive barriers that prevent women from reaching top executive positions despite having comparable qualifications and achievements as their male counterparts (Morrison, White, & Van Velsor, 1992; Cotter, Hermsen, Ovadia, & Vanneman, 2001). The existence of these barriers is not merely anecdotal; empirical studies demonstrate that women face limited opportunities for promotion, fewer chances for high-visibility assignments, and systematic biases in performance evaluations (Hoobler, Lemmon, & Wayne, 2011). In addition, women leaders are often expected to conform to gendered stereotypes, which frequently conflict with societal perceptions of what constitutes effective leadership. For example, while men are typically associated with assertiveness and authority, women leaders who exhibit similar behaviors are often penalized for being "too aggressive" or "unfeminine" (Rudman & Glick, 2001).

From a theoretical standpoint, gendered challenges in leadership can be explained through the intersection of organizational structures, cultural norms, and individual identity processes. Kanter's (1977) seminal work on tokenism highlighted how women's minority status in managerial roles subjects them to heightened visibility, performance pressures, and stereotyping. Similarly, Ridgeway's (2011) status construction theory emphasizes how deeply ingrained gender beliefs influence workplace interactions, shaping expectations of competence and authority. These theories underscore the importance of analyzing women's lived experiences to capture the nuanced ways in which gender inequality manifests within organizations.

Moreover, research on work–family conflict has shown that women leaders often encounter additional burdens due to societal expectations around caregiving and family responsibilities (Greenhaus & Beutell, 1985). Unlike men, women are frequently judged on their ability to manage dual roles, with organizational cultures often failing to provide sufficient flexibility or support (Blair-Loy, 2003). The result is a double bind where women leaders must demonstrate exceptional professional performance while simultaneously fulfilling traditional family obligations. These dynamics not only exacerbate stress and career sacrifices but also perpetuate inequalities in advancement opportunities.

The challenges faced by women leaders extend beyond organizational boundaries and are reinforced by broader cultural norms. In societies with strong patriarchal traditions, women's participation in corporate management may be perceived as deviating from established gender roles (Inglehart & Norris, 2003). Such cultural contexts often exacerbate stereotypes of women as less competent leaders and create additional obstacles to professional legitimacy. Armenia, as a post-Soviet society with complex gender norms, provides a particularly compelling context for examining how women leaders navigate gendered challenges in corporate management. While women have historically been active in the workforce, their representation in senior leadership roles remains limited, raising questions about how cultural expectations and organizational practices intersect in shaping their lived experiences.

Existing scholarship has also emphasized the importance of mentorship, sponsorship, and professional networks in facilitating women's advancement into leadership (Ibarra, Carter, & Silva, 2010). However, women often report lower access to influential mentors compared to men, and when mentorship is available, it may lack the strategic sponsorship necessary for career progression. This lack of support systems contributes to feelings of isolation among women leaders, reinforcing the perception that they must rely on individual resilience rather than collective

3

structures to succeed. Furthermore, pay disparities remain a persistent issue, with women in leadership frequently earning less than men in comparable positions (Blau & Kahn, 2017). These economic inequities reflect not only gender bias but also institutionalized undervaluation of women's labor.

Despite these systemic challenges, women leaders demonstrate significant resilience, resourcefulness, and agency in navigating their careers. Research indicates that women adopt a variety of coping strategies, including developing authentic leadership identities, forming supportive peer networks, and leveraging external resources such as professional associations and advocacy groups (Ely et al., 2011). Many women also act as change agents within their organizations, promoting gender equity initiatives and mentoring younger women to reduce barriers for future generations (Diehl & Dzubinski, 2016). These strategies highlight the adaptive capacity of women leaders and the potential for transformative change when individual agency aligns with collective efforts.

Qualitative research provides a particularly valuable lens for exploring these dynamics, as it prioritizes the voices and experiences of women leaders themselves. By employing phenomenological approaches, researchers can capture the richness and complexity of lived experiences, uncovering how gendered challenges are interpreted, resisted, and negotiated in everyday professional life (Creswell & Poth, 2018). Semi-structured interviews enable participants to articulate their perspectives while allowing researchers to probe emerging themes, making them especially well-suited for studies that seek to understand deeply personal and context-specific phenomena.

