How the possible differences between male and female regarding to the leadership style can contribute to the explanation of the low number of female manager in top positions in Spanish companies.
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Umeå, May 2007-05-28

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SUMMARY

The problem for women in the labour market has been and is still being widely treated from different disciplines, there are still many gaps linked to it. Although the equality between genders has simultaneously risen, gender inequality becomes especially evident in top management positions. This fact attracted our attention and motivated us to analyse the women’s situation in the management in Spanish companies.

The masculine man has developed different theories linked to organizations. But when the society and the organization change, that man discovers that his recipe book is not worth nothing anymore. For instance, values like hierarchical organization, aggressiveness, competitively, individualism, etc. In brief, all attributes that women called: “macho man”.

This paper investigates the barriers that women have to overcome in order to achieve the senior positions, as well as, the identification of the traditional leadership style to the masculine stereotype. As consequence, we have had in mind the progressive implantation of a new organizational culture, the values that belong to the feminine stereotype (group orientation, emotion, cooperation, etc). Therefore, the success leadership is no longer linked to the masculine stereotype.

The practical method involves the development of semi structure interviews to men and women in top managerial positions in order to analyse if both men and women follow their gender stereotypes, and therefore, they have different leadership styles according to gender.
Due to this fact, companies should adapt the idea of a pluricultural style in order to get organizational culture more flexible.
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1. INTRODUCTION
This first chapter includes a brief background of the problem as well as the research question and objective of the study. The purpose is to familiarize the reader with the topic. This section also contains definitions of terminology used throughout the thesis.

Nowadays, gender equality is still progressing, as more and more women are found in universities and workplaces that were once set aside for men. However, gender differences linked to employment are still numerous. In the last decades, more and more women have advanced in occupations which were previously reserved for men. Due to an increasing number of female graduates at universities and MBA programs, women have acted in response to the various opportunities offered in the global business environment because they have achieved educational levels comparable to men (Wirth 2000, p. 25).

Besides improvement in educational qualifications, labour norms have been elaborated by retaining the masculine model, in which the total absence of problems related to maternity and the attention of the familiar responsibilities are shown (Wirth, 2000, p. 25).

One of the most influential factors in the configuration of the discriminatory situation of women in the working market is the division and allocation of social roles based on gender. The roles and stereotypes established by gender play the most important part in the divided workforce between women and men, equally in the familiar scope, in the labour and in the society in general. For these reasons it is possible to talk about a closed circle of obstacles that prevent the achievement of the real equality of gender.

When reflecting on the access of women in top manager positions, it is appropriate to remember the statement of Simone de Beauvoir in his book called “The second sex”: “I have doubted too much before writing a book about women. It is an irritating matter, mainly for women, and it is not any novelty”. Today, after more than 50 years, the matter is not very novelty and Simone de Beauvoir will probably continue to be just as irritated about this situation (Munduate, 2003).

But even though women represent 52 percent of today’s global workforce and the amount of women in managerial work is gradually increasing, their share of management positions does not even exceed 20 percent (Wirth, 2000, p. 35). The inequality between women and men is becoming especially legible in higher managerial occupations. In 1995, for instance, researchers found that among the top 1000 industrial firms and the 500 largest U.S. corporations, 97 percent of senior managers are white, and an estimated 95–97 percent of senior managers are male (Oakley, 2000, p. 321). In many occasions, tradition is responsible for this situation, while organizational structures can have a decisive influence (Instituto de la Mujer, 2006).

In fact, there are a countless numbers of studies, focusing on the inequality between female and male managers, and all have the same result. It seems that highly qualified women who want to achieve the highest position in corporations come across a large number of barriers, which has a negative effect on the development of these women’s careers and for society in general because much talent is wasted. These barriers, which
prevent women from accessing senior management positions, are often described with
the metaphor ‘the glass ceiling’ (Oakley, 2000, p. 321).

The glass ceiling is an expression that describes the body of the visible and invisible
obstacles that the women meet when trying to attain power in the superior levels of
organizational hierarchies (Oakley, 2000, p. 321). Thus the glass ceiling was defined as
“a barrier so subtle, that it is transparent yet strong, that prevents women and minorities
from moving up in the management hierarchy” (Morrison & Glinow, 1990). These
barriers can exist on different levels, depending on the social and organizational
environment. In some contexts, the glass ceiling may be placed closer to a senior
management position, while in other cases women might encounter invisible barriers on
the lower management level.

Our study focuses on these barriers and the differences between masculine and feminine
stereotypes. Although there are many different leadership styles that differ between men
and women, the masculine leadership style, linked to the masculine stereotype, seems to
be the more likely to achieve a high position of power in a company.

This approach requires that the research must focus on the barriers that women face in
their professional careers. In addition, various gender stereotypes will be uncovered in
order to understand the differences between the masculine and feminine leadership
styles. The link between the masculine leadership style and the organizational culture
will be developed in order to explain the barriers that women have to overcome in order
to achieve highest positions in the corporate world.

This initial introduction has led us to formulate the following question:

1.1 RESEARCH QUESTION

How can the differences between men and women’s leadership styles contribute to the
explanation of why the number of females in top positions in Spanish companies is so
low?

1.2 RESEARCH OBJECTIVE

In spite of the economic and social progress, it is paradoxical that the basic question in
relation to gender remains unalterable. Is there a difference between male and female
leadership styles? Are these differences to blame for the low number of women in top
managing positions?

This study aims to construct a theoretical framework based on the masculine and
feminine stereotypes as well as the leadership styles linked to each one of them. Based
on this framework, an interview process will be developed with managers in Spanish
companies in order to gain understanding of the relation between the stereotypes and the
leadership style.
1.3 DEFINITION OF TERMS

**Barriers**: All of the obstacles that women must overcome in order to develop their careers and achieve the highest positions in companies. They can be referred to as “glass ceiling” (Oakley, 2000, p. 321).

**Organizational culture**: A set of values, ideas, beliefs, norms and symbols that have been created for a society and are shared by the people who belong to it (Levy, 2004).

**Leadership style**: The ability to convince others in order to achieve organizational goals. It is based on cultural values (Muñoz, 2005).

**Stereotype**: Implicit theories that allow us to slant our perception, interpretation, codification, retention and memory of information about others. We will define the masculine and feminine gender stereotypes (Ruiz & Cesteros, 2006).

**Multicultural pluralism**: The existence of more than one culture in a society, in which an individual is allowed to maintain his or her identity with the original cultural group while coexisting in harmony with others (De Mariano, 2004)
2. HISTORICAL CONSIDERATIONS

The purpose of this chapter is to familiarize the reader with a brief historical analysis of the evolution of women in the working world in order to emphasize the marginal position that they have had throughout Spanish history. This evolution allows the reader to understand the current positions that women have in the labour market.

To analyze a woman’s role in organizational management is not an easy task. It is not enough to just study the managing levels and then emphasize the little percentage that female directors represent. It is necessary to try and discover the causes that have caused this low percentage.

One way to find these causes is to extend the analysis field so that, knowing the situation as a “whole” - the market of feminine work in general-, we are more prone to draw some conclusions about the present situation of the “part”, women in top management.

Having some references on the incorporation and later evolution of women in the work market can help us to understand the present profile of the working woman, her problems, and the cultural basis of this question.

One point that attracts the attention about women in the working world throughout history is how lightly its considered among researchers. Its lack of quantitative representation has created generalized concepts about women in the labour market, making them somewhat marginal.

The immediate repercussion of this idea is not only the lack of attention paid to women, but the creation of well-built barriers that women must break in order to create a power space and future within the labour market. This affects in greater terms those women that wish to pursue a profession that contains top management or directorial positions.

After the introduction, we are going to extend the analysis field in order to study “the real” evolution of woman in the labour market. Many are conclusions that we can obtain from this progress, which help us to understand the situation of the working woman in general but especially, the situation of the female manager. The development rate of women in top positions has increased in the last fifty years, but the most interesting aspects in relation to this fact are the causes that make the basis for this growth.

2.1 DEMOGRAPHIC FACTORS

Since the beginning of this century, important demographic changes have been taking place. Spanish society has changed from a demographic activity, in which the rates of fecundity and mortality were relatively elevated, to a new balance that is distinguished to have low rates of mortality and fecundity. This transformation has deeply modified the vital cycle of women and its relation with the labour market (Sanchez-Apellaniz 1997, p.27).
In the countries of the OECD, thirty-six year old women who do not have to worry about preschool age children is the group of women that contributes the most to the growth of the feminine working population in the last years. It is surprising that the employment rate of women with children is 56.5%, and if they do not have children, the employment rate grows to 66.5%. But the opposite is true for men. If men do not have children, their rate is a soaring 89.7% (Eurostat, 2005).

This sloped fertility rate is clearly related to the use of contraceptives, which have reduced the amount of unwanted births in the last twenty years (Comisión de CE, 1990).

The rates of feminine activity depend on their age and are characterized by an “M” form profile that receives the name of “binomial pattern”. The first tip takes place between 20 and 24 years, and the second one appears between 45 and 50 years (DEX, 1991).

Nowadays, most women after marriage continue working until they have children, instead of interrupting the work because of marriage. However, the sequential scheme of work and not-work after giving birth is changing. Mothers are returning to work soon after having their children and working in-between the births of their children. The interval of births is also changing (Comisión de CE, 2007). The overall effect of these changes is that there is a greater rate of increase in the active participation of women.

Finally in this section we will mention the importance of institutions and how they add to the development of a woman’s working life. If we made an proposition in regards to a female’s activity rate to the size of her family, we will observe the existence of an inversely proportional relation. Also, the relation between this rate with the number of small children in scholastic age is also inverse (Sanchez-Apellaniz, 1997, p.30).

It is true that certain elements in this proposition exist. One being the number of previously born children. In this case, the situation varies according to if it is a first born son or a third born son; secondly, the woman’s age. It seems that with advanced ages the negative incidence of childbirth on the feminine activity is minor compared to a young woman’s case. And thirdly, the existence of institutional support is another central aspect. This last point is where we want to focus the final approaching of the demographic factors (Sanchez-Apellaniz, 1997, p.30).

In Spain, this support is present and characterized by directed programs that extend and diversify the organization of day-care centers (Comisión de CE, 1990). We can differentiate two types of these centers, one type has an essential educative character, that welcomes children between two and three years old, and the other one which would include infantile day-care centers that welcome children between zero and five years old. A study of the Dirección General de la Protección al Menor del Ministerio de Asuntos Sociales (Spanish establishment that belong to the Labour Ministry, focused on the protection of children) proposed recommendations in order to extend kindergarten to all children between the ages of zero and six (Sanchez-Apellaniz, 1997, p.30).

2.2 LEGAL FACTORS

The evolution of the effective legality, which discusses the role of women in society, has been fundamental in order to produce the changes that are described throughout this chapter. Both national and international establishments have deployed the equality of
treatment between men and women, the non wage discrimination, the access to means of professional formation, etc. (Comisión de CE, 2007).

In order to adapt these norms to the spectacular changes that are arising and to cover those legalities that affect situations of recent appearance, they must constantly be revised (DEX, 1991). Like a consequence, it appears that the legal framework has become more developed. Perhaps the most alarming situation takes place indeed within the labour land, where the discrimination situations take place constantly (Comisión de CE, 2007).

Without the legal pushes that have been produced throughout the whole twentieth century from hands of United Nations, UNESCO, OIT, Council of Europe, the European Community as a whole, and the legislations at national level, these spectacular advances would not have been fulfilled; as well as the set vision that we have of women in society today (Instituto de la Mujer, 1990).

The European Community’s adopted measures in relation to the equality of opportunities go back at the beginning of the 70s and they are based on Article 119 of the Treaty of Rome. The slope of 1991 included aspects of equal pay of masculine and feminine workers, equal treatment in the sense of professional formation and promotion, equal treatment in the matter of social security, and equal treatment of workers, with special mention of pregnant women (Comisión de CE, 1994).

2.3 EDUCATIVE FACTORS

Education is other important factor that can be delivered by the human capital theory, which states that investments in this area and other forms of activities have to be seen as crucial factors behind careers. Women’s disadvantaged position is attributed to a lower or less relevant kind of education, and to the lack of qualified work experiences associated with working in different places, including working abroad (Tecnociencia, 2005). Nonetheless, it is questionable nowadays, if a lack of education can still be seen as a reason as to why women may not advance to an executive level within their companies, since several statistics outline the increase of female students in business related studies (La Gaceta de los Negocios, 2006).

The development of women’s education has undergone a spectacular evolution throughout the twentieth century. Numerous countries have elaborated laws and begun campaigns that are aimed at assuring a better professional formation for women, and professional access to those positions that were once reserved for men only. The majority of the graduates in 2006 were women (59%). However, in the educational environment there are a lot of stereotypes as to the type of degree each gender studies; only one of ten female graduates studied a technical degree, but in the male case this number grows to four out of ten (Comisión de CE, 2007).

The influence of the levels of education on the female activity rate seems that it affects women much more than men (El País, 2006). Due to gender differences regarding educational levels, men can develop their labour activity without time interruptions as well as, they can accumulate job experience, whereas women used to break their labour career (Comisión de CE, 1990).
The difference of compensation between men and women with the same qualifications is also quite relevant nowadays (Wirth, 2002, p.23). Spanish women have the same level of education as the rest of the European women, but their salary is 12% less. When they manage, it is usual to see them dealing with the departmental position of Human Resources, but it is difficult to find them in the more important parts of the organization, like the Financial Departments for instance (Paul, 2007).

