The Glass Ceiling Conquered

By

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THE GLASS CEILING CONQUERED

An exploratory assessment of Women in Senior positions in the Facilities Management sector in Ireland

Janet Earl

OVERVIEW

Glass ceiling, sticky floor, pink collars all disparaging colloquial terms used to describe why there is a disproportionate number of men at the helm of large organisations, and women have yet to attain equality in the workplace despite promises of. The egalitarian viewpoint would be that all people are equal and deserve equal rights, equal opportunities and equal pay for equal effort. Is this utopia? This is a consideration of what has made these successful women successful.

National
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Abstract

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## Purpose

Women account for 60% of global college graduates (OECD, 2017), they hold 52% of low level of management positions, with this proportion decreasing at each level of seniority, falling to 19% of CEO positions" Women in Management – the Leadership Pipeline Report 2017.

In many industries women are overlooked for promotion because they are women. They are often equally or better qualified than their male counterparts; have

worked hard; however, have had to work harder to prove themselves equal to men, yet the negative assumptions around women leaders abound; that is a man's job; women cannot be strong leaders; women have child caring responsibilities; the list goes on.
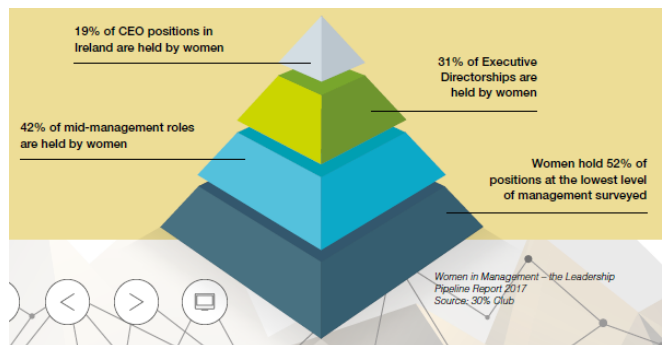
This research is an exploratory assessment of Women in Senior positions in the Facilities Management sector in Ireland, and to understand what they believe has made them successful in an industry that is represented by women at senior level by less than 22%. It attempts to understand how these women conquered the glass ceiling.

Design, Methodology and Approach

Qualitative research was undertaken on a small sample of seven women very senior in their organisation to investigate and understand the barriers and enablers that influenced the career advancement of these women to leadership positions.

Research was conducted via Skype / Zoom and was transcribed and analysed to gain an in-depth knowledge of the opinions of the participants.

Findings

There is a definite improvement in Women conquering the glass ceiling, however there were a few key themes that in their opinion, assisted the participants.

1) flexibility of organisations,
2) employees' support and development
3) family life and balance
4) networking and mentoring
5) luck

The luck many of the women felt they had benefitted from is discussed in depth later in this paper. Rescher defined luck as the randomness of everyday life that involves three things; a beneficiary; a development that is positive or negative; is fortuitous (unexpected). Were the women lucky or did their hard work come to fruition?

Originality / Value

Currently there are no peer reviewed qualitative studies into women in the Facilities industry. This study will contribute to the knowledge taxonomy and understanding of the industry in Ireland in area of gender and leadership experiences of senior female leaders.

Key words

Facilities, FM, Facility Manager, operations, gender, leadership, women senior leadership, glass ceiling, barriers

Of course it's the same old story. Truth usually is the same old story.

— MARGARET THATCHER

Submission

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(b)   I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.

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(d)   I declare that no material contained in the thesis has been used in any other submission for an academic award.

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Dedication

For my Mum

Your belief in me was always unwavering. Thank you for being my hero, my comforter, my adviser, my role model, my friend and most importantly my Mum. I miss you!

Jeanne Marguerite Du Toit Earl van Heerden

29 Sept 45 to 20 July 2017

Acknowledgements

_____

To the amazing Women that made themselves available so willingly to me, so I could gather the information from their personal journeys. Thank you for sharing with me, may you continue to prosper and progress.

To my amazing wife Nicolette, thank you for the rollercoaster that is our life, for your support, without you, I could never have done this

To my children Chaz and Morgan, thank you for your enthusiastic encouragement, often greatly needed. May you appreciate the importance of lifelong learning

To my Dad Colin, my Sister Patricia, and my Brother Christopher, thanks for the belief that I could do this

To Dr Colette Darcy, for your guidance, patience, and motivation
s
To the people along my path, some that knew I could do this, some that were not sure and some that are still surprised that I have done it.

Finally, To Me! Well done. Thanks for the self-belief, the dreams, the tears, the dark moments, and the happier moments. Way to go, you deserve this!

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Submission Checklist

Introduction	Have you presented/stated the problem or issue which is to be addressed?	✓
	Have you stated why your research is worthy of study?	✓
	Have you given your research problem context? i.e. have you said what has been done previously or why this is an important area of study?	✓
	Have you given some indication of the key literature identifying any gaps which your research hopes to address?	✓
	Have you provided an overview of the structure of the research project?	✓
	Are there references in your introduction? There should be!	✓
Literature Review	Is there evidence of up-to-date material pertaining to your area of study?	✓
	Is the material mostly journal based rather than text book based?	Both
	Have you provided a synthesis, not a summary, of previous studies/research?	✓
	Are you guilty of summarising/describing what others have said? **If so you need to address this!**	✓
	Does each paragraph describe simply what someone else has said? i.e. does it only contain one reference albeit multiple times to the same piece of work? **If so you need to address this!**	✓
	Does your literature have a logical flow? Does it jump from one section to another without any link?	✓
	Does your literature review have a conclusion?	✓
Research Question	Do you have a clearly stated research question or hypothesis?	✓
	Have you identified and explained the aims and objectives of your study?	✓

Methodology	Have you provided summaries of each possible research method without ever linking it to your own work? **If so please revisit.**	✓
	This section should describe how the problem was investigated and why particular methods and techniques were employed. Have you done this?	✓
	Have you been able to link your methodological approach to other previous research in terms of adopting a similar approach?	✓
	Have you stated what you did? Often referred to as the procedure adopted.	✓
	Have you provided details of your sample? Who did you ask and why these and not others?	✓
	What you asked them? Details about your research instrument	✓
	How you asked them? Details about your data collection	✓
	What you did with what you collected? Data analysis – i.e. how you treated the data. This is NOT what they actually said – that comes in the next section! Here you want to be clear about how you treated the data not what you found.	✓
	Did you pilot your data collection tool?	✓
	Does your methodology section refer to ethical considerations?	✓
	Have you included a limitations section?	✓
Findings/ Results**	Does your findings section simply list the answer to each question in your questionnaire/interview etc., one after the other? **If so revisit!**	✓
	Is there a logical flow to your findings?	✓
	Have you linked your findings back to your literature?	✓
	Have you highlighted for the reader what was important in your findings and how this relates back to previous studies/knowledge on your research topic?	✓
	Have you included practical implications (if appropriate)?	✓
	Have you considered the limitations of your study including your methodological approach?	✓

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Conclusions	Have you provided a strong conclusion to your work?	✓
	Have you provided a summary of what you have found out in relation to each research question posed?	✓
	Is your conclusion section less than 1 page in length? **If so please revisit.**	✓
	What are the next steps? Future research possibilities?	✓
Reference List	Have you included **ALL** references cited in your work?	✓
	Have you adhered to the Harvard referencing system?	✓
	Have you included all references in alphabetical order by surname?	✓
	Have you separated books from journals etc? **If so please revisit.** All reference material should appear in alphabetical order irrespective of whether it is a book or journal or working paper etc.	✓
	Have you included material that is not directly referenced in your research report? **If so please revisit.** Only material directly cited/referenced in your report should be included in your reference list. All other material consulted but not directly cited should appear in your bibliography should you choose to include one.	✓
In-text referencing	Have you ensured that all in-text references appear in your reference list?	✓
	Have you used the Harvard method? Surname/Date approach?	✓
	Have you put the full stop **after** the close bracket for in-text references – example below; Students should pay attention to the advice they have been given by their lecturer (Darcy 2013).	✓
	Have you included an author's initial in your in-text referencing? **If so please revisit.** Only the surname and year should appear.	✓
Housekeeping	Have you checked your spelling and grammar?	✓
	Is your submission neat and tidy? Are there gaps page breaks where there shouldn't be? **If so please revisit.**	✓
	Have you included your thesis declaration page and your thesis submission form?	✓

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Chapter 1: Introduction

1.1 Overview

The "Glass ceiling" is a barrier that keeps women from advancing in their careers, because of their gender, Morrison et al (1987). As its counter, (Booth et all, 2007) "sticky floor" is used to describe the model that women are less likely to start to climb the career ladder than their male colleagues highlighting the gender imbalance phenomenon. Building on Booth and co-author's seminal study, scholars continue to try and identify what causes the sticky floor. The U.S. Department of Labour (2006) coined another gender derogatory phrase "pink-collar" workers, this refers to jobs historically known as "women's work".

Glass ceiling, sticky floor, pink collars all disparaging colloquial terms used to describe why there is a disproportionate number of men at the helm of large organisations, and women have yet to attain equality in the workplace despite promises of parity. The egalitarian viewpoint would be that all people are equal and deserve equal rights, equal opportunities and equal pay for equal effort. Is this utopia? These theories possibly legitimise and perpetuate the phenomenon of glass ceilings (Barnett and Rivers, 2004). How can women break the barriers and then prevent the recently coined phenomenon "glass cliff?" (Sabharwal et all 2013)?

33% of directors of companies with a female CEO are women, while 22% of directors of companies with a male CEO are women

Source: U.K. Office for National Statistics

1.2 Research

This study emphasises the great inequality within the facilities workplace in Ireland and despite better education CSO (2018) and hard work, women are disparagingly underrepresented at the highest levels in most companies. It was to try to understand why, if women represent almost 50% of the workforce, CSO (2016), and despite the many well-educated women in Ireland only an elite few ever accomplish top management positions and make it into the top echelons of business? A 2017 Central Bank study states only 16% of CEO jobs in Ireland went to women and a recent E&Y study quoted by the Bank found that the gender composition of boards only 26% of seats were held by women. From information gathered from reports and web pages of the top 12 Facilities Management companies in Ireland, 21% of senior leadership is women. This puts the FM industry behind the standard.

Within the FM industry there are 21 women that have made it onto the board and form part of the Senior Leadership Team (SLT) – This study attempted to grasp what has made them successful, how they made it and what do they attribute their success to?

Table 1: Composition of Senior Leadership / Directors in Ireland and internationally in the Facilities Management Industry

	International (if the company has an international presence)					Ireland				
	Total	Men	Women	% Women		Total	Men	Women	% Women	
Sodexo	13	6	7	54%	Woman CEO	6	2	4	67%	Woman Pres
Derrycourt						8	3	5	63%	Woman MD
Aramark	11	7	4	36%		9	5	4	44%	Woman MD
ISS	9	8	1	11%		12	9	3	25%	
OCS	8	7	1	13%		4	3	1	25%	Woman MD
Acacia						6	5	1	17%	
Mitie	12	11	1	8%		8	7	1	13%	
Noonan						8	7	1	13%	
BAM FM						31	30	1	3%	
JLL	8	7	1	13%		3	3		0%	
CBRE	10	8	2	20%		could not get local numbers from web page				

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1.3 The Issue - Irelands "Chilly Workplace"

Fassinger (2008) posits women can face a "chilly workplace climate". This unwelcoming environment is reinforced by double standards, especially in unfair evaluation practices which discriminate against women who show assertiveness.

The gender imbalance should be of grave concern across boardrooms in Ireland. The JP Morgan Chase study (2018) "The Case for Gender Balance" states that investors are focusing on boards with female representation as Gender diversity improves diversity among boards. Diversity reduces the risk of groupthink and enhance the ability of boards to provide effective oversight of company management, however progress has been slow to date. There is strong correlation between a company's health and their financial well-being, women encourage participation and buy in to decision-making process. Experience and collective knowledge are shared far more when there is greater gender diversity thereby ensuring better business performance. (Fetherolf (ed.), 2001)

> **"** Companies should look at gender balance as a bottom line issue, not just a human resource issue."
>
> *Deborah France-Massin, Director of the ILO Bureau for Employers' Activities*

The CFI report highlights the benefits of Women in management

Key Benefits of Increased Women in the Construction Sector

What, if any, are the benefits to the industry of increasing the number of women working in the construction sector?

Offers a different perspective / avoids group think	44%
Bring a new skill set	30%
Improves decision making	22%
Fill the demand for jobs	13%
Strengthens the management team	12%
Drives innovation / creativity	11%
Other	5%
No benefit	10%
Don't know	12%

(Base: All Companies: 1,222)

A MSCI study (2015) established companies with "strong female leadership" had an average annual ROE of 10.1% compared to 7.4% for those without and an average price-to-book ratio of 1.76 versus 1.56.

"Women's Day 2018" the Central Statistics Office revealed that there were 53 000 more women in Ireland than there are men - 2, 407, 437 in total. Women make up 51% of the population. 40.7% of men have third level qualifications and women are more educated with 43% third level qualifications.   In other words, based on their numbers, their skills and their education there could be equality for women in the work place.

Women's qualifications from the 2016 Census
- Vocational Higher Education: 148,594
- Bachelor's Degree: 314,258
- Postgraduate diploma or degree: 164,431
- Doctorate (Ph.D.): 12,743

12,743 females in Ireland have a Ph.D

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1.4 Key literature and the identification any gaps in the current research

This study focused on the facilities management industry in Ireland and a preliminary search did not identify and similar studies. It looked whether barriers, recognised in literature, remain obstacles for women despite several women reaching the pinnacle of their careers. The Construction industry has prepared a similar report *Women in The Construction Industry* that also acted as a source of knowledge. Kenny (2018) identified limited qualitative studies in Ireland about the experiences of women in senior leadership in large Irish organisations. This research attempted to narrow the gap within the Facilities industry.

1.5 What did the research propose to achieve and was it achieved?

Cotter et al (2001) found that glass ceilings correlate strongly with gender, through qualitative one on one interviews the study emphasised the great inequality within the workplace. This study asked the question, is this is the case in the facilities sector? It also examined what has made the women successful in the industry, how they made it and what do they attribute their success to?

Despite all the available literature it is difficult to make a compelling argument by reference to the literature as there is no literature specific to the FM industry. As mentioned previously there is a gap in the available literature in the facilities industry. This study endeavoured to narrow that gap.

Ambition is the path to success, persistence is the vehicle you arrive in.
William Eardley IV

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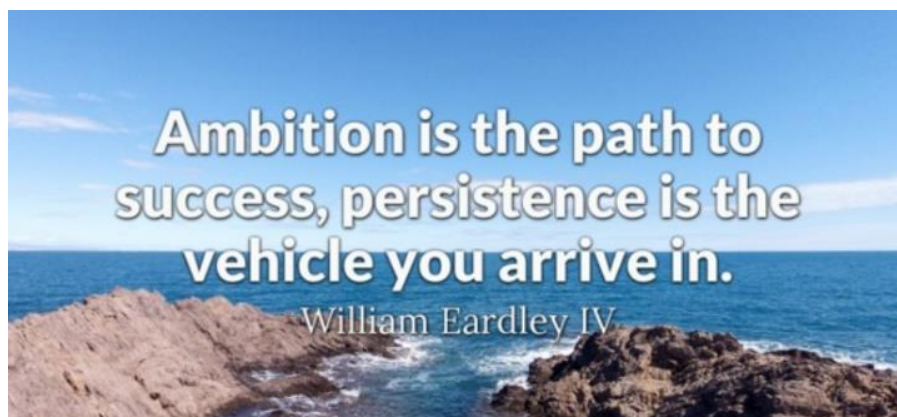
1.6   Research Question

This is an exploratory study of successful female senior executives in facilities management in Ireland. This study will try to ascertain the aspects contributing to their success. How they conquered the glass ceiling and to explore the perceived barriers to success

1.7 Dissertation Structure

This paper comprises of 7 chapters and 12 Appendices.