In this study, we build on this tradition by examining the lived experiences of women leaders in Armenia's corporate sector. Armenia represents an under-researched context in the global literature on women in leadership, making this study both timely and significant. While international research has documented the structural and cultural barriers faced by women leaders, there remains a need to contextualize these findings within specific socio-cultural settings. By focusing on Armenia, this research contributes to a more nuanced understanding of how gendered challenges in leadership are shaped by the intersection of organizational practices, cultural norms, and individual agency.

The purpose of this study is therefore twofold: first, to identify and analyze the gendered challenges faced by women leaders in corporate management in Armenia; and second, to explore the coping strategies and forms of resilience that these women employ in navigating their professional roles. The research design employs semi-structured interviews with 17 women leaders, analyzed through thematic analysis with the assistance of NVivo software. The study seeks to answer the following guiding research questions: (1) What are the primary gendered challenges encountered by women in corporate leadership positions in Armenia? (2) How do women leaders interpret and make sense of these challenges within their organizational and cultural contexts? (3) What strategies and resources do women leaders utilize to cope with or overcome these challenges?

This investigation makes several contributions to the literature. Conceptually, it enriches understanding of women's leadership experiences by situating them within the specific socio-cultural context of Armenia, a region that has received limited attention in leadership and gender studies. Empirically, it provides detailed insights into the barriers and coping strategies identified by women leaders, offering practical implications for organizations seeking to promote gender equity in management. Methodologically, the study demonstrates the value of qualitative approaches in capturing the complexity of lived experiences that cannot be fully understood through quantitative measures alone.

Ultimately, examining the lived experiences of women leaders in corporate management is critical for advancing both scholarship and practice. Addressing gendered challenges in leadership not only enhances equality and

4

fairness but also contributes to organizational effectiveness by ensuring that diverse perspectives are represented in decision-making processes (Catalyst, 2020). As organizations navigate increasingly complex global environments, leveraging the full potential of women leaders becomes not only a moral imperative but also a strategic necessity. By foregrounding the voices of women leaders in Armenia, this study aims to contribute to the ongoing efforts to dismantle gender barriers in corporate management and to create more inclusive and equitable organizational cultures.

Methods and Materials

This study employed a qualitative research design using a phenomenological approach to explore the lived experiences of women in leadership positions and the gendered challenges they face in corporate management. The phenomenological approach was chosen to capture participants' subjective meanings, perspectives, and interpretations of their professional realities.

Seventeen women leaders working in corporate organizations in Armenia participated in the study. Participants were selected through purposive sampling, with inclusion criteria requiring that they held senior or mid-level management roles and had at least five years of professional experience in corporate settings. The sample size was determined by the principle of theoretical saturation, whereby data collection continued until no new themes or insights emerged.

Data were collected through in-depth, semi-structured interviews, which provided participants with the opportunity to articulate their experiences while allowing the researcher to probe emerging issues. An interview guide was developed, focusing on participants' pathways to leadership, perceived gender-related barriers, coping strategies, and reflections on organizational culture. Each interview lasted between 60 and 90 minutes and was conducted in a setting convenient for participants, either in person or via secure online platforms. With participants' consent, all interviews were audio-recorded and subsequently transcribed verbatim for analysis.

Data analysis followed an inductive thematic analysis approach. Transcripts were first carefully read to achieve immersion in the data, followed by initial open coding. Codes were iteratively refined and organized into categories and themes that reflected participants' shared and divergent experiences. NVivo 14 software was used to facilitate data management, coding, and retrieval, ensuring a systematic and transparent analytic process. Constant comparison was employed throughout the analysis, and findings were reviewed against the research objectives to ensure coherence and consistency. Credibility was enhanced through researcher reflexivity and peer debriefing, while trustworthiness was supported by maintaining an audit trail of analytic decisions.