### 2.4 ECONOMIC FACTORS

Even if it is not easy to demonstrate the real impact of the social support system on the increase of women in managerial positions, it is evident that the cultural climate in the working world supports any attempt to combine both personal and professional spheres (Aaltio, 1994, p.213-231).

Various economic factors are the main causes that lead women to work outside of their homes. Among them we mentioned the increase of the number of homes that have to its head being a single woman. This new type of home affects, for economic reasons, the incursion of women in the labour market; this model is not based on the man who works outside and the woman who works inside the house, but on a model of equality and economic independence (Instituto de la Mujer, 2005, p.88). We can summarize the new tendencies about types of families in three groups:

**Single-parent-family**

Nowadays the number of divorces and separations has increased in Spain. This rate has repercussions on the increase of Single-parent-families (Consejería de Justicia y Administración Pública, 2001). It is possible that this will be a temporary situation, due to a second wedding, but otherwise, the economic situation is weak mainly in those homes formed by a single mother. This kind of family is a main reason as to why many women who did not work outside the home before, have to do it now.

**Individual homes**

With this expression we are talking about many situations: singles, widows, or those who are divorced or separated. Of this group of people we are interested in the number of women who want to build a home, but in order to achieve this objective, they must enter the labour market. In today’s world, a woman who depends on a man is less common, so this tendency is growing fast (Instituto de la Mujer, 2005, p.93).

**Unions without marriage**

This kind of relation between women and men seems to be more and more frequent in the Spanish society, although it is not admitted by many people. The number of marriages since 1980 has decreased (Instituto de la Mujer, 2005, p.128). This shows us that the marriage is less important for people than before. The government considers the marriage situation a free election for people, but legal protection exits for typical families with married members (Consejería de Justicia y Administración Pública, 2001). This kind of family also affects the number of women who decide to start to work. These couples are not based on the woman working at home and the man outside; instead both of them have the same responsibility within and outside of the home (Instituto de la Mujer, 2005, p.54).
2.5 LABOUR FACTORS

Nowadays it is impossible to see an organization as somehow less gendered than others. There are always differences between men and women in the working place and in organizational cultures and structures that do not disappear through “equality” discourses, even if these discourses empower both genders, and by doing so, present possibilities for analysis and change at the organizational level (Aaltio & Kovalainen, 2003, p.182).

The diffusion of new contractual modalities that facilitate the support of women on the labour market is one of the main causes of the negative development of their work. (Comisión de CE, 2007).

Part-time contract

This is the type of labour contract that we have to develop deeply. The rate of female workers has increased thanks to this type of contract, but in fact, it is not as ideal as it seems. The part-time contract can create heavy doses of discrimination. Most of the women who obtain these types of contracts are positioned in the groups of average age. The part-time work is common for married women who have children. This allows them to have an outside activity, while are they taking care of their children. Nevertheless, this labour contract impels a woman to work, especially married women, but it seems that this is connected with unstable works and marginal sectors. (Comisión de CE, 2007).

With the intention to stimulate the feminine presence in the upper managerial positions of the highest companies, the Spanish government commissioned a study with the Comisión Nacional del Mercado de Valores (CNMV). Recently, the results of this study have been published, one of the most relevant aspects is the demand of the incorporation of women into the managerial positions in private companies. The mentioned report states that the board of directors has to reflect “the diversity of knowledge, gender and experience in order to develop their functions in an efficient way”. These recommendations of the CNMV could be inspired by the Norwegian law that was recently approved. This law demands the quoted companies to have women comprise 40% of their board. Norway is the first country of the world to demand a balance between women and men on the board of directors in its companies. It should be an example that the rest of the countries follow, including Spain. It may appear that in order to establish this kind of legal measurement, it can cause a social rejection. Nevertheless, the reality is quite different since this initiative is the result of a social board and political agreement (Instituto de la Mujer, 2006).

Equality Law

This Law has the intention to be effective in regards to the equal treatment of women and men, by mean of eliminating gender discrimination in all life scopes and, singularly, in the political, civil, labour, economic, social and cultural spheres in order to reach a more democratic society, abiding by the articles 9,2 and 14 of the Spanish Constitution.
For such purpose, the Law establishes principles of performance for the Public Authorities, regulates rights and duties of the physical and legal sectors and it also anticipates measures destined to eliminate and correct all forms of gender discrimination in the public sector (Boydem Company, 2007)
3. SCIENTIFIC APPROACH

This chapter starts with our preconception of the problem as well as with the choice of this subject. Following is the description of the perspective that we had in mind while writing the thesis. In the end of this chapter we show the scientific approach and the research method that we followed.

3.1 PRECONCEPTION

When we want to study a fact, our point of view determinates the development of the observation. We are the one responsible in order to define the objectives, the structure, the empirical process, all is based on this preconception. By having in mind this aspect, the monitoring of the course of action has to be as objective as possible. The preconception of the reality is determined by our personal aspects such as our education, our social environment or our academic formation among others. In general, the social preconceptions are influenced by the author’s own aspects such as his or her environment.

As we have just exposed, this thesis is influenced by our preconception of our social reality. With this, we will expose the main ideas that characterize ourselves in order to give more objectivism to this study. The reader will be able to see how our work is affected by our prejudices.

As we said before, we are women who left our country last year to complete our education in Sweden. In this Swedish university we are studying a Master Program in Management and now, we have more knowledge about the managerial environment. When we finish, we will start to build our professional life with the ambition to become managers in the future. This is the main reason why we are very sensitive about the barriers that women face in order to achieve a top position in a professional career.

Last year, we participated in lectures about this problem in Spain. Thanks to those lectures, we were informed about this big problem, and it was crucial to open our minds about this theme and wake up our research instinct. The fact that we have both been working in important Spanish companies in which women can not achieve any high position, has also been crucial for us.

We do not pretend to show a biased point of view in order to favour women. We consider the equality as one of the most important factors between genders, but let us not forget that this is not the reality. If we have a look at our environment we can see that most people that have high positions in the working world are men. We do not think that the cause of this is that women are not qualified, nor that they are incapable of this sort of position. We think that in Spain cultural barriers block women. We are both in agreement that men are not responsible for the existence of these kinds of obstacles; we think that this is more of a cultural or historical problem.

3.2 CHOICE OF SUBJECT

As we introduced on the first part of this thesis, the gender differences in the highest company positions are extremely worrying. Many studies have been made to compare the number of women and men that end up at the top positions. Advanced studies have looked for the differences on the way to manage women and men in order to explain
why this disparity exists. The point of view of this thesis is focused on the barriers that women hit when they try to achieve these kinds of positions.

The main reason why we are interested in the study of this area is caused by our personal characteristics. We are two young women that are abroad studying a masters degree in management. Thus, in our future we will be the women who will be in front of these barriers. Under our consideration, as this problem is directly only an issue for women, we are the ones who have to fight to solve it. In order to contribute to get this ambitious objective, this study is mainly focused on the women’s point of view who achieved this professional propose.

3.3 PERSPECTIVE OF THE STUDY

This study is not only developed from a woman’s perspective. Our focus is geared towards the study of gender stereotypes in different leadership styles, but not only from a female point of view. This is a social problem that regards both genders; thus, we must study both sides. According to this statement, women and men in top management positions or those who want to achieve them are the focus of the research. Further more, the various characteristics linked to the female and male leadership styles, as well as personal experiences, are pointed out in the study.

This gender perspective allows us to obtain an enhanced understanding in order to clarify the unequal positions between males and females in top positions. This approach helps us to understand if these differences between both leadership styles really exist in the companies.

3.4 SCIENTIFIC IDEAL

In relation with the epistemological consideration, we faced two different options; positivism and hermeneutic. The first epistemological position is in agreement with the use of methods of the natural sciences to the revision of social reality. In this case, the research studies an objective reality and it takes a passive perspective on the problem by using deductive methods in order to test the hypothesis. (Bryan et al., 2003, p.13)

The option that we chose is more related to the other consideration called hermeneutic, according to the interpretation of the social reality. In this case we take an active perspective of the problem and we use interpretative methods in order to understand the context. (Bryan et al., 2003, p.15)

The paper is developed with the intention to gain understanding about the stereotypes in top management positions in Spanish companies. As we can see, this is a subjective phenomenon that each person can see in a different way. It does not end on a fixed reality; this is the main reason why we make our study based upon the opinions of different people. Thus, we achieve a final conclusion of our point of view, but with many different inputs. Nobody can find the true reality because this reality depends on the characteristics of the person who stands in front of it. The interpretation of a social phenomenon advocates our subjective approach. In other word, the interpretation is based on our preconception about this topic. We are aware of this fact; therefore, if this paper would have been developed by other authors, the approach of the study would have been different.
3.5 SCIENTIFIC APPROACH

One of the most important decisions that we made when we were designing the theoretical methodology was the choice between the deductive or inductive approach. In our case we have many concerns in common with the deductive approach because we start the study with many theoretical considerations in relation to stereotypes and leadership styles. In order to verify these theories, we make the data collection steps with the interviews, but we do not try to confirm or rejected any hypothesis, one of the main characteristics of inductive approaches. (Bryan et al., 2003, p.11) This is the reason why we can not say that our research is clearly deductive.

In order to solve this doubt we consider that our case is a matter between these two options but more biased towards the deductive. With the next figure we want to clarify this situation.

---

Deductive

Inductive

Figure 1: Scientific Approach
Source: The authors

To summarize we can say that our study is linked to a deductive approach since our preconception is developed in the theoretical framework. However, we are not going to test any hypothesis, so it is possible to consider certain characteristics of the inductive approach.

3.6 RESEARCH METHOD

Another selection has to be considered at this moment. We are in front of two different research methods. One option is the qualitative research method where the most significant characteristics are the open-ended research strategies, not fixed steps in the development of the procedure and the contextual understanding (Sanchez-Apellaniz 1997, p.18). The other possibility is the quantitative research method. In this case, the most important ideas are that this kind of research starts with a strong theoretical part that is used to deduce the hypothesis. These hypotheses would be tested using the collected data (Bryan et al., 2003, p.11). As we can deduce that the quantitative methods are more structured than the qualitative methods, the results of the quantitative methods, therefore, are much more objective than the qualitative ones (Hair et al., 2003, p.74).

Many aspects have to be considered in order to choose one of these two methods. In our case, after making a brief analysis of these aspects we chose the qualitative method as the most suitable for our thesis. Our project is based on one of the key characteristic of the qualitative research, the semi-structured interviews. Using this kind of research tool our point of view provides the thesis of a subjectivity rap. Quantitative data decreases this subjectivity aspect but our data can be as useful as any other one, the most important task is to know when to use those (Hair et al., 2003, p.75).

One of the differences between quantitative and qualitative research is the place where the theories are placed in the research process. The characteristic progression of steps in qualitative research implies the creation of theories as the final result (Bryan et al, 2003,
In our case, in order to have knowledge to conduct the interviews and make conclusions, we decided to look for existing theories in relation to the various stereotypes and leadership styles. This point is important to emphasize in order to clarify the relation between these kinds of research methods.

With our research we want to study the stereotypes in relation to gender and to examine if these preconceptions are true in reality. Due to the general characteristic of this purpose, we decided to conduct semi-structured interviews with eight managers in Spain. We did not want to make questionnaires because we were interested in the opinion and experiences of people. We know that each person has their own life and in order to obtain rich information it would be better to move the interview to the needed direction in each case. We achieved this objective by making semi-structured interviews. Before making the interviews, we created general guides based on the founded theories. These theories were also the base for the analysis of the results.

As it says above, our thesis follows a hermeneutical ideal and more deductive scientific approach. With the thesis we want to achieve deep information and rich knowledge, so we followed a qualitative research but with quantitative aspects. Since we used more than one method in the study of our topic, we followed a triangulation of theories (Bryan et al., 2003, p.291). As typical qualitative researchers, we are very interested in words, but many times we mentioned numbers and rates in order to analyse the problem. The focus of our study is the participants’ point of view, but since it is a general and subjective problem, our point of view is determined by the results of the analysis. We found this connection between these two methods to be essential in order to improve the credibility, transferability, dependendability and confirmability of our thesis. (Bryan et al., 2003, p
4. PRACTICAL METHODOLOGY

This chapter begins with the exposition of the secondary sources as well as how these secondary sources were collected. The criticism is the final part that discusses the secondary source. The same structure is followed to describe our primary sources: presentation, collecting and criticism.

4.1 SECONDARY SOURCES

The analysis of secondary data is the study of information that has been collected by other researches (Bryan et al., 2003, p.574). The secondary sources were highly important for the development of our theoretical framework, since we could obtain lots of information with this data analysis. This data was not collected for our topic but after doing a good selection we found many sources that we could use to make a deeper analysis in order to obtain useful information.

4.2 COLLECTION OF SECONDARY SOURCES

The recompilation of secondary sources was a focal point for the topic of our thesis. Due to the general characteristics of the topic, we found much information related to gender, leadership styles, discrimination or barriers faced in order to achieve top positions in companies, but we had to select only the most important and those with more interesting content.