Chapter 1   introduces and summarises the study

Chapter 2   presents an up-to-date review of the literature. This involved reviewing scholarly writings related to gender and leadership research, along with industry and related papers and business studies

Chapter 3   poses the main research question

Chapter 4   defines the research method

Chapter 5   presents the findings through thematic analysis

Chapter 6   research findings are presented

Chapter 7   Conclusion that re-examines the research question and provides recommendations for future research.

"An integrated, inclusive culture is a no-brainer. Ignoring more than half your talent pool is bad for business and it's very bad leadership"

Margaret E. Ward, CEO, Clear Ink and Broadly Speaking

www.flowukandireland.com

Chapter 2: Literature Review

2.1 Overview

The United States Federal Glass Ceiling Commission defines the glass ceiling as "the unseen, yet unbreakable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements."

Cotter et al (2001) defined four distinctive characteristics that must be met to conclude that a glass ceiling exists. A glass ceiling inequality represents:

1) "A gender or racial difference that is not explained by other job - relevant characteristics of the employee."

2) "A gender or racial difference that is greater at higher levels of an outcome than at lower levels of an outcome."

3) "A gender or racial inequality in the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels."

4) "A gender or racial inequality that increases over the course of a career."

Cotter and his colleagues found that glass ceilings are correlated strongly with gender. Both white and minority women face a glass ceiling in the course of their careers. In contrast, the researchers did not find evidence of a glass ceiling for African American men.

The point here is there is little doubt that the glass ceiling exists.

2.2 Chilly Workplace (Networking and Mentoring)

With the assistance of mentoring, (Drury 2009) women can "fit in" and warm up a chilly workplace with the help of a good mentor. The right mentor can assist in building a network (Runnheim Olson, 2012). Networking has long been established as a critical element of success in a managerial career Garavan et al (2003).

The absence of women in key positions to mentor other women means that women are less inclined to participate in same – gender mentoring, therefore many young women need male mentoring relationships (Leck and Orser, 2013). There is an interdependency networking and mentoring, Burke and McKeen (1994) suggest that mentoring relationships are important for men are essential for women. Both mentors and peer relationships can facilitate career and personal development. Women often remain outside the network that impact on significant decisions such as promotion and acceptance" (Burke and McKeen, 1994, Travers and Pemberton, 2000). However, Burke et al (1995) propose to maintain dominance, men often exclude women from informal networking events and the "old boys club". This exclusion of women preserves male customs, traditions (Linehan and Scullion 2001, p. 408).

2.3 Tokenism and Equality

If a social category constitutes 15% of a group, Kanter (1977a, 1977b) described them as tokens. Women leaders are often perceived and known as "tokens" (Kanter, 1977a) due to their numerical scarcity, token women tend to feel isolated, to and to experience heightened pressure to perform well. (McDonald et al, 2004). Token women were more likely to:
1) Amplified mistakes
2) Isolated
3) Condensed roles that undermined their status

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Negative consequences of being a token seem to affect women and Reskin (1988) discussed that there is greater gender discrimination directed toward token women. Global Gender Gap Report 2014, states gap for economic participation and opportunity now stands at 60%. Based on this trajectory, with all else remaining equal, it will 81 years for the world to close this gap completely (Global Gender Gap Report 2014, World Economic Forum)

Competent women want to succeed under their own steam and not as a token. They do not want to be seen as token of diversity as this devalues their input, their education, and their leadership and what they can do for the company. Well known feminine women are thought to "cheerleaders" rather than strong competent leaders . Often women are reproached for losing their femininity (Martin, 2008). Instead of being assertive they are judged aggressive Eagly and Carli (2007) suggest this is an example of gender double standards as it suggests bullying by men is acceptable. women are penalized for seeking power (Okimoto and Brescoll, 2010) and salary increases (Amanatullah and Tinsley, 2013) or, otherwise, behaving too assertively (Carli, 2016).

In adopting stereotypical female behaviours, or more traditional (masculine) leadership behaviours, women encounter a double-bind being 'damned if you do, doomed if you don't' (Catalyst, 2007; Ibarra, Ely and Kolb, 2013; Martin et al., 2018; Oakley, 2000; Williams and Tiedens, 2016).

Social bias deems that women are less effective as they are more feminine and this conflicts with the role that is "normal" for men (Eagly and Karau, 2002; Eagly and Carli, 2007; Ibarra et al., 2013). This has resulted in a culture of 'fix the women' being fostered in organisations,

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rather than fixing a labyrinth as women continue to face challenges that men do not face (Carli, 2018; Eagly and Carli, 2007), almost half the work force is ignored for executive opportunities (Wittenberg-Cox, 2014).

2.5 Ambition & Career Strategy

Women may prevent themselves achieving leadership positions the research has shown. Through the absence of self-promotion, not applying for senior management roles or delaying their progress to these roles by downplaying their abilities (Eagly and Johnson, 1990; Wallace, 2017) resulting in the "glass cage" where a lack of self-belief results in women displaying reservations about their success consequently preventing it. (Paustian-Underdahl, Slattery Walker and Woehr, 2014). Due to their lack of confidence women tend to be less confident than men, therefore, less ambitious and settling for opportunities that they have a firm chance of accomplishing (Sandberg, 2013). Hewlett Packard conducted a study that showed women generally apply for a job when they have 100% of the required skills, however men are comfortable applying if they have only 60% of the requirements. (Kay and Shipman, 2014).

The negative perception surrounding ambitious women may explain why less women make career plans. This perceived lack of ambition can hamper career progression (Valiulis et al 2008). A career path may not be linear, even when it is deliberate. Ambitious women should stand by their core values and stay authentic. The social and economic penalties

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against ambitious and successful women are labelled "backlash effects" (Phelan et al., 2008).

"You really don't want your career to be an accident," says Maureen Ehrenberg, executive managing director for integrated facilities management at JLL. "For the most part you do have to be aware of how you're acquiring that skill set," she says. "You have to own it yourself. And while your company can help you and your network can help you, if you're passive about your career, things will just happen. And it won't be a strategy, it will be a series of events."

Historically, men have dominated the facilities management space. In fact, in 2014 we reported on the consistent scarcity of women in executive roles. At that time, only 3 to 4 percent of women held CEO positions. A female facilities manager was practically a unicorn

Elizabeth Dukes, 2017

2.7 Transformational Leadership

McGregor Burns (1978) coined the phrase transformational leadership, it is often described as transforming leadership as leaders raised each other up in respect of motivation and morality. Bass (1995) developed a new theory based on new paradigms of transformational and transactional leadership .

Transformational Leadership is represented by 4 dimensions:

- *Idealized influence* - charisma; a sense of vision; impresses pride; gains respect and trust
- *Inspirational motivation* – high expectations; utilizes symbols; articulates the goals in simply
- *Intellectual stimulation* - encourages learning; intelligence; rationality; intensive problem solving

- *Individualized consideration* - deals with subordinates individually, suprts them and advises

This common vision; cooperation, communication are concepts of this leadership approach. These concepts all resonated with the participants of the study, and the findings indicate that women exhibit transformational leadership behaviours. (Eagly and Carli, 2003). Groundbreaking leaders have always been transformational leaders (B.M. Bass & R. Bass, 2008).
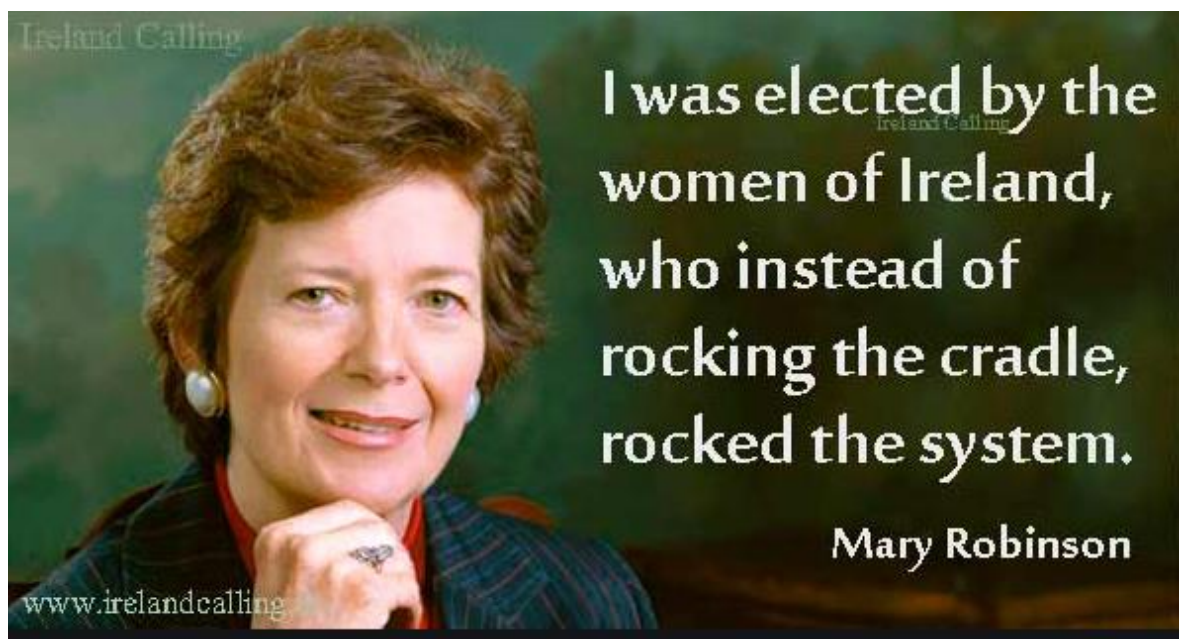
2.8 Collaborative Leadership

In her 2006 article, Carter, defined five qualities of a collaborative leader or the participants of the Glass Ceiling Conquered study.

- o Willingness to take risks
- o Eager listeners
- o Passion for the cause
- o Optimistic about the future
- o Able to share knowledge, power and credit

Able to share knowledge and credit was a point mentioned by all seven participants as key to their continued success

2.9 Conclusion

In conclusion, this study would fill a knowledge gap in the facilities sector. It would aid women wanting facilities management as a career and industry leaders business leaders on how to attempt gender balance in the industry. It would help eliminate the gender stereotype of what facilities managers should be.

The main point of the study was to identify why / how the women participants made it to the top of the FM industry – The Glass Ceiling Conquered. It was to identify important practical steps that can be employed in the sector to aid gender balance and attempt to create an inclusive sector. It was to assist the industry attract, develop and retain key talent and albeit a small sample group the author feels that there are some key learnings presented in this study, that will close some of the current gap in the literature.

> *Tremendous amounts of talent are being lost to our society just because that talent wears a skirt.*
>
> **– Shirley Chisholm (1968),** The First Afro-American Woman to the US Congress.

Chapter 3: Research Question, Purpose and Aim

3.1 Overview

This study was to close the gap in the literature available about women advancing in the facilities management industry in Ireland; to understand the enablers and the barriers;

3.2 Research Definition

Research is 'the systematic collection and interpretation of data with a clear purpose, to find things out' (Saunders, Lewis and Thornhill, 2012), it intends to uncover new information about the specific phenomenon (Merriam, 2009). This study was to understand the small number of women that form part of the leadership teams in the facilities management industry in Ireland. For the purpose of this study and in order to frame the topic (Fisher, 2010), the participants were selected from the boards and senior leadership teams in Ireland.

3.3 Research Aim

There are several studies that focus on women in leadership and the colloquial terms often applied to the often unseen and unrecognised barriers glass ceilings (Bass and Avolio, 1994; Weyer, 2007); glass walls (Unerman and Jacob, 2016); gender pay gaps (Carli, 2018; Catalyst, 2018b; Paul, 2018); labyrinths (Carli, 2018; Eagly and Carli, 2007); and #MeToo (McGregor, 2017). The study provides guidelines on how break through the invisible barriers. The social implications of this study were to give women in the FM industry recognition for what has been achieved, advise and empower them, and improve their prospects and allow for better upward mobility. The underlying hypothesis of this study is that studies into women in business; their careers; their success and failures

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in their respective industries will be replicated in Ireland (Chira, 2017; Koenig et al., 2011).

3.4 Research Question

In his 1994 paper, "Self Efficacy", Bandura defines self-efficacy as people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives. He continues that these beliefs determine how people feel, think, motivate themselves and behave; their belief in their personal efficacy affects their life choices; their motivation; resilience and vulnerability (Bandura, 1994)

Keeping Bandura's reflections forefront, the research is

1. An exploratory study of successful female senior executives in facilities management in Ireland, to ascertain the aspects contributing to their success. How they conquered the glass ceiling?

2. To explore the perceived barriers to success.

Greece: 20 barriers   Malta: 21 barriers

(%=varying degree of barrier's prevalence)

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Chapter 4: Research Methodology

4.1 Overview

This research was to ascertain what made these women successful in facilities management. It attempts to recognise the barriers and why women progress much slower than men in FM. It undertook to find answers to the research question, "*how they conquered the glass ceiling?"*

This chapter describes the methodology and manner the researcher employed. It outlines the rationale, the aims and objectives, philosophy and approach and the reasons for any choices made. It details the data collection methods and research limitations. The research onion (Saunders, Lewis and Thornhill, 2012) influenced the research process. (Appendix 2).

4.2 Research Rationale

There are compendiums of literature surrounding gender issues; women in management; and women in the business world. A systematic literature search on FM established there is still a gap in the literature relating to Women in FM and the reasons why there are so few in senior management.

The absence of research in this unexplored topic made it an ideal subject. This study seeks to address the lack of knowledge in this sector by exploring the barriers and enablers to career progression in facilities management

Don't listen to the negative talk, especially your self-doubt. Focus on being your own champion and embrace positive influences from those around you in order to push you forward!

LYNN BAEZ, CFM, SFP, FMP, CBCP
VICE PRESIDENT OF OPERATIONS FOR FACILITIES MANAGEMENT SODEXO CORPORATE SERVICES

4.3 Research Framework

The research process onion, (Saunders et al. 2012), states before undertaking research, noteworthy issues must be considered and used to guide the applicable methodology for the study. Unbiased research would be the goal, it may however be unachievable, as the topic, objectives and data were selected based on the interest of the researcher (Saunders et al., 2012).

The philosophical framework for empirical research is influenced and impacted by the researcher's views, values and biases (axiology) (Denzin and Lincoln, 2011),

4.4 Research Philosophy

The manner data surrounding a phenomenon is gathered, analysed and used is known as "Research Philosophy". What is *known* to be true (epistemology) countered by what is *believed* to be true (doxology). Science can therefore be defined as the converting of things believed into things known: *doxa* to *episteme*. Galliers, (1991) asserts there are two major research philosophies identified in the Western tradition of science, namely positivist (scientific) and interpretivist (antipositivist).

4.4.1 Epistemological and Ontological Assumptions

Two essential elements of research philosophy are epistemology and ontology (Saunders et al., 2016).

- o **Epistemological** - empiricists, rationalists, ratio empirist
- o **Ontological** - individualistic, holistic and systemist

The characteristics are outlined below, the differences are highlighted to accentuate the philosophical decision.

4.4.1.1 Epistemology

Bryman and Bell (2011) argue questions are knowledge that researchers can agree upon in any discipline is epistemology, it relates to knowledge and to what constitutes knowledge, the series of actions through which knowledge is created, suggest Quinlan, Zikmund, Babin, Carr and Griffin (2015). The two approaches are *positivism* and *interpretivism*.

4.4.1.1.a Positivism

Positivism was described by Quinlan et al. (2015) as an objective reality that is singular and unrelated to consciousness. It is deductive and mainly used in quantitative research Saunders et al. (2016).

4.4.1.1.b Interpretivism

The Glass Ceiling Conquered is a study exploring career progression of women in facilities management and inductive reasoning / inductive approach (observations and theories proposed towards the end of the research process because of observations, (Goddard & Melville, 2004) was considered an appropriate interpretivist approach. To gain insights, narrative data was gathered into the elements that impacted on career progression in FM.

All knowledge is about interpretation (Quinlan et al., 2015), an opinion supported by Saunders et al. (2016) when relating how interpretivism centres on the narrative; perceptions; interpretations; opposed to observable quantifiable fact prominent in positivism.