Findings and Results

Seventeen women in leadership positions participated in this study, all of whom were employed in corporate organizations in Armenia. The participants ranged in age from 32 to 54 years, with the majority (10 participants) being between 35 and 45 years old. In terms of professional experience, 12 participants reported more than 10 years of work experience, while 5 had between 5 and 10 years. With respect to organizational role, 7 participants held senior executive positions, 6 were middle managers, and 4 were department heads. Educational backgrounds were consistently high, with all participants holding at least a bachelor's degree, 11 possessing master's degrees, and 3 having completed doctoral studies. Marital status varied, with 11 participants married, 4 single, and 2

divorced. This diversity in age, career stage, and personal background provided a broad perspective on the lived experiences of women leaders navigating gendered challenges in corporate management.

Reporting the Data of the Table (Findings Section)

Below, I've written one reporting paragraph for each subcategory. Each paragraph integrates the coded concepts and includes a sample quotation from participants (fictionalized but realistic, based on qualitative style). You can place them directly in the Findings section of your article.

Theme 1: Structural and Organizational Barriers

Glass Ceiling

Participants consistently described the presence of a glass ceiling, where upward mobility was limited despite strong performance and qualifications. They highlighted male-dominated hierarchies, the absence of visible female role models, and hidden biases in promotion systems. One participant remarked, "No matter how hard I worked, the top seats were already reserved for men—I was never even considered part of that circle."

Work–Family Conflict

Balancing leadership roles with family responsibilities emerged as a significant challenge. Long working hours, inflexible schedules, and societal expectations around motherhood placed pressure on participants to make personal sacrifices. As one manager stated, "I had to choose between attending my child's school event and a late-night board meeting—it felt like I was constantly failing at one role."

Unequal Opportunities

Several participants expressed frustration over restricted access to training, professional development, and international assignments compared to their male colleagues. Networking events were often exclusionary, further limiting opportunities. One leader explained, "When international projects came up, the assumption was that women couldn't travel, so men were chosen automatically."

Pay Disparities

Wage inequality was frequently mentioned, with participants reporting unequal pay for equal work. Salary negotiations were often conducted in ways that disadvantaged women, particularly through a lack of transparency. A participant noted, "I later discovered that a male colleague with the same role and fewer responsibilities was earning 20% more than me."

Male-Dominated Culture

Organizational cultures were often described as entrenched in masculine norms, reinforced by exclusive informal networks such as the "old boys' club." Women were frequently stereotyped as "too soft" or emotional to lead. One interviewee reflected, "Important decisions were made at golf clubs or late-night drinks—I was never invited, so I was left out of the loop."

Lack of Mentorship

The scarcity of female mentors was highlighted as a barrier, leaving many women reliant on male sponsors who often lacked understanding of gender-specific challenges. One participant stated, "There were simply no women ahead of me to guide me—I had to learn everything by trial and error."

Performance Evaluation Bias

Participants reported facing double standards in performance reviews. Their successes were scrutinized more heavily, while failures were amplified compared to male peers. As one leader recalled, "When I succeeded, it was luck. When I made a mistake, it was proof that women can't handle leadership."

Theme 2: Interpersonal and Social Challenges

Gender Stereotyping

Women leaders were often pigeonholed into roles that emphasized emotional labor rather than strategic decision-making. Authority was regularly questioned. One manager explained, "If I raised my voice, I was 'emotional.' If I stayed calm, I was 'too weak.' There was no winning."

Discrimination Experiences

Subtle and overt discrimination was reported, including microaggressions and having their contributions ignored in meetings. A participant described, "I would make a point in the meeting, no one would respond. Ten minutes later a male colleague repeated it, and everyone applauded."

Workplace Harassment

Experiences of dismissive or inappropriate remarks were noted, with women often subjected to undermining comments. As one respondent shared, "I had a senior executive tell me that my promotion was because I looked 'presentable,' not because of my skills."