Since our thesis is based on the Spanish labour market, we had to travel to this country in order to look for information. In the Seville Public Library we found a lot of secondary sources as well as in the Seville University Library, where Fama is the main search catalogue. Many of our scientific articles were found in Federación Española de Mujeres Directivas, Ejecutivas, Profesionales y Empresarias (FEDEPE), this is an association of professional women that work for gender equality in the working world. They gave us lot useful information and data. Other institutions that we visited in order to obtain data were the Instituto de la Mujer and the Dirección General de la Mujer de la Comunidad de Madrid where we found many empirical studies in relation to our theme. We are aware that all of these associations are only correlated with women. We tried to find which focused on men, but there is not any Spanish association that promotes the position of men in the business word. We also found several books in the Umea University Library.

The secondary source that we have used is from scientific and popular science. We consider that the popular information that we obtained is useful, so all of this data that was used in the first part of the thesis. The other kind of secondary source was used to build our theoretical framework and most of them were found in databases called: Business Source Premier, CSIC and ISOC. In order to look for information in these databases, we used such key words as: leadership style, culture in companies, gender, stereotypes, and differences equality and diversity in manager positions.

We tried to use Internet as a support of the rest of our sources. We mainly used Google and Google Scholar to look for some information from Spanish newspapers, since we
made the thesis in Sweden, and we needed lots of actual information from Spain. We also used the web pages of Spanish institutions like National Institute of Statistics and other web pages related to Europe like EUROSTAT.

4.3 CRITICISM OF SECONDARY SOURCES

The secondary data was an important source of information for us. It offered us quite a few benefits because we are students and we could not obtain all the data that we needed by ourselves.

Our secondary data has high quality. We based our thesis only upon scientific data in order to achieve the needed credibility, transferability, dependability and confirmability for our information (Sanchez-Apellaniz, 1997, p.165). We chose data in which the sampling procedures were rigorous, and it had to be done by experienced researchers. We used literature from the years 1990 to 2007 in both Spanish and English in order to make a deeper analysis. The theoretical part exposes some theories that are not current, but we consider that they are relevant for our study since the topic that we are analysing is based on a historical fact, and many of the theories are still valid.

We obtained a lot of information from many women associations, but we would like to emphasize that we also used many official statistics in order to reduce the reactivity caused by the obtrusive methods.

We have found articles of different databases where all the information that they expose has been previously revised, thus the relevance is guaranteed. We limited the use of Internet because we can not be sure of where the information originates. We used it to look for the actual web page of some official institution.

4.4 PRIMARY SOURCES

This kind of source is composed by all the data that the author compiles in order to find an answer to the research question of the proposed thesis. Many different ways of gathering primary data exist depending on the characteristics of the research. In our case, we chose to collect primary data by semi-structured interviews because we were interested in the opinions and experiences of managers, but at the same time we did not want to forget to cover any topic. In order to achieve this objective we made an interview guide with some key questions.

The personal values of the directors and their cultural profile really provide us a clear indication about as which is his directive style. Since we have considered two directive fundamental styles (transactional and transformational leadership) and that each one of them are associated to a stereotype (masculine and feminine respectively). Our objective is to determine if the personal values of the directors tend towards one stereotype over another. If this is true, we could anticipate it as the directive style in these individuals.
4.5 COLLECTING AND PREPARATION DATA

The first step at the time of designing the empirical part of our study was the decision about making interviews with the objective of obtaining the necessary data. This has the clear purpose of deepening the personal values and cultural profile of the interviewed people in order to obtain the directive style. This is one of the reasons for which we have chosen to make semi-structured interviews instead of non-structured interviews. The second reason is to assure the cross-case comparability, as we interview more than one manager, because we needed to obtain homogeneous information. (Bryan & Bell, 2003, p.340-358)

A-priori we knew that our appointments with the interviewed people would be short because they occupy directive positions in the companies and they do not have much free time to talk to us. For that reason our interviews put great emphasis in the initial exhibition of the study object and about the subject that we are investigating. Using this, we hoped that the interviewees knew perfectly what type of answers we looked for and thus, we are able to deepen the points of view of the problem. With our interviews we tried to make general conversation with the director to understand its professional development in his or her words to obtain rich data in content to be able to obtain rich conclusions. For that reason the design of the guide for the interviews allows us to be flexible in the formulation of the questions, depending on the direction that the obtained answers take.

The interviews are structured in two parts; the first part begins with a presentation of the research and a brief exhibition of the study subject. In this initial description we do not try to go into detail, as we do not want to influence the answers. Simply we will show them that we based on our study on the conception of different leadership stereotypes found in each gender. Using this way, we obtain what the interviewed person thinks and thus responds in the line that we needed to obtain richer answers in content.

In the second part, the interviewed person takes the active part and we are focused on making some questions and guiding the development of the interview, thus the line to follow will not be lost.

Our interviewees were women and men that indeed had directorial positions, in order to use a convenience sample. The main disadvantage is the impossibility of generalizing the findings since it is not possible to know if the sample is representative of the population as a whole (Bryman & Bell, 2003, p.105). Due to this, we must be careful the time of obtaining the conclusions about the population.

We decided to administer the interview to a group of top managers, but we know that they certainly do not represent all top managers (Bryman & Bell, 2003, p.105).

Therefore, we based our study on conversations with 4 medium companies located in the province of Seville. Our intention was to successfully obtain information on both sexes and analyze the differences in the conversations with male directors and female directors in each company. This allowed us to obtain eight different testimonies that would allow us to support our starting point. The selection process of the companies began a pair of months before the actual interviews. Our intention was declared by mail to different companies varying from Madrid to Seville. Altogether we put ourselves in contact with eight companies (five with address in Seville and three with address in
Madrid). The requirements for such selection were that it had to be a small or medium size company that had certain characteristics of professional races within the company. Of eight companies, only five agreed to participate in our study. Four were located in Seville and one in Madrid. Although our initial intention was to travel to Spain’s capital where promotion barriers can be observed directly, the single possibility of being able to interview a company and the cost that implied the displacement was determining at the time of deciding the four Seville companies that finally composed our study.

We set the 15 minute interviews up in a private matter, in a quiet place. We put ourselves in contact with four, from which we only received answer of two of them. One of these companies facilitated to us to obtain an interview at the beginning of June (too late) and the other one told us it was impossible to hold an interview.

For the accomplishment of the interviews we moved to Spain, to Seville concretely, where we both have our habitual address. Once in Seville we got in touch with the four companies that finally compose our study object: ARQUITECT L.L.C. (architecture study), CALIGARI FIRM P.L.C (cinema and television producer), COPASA L.L.C. (feeding product wholesaler) and ISBILIA P.L.C (notary’s office). We moved to its addresses during different decided days for the accomplishment of our intention.

The interviews were taped with a recorder to avoid the loss of information, as well as to have the power to do a later analysis of them in depth. Once concluded, the eight interviews were transcribed into English to facilitate the obtaining of conclusions.

4.6 CRITICISM OF PRIMARY SOURCES

Our first reason as to why we chose a semi-structured interview was due to the want to follow a flexible process and because we did a multiple-case-study, we could ensure cross-case comparability. We were studying a fact in which the point of view of the interviewees was essential in understanding the explained events (Bryan et al., 2003, p.342)

The interviewed managers knew our point of view of the problem because before the interview started, we explained the them the aim of our study. Of course, our opinion was clear. We tried to formulate our questions in the most objective way possible, because we did not want to an influence in their response.

Instead of doing semi-structured interviews, we could do structured interviews, but we preferred to have interaction with the respondents in order to know their characteristics and to show the system that we wanted to follow (Bryan et al., 2003, p.135)

In order to hold the interviews in their own work environment, in the e-mails that we sent them, we asked them if this was a possibility. We could have had all the interviews at the actual companies, but unfortunately in some of them we were interrupted and many times the managers had to answer their mobile phones or take other calls.

In relation with the convenience sample we had some difficulties because we would have liked to obtain the primary data from managers of bigger companies that we had in
order to achieve more representativeness for our thesis, but of all the emails we sent, we received no response.

Due to different answers from each manager, we had to make an interpretation of their responses in order to make a conclusion. This fact reduces the objectivity of the results, but we have analysed the answers with the most objective point of view that we have.
5. THEORETICAL FRAMEWORK
This chapter provides the reader with a selection of theoretical concepts. The identification between the old manager style and the masculine stereotype is used by the authors to argue the barriers that women have to cross in order to achieve high positions in companies. The progressive change to a new corporate culture proves the evidence of feminine characteristics: group work, interpersonal relations, etc. Successful leadership is not linked to the masculine leadership style yet. The previous ideas will be discussed during this part.

5.1 BARRIERS IN ORDER TO ACHIEVE THE HIGHEST POSITIONS

It is suitable to make reference to two concepts linked to our study: sex and gender. The concept SEX is the biological difference between women and men and does not necessarily determine behaviour. The concept GENDER points out the differences that are linked to men and women by the society. It is related to the fact of being men or women, and the relation power-subordination between both. Gender has determined the different social position for males and females as well as the unequal relation between both. Gender has generated historically a situation based on the discrimination of women regarding different spheres: economic, political and cultural, as well as in the public and private scopes (De la Cruz, 1998).

This differentiated social position is formed from the allocation of roles, spaces, characteristics and identities for men and women regarding their biological sex. It entails a differentiated situation according rights, values and opportunities. For instance:

- Biological characteristics cannot be changed. For example: only women can have children.

- Gender characteristics, which are learned, can be changed. For example: both men and women can look after children (De la Cruz, 1998).

Consequently, it is possible to emphasize that the unequal positions between men and women is based on gender issues. These statements can be used when focusing on the managerial positions.

Although women represent 50% of the society and there is a legal equality and formation between men and women, the process of achieving the top managerial positions use to be different: it did not use to be a formal process but an informal one. Because of this, the highest positions have to be named since it is difficult to achieve them through a standard process of selection. If a woman had achieved a high position, it would have happened in two steps: she had to be designed for this job and she had to accept it. Sometimes the fault is not due to the first step since women can have attitudes that make difficult the access to high positions. (De Cos, 2005).
Whereas the amount of female managers on lower and middle-management levels increases, statistics outline that the number of women in senior managerial occupations remain at a significantly low level (Powell & Graves, 2003, p.193). The invisible barriers that are based on discriminatory attitudes and prejudices which stop women to achieve the highest positions in companies are called “glass ceiling” (Wirth, 2002, p.23). Nonetheless, it is important to consider that the specified barriers do not necessarily have to be invisible. The glass ceiling is very visible to those whose career has been affected by it (Oakley, 2000, p. 321). It is possible to say that these kinds of barriers have changed in the last years. A short time before, the lack of education, the lack of professional training, the no acceptance of a woman who worked outside of her house (De Cos, 2005).

In order to underline the unequal relation between men and women in certain occupations, it is important to consider the horizontal and vertical segregation in the labour market. The horizontal segregation is characterized by women and men who perform different kinds of tasks and have been educated in different occupations. In society in general, men have higher responsibility with financial needs whereas women have higher responsibility with caring tasks (Wirth, 2002, p.20). Women are mainly employed in so called ‘secondary jobs’ which are considered as more insecure, with a lower income as well and fewer career possibilities (Alvesson & Billing, 1997, p.61). The vertical segregation of the labour market is related to the barriers placed when attempting to achieve top positions. Hierarchical positions are gendered. Consequently, women encounter more obstacles as they advance higher on the career ladder (Alvesson & Billing, 1997, p.61).

This vertical segregation is called “glass ceiling”. Spanish women do not normally achieve the senior positions in companies, but rather hold jobs with smaller companies that have lower qualifications. (Instituto de la Mujer, 2006)

In brief, the interrelation between horizontal and vertical segregation outlines the inequality between male and female labour in general. Many barriers have been identified regarding our topic, which most authors agree on.

In brief, it is reasonable to consider that the Spanish situation has changed from the traditional behaviour model towards the current one. Women used to not included in the labour market. Today, however, women are receiving more education and not staying at home because they are married or have children. The existence of a glass ceiling within organizations is a reflection of the inequality between genders that exist in the social and economic scopes. Although a change in social attitudes has been obtained, the predominance of males in the top managerial positions tends to perpetuate the “glass ceiling”. Therefore, females are often without the suitable managerial experience that is needed in the top positions (Wirth, 2002, p.23).
This subject has been an object of importance because numerous researches have tried to figure out the causes behind the glass ceiling. The studies try to emphasize the external factors as well as recognize the conflict that women have to surpass in order to win top managerial positions (Levinton, 2003, p.201).

In any scope of the social or economic life, the unequal representation between men and women is evident, but it is in private companies where this inequality becomes more evident. The rate of women in top manager positions in Spanish companies is very low (Ruiz Thierry et al., 2005, p.123). In order to make a standardized selection of the companies in Spain, we have focused on the attribute of turnover. The ‘IBEX 35-index’ in Spain consists of 35 companies with the highest turnover in the stock market. The selected organizations can be described as the biggest and most powerful companies. In the following chart, we want to illustrate the sector to which the company belongs to, the number of executive board members, and the male/female composition.
It is possible to do a deeper analysis based on the association of firms according to the activity sector. The percentages that women hold in executive boards are points out.