> **"Something which we think is impossible now is not impossible in another decade."**
>
> CONSTANCE BAKER MOTLEY

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4.4.1 Ontology

In 1979, Burrell and Morgan declared that an interpretivist view of ontology in the social world would be troublesome and questionable as it is abstract and speculative. It is a philosophical study about the nature of reality Saunders et al. (2016). Reiter's (2013) study found that instead leadership concepts and theories, ontology relates to personal experience, what is reality and what is fact? When associated with leadership, Souba (2011) explains ontology is the essence of leadership.

4.4 Research Approach

This is an empirical study of Women in Facilities Management. As stated, an interpretivism philosophy has been used, as the viewpoints and sentiments of the author played a significant part in the themes and questions for the interviews.

This philosophy promotes in-depth investigation into qualitative research (Saunders et al., 2012:140) for the complex topic of successful women in Facilities Management. As this is an exploratory study therefore a small sample group is adequate (Saunders et al., 2012). Bryman and Bell, (2015) postulated that an approach to research reflective of humans' individuality is required for the epistemological view of interpretivism.

The interpretivist approach provided the author context of the organisation through the eyes of the participants working in that organisation (Greeff, 2015), enabling a profound insight into how the participants experienced their advancement.

This research will connect empirical data from interviews with participants, along with ideas and themes and theoretical propositions extracted from the literature review (Yin, 2011). It connects with the

interpretivist philosophy and supports the understanding of the participant's perspectives into their own success. It attempts to comprehend the phenomena observed by the participants in their careers. It will develop categories, propositions and meaning rather than attempting to create causality between variables (Yin, 2011).

Previous scholars and researchers have developed theoretical hypotheses and this paper will test these by a deductive approach to each element and this formed the basis of data collection and questionnaires for analysis (Saunders et al., 2012). Empirical findings will be compared with the literature to establish whether the results endorse, or reject, the theoretical arguments therein thus narrowing the gaps in existing theory (Bryman and Bell, 2015).

4.5 Research Design

As mentioned previously this is an exploratory study, and to achieve the objectives and a credible result, and to ensure casual inferences are not drawn from the data gathered (Bryman and Bell, 2015), some approaches are more appropriate than others to the exploration of the research question (Willig, 2008). The research design involved planning, data gathering and analysis and the implementation of the research framework (Saunders et al., 2012). Fisher, (2010) stated that the appropriate research design allowed the theories under investigation be tested thoroughly, and supported or disproved, through analysis of the data gathered.

Creswell, 2013 stated that research could be undertaken in the following form

- o Quantitative
- o Qualitative
- o Mixed method (both approaches)

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Qualitative research comprises of data collection and then the interpretation of the meaning of the data (Quinlan, 2011). It allows participants to tell their story. It is unencumbered by the constraints of a Likert (or equivalent) scale on a quantitative survey (Berg, 2007). Quantitative research and surveys, statistical analyses do not capture the complexities inherent in the issues being examined, particularly those which relate to sensitive issues such as gender (Creswell, 2007, 2013).

4.6 Rationale for Research Design

This research attempts to narrow the gap within the Facilities industry, as there is a lack of qualitative studies originating from a complex exploration of the experiences of women in senior leadership roles (Billing and Alvesson, 2014) particularly in Ireland. There are a multitude of quantitative studies focusing on the lack of female ascension to the ranks of executive leadership in the literature (Eagly et al., 2003; Eagly and Johnson, 1990; Koenig et al., 2011). Pereira-Heath and Tynan, (2010), also state methodological paradigms should match the purpose of the research. The responses from the participants, unrestricted by the constraints of quantitative studies (Bryman and Bell, 2015; Rubin and Rubin, 2005), were analysed an attempt to breach the learning gap was made by collecting data through scheduled participant interviews using a set of interview questions (See Appendix 3 – Interview Guide and Questions; Kenny, 2018) covering various subjects found in the literature review (Berg, 2007; Fisher, 2010).

The questionnaire as to guide the participants and to ensure all theoretical topics from the literature review (Berg, 2007) were discussed. The interview was conversational also known as "flexible" interviewing or "conversationally flexible" interviewing (Lavrakas, 2008) that also provided the interviewer the flexibility to provide unscripted information. Supporters argue conversational interactions improve the accuracy of the

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feedback and offers further insights into the phenomena being discussed (Rubin and Rubin, 2005).

Participants shared their personal journey and experiences, along with corporate factors and input influencing their career (Creswell, 2007; Oakley, 1981).

Quantitative research methods are commonly used in leadership studies (Stentz, Clark and Matkin, 2012) hence the survey conducted on line and completed anonymously by ninety participants. The relationships between variables (Quinlan et al., 2015) will be investigated further on in the study.

4.7 Population, Sample Size and Purposive Sampling

The proposed participants were highly targeted and drawn from the facilities management and allied industries in Ireland. There are twenty-one senior women in twelve leading companies in the facilities sector. Participants were selected based on their appropriateness which was derived from their position within their firm, C Suite, Board or Senior Leadership Team, their professional experience, and their agreement to participate. The actual number of participants was considered irrelevant (Glaser and Strauss, 1967). Participants were selected by purposive sampling (Cohen et al., 2007; Creswell, 2007; Quinlan, 2011). A purposive sample is a non-probability sample that is selected based on characteristics of a population and the objective of the study. Purposive sampling is also known as judgmental, selective, or subjective sampling.

Information of the proposed participants was gathered via the various company's web pages, annual reports and LinkedIn. Contact was made with twenty-one selected executives as well as an additional eight via email and Linkedin requesting permission to interview them. The

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research was qualitative; therefore, the selected execs were given the choice to meet one to one, via zoom or skype. They were not sent the questionnaire to complete. Plan B was to widen the scope of the research to include participants from the wider service industry, however this did not prove necessary as there was enough response from the sample. Characteristics of the survey participants population is in Appendix 5

4.8 Pilot Study

Pilot studies can provide valuable information (Teijlingen, Rennie, Hundley and Graham, 2001) despite claims that they are unnecessary (Holloway, 1997). It allows novice researchers to hone their interview skills, learn to anticipate issues, and adapt their research design (Doodey and Doodey, 2015).

A pilot study was conducted. Participant 1 was used as a test subject for the questionnaire. The pilot study attempted to ascertain the relevance and general sanity check of the research instrument, it was also be used to establish clarity and ensure that the perception and interpretation of the questions were as expected, and this was also tested the duration of the interview (Quinlan, 2011; Robson, 2011). This was demonstrated, and the response was included in the final research. Alternatively, if it needs tweaking then the tweaked version was then presented to the pilot participants.

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4.9 Data Collection

This was a mixed method study. A survey (quantitative) was created using Survey Monkey (Appendix 10) and qualitative research. Data was collected during semi-structured interviews conducted via Skye and Zoom. The interviews were recorded with the participant's knowledge. The recording allowed the interviews to flow so a rapport could be built with the participant, facilitating a less formal, conversational style of interview (Yin, 2011).

All interviews were anonymous and answered open ended questions from the questionnaire (appendix 3) that allowed participants to unrestrictedly express their views (Fisher, 2010; Quinlan, 2011). The interviews were recorded and automatically transcribed using Otter, an app on the authors phone. The transcriptions were then saved to the cloud using only the initials of the participants ensuring anonymity.

This method of data collection was chosen based on Anderson (2011) who claims: Answers can be probed, enabling interviewees to explain or build on what they have said therefore a rich quality can be gathered, that allow for people to provide information about their experiences, feelings and motives (Anderson, 2011). The disadvantage of qualitative interviews is the time-consuming process of meeting interviewees, recording and transcribing and data analysis; warns Anderson (2011) however, technology has improved this process with the use of tools such as Skype (Sullivan, 2012). Anderson (2011) also warns about the difficulty with the generalisability of findings however interviews allow for the interpretation of phenomena and the meanings ascribed to them thus enriching the data gathered (Denzin and Lincoln, 2011; Willig, 2008) which should avoid the undesirable biases in a quantitative methodology (Bryman and Bell, 2015; Lincoln and Guba, 1985).

In the 2018 study, Women in Positions of Influence, Exploring the Leadership Journeys of Irish Women, Kenny used a questionnaire with open ended and leading questions. This seem to be appropriate for the research so this questionnaire was. Kenny reflected that fewer questions may have been enough, so the questionnaire was amended. During each interview, the flow of the answers was considered, and not all questions were asked in every interview.

If you want something said, ask a man; if you want something done, ask a woman.
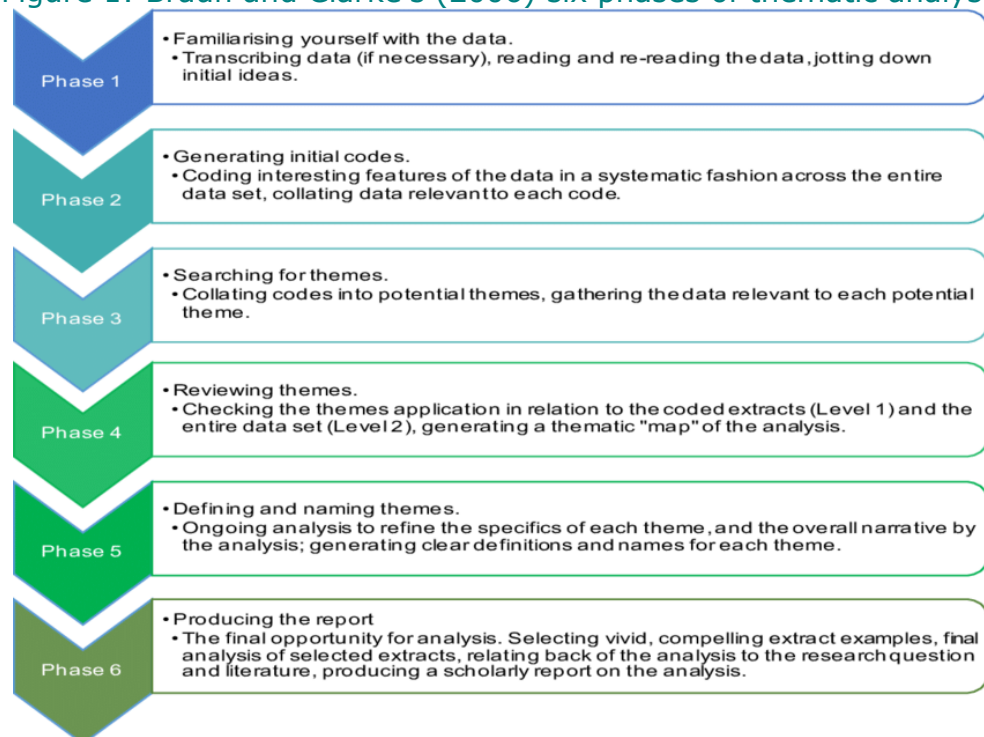
- Margaret Thatcher -

4.10 Data Analysis

In the 80's there was a revolutionary move towards clarifying and codifying qualitative research methods, (Padgett, 2017). This was prompted by Strauss and Corbin, (1994); Glaser and Strauss, (1967). Braun and Clarke, (2006) suggested searching for themes in the data and establish a matrix that could then be analysed.

The researcher selected this manner of analysing the information gathered from the participants as it seemed to be the most flexible and appropriate owing to its relative ease to learn and use (Robson, 2011), the researcher systematically searched through transcribed interviews, identifying patterns, common statements themes in the responses (Creswell, 2007) with the aim to describe the phenomenon under investigation following Braun and Clarke's (2006) six phases of thematic analysis, as presented below.

Figure 1: Braun and Clarke's (2006) six phases of thematic analysis

Phase 1
- Familiarising yourself with the data.
- Transcribing data (if necessary), reading and re-reading the data, jotting down initial ideas.

Phase 2
- Generating initial codes.
- Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.

Phase 3
- Searching for themes.
- Collating codes into potential themes, gathering the data relevant to each potential theme.

Phase 4
- Reviewing themes.
- Checking the themes application in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic "map" of the analysis.

Phase 5
- Defining and naming themes.
- Ongoing analysis to refine the specifics of each theme, and the overall narrative by the analysis; generating clear definitions and names for each theme.

Phase 6
- Producing the report
- The final opportunity for analysis. Selecting vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report on the analysis.

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Initially the themes were examined along with the findings from the literature review and other peer-reviewed quantitative and qualitative studies.

The credibility of findings from qualitative research is critical (Cohen et al., 2007; Robson, 2011) however the researcher has yet to establish the appropriate instrument that ensures the validity of the findings. The researcher is cognisant that conclusions needed to be capable of withstanding scrutiny by researchers with other value systems (Yin, 2011).

4.10 Validity and Reliability or Trustworthiness and Authenticity

Guba and Lincoln (1994) and Lincoln and Guba (1985) suggest that as qualitative research is vastly different from quantitative research, they propose two primary criteria for assessing qualitative research trustworthiness and authenticity. Irrespective of the measure used researchers safeguard from inaccuracies and make certain reporting is accurate and reliable (Saunders et al., 2016).

The nature of qualitative research makes testing the concept's reliability and validity rather difficult declared Golafshani (2003). Leung (2015), agreed and added that reliability and validity testing of qualitative research was challenging and suggests that consistency was key. Golafshani (2003) explains that the reason it is so challenging for qualitative researchers to test validity and reliability, is that credibility depends on the instrument construction, whereas in qualitative research credibility depends on the ability and efforts of the researcher. Metso and Le Feuvre (2006) highlight that there is always a degree of bias in testing reliability and validity in social science studies.

There exists an unconscious bias in this research as it relates to gender and leadership. The participants are all female as is the researcher. Stebbins (2001) explains that validity in exploratory research is strongly influenced by the representativeness of the sample group. Had the sample group included all women in leadership in the FM industry and as such any findings would be 100 % representative of the group. The sample group was eight, and as such the reliability of any findings may not be representative of the larger population. Reiter (2013) recommends that exploratory studies should be conducted in a transparent and honest manner, whereby the researcher follows guidelines to ensure reliability of the research findings.

To ensure a trustworthiness the researcher addressed Lincoln and Guba's (1985) criteria for evaluating trustworthiness using the criteria suggested.

Table 4: Lincoln and Guba's (1985) criteria for evaluating trustworthiness

Credibility	• Confidence in the 'truth' of findings based on the research design, subjects/informants and contex
Transferability	• Applicability of the findings in other contexts.
Dependability	• Consistency and replicability of the findings with the same subjects or in a similar context.
Confirmability	• Degree of neutrality or the extent to which the findings of a study are shaped by the respondents and not researcher bias, motivation or interests.

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4.11 Ethical Considerations

Ethics', states Resnick (2015) "focuses on the disciplines that study standards of conduct, such as philosophy, theology, law, psychology, or sociology, it is also defined as a method, procedure, or perspective for deciding how to act and for analyzing complex problems and issues."

There were no ethical issues with the research within the Facilities Management sector, no ethical risk to the individuals involved therefore fell under Research Category A (Ethical Guidelines National College of Ireland, 2013). The study participants are well known and are quoted often in the media, are member of industry bodies and business events and publications. None of the participants came from vulnerable groups. Participants remain anonymous, and confidentiality was guaranteed. This guarantee was repeated before, during and after the interviews. The researcher adhered to the NCI 2013 Ethical Guidelines and Procedures for Research involving Human Participants.

Participants received "Request for Participation in Dissertation" (Appendix 6) via email or linked in once they agreed to be interviewed, they were then received "Participant's Informed Consent Form" (Appendix 7), This outlined the purpose of the research, requirements of the participant, confidentiality commitment and output usage to agree to take part in the research. (Yin, 2011, Fisher, 2010; Cohen et al., 2007). Interviews are considered an imposition on individuals' time and privacy (Cohen et al., 2007) thus participants could withdraw at any time. Four potential participants agreed but withdrew at a later stage.