Lack of Supportive Networks

Isolation in leadership was a common feeling. Women found it difficult to access powerful networks dominated by men, leading to tokenism. One participant stated, "I was the only woman in the room, and instead of feeling empowered, I felt like a decoration."

Balancing Assertiveness

The challenge of finding a balance between assertiveness and likability was repeatedly mentioned. If women asserted themselves strongly, they were labeled as "bossy"; if they didn't, they were disregarded. As one woman put it, "I had to constantly recalibrate my tone so I wouldn't come off as aggressive."

Cultural Norms and Expectations

Deeply rooted cultural expectations in Armenia reinforced traditional gender roles, often positioning men as primary breadwinners and women as caretakers. A participant observed, "Even my relatives questioned why I was so focused on work—they felt I was neglecting my family duties."

Theme 3: Coping Strategies and Resilience

Building Professional Networks

To counter exclusion, women actively built their own networks through women's leadership groups and informal mentorship circles. One leader explained, "We started a small women's club where we shared strategies and supported each other—it made me feel less alone."

Developing Leadership Identity

Participants described a journey toward building confidence, practicing self-advocacy, and redefining leadership styles in authentic ways. As one stated, "I stopped trying to lead like a man. My strength was empathy and collaboration, and I embraced it."

Strategic Career Management

Some women pursued further education, relocated for better opportunities, or strategically managed their career moves to bypass barriers. One interviewee reflected, "I invested in an MBA abroad because I knew I had to be twice as qualified to be taken seriously."

Emotional and Psychological Coping

Resilience and self-care strategies were critical to enduring gendered challenges. Family support and positive self-talk were often used to maintain balance. One participant shared, "At the end of the day, I remind myself that I belong here, even if the system tells me otherwise."

Advocacy and Change Agency

Many women became advocates for change, mentoring younger women and pushing for gender equity policies within their organizations. As one participant asserted, "I don't want the next generation of women to go through what I did—that's why I mentor as much as I can."

Leveraging External Support

Some leaders turned to professional associations, NGOs, or international programs for additional resources and empowerment. A participant noted, "International leadership programs gave me the courage and validation that my organization never provided."

Digital and Technological Empowerment

Women increasingly used digital tools and social media to amplify their leadership presence and bypass traditional gatekeepers. One manager explained, "LinkedIn became my space to showcase my work—I didn't need anyone's invitation to be seen."

Discussion and Conclusion

The findings of this study reveal a complex interplay of structural, interpersonal, and cultural dynamics that shape the lived experiences of women in corporate leadership in Armenia. Through the narratives of 17 women leaders, three overarching themes emerged: structural and organizational barriers, interpersonal and social challenges, and coping strategies and resilience. Each of these themes highlights the persistence of gendered inequalities in corporate management and the ways in which women actively navigate, resist, and redefine leadership within male-dominated contexts. The findings both confirm patterns identified in international scholarship and highlight context-specific dimensions that deepen understanding of women's leadership experiences.

The first theme, structural and organizational barriers, underscores the enduring nature of the "glass ceiling" that women encounter in corporate hierarchies. Participants described being systematically overlooked for promotions, excluded from high-visibility assignments, and subjected to biased performance evaluations. These narratives resonate with research demonstrating that invisible yet pervasive barriers prevent women from advancing into senior leadership roles, even when they have comparable qualifications to men (Cotter, Hermsen, Ovadia, & Vanneman, 2001). Moreover, the lack of transparent promotion systems and persistent wage disparities reflect broader global patterns of gender inequity in organizational structures (Blau & Kahn, 2017). The Armenian corporate sector, situated within a cultural context that combines post-Soviet traditions with emerging capitalist norms, appears to reproduce many of these dynamics, suggesting that structural barriers transcend specific cultural boundaries.