<table>
<thead>
<tr>
<th>Companies</th>
<th>Sector</th>
<th>Executive Board</th>
<th>Male</th>
<th>Female</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acciona</td>
<td>industry</td>
<td>13</td>
<td>12</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Accerox</td>
<td>industry</td>
<td>15</td>
<td>15</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>ACS</td>
<td>industry</td>
<td>18</td>
<td>18</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Aliadis</td>
<td>industry</td>
<td>16</td>
<td>16</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Antena 3 TV</td>
<td>service</td>
<td>17</td>
<td>16</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>BA Popular</td>
<td>service</td>
<td>15</td>
<td>15</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>BA Sabadell</td>
<td>service</td>
<td>16</td>
<td>16</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Banesto</td>
<td>service</td>
<td>13</td>
<td>11</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Bankinter</td>
<td>service</td>
<td>11</td>
<td>10</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>BBVA</td>
<td>service</td>
<td>15</td>
<td>14</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>BSCH</td>
<td>service</td>
<td>17</td>
<td>16</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Cintra</td>
<td>industry</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Matre</td>
<td>insurance</td>
<td>17</td>
<td>17</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Enagas</td>
<td>industry</td>
<td>15</td>
<td>14</td>
<td>1</td>
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</tr>
<tr>
<td>Endesa</td>
<td>industry</td>
<td>13</td>
<td>13</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Fadesa</td>
<td>industry</td>
<td>13</td>
<td>12</td>
<td>1</td>
<td></td>
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<td>FCC</td>
<td>industry</td>
<td>19</td>
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<td>Gamesa</td>
<td>industry</td>
<td>12</td>
<td>12</td>
<td>0</td>
<td></td>
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<td>0</td>
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<td>Iberdrola</td>
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<td>15</td>
<td>14</td>
<td>1</td>
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<td>11</td>
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<td>Inditex</td>
<td>commerce</td>
<td>11</td>
<td>9</td>
<td>2</td>
<td></td>
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<td>Indra</td>
<td>industry</td>
<td>14</td>
<td>13</td>
<td>1</td>
<td></td>
</tr>
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<td>Metrovacesa</td>
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<td>20</td>
<td>19</td>
<td>1</td>
<td></td>
</tr>
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<td>service</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Prisa</td>
<td>industry</td>
<td>17</td>
<td>16</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>REE</td>
<td>industry</td>
<td>13</td>
<td>12</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Repsol YPF</td>
<td>industry</td>
<td>14</td>
<td>13</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sacyr Valle</td>
<td>industry</td>
<td>17</td>
<td>16</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

**Table 1**: Board members of IBEX 35 Companies.

*Source*: [www.bolsamadrid.es/esp/mercados/acciones/accind1_1.htm](www.bolsamadrid.es/esp/mercados/acciones/accind1_1.htm)

It is possible to do a deeper analysis based on the association of firms according to the activity sector. The percentages that women hold in executive boards are points out.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number of Companies</th>
<th>Male</th>
<th>Female</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry</td>
<td>20</td>
<td>278</td>
<td>22</td>
<td>7.33 %</td>
</tr>
<tr>
<td>Service</td>
<td>8</td>
<td>108</td>
<td>6</td>
<td>5.26 %</td>
</tr>
<tr>
<td>Insurance</td>
<td>1</td>
<td>17</td>
<td>0</td>
<td>0 %</td>
</tr>
<tr>
<td>Commerce</td>
<td>1</td>
<td>9</td>
<td>2</td>
<td>22.22 %</td>
</tr>
</tbody>
</table>

**Table 2**: Number of males and female board members categorized by sectors in Spain

*Source*: The Authors

The table shows discouraging data where the lack of feminine participation in private companies is proved. With 22%, the sector of commerce consists of very little women. Nonetheless, it is questionable to which extent one company can represent a whole sector. The same consideration is suitable in the insurance service where one company is not representative.

Due to these results, it is possible to state that although the incorporation of women to the labour market has been developed tremendously throughout XX and the begging of
XIX century, it has not happened in the same way with this part of the market: the top manager positions. From our point of view, the inequalities between genders drive the society to a lower level of productivity as well as to a lower level of economic growth.

According to the Sánchez Apellaniz criterion, the most relevant barriers that women have to achieve are the discrimination, masculine role and traditional view of women, conciliation between labour and family duties, inflexible work, wages differences, high visibility, different performance evaluation, and different opportunities in order to promote, the lack of self-esteem, stress, adaptation to the organizational culture, lack of real interest (Sánchez-Apellániz, 1997, p.79). We will like to summarise each of them in order to give the reader a clear understanding about the different barriers and the impact they have.

5.1.1 DISCRIMINATION

Discrimination exists in access of professional careers and in access of work opportunities. It is especially relevant in the top managerial positions. This discrimination is reflected in collective agreements, which depends on if a certain function which is developed by a man or a woman, the implications are different. OIT points out “although some of the most relevant forms of discrimination have been reduced, many of them continue existing and others have acquired less visible forms” (Instituto de la Mujer, 2004).

From our point of view, the discrimination of women is the point of departure when we start to talk about barriers. This is based on the equality of opportunities between women and men, if it is considered a basic principle for the democracy and the human respect. Therefore, it is important that companies are able to detect these situations in order to try to eliminate them.

5.1.2. MASCULINE ROLE AND TRADITIONAL VIEW OF WOMEN

The second type of barriers can be linked to professional and family orientation. Women are discredited even if they do not have children, because companies consider that they have a family orientation. Even if women do not have children yet or plan to have children, or if they have full support from their spouses, male CEO executives often hold the perception about the negative impact of women’s families on the work required for executive levels (Tharenou, 1999, p. 114). This then influences the selection process, disadvantaging the female candidates (Alvesson & Billing, 1994, p.142). Interesting information is that in half of the homes where only women work, all the domestic tasks are also done by them (Guemes, 2005).

The reader has to understand that the policies and structures of promotion in most companies believe that between the ages of 30 and 40, one is at the most important development of a professional career. But these years are indeed those that demand a more a more intensive dedication to the care of children
5.1.3 CONCILIATION BETWEEN LABOUR AND FAMILY DUTIES

The feminine role is linked to the conciliation. Many researchers have pointed out the connection between family and work, which is the main disadvantage. Women are often less mobile, since family priorities make them unwilling to take positions with longer work days, more travel or moving geographically to a new site of employment. Sometimes the conflict between home and family obligations and managerial jobs – where the executive are expected to be able to spend most of their time and energy on the job – is seen as the major problem preventing women for advancing (Alvesson & Billing, 1997, p.140). In fact, many women decide not to marry or not to have children in order to promote their careers (Wirth, 2002, p.47). Having a baby delays a women three or four years in the promotion process. For many companies it is more profitable not to promote women instead of offering flexible jobs in order to combine work with family duties (Sánchez-Apellániz, 1997, p.93). Having a baby is not related to having a high commitment to the company. These statements need to be considered, since it emphasises that men are focused on the productive tasks whereas women are focused on the reproductive ones.

It is important to take into consideration the necessity that women have regarding the combination between the family and the professional life in order to break the glass ceiling. Although women dedicate a reasonable amount of time to their families, it is very difficult for women to hold top managerial positions. The organizations must adapt themselves to these circumstances in order to not lose the feminine talent.

5.1.4 INFLEXIBLE WORK

The previous point needs can be linked to the next one, since the flexibility in the work favours the conciliation between the professional and personal life. Flexibility does not have to refer to women exclusively; it has to be focused on all human resources in the company. However, we have to be aware that when we talk about difficulties with conciliation, since it used with women (Guemés, 2005). In addition, a recent study outlined that women have more employment interruptions than men, which were mainly caused by family duties (Tharenou, 1999, p. 114). Without question, family issues might be one of the main reasons why women are not advancing to higher levels in management. High proportions of women choose or are forced to work with part-time contracts because of their family duties. However, men usually have this kind of contract when they are accessing the labour market or finishing up their professional life (Wirth, 2002, p.30).

For the reader it is easy to understand that for men it is easier to combine family duties with professional career. This is important since the main difference is based on the biological characteristics of both genders: only women can have children. On the other hand, it seems contradictory that organizations work hard in order to get a family culture inside them, but simultaneously they accept a manager system that is based on the exclusive dedication to the organization. This system obstructs the meaning of the biological family (Stoner & Hartman, 1990, p. 7-14).

Collective negotiation is the first step of regulation in the labour market. It is important to look for ways of flexibility in order to make sure that both men and women can have
a full personal and professional life (Guemes, 2005). The roles of the Government and private companies have to be very demanding when regarding this.

Another important aspect that we would like to emphasize is that the professional careers of women should not be standardized since it is possible to find many anomalies regarding their personal lives. It is not strange to find among them women who have broken up their marriages or have consciously renounced to have children because they are incompatible with their work, or that, when they have decided to have children, they have finalized their professional career (Levinton, 2003, p.202).

5.1.5 WAGES DIFFERENCES

According to what we discuss, the reader can easily understand that the gender differences in top positions contribute to wage differences. These differences are based on personal characteristics instead of productive ones. Several theories have tried to explain the reasons, the most common being the Human Capital Theory. It states that the wage differences are explained by the different investments in human capital that men and women carry out. However, several authors point out that these differences are based on discrimination (Sánchez-Apellániz, 1997, p.100). From our point of view the educational and professional training differences are not relevant nowadays between men and women. This kind of barrier might have been considered important several decades ago. Nowadays more and more women receive a high education, like men. The European Community states that high levels of qualification imply greater waves for men than for women. It is possible to point out that because they are women, they will be paid less than their male collages (Instituto de la Mujer, 2004).

5.1.6 HIGH VISIBILITY

Another barrier that we can not forget is the high visibility of women in companies. Whereas men belong to large groups and can consequently be defined as dominants, women are members of smaller groups. Due to the small number of females in top positions, they are highly visible and receive, therefore, more attention than men, who are the dominant group. The awareness of this difference causes performance pressure and can also lead “to an increase in the salience of negative stereotypic expectancies” (Hewstone et al., 2001, p.69).

Dominant groups tend to outline the culture and identities they share within their group as well as emphasizing the differences between the two gender groups. This behaviour leads to group boundaries, heightening exclusion of one group over the other, in this case, women. Another result could be that women become isolated from informal social and professional networks (Hewstone et al., 2001, p.70). In contrary, a woman’s scope of response is often limited to accepting the isolation imposed by boundary heightening behaviour by attempting to become insidors or by presenting themselves as an exceptional or typical member of their sex (Oakley, 2000, p. 329). The reader has to understand the importance of this barrier since it places women in a secondary position.
5.1.7 DIFFERENT PERFORMANCE EVALUATION

Several consequences can be based on the previous statement. It is possible to talk about the different performance of evaluation. According to this, many women recognise that they have to work twice as hard as men in order to be recognized in their professional life or that women used to be assigned to different jobs in order to benefit men. For instance, they can develop the secretary’s tasks (Sánchez-Apellániz, 1997, p.100).

5.1.8 DIFFERENT OPPORTUNITIES IN ORDER TO PROMOTE

Another aspect is the educational level. The level of education of men and women does not show differences in general, nevertheless, they play a role in the process to achieve a managerial position. Whereas women used to achieve these positions by internal promotion, men take fewer years to achieve them through the selection processes (Ministerio de Trabajo y Asuntos Sociales, 2001). It entails that the promoting opportunities are different for both genders. We would like to link this barrier back to gender discrimination. Companies that have policies regarding human resources and equality should consciously help women both in their professional and personal lives. The monitoring of the career allows companies to identify the potential women offers the possibility of helping them to reach notoriety and experience.

5.1.9 LACK OF SELF-ESTEEM

It is possible to state different consequences, for instance the lack of self-esteem. A woman does not value herself and that makes it difficult for other people to value her (De Cos, 2005). It is possible to talk about some examples of self-esteem. For instance, job advertisements are sometimes believed to disadvantage women, since they often call for more qualifications than necessary. Due to it, women do not even apply for the job (Alvesson & Billing, 1994, p.139). Lack of self-confidence has to be considered, too. From our point of view self-esteem is linked to the same feeling that a person who does not have confidence has. This person does not trust in her own possibilities. This feeling is caused by her own experiences during her life. So, the glass ceiling can affect women beyond her professional life.

5.1.10 STRESS

Regarding the stress, women experience a higher level of stress in comparison to males. Female employees feel a high pressure at work, at home and within her individual life. Thus, the perception of stress in combination with a lack of female role models can be seen as an barriers for women on their way up to the top. The existence of female role models is of crucial importance, since those ‘models’ encourage other women in the organization to develop in management. They are an essential influence when it comes to career inspirations for other women (Davidson & Cooper, 1992, p. 87).

5.1.11 ADAPTATION TO THE ORGANIZATIONAL CULTURE

The main problem from our point of view is that women have the necessity to identify themselves with masculine role-models, since before the top positions were held by men. This fact creates “travestismo” phenomenon- in other words, where women dress
manly by wearing long skirts, suit jackets and carry briefcases instead of dresses or shorts skirts or purses. It is also possible to emphasize changes in the voice timbre, with lower sounds, like a man, instead of using their usual higher toned voice (Burin, 2003, p.47).