The only serious ethical consideration was the fact that the author works in the FM industry, however this was disclosed

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4.12 General Data Protection Regulation

Conducting research under the General Data Protection Regulation (GDPR) means that: consent should be given by a clear affirmative act establishing a freely given, specific, informed and unambiguous indication of the data subject's agreement to the processing of personal data relating to him or her, such as by a written statement, including by electronic means, or an oral statement (Official Journal of the European Union, 2016, p. 6).

Most communication was conducted via private messaging on Linked in, no participant information was gathered outside of this platform to guard against GDPR concerns. To ensure data security, all data has been anonymised and stored in a password-protected laptop.

4.13 Research Limitations

As women only constitute 21% of senior leadership in facilities management in Ireland the sample was restricted by the availability of willing female leaders located in Ireland. There were also time constraints to this study. Already discussed was the willingness or lack thereof of women to participate in the study – 24% participation rate.

Triangulation in research, is using several methods to collect data on the same topic, to assess the validity of research (Bogdan & Biklen 2006). The combination of multiple observers, theories, methods,

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and empirical materials, intrinsic biases would be weakened and there would be no difficulties from single method, single-observer, and single-theory studies, however, whilst the benefits are recognised, it was not undertaken as part of this study due to time and cost constraints.

During the interviews, the women spoke honestly, openly, and at length about some of the areas and, as a result, some questions merged, and not all questions were asked. (Kenny, 2018). In Kenny's 2018 reflections, it was mentioned that there were too many questions. The author took cognisance of this and adjusted the questionnaire accordingly; however, it could still be contested that there was a plethora of unnecessary questions.

Saunders et al. (2012:190-191) define two ways of designing research: 'the snapshot taken at a particular moment' or 'a diary or a series of snapshot', this study only captures the moment of time in the life of the women that participated. Their progress and advancement will not be recorded, losing important research data. It captures the events of that specific woman's journey and may not be indicative of the norms experienced in the industry.

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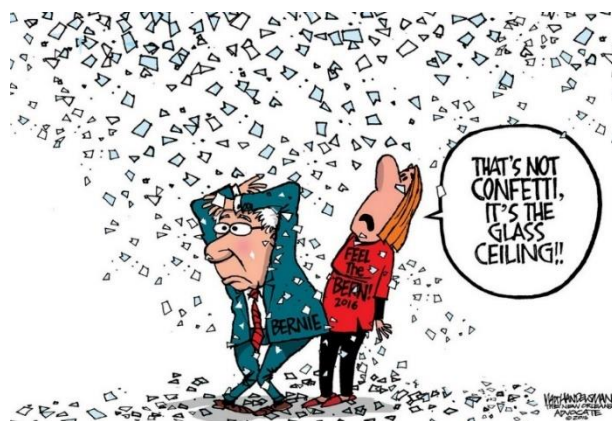
Chapter 5: Analysis of Results and Main Findings

5.1 Overview

The thematic analysis and findings of the empirical data gathered during the semi-structured interviews with the seven participants are outlined in this chapter. The purpose of this study was an attempt to identify the enablers that made the participants successful in the FM industry and to identify if they were impeded by any barriers, perceived or otherwise that may have hindered their career advancement.

Several themes emerged, and in the authors opinion, no one theme developed more significantly than any others. The emergent themes seemed equally important in varying degrees in the participants progression. The themes are presented by quoting the participants as they describe their journey and these quotations to provide a narrative account and aid in the illustration of the various themes uncovered.

5.2 Participants' Characteristics

Characteristics of the seven women participants in leadership roles defined are in Appendix 5. The participants were assured of anonymity and as such they have been anonymised to ensure participant confidentiality. They have been labelled as P1 (Participant 1) to P7.

If people are doubting how far you can go, go so far that you can't hear them anymore.

MICHELE RUIZ
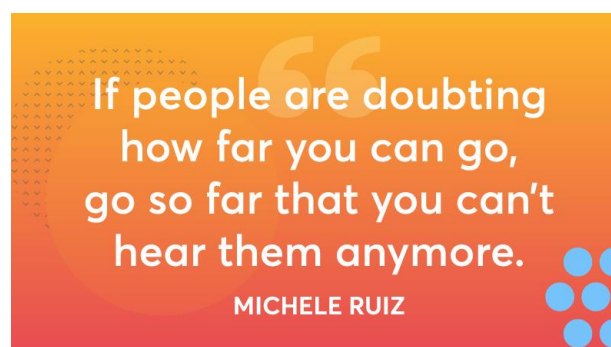
5.3 Coding

Corbin and Strauss (1990) developed the grounded theory, a coding processes used by the researcher to analyse the data collected from the seven participants; open coding; axial coding; selective coding, Saldaña's (2009) coding manual was used. The coding process is displayed below

Figure 2: The Coding Process in Grounded Theory (Saldana, 2009: 12)
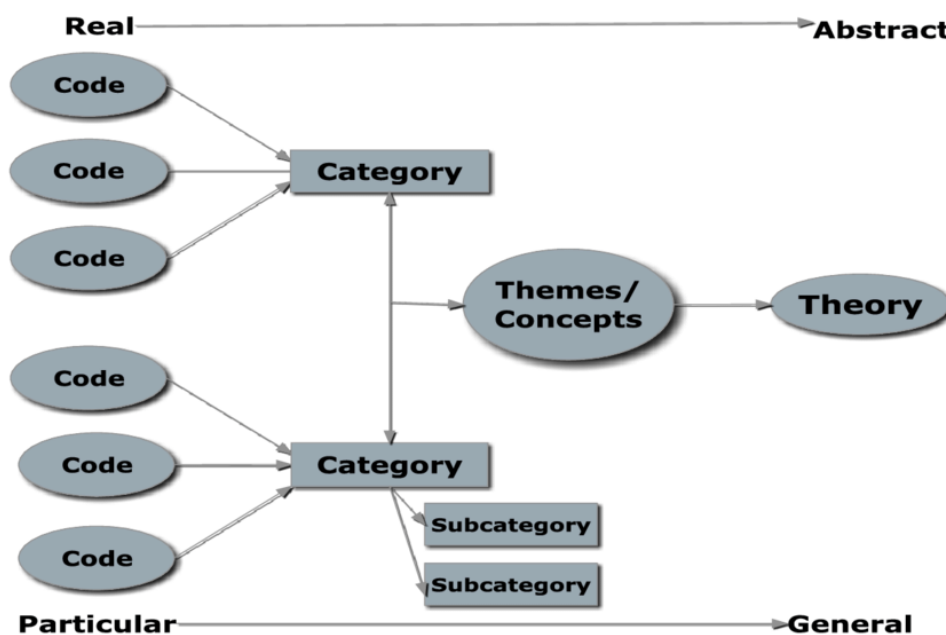
5.3.1 Stage 1 - Pre-Coding Stage (Data Familiarisation)

As noted by Braun and Clarke's (2006), the initial stages of the Thematic analysis was to transcribe the interviews (done at the time of interview thanks to modern software) and to read and interrogate the data extensively. The author then assigned labels to sections interview scripts and used words and short phrases reflecting in vivo coding (Saunders et al., 2012). Each interview was treated as a stand-alone study.

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Words and phrases that appeared regularly include mentor, collaboration, equality, transformation, leadership, believe, luck. Luck appears as one of the most common themes and as previously mentioned this will need further discussion

Figure 3: Words and Themes used by Participants

There was a specific question about role models "…. particular leader who you admire either male or female". This did not appear to be a major motivation for the participants. Further analysis showed greater emphasis on collaboration, double standards, mentors, and the concept of luck.

5.3.2 Stage 2 - Coding Stage

All developing topics were highlighted selecting significant statements made during the interviews. This activity includes phase 2, 3, 4 and 5 of Braun and Clarke's (2006) thematic analysis process, found in figure 1. Phase 6, "producing the report" forms part of this dissertation.

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Figure 5: Coding Examples
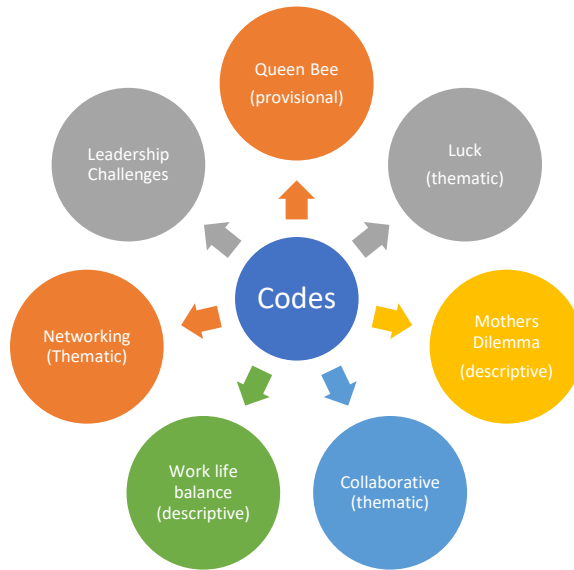
5.3.3 Stage 3 - Post-Coding Stage: Report Findings

Inductive thematic analysis identified four main themes emergent from the women's career journeys into leadership in the facilities industry.

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5.4 Emergent Themes and Sub Themes

In order of importance - the most valuable explanations of the women's journey to career progression in Facilities Management

Table 5: Hierarchy of Emergent Themes

- Luck / Opportunity
- Inclusiveness and Collaboration
- Women on Women malevolence / Gender Bias
- Family and work life balance
- Networks / Professional Relationships
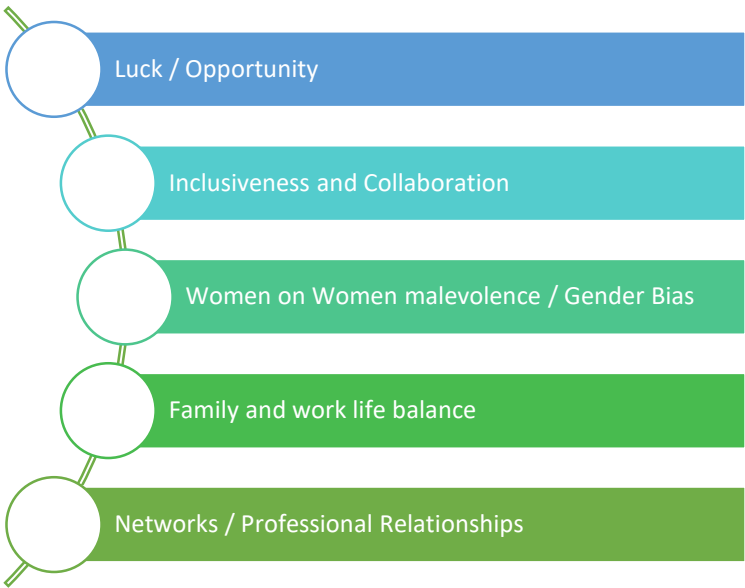
Four main themes were generated using Braun and Clarke's (2006) six phases of thematic analysis. The fifth one is mentioned really as a point of interest rather than a theme.

THERE ARE RULES TO LUCK, NOT EVERYTHING IS CHANCE TO THE WISE; LUCK CAN BE HELPED BY SKILL.

Balthasar Gracian

KEEPINSPIRING.ME

The Glass Ceiling Conquered

5.5 Theme 1: Luck and Opportunity

P1	*I have been very very lucky in my career*
P2	*I was there was very, very lucky, a lot of opportunity to do that*

- *I'm also incredibly lucky in that I had a massive, massive family support*
- *I was really, really lucky. I've worked with very good ... and I worked hard as well.*
- *I am in London for a week, I guess, again, I'm lucky*

P4	lucky enough to have good managers along the way, who supported me
P5	opportunity for additional growth
P6	I've been very lucky

- I've been just lucky
- Again, you can get lucky. Very.

P7	I was lucky in the journey that my career took it led me into something that I really enjoy

Luck is defined as the fortuitous happening of an event that defines the experience of notably positive, negative, or improbable events, due to random and non-random natural and artificial processes, and that even improbable events can happen by random chance. Luck has been called an elusive abstraction. Rescher (2001) contends that luck is a great equalizer. "Exempt from reason, it helps make the playing field of life more level. It creates a situation in which everyone has a chance."

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Luck is a concept of free will and responsibility and yet has received little attention from philosophers and scholars. Rescher (2001) advocates principles of proverbial wisdom and common sense:

- 🍀 capitalise on opportunities that put you in situations where favourable developments can occur
- 🍀 Manage risk in terms of determinable probabilities
- 🍀 Avoid undue risks
- 🍀 Don't take unnecessary chances
- 🍀 Plan for contingencies
- 🍀 Contingency planning
- 🍀 Extend knowledge and act on that knowledge
- 🍀 do not trust luck

In his 1980 essay Barry, offers the following formula for success

Success = Luck + Decisiveness

Were the participants lucky or did they mitigate the risks (Rescher, 2001), work hard and truly deserved the rewards and fruits of their labour?

When asked why there were so few women in management (FM or otherwise) there was a recurring theme – historically, women didn't work in Ireland so the generation that is currently occupying the Senior posts are effectively the trail blazers. P3 – "it's because of the culture, of how women developed, obviously, women could work way back when" P4 is an older women and when asked this question she advised "I was the most qualified to be the next manager but it was never offered to me."

5.6 Theme 2: Inclusiveness and Collaboration

Collaborative work environments benefit women leaders. Women display physiognomies that are more communal, empathic, and inclusive (Eagly and Carli, 2003; Knights, 2013; Yukl, 2010). Every one of the participants has gained from an inclusive and collaborative work setting. All the women also stated that an inclusive work environment contributed to their work satisfaction and dedication. Many of them discussed growth and leadership opportunities that led from an understanding work place

Half of the women had been subjected to social undermining in the workplace. Duffy, Ganster and Pagon (2002, p. 332) describe social undermining as: "behavior intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favourable reputation" They mentioned that it was difficult establishing   positive relationships with colleagues, achieve career success and build favourable reputations (Duffy et al., 2002) once they had been undermined by their peers.

An inclusive, supportive and collaborative environment is key to reach the pinnacle whether in business, sport, life and social undermining can reduce self-confidence and prevent women from reaching the heights they are capable of attaining. Reh, Tröster and Van Quaquebeke (2018) argue that social undermining and envy from co-workers arises due to future status threats.

When asked "is leadership gender neutral what do you think that there is a difference between male and female leadership styles and skills" interestingly the verdict was spilt. Three participants believed emphatically that there was a vast difference and the other four said it was the same. They all agreed though that there was a definite difference

in style between men and women and that women were more inclusive. The participants also unanimously agreed that whilst behaviours may be the same between men and women earnt completely different responses and reactions.

P1 – I think it is gender neutral, but I think females brings specific benefits to an organization

P2 - I think it is different, based on different styles, different people, we all carry some baggage with us that we acquire along the way. And I think no matter how hard you try to leave that at the door, you're always going to be coloured by your own experiences. I think the experiences that men and women bring to the table are different

P3 – "women have a different style to man, And in a way that I can only talk from experience. I think women are more diligent, and they want to understand what the client wants, or what the task is, and want to understand the full picture, not just look at, you know, certain points. Men talk the talk, I found that they may lack, in walking the walk, and then, delivering on what was promised?"

P4 - I don't think there's a difference between male and female leadership styles, I think there's a difference in leaders and different leadership styles.

P5 – Yes and I think women are still fighting to be at the table. I think that they probably show that a little bit more in their manners sometimes. It's not until we get there that we can relax a little, but it seems to be a harder for sure.

P6 - I like to think leadership styles are gender neutral, but I'm only a woman.

P7 - I think there are differences. I've seen a variety of different types of leaders and there's been some men who have been very supportive with similar ethos, to myself, but I remember seeing other women who feel as cold as ice and just want to get the job done. And, never mind what to take. So, I think, like I said, leadership skills can be learned. It has to be the right-minded person behind it all.

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Women tend toward natural mothering and empathy, much of the available literature affirms that women's natural style of leadership tends to be more inclusive (Eagly et al.,2003; McGregor, 2017). Men tend to be directive.   Women adopt transformational leadership styles more naturally than men. Men are more comfortable with transactional styles of leadership often adopting a command and control approach (Conger and Kanungo, 1987). The opposite of inclusive is Discrimination common barriers discussed in literature. It defines the inequalities between men and women employees related to opportunities, treatments, job offers, promotions and so forth.