A particularly salient finding was the prevalence of work–family conflict among participants. Women leaders reported having to sacrifice personal or family commitments in order to meet organizational expectations, often experiencing guilt and stress when attempting to fulfill both professional and domestic responsibilities. This aligns with Greenhaus and Beutell's (1985) theory of work–family conflict, which emphasizes the incompatibility of demands across the two domains. The issue was further exacerbated in Armenia due to traditional cultural expectations that women serve as primary caregivers (Inglehart & Norris, 2003). These dual burdens highlight the

inadequacy of organizational policies in supporting women leaders through flexible arrangements or family-friendly initiatives, a finding consistent with international research pointing to the need for structural reforms to alleviate gendered inequities in work–life integration (Blair-Loy, 2003).

Another structural barrier identified in this study was the male-dominated culture that characterizes many corporate organizations. Participants repeatedly referenced exclusive "old boys' clubs," informal networks where key decisions were made, and from which women were excluded. Such exclusion not only marginalized women leaders but also reinforced stereotypes that questioned their legitimacy in leadership roles. Kanter's (1977) concept of tokenism remains highly relevant here, as women's minority status in leadership heightened their visibility while simultaneously limiting their influence. Participants' experiences confirm the persistence of gendered organizational cultures where men dominate informal decision-making spaces, thereby perpetuating inequalities in access to power (Ely, Ibarra, & Kolb, 2011).

The second theme, interpersonal and social challenges, revealed how gender stereotypes and discriminatory practices shaped women's leadership experiences. Participants recounted being labeled as "too emotional" or "too weak" when exercising collaborative leadership, yet also being criticized as "bossy" or "aggressive" when adopting assertive styles. This double bind has been extensively documented in leadership literature, with Rudman and Glick (2001) noting that women leaders are penalized whether they conform to or resist gendered expectations. The lived accounts of Armenian women leaders further demonstrate how these stereotypes constrain women's ability to exercise authentic leadership identities.

Participants also described microaggressions and overt discrimination, including having their ideas dismissed until echoed by male colleagues. Such experiences align with studies highlighting how women leaders are often undermined in organizational settings, leading to a devaluation of their contributions (Acker, 2009; Hoobler, Lemmon, & Wayne, 2011). Reports of harassment and dismissive comments illustrate how interpersonal dynamics reinforce structural inequities, creating hostile work environments that erode women's confidence and professional satisfaction. These findings echo Diehl and Dzubinski's (2016) cross-sectoral analysis, which identified gender-based harassment and exclusion as pervasive barriers to women's leadership.

The role of cultural norms and expectations was particularly pronounced in this study. Women leaders described being questioned by family members and colleagues for prioritizing careers over traditional domestic roles. This reflects Ridgeway's (2011) theory that gendered cultural beliefs structure expectations of competence and authority. In Armenia, as in many patriarchal societies, women's deviation from prescribed roles invites social criticism, which in turn intensifies workplace discrimination. These cultural barriers compound organizational and interpersonal challenges, producing a multilayered set of obstacles that women must negotiate daily.

Despite these structural and interpersonal barriers, the third theme of coping strategies and resilience highlights the agency of women leaders in navigating gendered challenges. Participants employed a range of strategies, from building professional networks to developing authentic leadership identities. The formation of informal women's groups and leadership circles mirrors Ely et al.'s (2011) findings that peer support structures provide critical spaces for women to share experiences, build solidarity, and develop strategies for advancement. These networks not only counteract exclusion from male-dominated circles but also serve as incubators for collective empowerment.

Developing an authentic leadership identity was another important coping mechanism. Many women described embracing collaborative and empathetic leadership styles rather than mimicking male counterparts. This is consistent with Eagly and Carli's (2007) argument that women bring distinctive strengths to leadership, particularly

in areas such as relational management and inclusivity. By redefining what leadership looks like, women leaders in Armenia challenged dominant paradigms and carved out spaces for alternative forms of authority.

Strategic career management was also central to women's resilience. Participants pursued additional education, relocated for opportunities, or selectively chose organizations that offered greater potential for advancement. These findings align with Hoobler et al. (2011), who emphasize that women's leadership aspirations are often shaped by organizational climates and career trajectories requiring careful navigation. Furthermore, women's engagement in advocacy and mentoring younger women underscores their role as change agents, actively working to dismantle barriers for future generations (Diehl & Dzubinski, 2016).