Women who aspire to hold top positions that used to be held by men have to confront several risks, for example sexual harassment. The causes of the mistakes of women never use to be their previous experience or formation, but the gender condition (Burin, 2003, p.47).

After this statement, it is suitable to point out that belonging to the female gender creates incapacity. Women are conditioned by their biological sex.

Women do not usually appear in the mass media when there is information linked to companies. In specialized economic and business publications, women only comprise 10% of the news. This is related to the fact that there are few women in top managerial positions and therefore, there are not many points of reference in the society (De Cost, 2005).

5.1.12 LACK OF REAL INTEREST

Finally, there is a global lack of real interest. Since the barriers that women have to face in order to reach high position are not only a matter of a lack of equal opportunities, they are also a result of many women’s lack of real interest in adapting themselves to the demands made by corporations and management jobs.

However, regarding this point, our opinion derives from the fact that women don’t decide themselves to lack interest. Sometimes they have to overcome too many obstacles that it is impossible and extremely discouraging.

After considering the previous barriers, we can not forget that the highest positions are few and tempting. The appointments of high positions are made inside private spheres: friendship, family, etc. The circle are very difficult to break in order to favour women. For this reason, it is suitable to talk about a cement ceiling instead of glass ceiling (De Cost, 2005).

From an optimistic point of view, women have abilities and positive ways to overcome these barriers. The ways to overcome them are numerous. Female leadership can contribute to get a new integrative model of leadership more suited to the dramatically changed workplace of the twenty-first century (Alvesson & Billing, 1997, p.136).

Organizations are becoming increasingly aware of talents of women since they can contribute in a special way since they possess complementary qualifications and the potential for making new and important contributions to their organizations. This is important because women can contribute with something different from what is assumed to be typical dominating male characteristics and skills (Alvesson & Billing, 1997, p.165).

Legal procedures should be considered to force employers to take action to remove obstacles and increase the number of female managers (Alvesson & Billing, 1997, p.156).
5.2 ORGANIZATIONAL CULTURE, GENDER STEREOTYPES AND LEADERSHIP STYLES

5.2.1 ORGANIZATIONAL CULTURE

The analysis of women in top positions will be incomplete without considering the organizational environment as well as the organizational culture. The culture involves a set of values, ideas, belief, norms and symbols that have been created for a society and are share by the people who belong to it (Levy, 2004).

On the one hand the individuals have their own system of values. On the other hand, the organizational values are transmitted to the individuals when they start to form part of this organization (De Mariano, 2004). The identification between both of them entails personal satisfaction, good opinions of the organization, as well as the desire to continue working. However, when the personal values are different to the organizational ones, the result is uncertainty and dissatisfaction with the company. The reader has to understand that the lack of identification with the organizational culture entails no identification with the organization. In this case, there will not be identification between the individual and organizational aims.

It is possible to talk about a dominant sub-culture and a dominate sub-culture. It is linked to the high visibility of women since they belong to the minority. The first one imposes the need to recognise their values and ideas to the dominate group in order to obtain their approval (Levy, 2004). Dominants tend to outline the culture and identities they share within their group as well as emphasizing the differences between the two gender groups (Hewstone et al., 2001, p.70).

Another aspect that we would like to emphasize is that whereas a group which is characterized by homogeneity may reduce innovation, creativity and individuality, a minority group can assist to improve group decision making. Undoubtedly, a group in the minority can offer a new and fruitful perspective which result in a potential advantage when it comes to creativity and problem-solving tasks within adverse workgroups (Hewstone et al., 2001, p. 81/85). After that, the reader can understand easily the benefits that the companies can obtain with the presence of women in managerial positions.

5.2.2 GENDER STEREOTYPES

The categorization and the preference by the own group entails the creation of stereotypes based on gender. The visibility and cultural importance based on gender entails categorizations linked to gender. This categorization is an automatic process. It is possible to point out that the stereotypes entail the maximization of the differences between gender and the minimization of the different inside each gender (Resik, 2000).

The stereotypes based on gender influence our thinking about others as well as about the deduction that we extract regarding their behaviour. Therefore, the stereotypes can be defined as implicit theories that allow us to slant our perception, interpretation, codification, retention and memory of information about others (Ruiz & Cesteros, 2006). We consider that the social stereotypes have a high influence in the professional career of women. These stereotypes make women feel like they are not worthy of top
manager positions like men are, since that type of work requires maximum authority and power.

Since the stereotypes have influence on our expectations in regards to others, it is suitable to state that the stereotype is affecting the attributions linked to success or failure. We would like to prove the existence of two stereotypes based on gender: a masculine and a feminine one. The masculine stereotype supposes that men are good at those tasks that belong to the masculine stereotype and women are good at those tasks linked to the feminine stereotype. People use to think that the success in these tasks is caused by these stereotypes. However, the success linked to the typical tasks use to be related to the situational context and not to the person (Resik, 2000). From our point of view, it is possible to state that the glass ceiling is caused by the gender stereotypes. Burin points out that “women are afraid to hold top manager positions” (Burin, 2003, p.44). The reader can understand that the typical feminine stereotype is not linked to women in high management positions.

5.2.3 LEADERSHIP STYLE

It is possible to link the stereotype concept to the leadership styles. Leadership is the ability to convince others in order to look for the achievement of organizational aims (Muñoz, 2005).

The analysis about women and men in management position has been the focus of the possible differences found in their leadership styles. In regard to this idea, women can not have the same status as men because they do not possess suitable values to manage. Whereas the masculine stereotype could be linked to concepts like rationality, reason, intellect, action, productivity and competition, the feminine one is focused on emotions, passivity, gentleness, and reproduction (Muñoz, 2005). It is possible to identify a group of values that are linked neither to the masculine nor to the feminine stereotype. They are called neutral values. These kinds of values are considered important both for men and women. For instance: a positive perspective, responsibility, etc (Sánchez-Apellániz, 1997, p.184)

The comparison of male and female stereotypes outlines the opposite qualities of both genders. Undoubtedly, the masculine stereotypes possess stronger and more active characteristics than the female ones and can therefore be seen as essential management attributes (Powell & Graves, 2003, p. 45). We would like to emphasize the important characteristics that a leader possesses. The explanation of this idea is focused on the difference between manager and leader. The reader might think that both concepts want to define the same employment. However, from the authors' point of view, a relevant difference should be pointed out. We are pointing out that a manager does not have to be a leader, as well as a leader in the organization does not have to have a managerial position. People tend to follow others, in other words, workers use to follow other workers with leadership personality. Due to this, it is important that companies have in mind the leader characteristics of their workers, since the ideal is that the manager has leadership characteristics.

The analysis based on the differences in the leadership styles can explain the differences in the access to the top management positions. The advantage of this approach is linked
to the differences in the conducts of leadership styles between men and women, which could show a new alternative to the traditional masculine leadership (Munduate, 2003). The reader in this moment is aware of the direct relation between the success in top positions and the traditional masculine style.

Finding the differences in the functions of managerial positions means an advance towards the development of new models as well as a plea for female leadership styles in opposition to male ones. This feminine style would be characterized by emphasizing cooperation in front of competition and equality in front of hierarchy. Nevertheless, this approach comes with the risk of overestimating the differences that are given the masculine cultural hegemony. These differences are used against women to justify discrimination situations (Munduate, 2003)

The most relevant aspect that threatens the access of women to the top management positions, in all the industrialized countries, is linked to the persistent stereotype that associates the management with masculine gender. According to this point of view, the manager function is observed as something “masculine”. Due to this fact, in equal conditions, a male candidate seems to be more qualified than a female one (Munduate, 2003)

There is also another study that points toward the same direction. It shows that the stereotype of the manager position from an international perspective is really discouraging for women. When a group of female managers is in contrast with a group of male managers, the last group used to be linked to the typical characteristics of a manager: leadership ability, ambition, competitiveness, desire of responsibility, competition and analytical ability, whereas women do not use to have these correct attributes (Sánchez-Apellániz, 1997, p.86)

According to these statements, it is possible to define two styles of leadership. The transactional style reflects the masculine stereotype. This style is focused on the task and on the formal authority. Nevertheless, the transformational style promotes the participation and opinions of workers in order to increase the motivation. This style is linked to the feminine stereotype.

Traditionally the studies used to prove that the leadership style linked to the masculine stereotype was needed in order to be successful, however, from our point of view, it is not suitable to consider that one of them is better than the other. These styles both effective, depending on the situation.
The fact that is worrying us the most is that men, for being men, are related to the transactional style whereas women, for being women, are linked to the transformational style (Cavero, 2005).

We can point out that the transformational style is not linked to the masculine stereotype and therefore to the dominant organizational culture. For these reasons, it has not found support in organization nor been associated with success. The feminine characteristics are acquired on the socialization process. The result of this is that women have been given positions that reflect homework, where there is not too much responsibility.

Consequently it is possible to say that women are not linked to the organizational culture. This statement supports the barriers that women have in order to achieve the highest positions in firms. The stereotyped leadership styles of females can be defined
as outgoing, non aggressive, innovative, flexible, communicative, balanced, and persuasive (Cavero, 2005). While men continue the management according to canons previously established in order to make decisions, women manage and decide in a different way, since they have several qualities that produce new results for companies (López Jimenez, 2003).

It is possible to summarize the observed values according the stereotypes.

<table>
<thead>
<tr>
<th>MASCULINE</th>
<th>FEMININE</th>
<th>NEUTRAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasonable</td>
<td>Emotional</td>
<td>Positive Perspective</td>
</tr>
<tr>
<td>Intellectual</td>
<td>Not aggressive</td>
<td>Responsible</td>
</tr>
<tr>
<td>Active</td>
<td>Flexible</td>
<td></td>
</tr>
<tr>
<td>Competitive</td>
<td>Communicative</td>
<td></td>
</tr>
<tr>
<td>Aggressive</td>
<td>Well-balanced</td>
<td></td>
</tr>
<tr>
<td>Ambitious</td>
<td>Persuasive</td>
<td></td>
</tr>
<tr>
<td>Obedient</td>
<td>Careful</td>
<td></td>
</tr>
<tr>
<td>Successful</td>
<td>Loyal</td>
<td></td>
</tr>
<tr>
<td>Risky</td>
<td>Confident</td>
<td></td>
</tr>
<tr>
<td>Impulsive</td>
<td>Cooperative</td>
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<tr>
<td></td>
<td>Compassionate</td>
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</tr>
<tr>
<td></td>
<td>Tolerant</td>
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</tr>
<tr>
<td></td>
<td>Social Welfare</td>
<td></td>
</tr>
</tbody>
</table>

*Table 3: Classification of values according to stereotypes
Source: Sanchez-Apellaniz M., 1997*

### 5.3 CULTURAL PLURALISM

It is necessary to initiate a culture change in order to find feminine values in organizations. However, it is not a radical change because it’s intention is not to adopt completely new models. From the company’s point of view, beyond the moral and social responsibility, the diverse management has a clear sense of business (Ruiz & Cesteros, 2006).

Groups with interaction of both genders and those whose members are interdependent are not clearly linked to the stereotypes (Reskir, 2000). A union of the differences improves the results since it improves the labour climate, the productivity and the competitiveness of the company. Organizations with human capital characterized by diversity that attract a wide base of clients, have more ability to recognize new potential markets and provide more suitable services for individual necessities that are demanded in markets. In summary, a good management of the human factor is strategic for the success of a business (Ruiz & Cesteros, 2006). The reader can understand the benefits that companies from diversity management in companies. Men and women can share diverse values as well as, they can differ in others. Nowadays, the social and cultural diversity is valued positively by companies.
As we indicated previously, we point out that the “pluricultural style” is necessary in organizations. In other words; “the existence of more than one culture in the society, in terms to allow the individuals to maintain its identity with a cultural group while they coexist in harmony with others” (De Mariano, 2004)

The UNESCO states that: “The cultural diversity, offer a wide range of possibilities in order to make possible the cultural development of the societies” (UNESCO, 2007). We would like to state that it is possible to concrete the cultural pluralism ideas to the managerial spheres in companies.

With cultural pluralism the concept of synergy is fomented since the weakness of someone is protected by the strength of others (Levy, 2004). The reader can realise that the objective of this theory is not to start a fight between masculine and feminine values, but to find a social structure where all workers can feel their identity. Therefore, it will be possible to talk about a greater equality as well as a more democratic social structure.

5.4 SUMMARY MODULE

After expounding the theoretical framework of our study, we would like to synthesize the main ideas in order to favour the reader in obtaining a global vision of the developed theories. After the conclusion of the practical method, we will return to make use of it in order to verify and refute such theories.

![Figure 3: Summary Module](image)

*Source: The authors*
6. PRACTICAL METHOD

This chapter shows the practical method in relation with our theoretical part. Since we have interviewed eight different people, we first made an analysis of each one. This part, called "within case analysis", is structured according to the three main concepts of the theoretical framework. At the end of each part we have done a global analysis of the interviews. At the end of this practical method we have placed a deeper analysis called cross case analysis.

As we indicated in the previous chapter, there are two leadership styles based on gender. For this reason, women belong to the transformational style as well as, men belong the transactional one. From our point of view, the existence of a feminine stereotype (based on attributes that are not linked to the traditional and successful leadership) entails that women do not achieve the highest positions in companies.