Women in senior leadership roles tended to attract in negative descriptors such as queen bee; token woman; aggressive opposed to assertive; aping male behaviour; these relate to the prescriptive expectations of behaviours detailed (Eagly, 1987; Eagly and Carli, 2003; Eagly and Karau, 2002; Eagly and Wood, 2012).

Figure 4: Six Signature traits of an Inclusive Leader

Graphic: Deloitte University Press | DUPress.com

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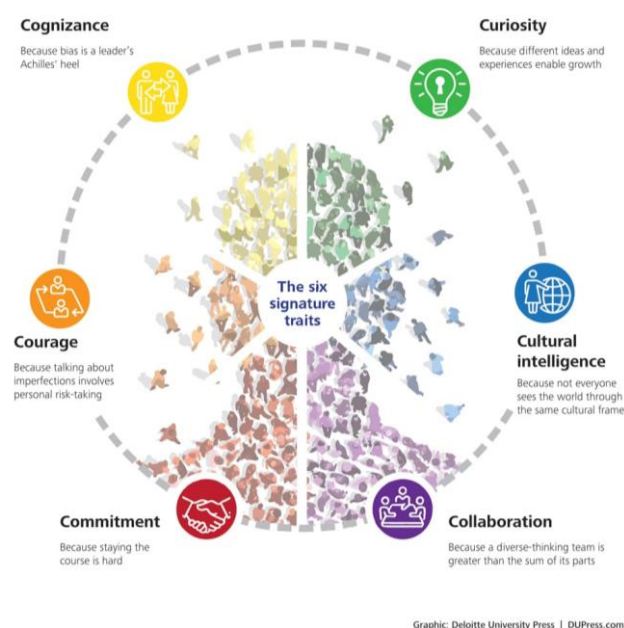
5.7 Theme 3: Women's Malevolence / Gender Bias

Social undermining was discussed as part of collaboration and inclusiveness. The participants were asked "women leaders often have tags attributed to them…. What are your opinions on this?"

Kenny (2018) found "Women are 'scary' tokens!" Participants also felt that many of the derogatory terms were other women driven, and could possibly be attributed to these women as being jealous.

P2 - when you make decisions, and people don't get their own way. I think another one ….. because you are emotional. I don't think that's going to change until there's more women in senior roles. Also, to bring some of this stuff on themselves.
it's not easy sometimes to get this on to put your game face on.

P2 - So, yes, definitely. Bitchiness is the cause. As women we are perceived, fit into specific categories, men not, they've always been, like, man's always been around. You can't just be yourself, you have to fit you in a category, I think for men, they have to feel they have to set you on a path.

Dealing with difficult people, whether they are men or women, can be a significant hindrance to leadership. P2 felt FM had so few women as it is about difficult choices, and that women cannot have it all. She did however reiterate her success is attributable to the flexibility and the support of the employers that she had had, and the fact that the majority wanted her to be successful.
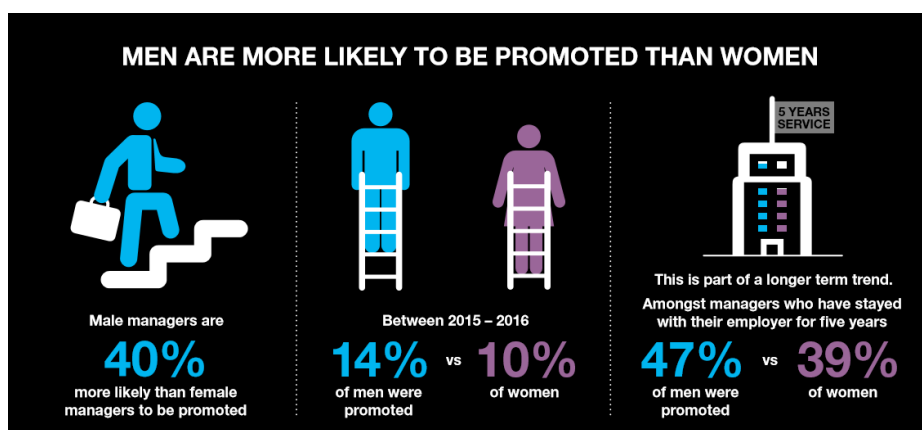
Source: Chartered Management Institute, Lack of promotions for women fuelling the gender pay gap 2016

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"Women leaders often have "tags" attributed to them for example Queen Bee, Token Women, Ice Queen, aggressive instead of assertive, ape male behaviour. What are your opinion on this?"

To the point of women on women maleficence, in research from Benenson (2011) on women's approach to competition, it is stated that women are more sensitive to social exclusion. When they are threatened, a woman's response is to exclude other women (Winstead, 2001, Bakan, 1966). Unrelated females rarely cooperate as a group and success for one will generally not include the wider female community. Maintaining group integrity while competing for dominance within a group is a better strategy than social exclusion, yet, vulnerable females are eliminated by social exclusion. Women's gender identity is typically defined using comparisons with men (Schmitt, Spoor, Danaher, and Branscombe, 2009). Women will identify and act with other women when there seems to be illegitimate discrimination (Schmitt, Branscombe, Kobrynowicz, & Owen, 2002; Tajfel, 1978), especially if they sense the discrimination is along gender lines. Conversely, if there is opportunity progress and promotion women will concentrate on their individual outcome rather than the group.

The participants have certainly experienced this discrimination from both men and women that they have worked with / for.

P1 - some women won't help other women because they like being the only woman
P2 - Yeah, I would agree with all those words, you know, especially with the people, when you make decisions, and people don't get their own way, and stuff is used to not be. I don't think that's going to change until there's more women in senior roles. Women seem to harm other women more

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P3 - Women fit into specific categories, men, not so much, because they're there, they've always been there, always been around, in meetings leading. Women haven't. You can't just be yourself, you have to be something, they have to fit you in a category, I think for men, to feel they have to set you on a path.

P5 - I know, I think we see women do that to women. I don't think that that's necessarily general, it's not more generic. And women do that. ".

P7 - I think an awful lot of women are fighting their way to the top and sometimes you have to be slightly more aggressive than men to be heard, … it is often other women that are derogatory and gossipers

81 000 performance review assist in showing the kind of language we use when talking about women leaders.

Managers Use More Positive Words to Describe Men in Performance Reviews and More Negative Ones to Describe Women

Words used to describe men			Words used to describe women	
Analytical			Compassionate	
Competent				Inept
Athletic			Enthusiastic	Selfish
Dependable	Arrogant		Energetic	Frivolous
Confident				Passive
Versatile			Organized	Scattered
Articulate				Opportunistic
Level-headed				Gossip
	Irresponsible			Excitable
Logical				Vain
Practical				Panicky
				Temperamental
				Indecisive
POSITIVE	NEGATIVE		POSITIVE	NEGATIVE

IN DESCENDING ORDER OF RELATIVE FREQUENCY

SOURCE AN ANALYSIS OF 81,000 PERFORMANCE EVALUATIONS, DAVID G. SMITH ET AL., 2018   © HBR.ORG

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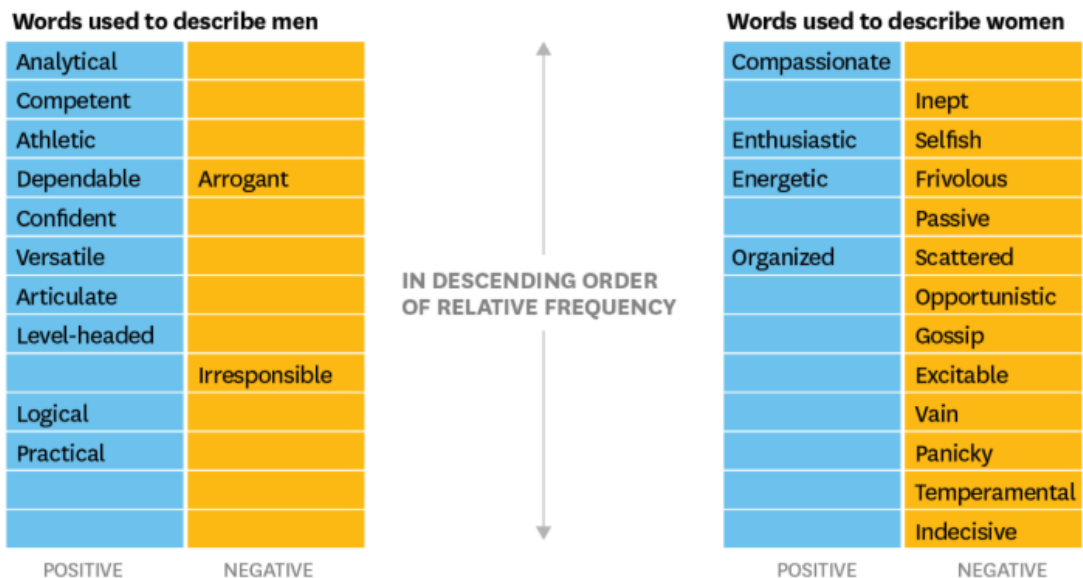
5.8 Theme 4: Family and Work Life Balance / Flexibility

No report on women and leadership would be complete without the delicately balanced family and work life.

Russel, McGinnity, Callan, and Keane (2009) state having caring duties has negative implications for career progression. Corporate culture rarely aids parents trying to balance their work life and family responsibilities. A large percentage of women feel that they need to choose between their children and their work success. Historically gender bias has sanctioned the subservient women and her husband's authority over her (Crompton and Lynoette 2006). Tharenou (2001) noted that mothers tend to advance slower in the managerial ranks compared to men in similar roles. Career women have broken free of the traditional patriarchal structure of income and support of the marriage through their own work-life activity (Gatrell 2007) and are economically independent.

An in the reviewed literature it is clear that the participants are responsible for a greater proportion of household activities in addition to their day jobs (Carli, 2018; Goldin 2014).

P1 - women in particular are homemakers

P2 - Yes, it for me, it was key that I could drop my kids school. Before I came to work. I could be home to have dinner on the table at five o'clock... he was able to do that because he has the flexibility from his employer, that he could drop the kids at night. I had a massive, massive family support.

- *I really, truly believe that if people are to be their best selves at work, they need to have the best opportunities and the best support and being flexible around family needs*

P3 – Woman are expected stay at home with the kids,

P4 - lucky enough to have good managers along the way, who supported me

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P5 – No we are not equal. There are additional pressures, and there always will be? And I think that just comes to the whole childcare thing and this family thing and the guilt we feel, and the society, you know, all of us.

- *I would have had a really good mentor on the way that I worked with, and would have supported my developments*

- *person who will support the journey because it's really difficult to do*

P6 – What comes through quite strongly is where there's been a support structure for women, they've thrived

- *there is a not an acknowledgement of the good women who are doing great, coming together, great understanding and great support. And I could not work in a world in a company with all men.*

P7 - Yeah, it can be difficult. With depending on the age of the women I mean I'm almost 59, I don't have to rush home after work

Traits of good leaders can be seen in the diagram below, the participants identified, and in most instances practice these traits and characteristics

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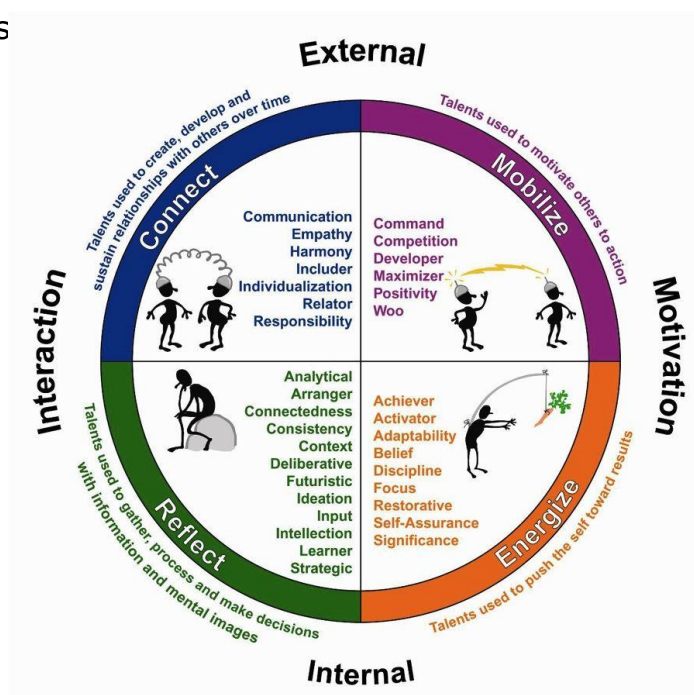
5.9 Theme 5: Networks / Professional Relationships

Morgan and Martin (2006) categorized golf as a "homosocial" setting or an activity organised around a single gender. They found golf often excludes women, and that it provides invaluable networking opportunities for men. Golf is perceived as a "gentleman's game" and the adage say's "its not what you know, it is who you know". Promotions and big deals are known to happen on the golf course, access to these networks can assist women to develop break the status quo of homogenous C-suites (Billing and Alvesson, 2014). Morgan and Martin (2006) further state that they consider golf a networking barrier for women in careers which networking is essential. The participants recognised the importance of networking yet only two actively network out of the office, and they both commented it is not very gratifying. Networking can be difficult as due to the culture, they may be left out intentionally or unintentionally, women are less likely to be involved in the social networking of the business (Paludi, 2013), therefore they do not receive as many contacts, opportunities or information (Torrington, Hall, and Taylor, 2005).

> There is no royal flower-strewn path to success. And if there is, I have not found it, for if I have accomplished anything in life it is because I have been willing to work hard.
>
> *Madame C.J. Walker*

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5.9 Conclusion

Women in business in Ireland have come a long way, the improvements are obvious, all Participants acknowledged this, however there are still substantial imbalances in career progression. Hard work and education are not always enough.

Figure 6: Thematic map illustrating the key enablers to participant's career advancement

In chapter 6, these are discussed and correlated back to the literature review and research questions.

Chapter 6: Discussion

6.1 Overview

Chapter 5 revealed the finding of the survey of the study of the seven participants and how they Conquered the Glass Ceiling, this chapter will discuss and analysis of the empirical data these finding in relation to the extant literature in chapter 2. The results support the literature - Certain Woman have conquered the glass ceiling, but there are still barriers to career progression for senior leadership roles.

6.2 Luck and Opportunity

Luck - The common theme among all seven participants; the unproveable, the unknown.

Could it be the Locus of control culture trap; Women externalise and tend to feel the events affecting their career are the result of luck or chance opposed to men, whom internalise and feel that their success is due to their own actions (Loutfi, 2001). By implication, did the women concede quicker than their male counterparts; however, the fear of success often influences women's performance as she is expected to behave approved manner, and avoid "the appearance of success" (Loutfi, 2001). it is not always easy to distinguish cause and effect of luck.

Successful women are driven and courageous people that have two things in common: luck and timing. Hard work and perseverance get them into the right space to receive the benefit of luck and timing and celebrate victories and transition through disappointments.

Barry (1980) postulates that there is little surety of the desired outcome derived from total agnosticism while Nigerian author Michael Bassey Johnson notes, "When you claim to be what you're not, you're deliberately killing opportunities, because those who would have helped will shun you, thinking that you had it all already." Those that are their unique selves attract luck as there is existential integrity to lucky people - they are themselves.

Luck defies encapsulation and control, it is indescribable and complex yet those that are receptive to fate's surprises, pivot nimbly and unconsciously in reply to good fortune. There is a wisdom in the phrase, "It's better to be lucky than smart."

Napoleon Bonaparte mentions luck in his writings. "When a man is a favourite of fortune, she never takes him unawares and, however astonishing her favours may be, she finds him ready."

The participants can feel comfortable with luck as a success factor. Many great leaders have quoted luck as their advantage, so they are in great company.