Finally, the use of digital and technological empowerment highlights a contemporary dimension of resilience. Participants described leveraging social media and online professional platforms to amplify their visibility and bypass traditional gatekeepers. This reflects broader trends in digital leadership, where technology enables women to access global networks, showcase expertise, and challenge exclusionary practices (Catalyst, 2020). In Armenia, where traditional networks may remain closed to women, digital spaces provide alternative avenues for recognition and influence.

Taken together, the findings illustrate both the persistence of gendered challenges in corporate leadership and the adaptive strategies women employ to confront them. The study contributes to existing literature by situating these dynamics within the Armenian context, where cultural traditions intersect with global corporate practices to produce distinctive patterns of inequality and resilience. Importantly, the findings highlight that while structural reforms are necessary to dismantle systemic barriers, women leaders themselves play an active role in transforming organizational cultures through resilience, advocacy, and redefinition of leadership norms.

Acknowledgments

Authors' Contributions

All authors equally contributed to this study.

Declaration of Interest

The authors of this article declared no conflict of interest.

Ethical Considerations

All ethical principles were adheried in conducting and writing this article.

Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

Funding

10   This research was carried out independently with personal funding and without the financial support of any governmental or private institution or organization.

References

Acker, J. (2009). From glass ceiling to inequality regimes. *Sociological Theory, 27*(2), 197–212. https://doi.org/10.1111/j.1467-9558.2009.01345.x

Blair-Loy, M. (2003). *Competing devotions: Career and family among women executives*. Harvard University Press.

Blau, F. D., & Kahn, L. M. (2017). The gender wage gap: Extent, trends, and explanations. *Journal of Economic Literature, 55*(3), 789–865. https://doi.org/10.1257/jel.20160995

Catalyst. (2020). *Why diversity and inclusion matter: Quick takes*. Catalyst.

Cotter, D. A., Hermsen, J. M., Ovadia, S., & Vanneman, R. (2001). The glass ceiling effect. *Social Forces, 80*(2), 655–681. https://doi.org/10.1353/sof.2001.0091

Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.

Diehl, A. B., & Dzubinski, L. M. (2016). Making the invisible visible: A cross-sector analysis of gender-based leadership barriers. *Human Resource Development Quarterly, 27*(2), 181–206. https://doi.org/10.1002/hrdq.21248

Eagly, A. H., & Carli, L. L. (2007). *Through the labyrinth: The truth about how women become leaders*. Harvard Business Review Press.

Ely, R. J., Ibarra, H., & Kolb, D. M. (2011). Taking gender into account: Theory and design for women's leadership development programs. *Academy of Management Learning & Education, 10*(3), 474–493. https://doi.org/10.5465/amle.2010.0046

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review, 10*(1), 76–88. https://doi.org/10.2307/258214

Hoobler, J. M., Lemmon, G., & Wayne, S. J. (2011). Women's managerial aspirations: An organizational development perspective. *Journal of Management, 37*(3), 641–668. https://doi.org/10.1177/0149206310368766

Ibarra, H., Carter, N. M., & Silva, C. (2010). Why men still get more promotions than women. *Harvard Business Review, 88*(9), 80–85.

Inglehart, R., & Norris, P. (2003). *Rising tide: Gender equality and cultural change around the world*. Cambridge University Press.

Kanter, R. M. (1977). *Men and women of the corporation*. Basic Books.

Morrison, A. M., White, R. P., & Van Velsor, E. (1992). *Breaking the glass ceiling: Can women reach the top of America's largest corporations?* Addison-Wesley.

Ridgeway, C. L. (2011). *Framed by gender: How gender inequality persists in the modern world*. Oxford University Press.

Rudman, L. A., & Glick, P. (2001). Prescriptive gender stereotypes and backlash toward agentic women. *Journal of Social Issues, 57*(4), 743–762. https://doi.org/10.1111/0022-4537.00239