It is possible to point out that organizations have an important challenge nowadays. They have to consider alternative management styles instead of the traditional ones that are linked to the masculine stereotype.

The existence of cultural pluralism in organizations will entail a better acceptance of the female leadership. The reason is that the traditional organizational culture is based on the masculine stereotype, and therefore, in masculine attributes are better for a manager.

Now, the question is to determine if the biological sex is a determinant factor of the leadership style. In other words, we have to determine if women follow a feminine stereotype; as well as if men follow a masculine one.

In order to achieve this objective we have elaborated a study that consists on the elaboration of eight interviews with different Spanish companies’ managers in order to determine which manager styles both men and women possess in practice. The used instruments for such aim have been the personal values of those. These allow us to obtain an approach towards their organizational culture and their behaviour at work.

The analysis of our interviews was done following the main points of the theoretical framework. We pointed out three main aspects: barriers to achieve the highest positions, organizational culture, and leadership style. These aspects will be developed following the gender variable.

Categories of gender

Male
Female
The following figure shows a general idea about the structure of our practical method:

Figure 4: Interpretation of the Practical Method in order to make the Analysis
Source: The Authors

6.1 GUIDELINES

The questions that we made followed a theoretical structure which can be modified according to the development of the interview.

- Presentation and exposition of the topic.
- Personal description: sex, age, educational level, manager experience, kind of company.
- What kind of barriers do find in order to achieve better positions in your professional career?
- How do adapt your leadership style into the organizational culture?
- Which are the three main adjectives that define your leadership style?
• In order to insure a well developed leader, do you consider a more autocratic style more important than a participative one?
• How does the actual globalization process affect your leadership style?
• Do you prefer to work in groups or by yourself?
• How heavy is the pressure that you feel in your position that you have within the company?

6.2 PRESENTATIONS OF RESPONDENTS

• MALE MANAGER: ARQUITEC
He is 42 years old. He lives in Seville with his wife and his two children. He received the master's degree in Architecture at the University of Seville and later moved to Cadiz in order to begin his professional career.

• FEMALE MANAGER: ARQUITEC
She is 41 years old; she is a widow and lives in Seville with her three children. She graduated in Technical Architecture at the Complutense University of Madrid. She has worked for ARQUITEC since 2000 and is the top manager of the entire technical part of this studio.

• MALE MANAGER: CALIGARI FILMS
He is 43 years old, unmarried and without children. He lives three days per week in Seville and the rest in Madrid. He received his master's degree in History of Art at the University of Seville and has been the manager of CALIGARI FILMS since 1997.

• FEMALE MANAGER: CALIGARI FILMS
She is 31 years old; she lives in Seville with her husband but without children. She studied Law in Seville and occupies the Artistic Director position of CALIGARI FILMS.

• MALE MANAGER: ISBILIA
He is 55 years old and he has been working for Isbilia as a manager for more than 15 years. He studied Law at Córdoba University. During all these years, he has been promoted several times. He is now the manager of the civil department. He has two children and lives with his wife in Seville.
• **FEMALE MANAGER: ISBILIA**

She is 35 years old; she lives in Seville with her husband. She studied Economics and has an Enterprise Sciences and Law degree from the University of Seville. She has not stopped working since she finished school. She speaks Spanish, French and Italian since she finished her studies in Italy with a scholarship. She manages the commercial Law department of this company.

• **MALE MANAGER: COPASA**

He is 35 years old. This is his first year as a general manager of COPASA. He has been working for the company for a year but the promotion arrived soon. He has a degree in Business and Law from Malaga University. He is married and lives with his wife and his child in Seville.

• **FEMALE MANAGER: COPASA**

She is 42 years old and has been in charge of the sales department of COPASA for two years. She has worked in the company for eight years. She has a Bachelor of Business Studies from The University of Seville. She lives with her husband and 2 children in Seville.

**6.3 ANALYSIS**

In this next point we are going to analyse each interview following the structure of the theoretical framework. According to the three main points, the issues that we are going to work with are barriers, organizational culture and leadership style.

**BARRIERS**

**MALE MANAGER: ARQUITECT**

Since 2002 he has occupied the general management of ARQUITECT. In the development of his professional race he did not find any significant barriers, his effort has been valued and stage after stage he obtains what he sets out for. He tells us: “I have been focused all my life in order to achieve my professional objectives, I have had a very clear picture of what I wanted to achieve. Fortunately my wife understands my personality and we have different roles in our family. In my opinion, with hard work everything is possible”.

In his job he feels the typical pressure from a position that requires responsibility, but this does not have to be showed, according to what he says: “the work atmosphere must be as little irritated as possible”. “In relation with the theme of your thesis I would like...
to emphasize that as well as I do not feel any pressure. I think that women have a different situation. The construction and the architecture seem to be especially for men. Thus, in my opinion, women have to put more effort on the development of their professional race than us men, they have to show that they are really good at what they do in their job”.

**FEMALE MANAGER: ARQUITEC**

She told us that it was difficult for her to find a company with as much flexibility as ARQUITEC since she has the possibility of working at home and to be connected with her work partners via Internet. She worked in another architecture for five years before she started working for ARQUITEC. She was well valued in this job but was the only woman and the working timetables were incompatible with her family life. So she decided that in order to have her first child, she had to stop working for this company. She said that the culture of this organization was so autocratic and her manager was an old man with traditional ideas about women. As she told us: “The society must value the function of the woman as a mother and integrate her in the enterprise world”, “I felt pressured”.

**MALE MANAGER: CALIGARI FILMS**

He said that he did not find the barriers so high in order to follow the professional career that he wanted: “In fact, I live for my job, I do not have so much family restriction or something similar, I am single and I can be wherever I want to be in every moment. I can adapt my life depending on the exigencies of the job”. He is conscious about the existence of promotion barriers in the companies for women: “It is still a long way to cross in our society in order to achieve the equality of opportunities between men and women”, “When I have to select new people I usually do not have any problems with the sex of my workers, because the majority of them are young people without family responsibilities, otherwise this kind of job is difficult to follow because we do not follow the typical office schedule”. Some characteristics that he emphasizes are the perseverance and the competitiveness, since in the cinematographic world it is difficult to obtain quality projects: “There are a lot of production companies in Spain and abroad, and most of them are bigger companies than us”. This is the main cause of pressure in his work: “I continuously try to look for new contracts and this is something that creates a lot of pressure in my life”, “This world is so instable and you might have one year with many films and only a pair of them the next one”.

**FEMALE MANAGER: CALIGARI FILMS**

She told us that she did not find many barriers when she wanted to work in CALIGARI FILMS but in fact, she felt uncertain about her future, because she does not know how things will be when she decides to have children and to start a family: “All we know is that although the advances have been remarkable in the last years. The fact that it is the woman that takes the greater responsibility of the home, together with the shortage of enterprise policies in relation to these necessities, will imply an important limitation in
the professional development for many women”. This instability is the main reason why in the future, she would like to have her own company, to be her own manager: “I would like to set up my business, I do not know yet which kind of enterprise would have more future, this is something that I have to study. I would like to hire many women and demonstrate that it is possible to build a successful company with a female orientation culture”.

She explained to us the development of her professional race: “I worked almost one year as a lawyer. I started to work in a lawyer’s office, where I learned a lot, because I followed the advices of a famous university professor in Seville”. “When my practice period finished in the law firm, I started to work in auditing which was guided by rudiments and values that were parallel to the ideas that my parents taught me since I was little”.

“After that, I worked in a small lawyer’s office with more traditional tendencies than the previous one, but here I found great difficulties in order to conciliate my future and my professional and personal life. Some of my female co-workers worked until the ninth month of their pregnancy and turned down the maternal leave, because of fear of losing their job. This was something that I was not arranged to support”. After these experiences she had the opportunity to begin to work in CALIGARI FILMS and she thought that it would be a good change in her life.

**MALE MANAGER: ISBILIA**

From a traditional point of view, he was talking about the changes that are happening nowadays in the business environment. He thinks that the opportunities are much simpler nowadays than when he started to work. He states that “this type of positions are continuously being developed fundamentally, although Spanish women start to gain admittance to the managerial positions in companies linked to fashion, cosmetic and other products related to feminine consumption”.

He defines himself like a traditional person and prefers to do his work the way he learned when he started to work. He considers that their results will be successful if he does them the way he always did. He states that “I find it difficult to adapt my way of working to the new technologies like Internet. I prefer to continue working as I have always worked”. He is aware of that he should learn new concepts and ways of working, but he excuses himself by saying that he age against him.

**FEMALE MANAGER: ISBILIA**

She told us that the most important matter is for you to feel identified within the organizational culture: “All of us know that the Spanish business world is not designed for the traditional role of women, we need change it step by step, we need to have the same opportunities as men”, “the notary sector is difficult, it demands lots of dedication and when you have a family it is not easy”. When she finished her first degree she started to work for a multinational company: “The experience of working in a multinational opens an interesting perspective for me, it allows me to know other cultures, other forms of work and relation. To live in a foreign country is a fabulous experience”. But she confessed that at this moment she looks for a more stable job, like
this one that she already has: “Now I have other goals, I have already travelled enough, I would like to have my first child and with my previous life this was impossible”. “My personal challenge is to combine my personal and professional life in order to give them the need time”.

MALE MANAGER: COPASA

He is aware of the barriers that the society imposes for women nowadays. He states that “there are few women in top management positions. I am worried about that since it is waste of talent”. He does not think that men have more facilities than women just because they are men. He disagrees with this fact and tries to prove that women have the same opportunities for promotion as men in his company.

“If you want to have a top manager position, you have to learn to live under a lot of pressure”. He states that “It is difficult for me to disconnect from work when I am at home”. But he is aware that this is a disadvantage of the job. He points out “I like my work and I have learned to live with the bad things that it brings”.

He states that “we have to go further and look for measures for the conciliation between the personal and professional life. He is aware of the current situation and points out “the best results in the business schools of Spain belong to women. I think that women in general have a higher intelligence rate than men due to the mixture of emotional and non emotional intelligence”. He points out that “if women represent half of the capacity of work and of the intellectual wealth of the humanity, why do many organizations not consider women for top positions? What is clear is that the equality law is going to accelerate the process”

FEMALE MANAGER: COPASA

She is aware of the barriers that she has to cross during her life in order to achieve her current position. She states that “the society imposes several barriers but the largest one is the conciliation between her family and her professional life. This is a period where women can contribute a lot to the labour world but lots of talent is missing due to the difficulties she has to cross”

To work with pressure is a characteristic of his work. It states that “the opportunities appear by themselves but I prefer to look for them”. He thinks that the strange and the new challenges create pressure, but people who work in this type of manager positions are aware of it. However, he thinks that women do not have to support more pressure than men “pressure is due to the work this position requires, not because of gender.”

She recognizes that she holds a position in which the pressure is a central aspect. She points out that “my life has always been full of challenges, but my main challenge is to try to be better person”.

44
Analysis

In brief, the main barrier seems to be the lack of assimilation of the feminine values in traditional organizations (and as a result, of those individuals linked to these values, fundamentally females). On the other hand, the results of our study prove the lack of importance of the traditional female stereotype, as well as the existence of young generations of managers with new mentalities, greater diversity of values and less influenced by gender stereotypes. It is for this reason why we consider that organizations have to modify the internal structure in order to get the cultural diversity that characterizes to XXI century (Levy, 2004).

Another point that we have to emphasize is the existence of a high barrier linked to the conciliation between the personal and professional life. The executive is expected to be able to spend most of his time and energy on the job (Alvesson & Billing 1997, p.140). Due to it, many women decide not to marry or have children in order to progress in their professional careers (Wirth 2002, p.47). "Some of my female co-workers, who were working there, went to work until the ninth month of pregnancy and turned down the maternal leave because they were afraid to lose their job. This was something that I was not could not support”. Most of our interviewees state that it is difficult for females to achieve a high position if they want to have children and develop the traditional mother role; “the society imposes several barriers but the most important is the conciliation between the family and professional life, especially during the nursing period of children. This is a period where women can contribute a lot to the labour world but lots of talent is missing due to the difficulties she has to cross”. Women are discredited even if they have no children because people then consider them to be people who are non family orientated (Tharenou 1999, p. 114).

Without question, large companies are an important role model in our society. Organizational behaviour and attitude towards gender and the existence of the glass ceiling can be a crucial factors in the prevention of the invisible barriers; “we have implemented measures but we are receptive to new purposes. Therefore, for instance: changes of schedules, paid permissions of maternity and paternity, extension of the permission of maternity in one week, reduction of the working day until the child is 10 years old, etc.” The flexibility measurement does not have to refer to women exclusively; they have to be focused both on male and female workers. However, we have to be aware of when we talk about difficulties in the conciliation; we are talking about women (Guemes, 2005).

ORGANIZATIONAL CULTURE

MALE MANAGER: ARQUITEC

The predominant organizational culture in this company is based on the work in group and on the continuous communication. He affirms that: “Each person, man or woman, has a different form of communicating, and communication does not have gender”. All
the members of the team are valued the same by him since each one develops basic functions for the success of the company. One example of this is the meetings that he organizes once a week to share new ideas: “In order to complete a project all members of ARQUITEC are needed, each of us does something different than others and the communication is essential”, “Two brains think better than one”.