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6.3 Inclusiveness and Collaboration

The conclusions from the thematic analysis revealed that males still fill the majority of leadership roles in Facilities Management companies in Ireland. Women leaders seem to prosper better in the international companies whilst the predominantly Irish companies are certainly lagging then it comes to collaboration and inclusiveness. Overall the majority of research participants found the work environment to be supportive and inclusive.

Eagly (2007) expresses that It is time to abandon the glass-ceiling metaphor. Recognised for her research on the psychology of gender, Eagly states that the metaphor suggests there is a barrier that stops women from the highest echelons of power, another description for the obstacles encountered is a labyrinth- "a series of complexities, detours, dead ends and unusual paths,". This would be true for all of the participants. The labyrinth includes sex discrimination, women's domestic responsibilities and sometimes women's own failure to believe in themselves; the dilemma women are placed in.

Eagly (2017) also affirms for gender equality to become a reality, change is needed on four different levels: the culture, the organisation, the family and the individual women, a conviction shared by all seven participants. They all stated their success was due to a collaborative and inclusive work space.

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6.3 Women's Malevolence / Gender Bias

The biases the women participants had to contend with included discrimination, needling, gender bias, women malevolence, and "she must prove herself" and yet bizarrely none of them identified as queen bees; a very common theme in the literature that postulates that when in a position of authority, women leaders tend to treat subordinates unsympathetically and critically if they female. Are queen bees an illusion of academia or are women blamed for some men's desire to retain the monopoly at the top?

Woman often construct barriers on another women's way due to the implicit quotas of women in top management. Companies benefit from the legitimacy women bring to top management but this seems to deteriorate with each additional woman. Women carry labels, ambitious in women is often considered "bossy", but and attribute in men Sheryl Sandberg (chief operating officer for Facebook) said in a piece in the New York Times: "When men argue, it's a healthy debate. When women argue… it's a catfight". Women's feminine attributes can often be disparaged and belittled, and her moods and emotions appear as psychological harassment, - this is known as needling.

Many of the participants believed we are on the precipice of equality in the work place, and the reason for so few women currently in FM in Ireland can be attributed to the historical laws of the land (married women could not work) and this has created a vacuum in the ascent of women to leadership roles.

Were the participants oblivious to queen bees as they are the queen bees so therefore not impacted; it is the opinion of the researcher that they genuinely seemed to believe in upskilling and assisting other women succeed.
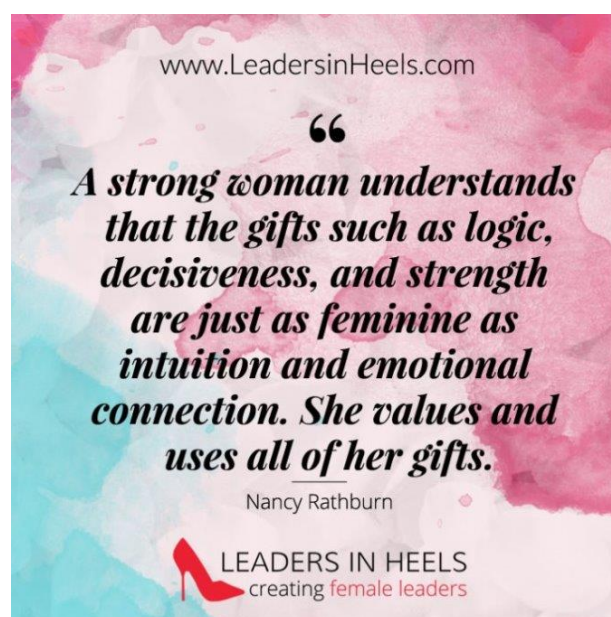
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6.4 Family and Work Life Balance / Flexibility

The participants discussed flexibility and appreciation for life and family outside of the work place, specifically childcare and children's wellbeing, to ensure that they are able to use various approaches to the balance family and work life. Sadly, a few of the participant stated they found mothers in middle management likely to choose flexibility over career further reducing the number of competent women in the FM industry. The industry is very flexible

Ryan (2016) noted when sharing of duties at home is more balanced and equal, there will not be equality in the boardroom. Essential to most of the participants is both their family and their careers.

6.5 Summary

The Glass Ceiling Conquered – seven women in Facilities Management in Ireland made it to the top. They have all had similar yet very different experiences. They have all endured obstacles on their journeys as described in depth by the literature; yet in spite of the difficulties they have prospered and continue to aid other people prosper too.

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" A strong woman understands that the gifts such as logic, decisiveness, and strength are just as feminine as intuition and emotional connection. She values and uses all of her gifts.

Nancy Rathburn

LEADERS IN HEELS
creating female leaders

Chapter 7: Conclusion

'There is a special place in Hell for women who don't help each other.'
Madeleine Albright, 2016
(Taken from Kenny, 2018)

7.1 Overview

The final chapter of an exploratory study of Women leaders in the facilities management industry in Ireland. It re-evaluates the significant findings, it notes the limitations and makes suggestions for further research. A reflection on learning has been included

7.2 Achievement of Research Aim and Objectives

Jim Collins, the author of the best-selling book Good to Great, states that the first two priorities of leadership are to make sure you have the right people on the bus and that they are in the right seats. We need more women on the facilities bus particularly in the driver's seat.

When this study was decided up the key was to understand what had made the successful women in FM successful. At the end of this journey it is clear that here are a multitude of different factors and often it is how the women responded to the hurdles in their path that made them stronger and better leaders.

Facilities is a flexible environment and the participants all notes that flexibility of their workplace was key to their success. It helped them balance work and motherhood. They were "lucky" to work for leaders that believed in them and helped them on their journey.

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7.3 Research Limitations

There are several limitations to this study

1) The sample was seven women. A small sample that clearly did not represent all the female leaders in facilities management.
2) The study was based on Women leaders in Ireland, the outcomes would be very different if women from different cultural and economic backgrounds were interviewed.
3) The research was qualitative and therefore based on personal stories, this is not the whole truth and there is potential for bias from the participants as well as from the researcher, in addition their recollection of events may be inaccurate or faded with time
4) This study captured a moment in the lives of the participants, therefore advancement and leadership development could not be tracked.

7.4 Suggestions for Further Research

Participant 4 "…. if the industry wants to progress and grow as an industry, I think it has to actually develop people and attract people who can really add value to the industry."

1) How the industry can attract high potential women
2) A larger sample size of women in FM
3) Investigate women with different culture that are in management in FM in Ireland
4) A study over a few years to track the women and their careers.

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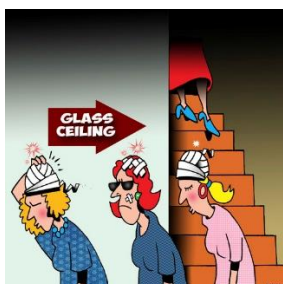
7.5 Reflection on Personal Learning

As stated, the author works in facilities, so this study has been a personal one in many respects. However, the greatest learning has come from the discussion with the women that were interviewed. From each one the author has managed to gain some intellectual or emotional snippet, and this has been very beneficial.

There any many great women in all walks of life and due to the bias's that exist many have unfulfilled potential, despite hard work and early promise. The hope is that future generations are *luckier and* more equal and their aspirations achieved – **The Glass Ceiling Obliterated**!

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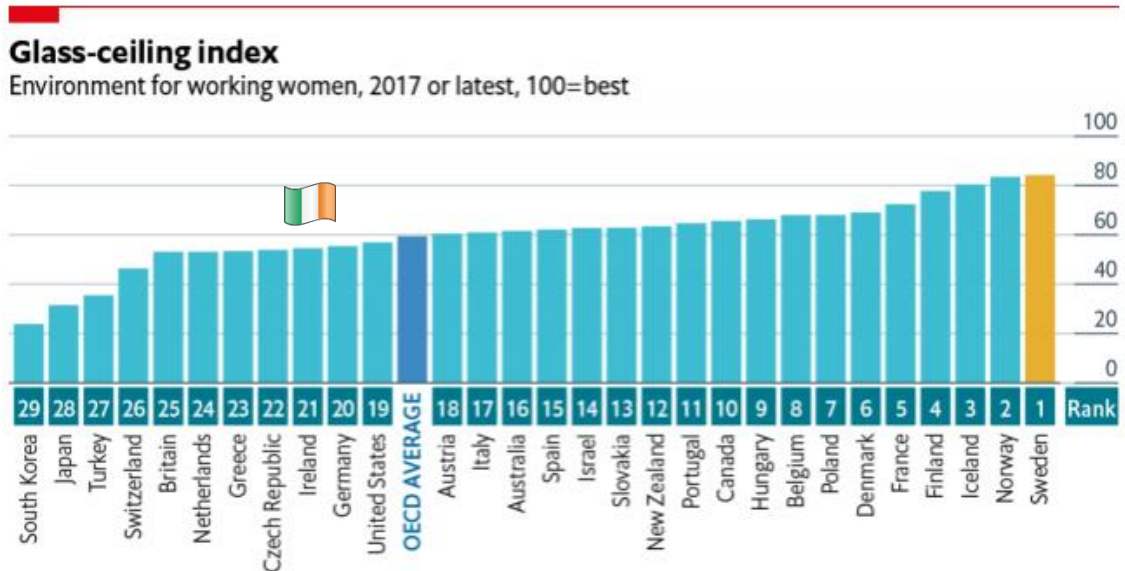
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Appendix 1 – Management Positions in Ireland

Glass-ceiling index
Environment for working women, 2017 or latest, 100=best

Sources: European Institute for Gender Equality; Eurostat; GMAC; ILO; Inter-Parliamentary Union; OECD; national sources; *The Economist*

Have We Done Enough For Women?
Share of respondents agreeing that women's rights have "gone far enough" (in percent)*

Country	Total	Women	Men
Spain	62	54	71
Peru	60	56	64
India	59	57	61
Colombia	57	58	56
Malaysia	52	59	45
Russia	44	40	49
Italy	40	36	44
Netherlands	39	33	46
Germany	35	28	43
United States	33	28	38
Great Britain	29	25	34
France	27	25	29
Japan	19	13	25
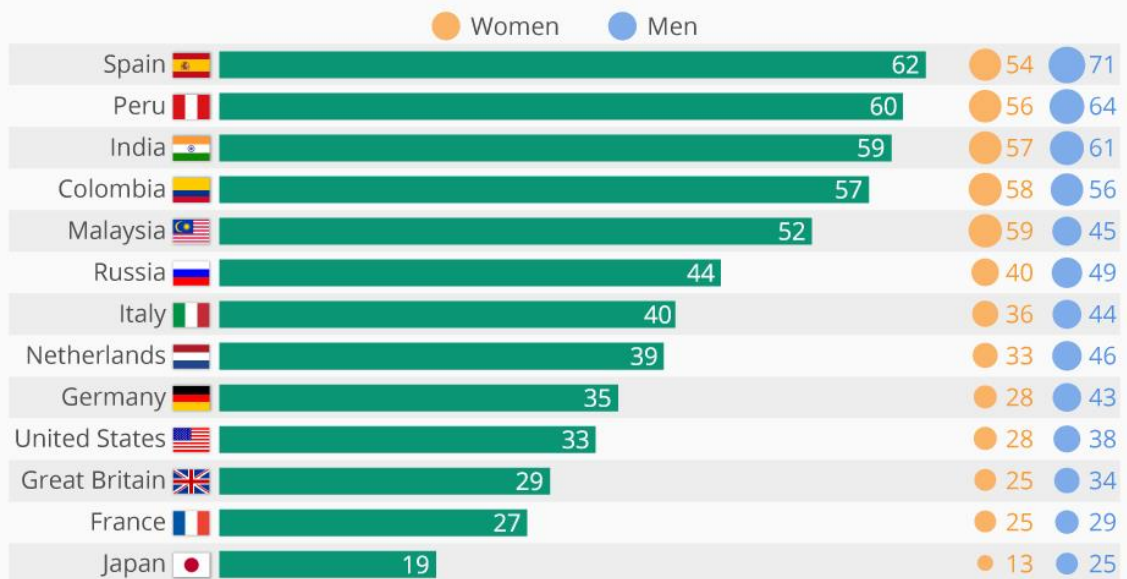
"When it comes to giving women equal rights with men, things have gone far enough in my country". Online survey in 27 countries among 18,800 adults
* selected contries (2019)

@StatistaCharts Source: Ipsos

Ipsos statista

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Percentage of business leadership roles held by women

Arrows indicate change from long-run average

1.	Russia	45%	↑	13.	France	28%	↑	22.	US	23%	↑
2.	Lithuania	39%	↑	14.	Greece	27%	↑	26.	UK	21%	↑
2.	Philippines	39%	↓	14.	Sweden	27%	↑	27.	Turkey	20%	↓
4.	Estonia	37%	→	16.	Armenia	26%	↓	28.	Brazil	19%	↓
4.	Thailand	37%	→	16.	Canada	26%	↓	28.	Ireland	19%	↓
6.	Indonesia	36%	↑	16.	Malaysia	26%	↓	28.	New Zealand	19%	↓
7.	Latvia	35%	↓	16.	Singapore	26%	↑	31.	Argentina	18%	↓
8.	Poland	34%	→	16.	Spain	26%	↑	31.	Mexico	18%	↓
9.	China	30%	↓	21.	Finland	25%	↓	31.	Netherlands	18%	↑
10.	Georgia	29%	↓	22.	Australia	23%	→	34.	India	16%	↑
10.	Italy	29%	↑	22.	Botswana	23%	↓	35.	Germany	15%	↓
10.	Nigeria	29%	↑	22.	South Africa	23%	↓	36.	Japan	7%	→

This is a ranking of 36 countries included in the Grant Thornton 2015 IBR survey

Source: Grant Thornton IBR Women in Business Report 2016; based on data drawn from Q3 & Q4 2015

There has been an improvement in the Irish context, but is still not enough.

Change in period 2005-2015

Overall European Gender Equality Index results improved in most EU Member States during the 2005-2015 period, although in only 8 of them did their score gain more than 5 points. Italy topped the list of improvers with an almost 13 points rise; whilst Slovakia, the Czech Republic and United Kingdom ranked at the bottom of the improvement list with score gains of less than 3 points.

Change in score points

More than 10	1
Between 5 and 10	7
Between 3 and 5	10
Between 1 and 3	8
Negative or less than 1 change	3

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Appendix 2 – The Research Onion

_____
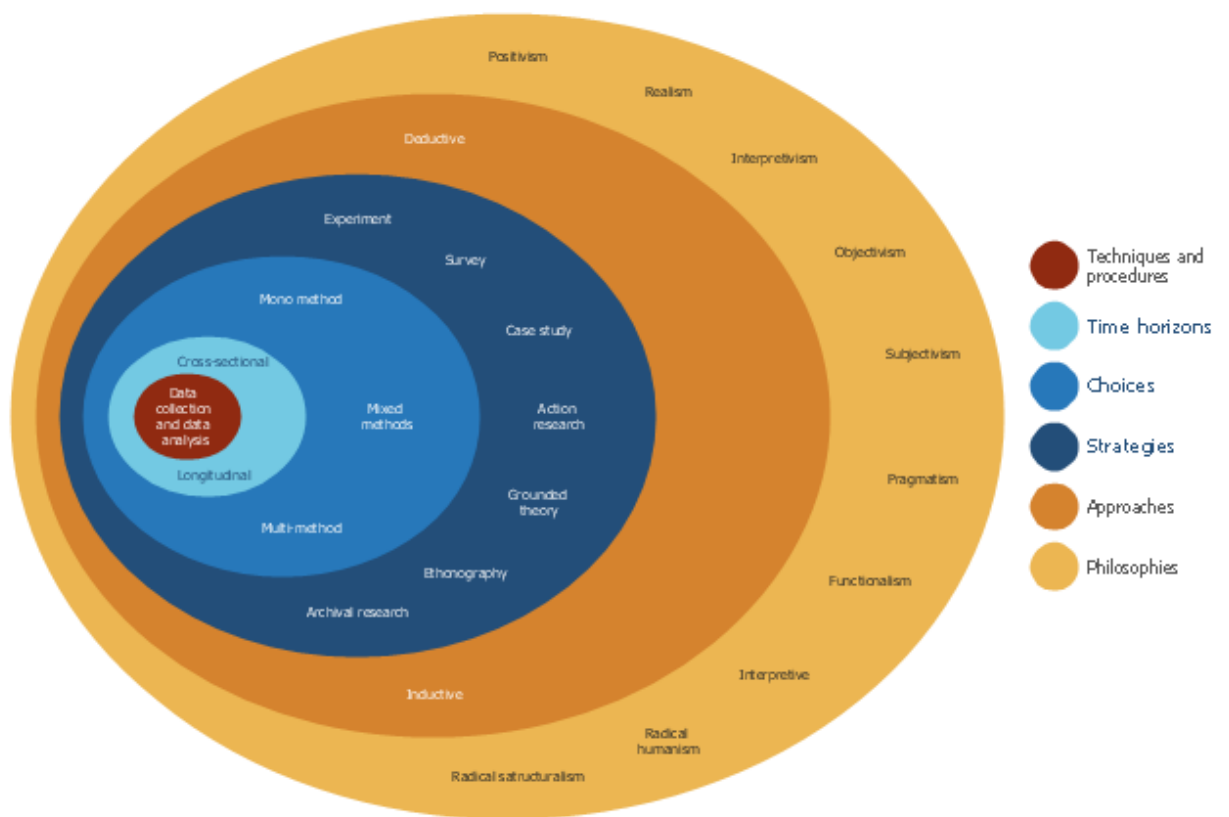
The Research Onion (Saunders, Lewis and Thornhill, 2012)

Appendix 3 – Interview Guide and Questions

Questions from Women in Positions of Influence Exploring the Leadership Journeys of Irish Women, Ashley Kenny, 2018

The questions were broad open-ended questions to encourage conversation and allow flexibility to respond based on their experience. Questions were added/removed during the interview depending on the direction the interview took as it progressed.

Interview Questions

Introduce respondent as participant 1, 2, 3 etc

Section 1: Background Information

1. What is your level of education and your present role in the organisation?

2. How long have you been in this role and what are the responsibilities associated with it?

3. Can you tell me how you made the journey to your present leadership role?

Probe: What has your career path to date looked like? What helped/hindered you climb the career ladder?

4. What made you want to be in a leadership position?

5. What do you feel are the advantages/disadvantages of working in a corporate/semi-state environment as opposed to a different one (e.g. education setting)?

Probe: How does the organisational culture facilitate/hinder your leadership

Section 2: Defining Leadership

6. How do you define successful leadership?

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7. Are people born to be leaders?

8. What qualities does your organisation look for in leaders?

Section 3: Leadership Skills

9. Is there a particular leader that you admire/that you look to as an example of the type of leader you aspire to be?

Probe: Who inspires you?

10. What training/skills development did you receive/undertake?

Probe: Did you undertake a formal leadership training programme? What education/training do you feel would have been beneficial to receive that you did not?

11. Do/did you have a mentor?

Probe: Who mentored you? Was it important that it was a man/woman?

12. Do you train/mentor other potential leaders?

13. Do you network?

Probe: if yes, where do you network? Do you maintain/initiate contact with other leaders in similar/other organisations? Are the groups predominantly comprised of women, men, those in same profession, sector?

14. What skills lead to gaining influence in your organisation?

Probe: Are these the same for women & men?

15. What characteristics do you possess that make you an effective leader?

16. How do people perceive you? How do these perceptions affect your actions?

Section 4: Gender and Leadership

17. Is leadership gender neutral or is there a difference between male/female leadership styles?

Probe: Does being a woman influence how you lead? There are some opinions which describe women having a different style of leadership to

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men. Do you think that men's leadership styles are different to women's?

What attributes/characteristics of leadership would you ascribe more to male/female leaders?

Examples: Communication (listening, empathy); Employee involvement (team-work, individual); Intermediary skills (negotiation, conflict resolution); nurturing, sensitivity, compromising, caring, cooperative, Emotionally Intelligent; Autocratic, Structural; Transactional; Command & Control.

18. What benefits do female leaders bring to organisations?

19. What would your followers say about your leadership style/characteristics?

20. If you compare yourself with male leaders/bosses you worked with in the past, would you say your leadership style is similar to theirs or different?

Probe: How is it similar or different? Why is this the case? Is it deliberate?

21. Why are there so few women in senior management roles?

Probe: How could this be improved? What ways do you think would work best to achieve this - quotas, mentoring etc.)

22. Are there pressures on women in the workplace?

Probe: as senior managers/other grades? Is it work/home/societal?

23. What biases or stereotypes have you encountered in your position?

Section 5: Leadership Challenges

24. What challenges do you face in your current position as a leader? What challenges have you faced in your journey to become a leader?

Probe: Has anyone questioned your authority?

25. Was there ever a time you were treated differently because of your gender rather than your position in the organisation?

Probe: More/less favourably? What was the outcome?

26. Can you tell me about a time when other people's power or influence was used against you or to limit your success?

Probe: can you give me an example of when someone has used rank to influence a situation? Can you give me an example of when someone used punishments or rewards to influence a situation?

27. Women leaders often have "tags" attributed to them for example Queen Bee, Token Women, Ice Queen, aggressive instead of assertive, ape male behaviour. What are your opinion on this?
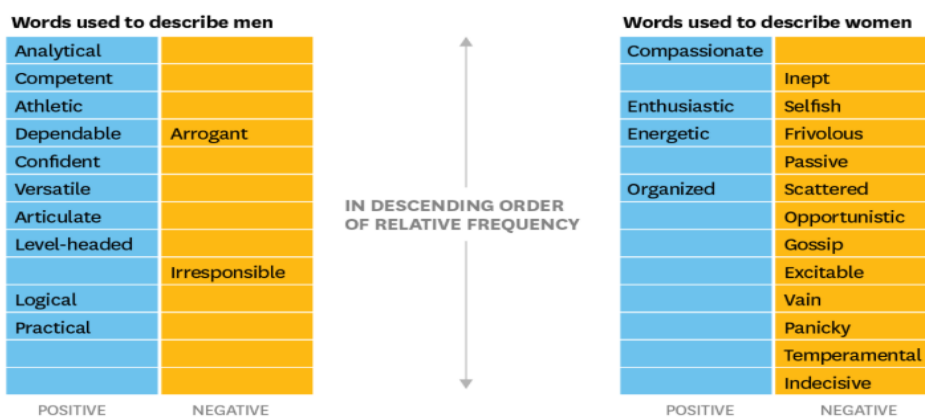
Section 6: Wrap-up

28. What advice would you give to your younger self were you starting out on your leadership journey?

Probe: Is this advice the same as you would give to a young man?

29. In your opinion why is there not more women in positions of leadership and influence

30. Is there anything else you would like to share about your experiences that has not already been covered?

Managers Use More Positive Words to Describe Men in Performance Reviews and More Negative Ones to Describe Women

Words used to describe men		Words used to describe women	
POSITIVE	**NEGATIVE**	**POSITIVE**	**NEGATIVE**
Analytical		Compassionate	
Competent			Inept
Athletic		Enthusiastic	Selfish
Dependable	Arrogant	Energetic	Frivolous
Confident			Passive
Versatile		Organized	Scattered
Articulate			Opportunistic
Level-headed			Gossip
	Irresponsible		Excitable
Logical			Vain
Practical			Panicky
			Temperamental
			Indecisive

IN DESCENDING ORDER OF RELATIVE FREQUENCY

SOURCE AN ANALYSIS OF 81,000 PERFORMANCE EVALUATIONS, DAVID G. SMITH ET AL., 2018   © HBR.ORG

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Appendix 4 – Dissertation Contacts and Requests

Made contact with Via LinkedIn	No response at all (queen bees?)	Responded but dropped at the last minute	Dates pending still	Total Interviewed
29 women	14 women	4 women	4 women	7 Women

Appendix 5 – Participants' Characteristics

ID	Current Role	Education	Marital Status	Children	Years in current Role	Years as a leader	Irish / International Company	Industry
P1	Operations Director	BComm (Honours)		No	1 year	10 Years	Irish	Facilities
P2	Account Director	BSc	Married	Yes	4 years	10+ years	International	Facilities
P3	Divisional Director	Batchelors & Chartered Surveyor	Married	Yes	1 year	10+ years	International	Facilities
P4	Director	Post Grad	Divorced	Yes	7 months	20 years	Irish	Facilities
P5	Director of Operations	No formal qualification	Married	Yes	2 years	13 years	International	Facilities
P6	Head of Coffee	Diploma in Food Quality Management	Married	Yes	4 ½ years	10 years	Irish	Facilities
P7	Facilities Director	No formal qualification	Married	Yes	3 ½ years	15 years	International	Facilities

Points to note

1) All participants are women that work in the facilities industry in Ireland

2) All interviews were conducted via Skype or Zoom

3) Some of the answers in this table were requested after the interview

4) This list is based on the order in which interviews were scheduled and conducted i.e. the first to the last participant interviewed

Appendix 6 – Request for Participation in Dissertation

Hi

The Glass Ceiling Conquered! The title of my dissertation on women in leadership in the FM industry in Ireland.

I am a part time student at NCI and would appreciate the opportunity to interview you for my research. The interview would take approximately an hour at a place and time convenient to you. The research will be completely anonymous, and no company details or company information is required. The research is essentially about YOU.

At the outset I would just like to disclose I am currently employed by Mitie Facilities Services as an Account Manager / Facilities Manager at a blue-chip client. This study is in no way connected with, or to my Employer. All opinions and outcomes from this study are for my dissertation only and as previously stated all responses will be anonymous.

If you would be willing to participate, please send me your email address so I can send you the dissertation information. I would also appreciate any introductions or contact details of other successful women leaders in the FM industry in Ireland.

Looking forward to meeting with you and your participation in my research.

Regards
Janet Earl
MBA Student at NCIRL

Hi

My thesis is on Women in FM. If you would be willing to participate, please accept my invite and I will then send you the dissertation information.

Looking forward to meeting with you and your participation in my research.

Regards

Janet

Appendix 7 – Participant's Informed Consent

_____

Consent to take part in research

I _____ voluntarily agree to participate in this research study.

☐ I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

☐ I understand that in any report on the results of this research my identity will remain completely anonymous.

☐ I have had the purpose and nature of the study explained to me and I have had the opportunity to ask questions about the study.

☐ I understand that participation involves a face to face interview and possibly some follow up email interaction, and all information provide for this study will be treated confidentially.

☐ I agree to my interview being audio-recorded.

☐ I will not benefit directly from participating in this research

☐ I understand that under freedom of information legalisation I am entitled to access the information I have provided.

☐ I understand that I am free to contact any of the people involved in the research to seek further clarification and information.

☐ Any possible conflicts of interest were disclosed to me.

Signature of research participant

---   --------------
Signature of participant   Date

Signature of researcher

I believe the participant is giving informed consent to participate in this study

---   --------------
Signature of researcher   Date

Researcher

Consent Form   Printed Monday, 12 August 2019   Page 1 of 2

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Appendix 8 - Dissertation Information Sheet

The Glass Ceiling Conquered

Dear Prospective Survey Participant,

As part of my MBA (Master in Business Administration) I am currently conducting a research survey to ascertain how you conquered the glass ceiling in the facilities industry. This research is for my dissertation which is to be submitted to the National College of Ireland in partial fulfilment of the requirements for the MBA.

- All information provided will be considered completely confidential.
- Any information that could potentially identify you will be anonymised.

WHAT THIS STUDY IS ABOUT

This study will attempt to fill a knowledge gap in the facilities sector and is an exploratory study that aims to understand the gender imbalance across boardrooms in the facilities industry in Ireland. It would aid women wanting a career in facilities management. It will assist in the elimination of the gender stereotype of what facilities managers should be. It aspires to educate and guide the industry leaders on overhauling the gender imbalance and to create an inclusive sector, that attracts, develops and retains key talent. The main point of the study will be to identify why / how the women participants made it to the top of the FM industry and Conquered the Glass Ceiling.

WHAT WILL TAKING PART INVOLVE?

I have 28 - 30 questions that are mainly open-ended questions that I would like to discuss one-to-one, face-to-face. Depending on your responses, questions may be added or removed whilst conducting the interview. Flexibility and conversation will be encouraged as will examples and case studies of your own experience. The interviews will be recorded. The main purpose of the recording is to allow conversation to flow and prevent the stop start necessary for note taking. Once pertinent information has been gathered, the recordings will be deleted.

I would be happy to meet you at a time and place convenient to yourself. I request you are cognizant of the fact that I work full time, so would appreciate if we could meet early morning or evening to prevent disruption during the day.

WHY HAVE YOU BEEN INVITED TO TAKE PART?

There are 21 women in 12 companies in the C Suite in the facilities sector in Ireland. You were individually selected to participate based on your position within your company. I am attempting to interview at least 10 women holding top level positions.

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The Glass Ceiling Conquered

WHAT ARE THE POSSIBLE RISKS AND BENEFITS OF TAKING PART?

I do not believe that there are any risks personal or professional. There are no benefits to you as a participant but the learnings will assist women in FM in the future.

CONFLICT OF INTEREST DISCLOSURE

I am currently employed by Mitie Facilities Services as an Account Manager / Facilities Manager at a blue-chip client. This study is in no way connected with or to my Employer. All opinions and outcomes from this study will be shared with the staff at NCI only and as previously stated all responses will be anonymous.

WHAT WILL HAPPEN TO THE RESULTS OF THE STUDY?

The results of this study are to assist in the completion of my dissertation. I have no plans to disseminate the final research product to a large audience. Some participants have shown interest in the final report and if all participants agree, this will be shared with them.

WHO SHOULD YOU CONTACT FOR FURTHER INFORMATION?

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Dean School of Business, National College of Ireland
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Appendix 9 – Participants' Commentaries

Commentary from the interviews deemed relevant to the main themes presented in Chapter 5.

Is there a particular leader who you admire either male or female? And who <u>inspires you</u> and who you would aspire to be?

P3   "my former boss, the MD, it's a woman. She's very good at people's management. …. she's not famous or anything, but she would be someone, I would look up to and I would like to have the same ability to deal with people and my own particular way, the way she does"

P4   "Not really No. I know people might say someone like Obama. Obama has gorgeous leadership style, but his delivery wasn't great. …. The fellow from Facebook, Mark Zuckerberg, hugely successful company but a flawed leader."

P5   "I don't think one person, there's lots of different leaders that would come to my mind, but there's nobody, I want to be like her. There's nothing that's jumping out"

P6   "My father. He is a level headed guy, he is tough when he needs to be is incredibly empathetic. He doesn't lose the head, he loves the quiet word. He had taught me an awful lot"

P7   "Initially in my career, I was inspired by people like didn't want to end up like"

Do you think leadership is <u>gender neutral</u>? Or do you think there's a difference in the way males and females lead?

P1   "It is gender neutral I think all leaders have differences. I think females brings specific benefits to an organization, so women tend to be more analytical than men, think it through a little longer, they're more inclined to detail. I find that men will go we're doing this and it might not have a plan of how to get there."

P2   "I think it is totally different. We all carry some baggage with us that we acquire along the way. And I think no matter how hard you try to leave it at the door, you're always going to be coloured by your own experiences. Experience that men and women bring to the table are different, and the challenges that we present in terms of our leadership approach to our team is different, fundamentally different."

P3   "Women have a different style to men, I can only talk from experience, women are more diligent, and they want to understand what the client wants, what the task is, and want to understand the full picture, not just look at certain points. I have found men very good, at talking the talk, but I found that they lack walking the walk and delivering on what was promised? We have great leaders like in our company, but the women seem stronger"

P4   "I don't think there's a difference between male and female leadership styles. There isn't one style specific to me, a female.

      You get kind of gentle, thoughtful man, so I do think it's gender neutral "

P5   "I think women are fighting to be at the table? I think that they probably show that a little bit more in their manners sometimes, when they're on their journey there. So it's not

until we get there that we can relax a little, but it seems to be a harder, for sure. And they're probably penalized a little bit more for I'm gonna say mistakes or decisions. It's not neutral? It's definitely women work harder

P6   "I like to think generally, leadership styles is gender neutral."