**FEMALE MANAGER: ARQUITEC**

In an organization like this one, they continuously work in new projects, the reason as to why they work in groups and the mutual understanding that comes from it are indispensable: “I organize better my time thanks to my good team that stands behind me. Starting at eight in the morning we are looking for new and ideas and how to give them their shape”. Everyday has meetings with her team where she exposes the main work lines for that day and the rest of the personnel give their opinions; “the brainstorming is essential in our company, we need new ideas and maybe this is the secret of our success”.

She emphasized the importance of adapting to the changes that take place nowadays: “We work in dynamic and changing surroundings, where the challenges abound and where it is easy to feel the positive tension to reach new goals that include all the organization”.

**MALE MANAGER: CALIGARI FILMS**

This company is compounded mostly by young people and there is a very good atmosphere, they work hard but at the same time we are friends. “This kind of relationship is fundamental in order to develop our job since we have to do new things every day and nothing is structured, so I try to encourage the mutual understanding”. They used to spend many hours together shooting the films, sometimes they do not have any free day in two months.

**FEMALE MANAGER: CALIGARI FILMS**

It was not easy for her to make the decision of leaving her profession that she had for so many years, to enter the cinematographic world, something completely new for her: “However, I consider myself a privileged person, because I have had the opportunity to be able to leave everything behind and to begin again. I have received lots of support from my husband and the people surrounding me. At work it is a must to be content and stable.”

She considers it indispensable to work in a tea and does not accomplishment coming from another form: “I organize meetings of brainstorming in which we share the problems going on and propose ideas on how to solve them”
MALE MANAGER: ISBILIA

“I work in a company with a strong organizational culture and values that define a clear way of working”. He defends traditional values like the seniority and to be obliging with upper managers are keys in order to be successful in the market. “I believe that the new ways of managing and delegate responsibility slow down the work. The decisions have to be taken for the upper level of management since they have a broad knowledge about what is happening in the company”

FEMALE MANAGER: ISBILIA

When we asked her about the organizational culture, she said; “The culture of Isbilia is not adapted to the new tendencies, I mean, we have structured our entire job and the top manager is the one that decides what to do every day” “We only have to follow him”.

She told us that sometimes some workers talk with her about this fact, and she knows that in Isbilia a bad overall feeling exists because of this set up.

MALE MANAGER: COPASA

He has not needed to adapt his leadership style to the organizational culture. He considers Copasa’s culture to be based on making the work as easy as possible. He states that “You have to listen to the ones that are working with you. It is essential in order to achieve the best results”

FEMALE MANAGER: COPASA

She thinks that her work is quite appreciated and accepted in the company where she works, as well as she points out that she has not had to adapt her leadership style to the organizational culture. As she states “I totally identify myself with the organizational culture. This is necessary in order to do a good work”

She states that she sometimes asks herself “Could I work without my team? Of course, my answer is always “no”. The most important characteristics in my working group is the similarities between us.” Although she recognizes that “It is difficult to find people similar to you, but you have to try since the highest manager positions are jobs where you have to make many important decisions.”
Analysis

The organizational values are transmitted to the individuals when they start to form part of an organization (De Mariano, 2004). It is possible to consider a group of managers who start to move away from the traditional organizational values. These groups begin to embrace new values different from those that defined the traditional organizational culture. We do not find any kind of difference between the first two levels regarding the age of the manager nor the number of years as manager. “New challenges and new organizational structures are arising nowadays. We can not perpetuate the traditional structures for the reason that ‘things have been always made in a specific way’”.

As we stated in the theoretical framework, the masculine stereotype linked to the traditional organizational values does not seem to be relevant in organizations in today’s world. The masculine stereotype does not validate the statement made by Resik: men embrace the traditional values that belong to the masculine stereotype and women embrace a more innovative style linked to the feminine stereotype (Resik, 2000).

LEADERSHIP STYLES

MALE MANAGER: ARQUITEC

He emphasizes as characteristics of his manager style: the human orientation, the communication. He affirms that: “in order to get find success it is essential that each person of the company identifies with what we want to obtain in our projects”. After this answer we asked him if he thinks that he achieved this difficult objective and he told us, “I do not know if at least I am able to achieve it, I think that this question must be answered by the people who work with me”.

About the globalization process, he told us that of course it increases the competitiveness, but at the same time in many cases they have much more opportunities. He said: “Studying architecture comes from a creativity source, and we take advantage of the globalization process by trying to recruit talents from different parts of the world. This way we are able to renew our ideas continuously”.

FEMALE MANAGER: ARQUITEC

The flexibility that she receives in her work is also demonstrated in her behaviour with her work team. She states that “I apply the common sense and attempt to be comprehensive”. She defines her leadership style based on the enthusiasm with her work, the same treatment to all the members but without losing the discipline: “The discipline is indispensable in this kind of work”, “The main objective of our studio is to win as much design competitions as possible because this kind of project gives us the best reputation. So, if we want to be the best, we have to present the most innovative
and cheapest idea. In order to achieve this ambitious objective we have to work hard and with discipline and flexibility.

**MALE MANAGER: CALIGARI FILMS**

When we talked about his leadership style, he emphasized his patience and his organizational behaviour. But he said that being coordinator is his main role. In CALIGARI FILMS there are many fixed workers but with each project several new collaborators have to be employed, each film has different requirements. So the discipline is other necessary characteristic of his managing style. “The key of the success is to know that around you, you have a good team of collaborators, like mine, who make my daily routine easier”.

The globalization process is a subject that affects them heavily since the Spanish cinematographic producers are threatened by overproduction. “With this process it is difficult to achieve prestige. Also, because our cinemas are so full of American films, this means there is not much space left for Spanish ones. But this is not something that affects my leadership style”.

**FEMALE MANAGER: CALIGARI FILMS**

Due to the characteristics of his job the creativity and the innovation are fundamental, “We do not have to resign our self in which we already know, we must always look for something new to offer”. “In order to achieve these two essential characteristics we have to create an atmosphere based on flexibility and on friendly relationships.”

**MALE MANAGER: ISBILIA**

He thinks that the experience is an essential requirement in order to do a good development of a job. He thinks that “the main merit in order to be promoted within a company is the seniority. It is better to promote somebody that is involved in the company and not to another person who even though he/she has a good curriculum, he/she is not involved in the organizational values”. “I prefer that the new talents start in the basic positions. It is easy in order to be able to train them according to the values of the organization”

He states that “I consider that there is no way without discipline”. He states that a manager has to have the control of the team since discipline is necessary for the coordination between people.

**FEMALE MANAGER: ISBILIA**

When we talked to her about her leadership style she said that she tries to be open with her workers. This is something that contrasts with the leadership style of the male manager: “In fact, I know that sometime I talk to them with a rude style, this is
something that I have to change, but at the same time I try to talk with them about their opinions or new ideas”, “I do not like to be autocratic, I prefer the collaboration between all members of my group”. She told us that she always shares her successful moments: “In my case there is no success that I consider achieved only by myself.”

Which are the success keys? She said: “In my opinion there are few success keys. I have always been looking for people with similar professional ambitions as mine. One of the most important aspects in order to achieve success for a company is to have people around you that are able to understand every problem, talk about them and then solve them”.

We asked her: Is it possible to affirm that communication is a characteristic only related to women? : “In my opinion an ideal kind of communication does not exist, each person connects better with some people than others. I think that communication is one of the most useful human values, so I consider it unfair to say that this is only a characteristic of women. We are looking for gender equality, so it would be an error that women communicate better than men. I don’t feel that women or men follow a fixed stereotype”.

MALE MANAGER: COPASA

He supports a leadership based on flexibility and respect. He states that “we have implemented measures but we are receptive to new purposes. Therefore, for instance, changes of schedules, paid permissions of maternity and paternity, extension of the permission of maternity in one week, reduction of the working day until the son is ten years old, etc.” He states that “the participation of the whole team is essential”. He recognizes that the motivation is quite important in order to achieve workers who that can identify with the organizational aim”.

He states that “new challenges and new organizational structures are arising nowadays. We can not perpetuate the traditional structures for the reason that ‘things have always been made in a specific way’”.

FEMALE MANAGER: COPASA

She considers that passion and perseverance has been crucial in order to achieve her high manager position. She states that “passion is the engine of success”. Her dedication to the position is quite high. Due to this, you cannot spend as much time with your family or travel, as you would like. Only in the dictionary does success come before work.”

The commitment with people the people you work with is an essential requirement for leadership. She states that “my work is an encouragement in my personal life. In my
professional life it’s a great responsibility since I can be considered a referent model for other women”

She values work in groups, although she makes use of the formal power when it is necessary. “It is not possible to forget that all the team has to follow the same aim and not many individual ones”

When we asked her about globalization and its effect in the management world, he did not doubt in responding “it would be wonderful if we were in a globalization process of equality”. She points out that the new law of the government is perceived as an enormous jump to the democracy of the XXI century. She recognizes that her next challenge is to do a change of relief with the next generation in order to have more time for herself. She wants to be a businesswoman. She states that “this is a current requirement in the labour market nowadays”

Analysis

What is most surprising is not the fact that men and women do not follow their stereotypes profiles, but rather that they do not reject any of the associated values. It is possible to state that men and women use a diversity of values that are not clearly linked to transactional or transformational leadership. Due to this, the Cavero Theory could not be validated since he points out that man, for being men, are related to the transactional style whereas women, for being women, are linked to the transformational style (Cavero, 2005). As one of our respondents told us “This kind of relationship is fundamental in order to develop our job since each day we have to do new things and nothing is structured, so I try to encourage mutual understanding.”

As the reader knows, we explained in the theoretical framework the transactional leadership styles reflect the masculine stereotype. This style is focused on the task and on formal authority. Nevertheless, the transformational style promotes the participation and opinions of workers in order to increase the motivation. This style is linked to the feminine stereotype.

Regarding this statement, it is not possible to validate the Powell and Graves’ theory. They point out that the masculine stereotypes possess stronger and more active characteristics than the female ones and can, therefore, be seen as something essential to management attributes (Powell & Graves 2003, p. 45).

We understand that other variables can help explain the adoption of personal and cultural values, as the age and the number of years in a management position. These do not have to be instantaneous, but they are quite interrelated. Thus, at greater levels of age (more than 50 years old) there is a high preference for traditional values in organizations which are linked to the masculine character. This same result is observed for directors who have been working as managers for more than 15 years; “I believe that the new way managers delegate responsibility
slows down the work. The decisions have to be made by the upper levels of management since they have a broad knowledge about what is happening in the company”.

This means that this new wave of managers seems to be more in agreement with the definition of “postheroic” leadership. These new managers consider several important values that until this moment were not relevant for the organizational performance. For instance: interpersonal relationships between workers (De Mariano, 2004).

They leave values like seniority to the superior. It seems that they prefer that in their organizations the problems do not have to be solved because “it’s always been like this”. This statement can be linked to the Munduate theory, which states that the manager function is observed as something “masculine”. In other words, a male candidate seems to be more qualified than a female one (Munduate, 2003)

Therefore these changes are challenges for organizations nowadays in order to adopt these new cultures and values. These are not linked to the sex variable but other variables such as age and previous managerial experience.

Therefore, it is possible to point out that values linked to the feminine stereotype are more difficult to consider in traditional organizations. It is possible to state from the previous results that the new generation of managers is starting to consider these feminine values to be very important for overall organizational performance. This is the reason we defend the “pluralism culture” or the existence of more than one culture in organizations (Levy, 2004). Therefore, the workers could maintain their identity inside organizations while they coexist with other groups; “In order to complete a project all members of ARQUITECT are needed, each of us does something different than others and communication is essential, two brains think better than one”

The time has come for organizational action. If companies fail to respond and women feel their career paths are blocked, sooner or later female managers will move on to another organization; “The experience about working in a multinational atmosphere gives me interesting perspectives; it allows me to value other cultures, other forms of relations, and other styles of work. To live in a foreign country is a fabulous experience. Now my goals have changed, I have already travelled and learned a great deal. I would like to have my first child, which was impossible with my previous life. My personal challenge is to combine both my personal and professional life”. When women move to firms where they know that they will not encounter invisible barriers, with them goes the organizational investment in recruitment, training and development, the corporate reputation, and most importantly knowledge and talent (Gomez, 2000, p.137-138).
6.4 SUMMARY OF PRACTICAL METHOD AND ANALYSIS

In this point we summarize all the information that we found in this table. In order to make a better comprehension of this chapter we show the most significant results with its analysis. In the construction of this table we followed the same structure is in the Theoretical Framework, thus the lector can understand the whole thesis better.

<table>
<thead>
<tr>
<th>BARRIERS</th>
<th>ORGANIZATIONAL CULTURE</th>
<th>LEADERSHIP STYLE</th>
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<tbody>
<tr>
<td><strong>MALE ARQUITECT</strong></td>
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<tr>
<td>“I have been focused all my life in achieving my professional objectives”. ”I do not feel pressure but women have a different situation”</td>
<td>“Two brains think more than one” “the communication does not have gender”</td>
<td>Human orientation, communication, flexibility</td>
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<td>He does not find barriers in order to achieve his objectives. He is aware that women have to make a bigger effort than men to achieve the same goal</td>
<td>He tries to transmit an equalitarian treatment with all of his workers. He considers women and men just as important in the achievement of the companies’ objectives</td>
<td>His characteristics do not follow the masculine stereotype that we has described</td>
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<tr>
<td><strong>FEMALE ARQUITECT</strong></td>
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<td>“The society must value the function of the woman as mother and integrates her in the enterprise world””. “I felt pressured”</td>
<td>“The brainstorming is essential in our company”</td>
<td>Enthusiasm with her work, same treatment to all the members, flexibility but without losing the discipline</td>
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<td>The highest barrier found by her is the conciliation between the private and professional life</td>
<td>She pointed out the importance of each person for the company. She has the same feeling about the organizational culture as her manager</td>
<td>Her characteristics do not follow at all the feminine stereotype that we has described</td>
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<tr>
<td><strong>MALE CALIGARI FILMS</strong></td>
<td>“I live for my work; I do not have as many family restrictions”.</td>
<td>“I try to encourage the mutual understanding”</td>
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<td></td>
<td>“This kind of job is difficult to follow for people with personal responsibilities because we do not follow the typical office schedule”</td>
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<td>He does not find barriers, but he knows that women have a different situation; her highest barrier is her family life.</td>
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<td>He is aware that in order have comfortable workplaces he has to construct a good atmosphere between them Patience and coordination</td>
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<td>His characteristics do not follow the masculine stereotype that we has described previously</td>
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<tr>
<td><strong>FEMALE CALIGARI FILMS</strong></td>
<td>“I worked one year as a lawyer...after that I worked in an audit...after that I worked in other lawyer’s office...” “I would like to set up my business”</td>
<td>“At work you have to be content and stable” “I organize meetings of brainstorming in which all we discuss the problems and we propose ideas to solve them”</td>
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<td>She changed many times her job looking for the well conciliation between private and professional live. She has not found it, and she thinks that the best solution is to have her own business</td>
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<td>The culture of this organization is based on people’s satisfaction. If they are pleased with their job, they will work successfully Flexibility and friendly relationship</td>
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<tr>
<td>MALE ISBILIA</td>
<td>BARRIERS</td>
<td>ORGANIZATIONAL CULTURE</td>
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<td>“Spanish women start to gain admittance to the manager positions in companies linked to the fashion, cosmetic an other products related to he feminine consumption”</td>
<td>“I work in a company with a strong organizational culture and value that define clear how to work”</td>
<td>Discipline and control</td>
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<td>He is one example of our understanding of traditional point of view. He considers the existence of some positions more adequate for women and others different for men.</td>
<td>He is biased towards an autocratic culture in which all people know what to do without flexibility</td>
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<tr>
<td>FEMALE ISBILIA</td>
<td>“All of us know that the Spanish business world is not designed for the traditional role of women, we need change it step by step, we need to have the same opportunities as men”</td>
<td>“The manager is who designs what to do each day” “We only have to follow him”</td>
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<td>She is aware that this problem exists, but she watches it with a positive perspective. Her main barrier is also the private and professional live”</td>
<td>With her answer she shows the fixed hierarchy of this company. She pointed out the existence of a tense atmosphere</td>
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<td>Her characteristics do not follow at all the feminine stereotype that we has described</td>
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<td><strong>MALE COPASA</strong></td>
<td>“I am worried about the waste of feminine talent in Spain” “All top managers have to learn to live under pressure”. He considers that women have a high potential but they are discriminated. His way of thinking is that women need in order to achieve equal opportunities</td>
<td>“You have to listen to those who are working with you. It is essential in order to achieve the best results” He defines his organizational culture as most flexible and friendly as possible. It does not exist barriers between different positions</td>
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<tr>
<td><strong>FEMALE COPASA</strong></td>
<td>“The society imposes several barriers” “The pressure is because of the work of this kind of position, it is not because of gender” She pointed out the waste of talent caused by the barriers in front of women. The strongest pressure that she feels is the conciliation between personal and professional life.</td>
<td>I totally identify myself with the organizational culture” “Could I work without my team?” She emphasized the importance of her work team. The communication is the focus of this company. Passion, participative work and use of formal power if it is necessary</td>
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6.5 CROSS CASE ANALYSIS

We can obtain many conclusions of the previous analysis:

In the first place, the managers place little importance on those values that tend to maintain the present structures (antiquity, conservatism, conformity). This is a reflection of the organizational changes that are extending in today’s world. Thus, globalization of markets and development of more decentralized groups causes companies to question the traditional organizational structure (Johnson et al., 2006, p.301)

Secondly, an individual’s lack of importance can be explained by many facts: first, the tendency to prefer to work in groups in order to solve problems, manage conflicts and obtain abilities (Liebelt, 2005, p.4). Because of the necessity to develop behaviours that are focused on creative processes in order to adapt the company to the current challenges nowadays. (Muñoz, 2005, p.19)

Thirdly, it is peculiar that the value “acting under pressure”, which is traditionally classified within the masculine stereotype, is considered more important for women than for men. One reason for this could be that for women the adaptation process to the dominant organizational culture is more difficult for than for men because they are the ones who have to create the structures and processes that other men have to adapt to (Boyden, 2007).

Neither men nor the women of our study consider feminine values of little importance. This causes us to think that, independently of gender, both groups values are considered important for organizational development. This is a reason why the managers of our study do not tend to the masculine stereotype and consequently to the transactional leadership.

We did not find great differences around the gender variable; we tried to find more determinant differences around other kind of variables.

GENDER

In relation to the analysis of the values linked to each stereotype, the found results reflected that around the gender variable, there is a significant difference regarding the “obedience” value since it seems to be preferred by men. On the other hand, women seem prefer values oriented at people. Caused by the shortage of differences, we noticed that gender does not seem to determine the adoption of one or another category of values, since the hoped answers would be that men showed preference for the values linked to the masculine stereotype and women for those related to the feminine one.

In order to make richer this analysis, we have classified the answers according to other different variables that we consider relevant after the analysis of the empirical part: Age, Years as Manager and Level of Study. We are aware that these variable are not linked to the main objective of our study, however, it will be possible to obtain a greater amount
of information. Finally, these different variables will be divided into different categories, so that we could study in detail our interview results.

These variables are the following:

**Categories of age**
- Less than 35 years
- Between 35 and 50 years
- More than 50 years

**Categories years as managers**
- Less than five years
- Between five and 15 years
- More than 15 years

**Categories of level of study:**
- Primary educational level
- Professional formation
- Graduate
- Doctorate

**AGE**

As far as the age variable is seen, it is observed that the superior categories (more than 50 years) display a greater preference by the masculine values like: disciplines, automatic control, risks tolerance, competitiveness, tolerance, honour, ambition etc. All of these are linked to the “heroic” leader model. This is the traditional leader model that is based mainly on authority that demands conformity and experience (De Mariano, 2004)

On the other hand, it is observed that for the youngest category (less than 35 years) that there is a constant presence of emotions and equality values. They are a group of managers that consider new values related to the model of “postheroic” leader (De Mariano, 2004). These kinds of leaders analyze and study emotions instead of ignoring them, which is related to the development of qualities that are considered indispensable for companies and their leadership in this century. The values that provide a greater success for managers are ignored, and the fact to spread the structures is considered more and more important. Therefore, they seem to break with the idea that “it is not necessary to mix emotions with businesses”. They accept that there is diversity between individuals and adapt it into ideas of incorporation of various feminist stereotype qualities. It is necessary to incorporate the traditional qualities of the feminine stereotype within the system of organizational operations. These two tendencies are complementary (Bieger, 2005, p. 47)
YEARS AS MANAGERS

The time variable results reflect a great coincidence with the obtained ones for the age variable. Thus, those directors with greater experience seem to support the masculine values like self-control, conformism, conflict, honour and power. The directors with less experience are those who reflect a greater interpersonal tendency and are concerned more about the individuals who surround them. This approach considers the human factor resources as fundamental for economic activity and pushes that all organizations are developed on the basis of a human network (Chinchilla et al., 2005). This idea is stressed when finding that, between the goals of the enterprise organization, their ideas show preference for the well-being of the workers.

LEVEL OF STUDY

We can not establish the variable level of studies, as in the case of the previous variables. The most relevant is that in the lower categories is emphasized the degree of importance assigned to the global set of values, without preferences by any group.
6.6 CONCLUSION

The research question of our study was: *How can the differences between men and women regarding their leadership styles contribute to the explanation of few women in top company positions?*

In the theoretical framework, we stated the existence of two gender based stereotypes, as well as, two different leadership styles linked to the two stereotypes; the transactional style is related to the masculine stereotype and the transformational one to the feminine stereotype. The differences in access of women obtaining top management positions could be explained by the differences found in different gender leadership styles. For this reason, women could not have the same status as men because they do not possess suitable values to manage. We pointed out that the transformational style was not linked to the masculine stereotype and, therefore, to the dominant organizational culture.

However, there is no occurrence of gender in leadership styles, which is proved throughout the empirical study. In other words, it is possible to state that women do not follow a feminine stereotype as well as men do not follow a masculine one. It entails that women do not have to follow a transformational style as well as men do not have to follow a transactional one. Both female and male characteristics belong to both leadership styles.

These statements entail that the differences between male and female leadership styles can not explain the low number of female managers in top positions.
6.7 SUMMARY MODULE

Figure 5: General Summary Module
Source: The authors
7. FINAL DISCUSSION AND FURTHER RESEARCHES

After making the analysis, we consider it interesting to expose in this chapter some possible solutions in order to achieve the desired equality between genders in top positions. We will expose other future research in order to make a further analysis of this topic.

7.1 DISCUSSION

With our study we created a topic to investigate that surrounded around the stereotypes in leadership styles according to the gender variable. Our results demonstrate that men and women act in a similar way in practice, so the low number of female managers in comparison with male managers is due to other reasons.

The inequality in Spain is a harsh reality, and it is time to find a solution. While we were doing research for this topic, we found many possible solutions.

In what ways is it possible to construct more egalitarian ways? These are, among others, some of the possible solutions:

- It is necessary to have equality under the law. This implies to increase gender policies in those sectors with strong power. Political parties must affirm their public agreement with this kind of measures (Instituto de la Mujer, 2000). National policies, programs and projects must include gender perspectives in their main points (Ruiz et al., 2005, p.127).

- Women must be more visible in their public life in order to make natural their presence in high positions (Wullich, 2003).

- The increase in measures that make the conciliation between the private and professional life easier (Instituto de la Mujer, 2000).

- The education of the new generations, which is an essential point if the society wants to achieve a future equality (Comunidad de Madrid, 2005). It is essential to change the culture of the educative institutions, its contents and the messages that they promote (Ruiz et al., 2005, p.127).

- The establishment of mechanisms in favour of diversity as a positive factor in companies (Comunidad de Madrid, 2005).

- The lack of transparency in Human Resources processes is one of the most important points to solve. The same opportunities in selection, recruitment and development compound the base of the solution (Instituto de la Mujer, 2003).

- The elimination of any discriminatory behaviour in the organizational culture (Chinchilla et al., 2006).
7.2 FURTHER RESEARCHES

The intention of this thesis is to analyse if gender stereotypes in leadership styles is present or not. Now, at the end of this study, we have much more knowledge about this topic than at the beginning. Throughout the development of our work, we have been discovering different areas which are possible to derive further investigations.

In the last couple of years the business activity of women has grown quickly (Sanchez Apellaniz, 2006). To define this situation and its causes and consequences is another interesting area of research. Due to the fact that women have been discriminated, some have been forced to start their own business.

In our study we claim that one of the most important factors in order to achieve gender equality in Spanish companies is to adapt the pluricultural style. So another possible research area would be diversity management.
8. CRITERIA OF VERACITY
In this chapter we present the criteria of veracity of our thesis.

8.1 VALIDITY

Validity refers to what researchers are measuring and what they pretend to measure inside this concept. There are two concepts to distinguish within validity: internal and external (Bryman et al., 2003).

Since we have done a qualitative study, we chose to make semi-structured interviews to find our empirical data. We chose eight managers from four different companies. Since we used a small sample the external validity presents a problem for us. Due to this characteristic our findings are more difficult to generalize than in a quantitative research.

In order to achieve the needed internal validity, we have developed a practical method in order to follow the structure of the theoretical framework. The guide for the interviews was also designed with the same organization. While we were doing the interviews, we kept in mind the theories that supported our study in order to certify an elevated level of equivalence between concepts and observations.

8.2 RELIABILITY

Reliability refers to the soundness of concepts (Bryman et al., 2003). In relation to external reliability, our study is difficult to replicate. We interviewed eight managers from different companies, and it is almost impossible to repeat the same circumstances of our initial study.

The internal reliability is higher in our research than the external reliability. We are two researchers and both of us were present at each interview, so it has inter-observer consistency. We recorded the managers’ answers of the managers and afterwards made an interpretation since they were semi-structured interviews, and therefore, the questions were not the same. Thus, we had to do a transcription of the interviews and later categorize the answers following the determinate structure. In these steps we lose consistency, caused by the different decisions.

8.3 PRACTICAL USEFULNESS

This thesis is useful for the companies that participated in our study. By looking at the areas they are failing in, they can improve in them. This thesis is also useful for those who are looking to start a professional life. Now, they have an idea as to the barriers that they could face when entering the working world.
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INTERNET SOURCES