P7   "I think there are differences. I've seen a variety of different types of leaders and there's been some men who have been warm and supportive with a similar ethos to myself but I remember seeing other women who feel as cold as ice and just want to get the job done, never mind what it takes"

Appendix 10 – Survey
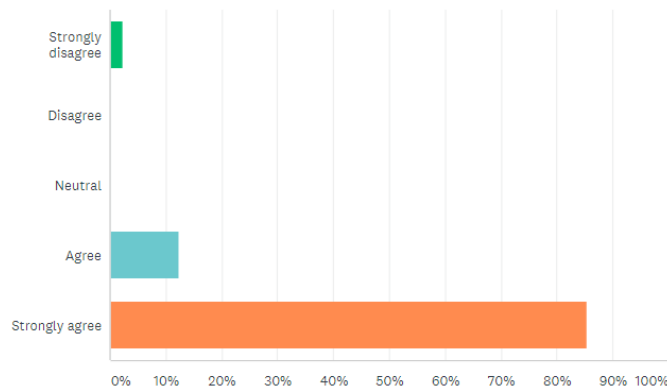
___

Women and men are equally respected in the workplace

Answered: 89   Skipped: 1
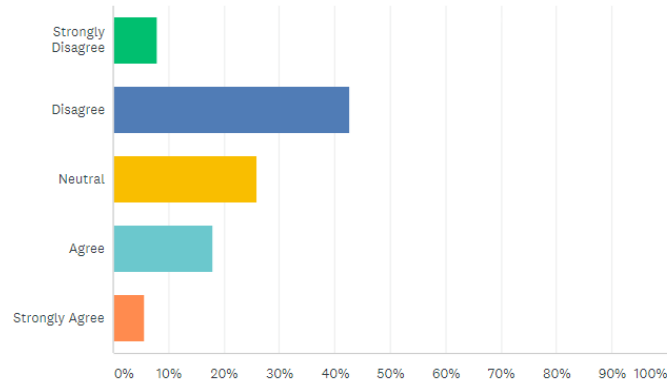
ANSWER CHOICES	RESPONSES	
Strongly Disagree	7.87%	7
Disagree	42.70%	38
Neutral	25.84%	23
Agree	17.98%	16
Strongly Agree	5.62%	5
TOTAL		89

People should be rewarded based on their performance, regardless of whether they are men or women.
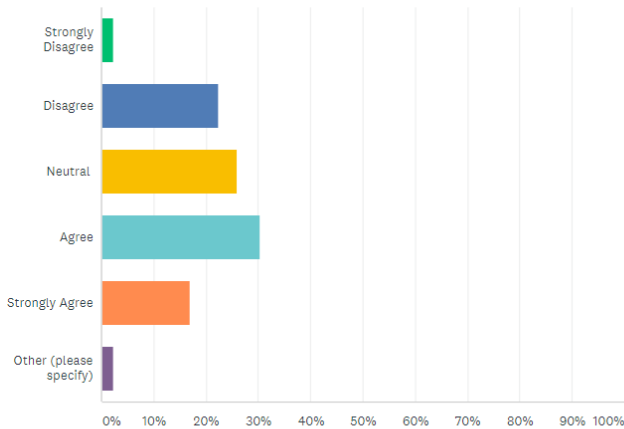
Answered: 89   Skipped: 1

ANSWER CHOICES	RESPONSES	
Strongly disagree	2.25%	2
Disagree	0.00%	0
Neutral	0.00%	0
Agree	12.36%	11
Strongly agree	85.39%	76
TOTAL		89

## Women and men can perform the same work equally well, however standards are higher for women than men

Answered: 89   Skipped: 1

ANSWER CHOICES		RESPONSES	
▼ Strongly Disagree		2.25%	2
▼ Disagree		22.47%	20
▼ Neutral		25.84%	23
▼ Agree		30.34%	27
▼ Strongly Agree		16.85%	15
▼ Other (please specify)	Responses	2.25%	2
TOTAL			89

The viewpoint of a woman is often not heard at a meeting until it is repeated by a man

Answered: 89   Skipped: 1
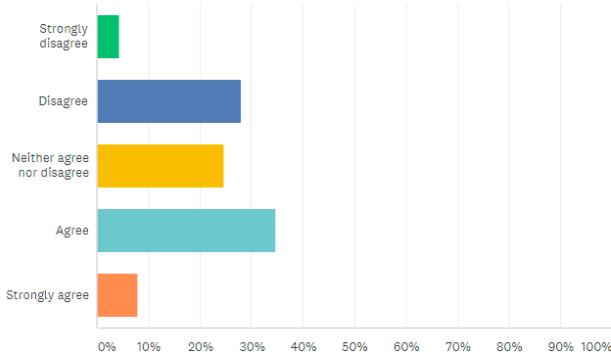
ANSWER CHOICES	RESPONSES	
▼ Strongly disagree	4.49%	4
▼ Disagree	28.09%	25
▼ Neither agree nor disagree	24.72%	22
▼ Agree	34.83%	31
▼ Strongly agree	7.87%	7
TOTAL		89

In the workplace, women are likely to face the barriers of a glass ceiling

Answered: 90   Skipped: 0
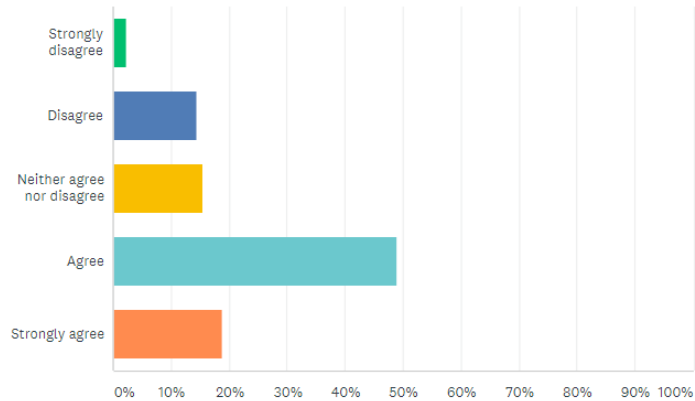
ANSWER CHOICES	RESPONSES	
Strongly disagree	2.22%	2
Disagree	14.44%	13
Neither agree nor disagree	15.56%	14
Agree	48.89%	44
Strongly agree	18.89%	17
TOTAL		90

Demographics - Gender Are you

Answered: 90   Skipped: 0
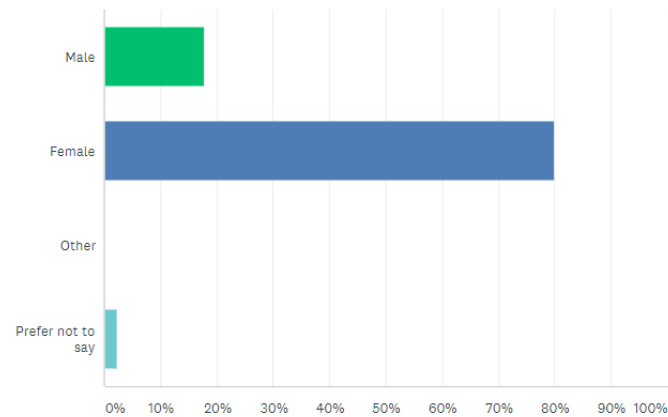
ANSWER CHOICES	RESPONSES	
Male	17.78%	16
Female	80.00%	72
Other	0.00%	0
Prefer not to say	2.22%	2
TOTAL		90

Demographics - Level of Employment

Answered: 90   Skipped: 0
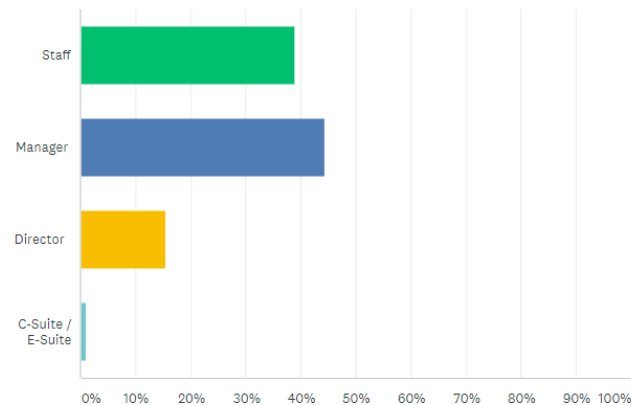
ANSWER CHOICES	RESPONSES	
Staff	38.89%	35
Manager	44.44%	40
Director	15.56%	14
C-Suite / E-Suite	1.11%	1
TOTAL		90

What is the highest level of education you have completed?

Answered: 90   Skipped: 0
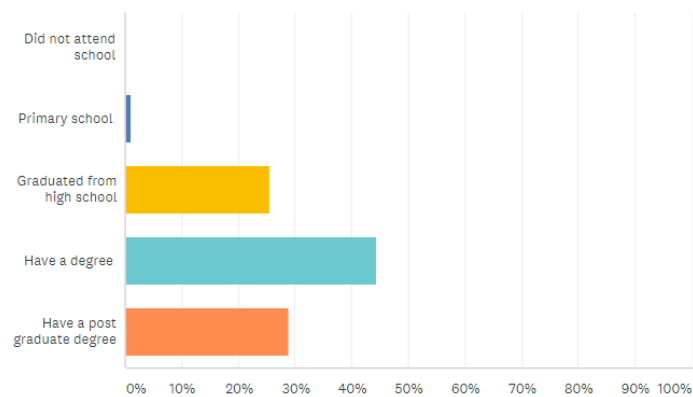
ANSWER CHOICES	RESPONSES	
Did not attend school	0.00%	0
Primary school	1.11%	1
Graduated from high school	25.56%	23
Have a degree	44.44%	40
Have a post graduate degree	28.89%	26
TOTAL		90

Have you personally been subjected to gender bias

Answered: 90   Skipped: 0
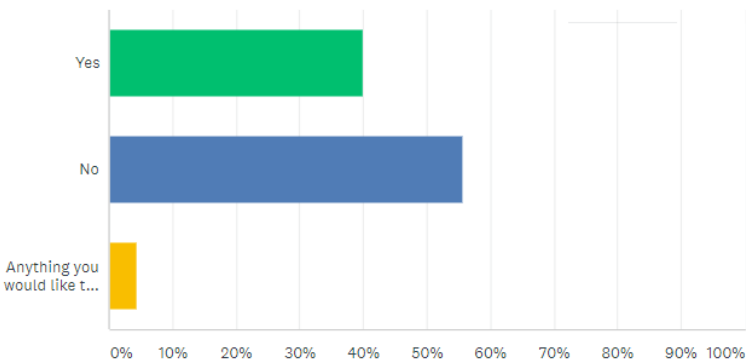
ANSWER CHOICES		RESPONSES	
▼ Yes		40.00%	36
▼ No		55.56%	50
▼ Anything you would like to share regarding this	Responses	4.44%	4
TOTAL			90

Appendix 11 - Quotes and Comments

The word 'emotional' is used on a weekly basis in my workplace to describe female colleagues only, particularly when they show either a passion or a high level of frustration. I find it frustrating and demeaning. Enthusiasm, passion or anger would never be described towards a male as 'overly emotional'.

7/12/2019 6:00 PM   View respondent's answers   Add tags ▼

Unfortunately I do not see this issue being resolved anytime soon. It is exacerbated by unequal bias against women due to maternity and post-maternity return to work and the ongoing expectation that women will continue take primary responsibility for child rearing. Women experience far more a sense of guilt in terms of returning to work and juggle the double burden and the ongoing g inflexibility towards time management and presenteeism- this is only exacerbated the more senior a woman becomes and the expectant responsibility's and outcomes demanded of her. Ambitious women are forced into an unenviable position of continuous compromise that men have no comprehension of and little sympathy for

7/12/2019 4:56 PM   View respondent's answers   Add tags ▼

1. The situation is more subtle than suggested by the questions in that the situation in my experience varies significantly organisation to organisation. 2. Similarly, within organisations the situation could vary department by department, even team by team. 3. The tone is always set from the top and needs to permeate all the way down through the company via its culture and peer pressure. All managers, to my mind, should have gender (and disabilities) targets within their KPIs and be critically adjudged on their achievement. I hope these comments help.

7/12/2019 8:50 AM   View respondent's answers   Add tags ▼

Having children is seen as a negative in workplace and restricts promotion options. Higher intensity jobs often assume that is all you have in life. Running house/family etc is seen as interference with your ability to commit to roles.

7/11/2019 11:01 AM   View respondent's answers   Add tags ▼

Look at the board of directors it has always had a bias towards men. Look at the office and there is a bias towards men, the majority of FMs are male. Women need to shout to be heard and then are not often listened to.

7/10/2019 11:47 AM   View respondent's answers   Add tags ▼

More women should be given the opportunity to advance into Management & given every support to do so.

7/11/2019 10:51 AM   View respondent's answers   Add tags ▼

People have to earn respect regardless of sex

7/11/2019 10:38 AM   View respondent's answers   Add tags ▼

Smaller companies tend to value women and larger corporations tend to still have misogynistic attitudes and I speak from both experiences.

7/11/2019 8:49 AM   View respondent's answers   Add tags ▼

Women are not taken seriously in decision making

7/11/2019 7:54 AM   View respondent's answers   Add tags ▼

I would like to add that depending on the organization you work for and the structure of it, determines whether you reach a ceiling point or not. Sometimes in order to climb the level you are given a choice to move to another country and work for the same company, but different job

7/11/2019 7:45 AM   View respondent's answers   Add tags ▼

Women don't seem to have the self confidence in themselves that men have. Very qualified women will not apply for jobs at management level because they suffer from "imposter syndrome "

7/10/2019 9:50 PM   View respondent's answers   Add tags ▼

Due to the fact that women are discriminated, they therefore have to work harder to try and ensure that they are recognised therefore become far more efficient than men.

7/10/2019 3:52 PM   View respondent's answers   Add tags ▼

I think some women let themselves down at Board level by being too emotional or defensive. Others feel the need to be more aggressive than normal when dealing with difficult males around the table. I'm sure it's very difficult at that level to assert yourself and at the same time enjoy respect.

7/10/2019 3:04 PM   View respondent's answers   Add tags ▼

I am not aware of nor have come across a "glass ceiling" situation in my working experience.

7/10/2019 11:43 AM   View respondent's answers   Add tags ▼

I have always believed men and women were never meant to be equal they were meant to compliment each other, however women going off to have babies I do think affects their standing

7/10/2019 2:43 PM   View respondent's answers   Add tags ▼

Acknowledgement and respect should be given regardless of gender in the workplace.

7/10/2019 2:23 PM   View respondent's answers   Add tags ▼

All people have an equal right to live and work together .

7/10/2019 1:20 PM   View respondent's answers   Add tags ▼

Sexism works both ways!!!

7/10/2019 11:40 AM   View respondent's answers   Add tags ▼

Appendix 12 – List of Abbreviations/Glossary

Gender	Defined by the Oxford English Dictionary as 'the fact of being male or female, especially when considered with reference to social and cultural differences, not differences in biology' (Weiner and Simpson, 2004). While the definitions of 'female', 'woman', 'women' and 'male', 'man', 'men' are different; the terms are used interchangeably through the course of this study.
C-suite	The executive leadership team of an organisation e.g.: Chief Executive Officer (CEO), Chief Commercial Officer (CCO), Chief Financial Officer (CFO), Chief Human Resources Officer (CHRO), Chief Information Officer (CIO), Chief Operations Officer (COO), Chief Risk Officer (CRO). (See Executive Leadership Roles below).
Executive Leadership Roles	Those roles which are known as the C-suite in organisations. (See C-suite above)
Senior Leadership Roles (SLT)	Those roles which are one level below that of the C-suite, or executive leadership, in organisations.
FM	Facilities Management

Taken from Women in Positions of Influence Exploring the Leadership Journeys of Irish Women, Ashley Kenny, 2018