ARCADA

Female leadership in Finland

Challenges and attitudes experienced by female leaders in different industries

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Finland anses ofta vara en förebild i frågor om jämställdhet. Trots detta domineras ledarskapspositionerna i Finland mycket av män. Denna avhandling är en kvalitativ studie av kvinnliga ledares erfarenheter av utmaningar och attityder under sin karriär. Elva kvinnor från två branscher intervjuades för denna avhandling, och de valda branscherna var social- och sjukvårdsbranschen samt teknikbranschen. Dessa branscher valdes eftersom den första är starkt kvinnodominerad och den andra i stället starkt mansdominerad, på grund av den starka indelningen av den finska arbetsmarknaden i kvinnliga och manliga jobb. Utmaningar och attityder diskuterades genom ämnen som likabehandling, acceptans och stöd. Intervjuerna var semistrukturerade för att möjliggöra fritt flödande samtal, samtidigt som det var möjligt att jämföra svaren.

Resultaten visar att kvinnorna i båda branscherna har upplevt relativt liknande utmaningar och attityder. Kvinnorna i teknikindustrin hade upplevt något större svårigheter att passa in på grund av att branschen är starkt mansdominerad. Kvinnor i båda grupperna hade haft svårigheter med att tas på allvar och accepteras. Sammantaget hade de flesta kvinnorna positiva upplevelser, till exempel hade alla intervjuade oftast upplevt jämlik behandling. De flesta av de intervjuade kvinnorna var hoppfulla för framtiden för kvinnligt ledarskap och sin egen framtida karriärutveckling.

Nyckelord:	Kvinnligt ledarskap, jämställdhet, stöd, nätverk, utmaningar, attityder, kön, karriärutveckling, ledarskap
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Abstract:

Finland is often thought to be a role model in questions regarding gender equality. Despite this, leadership positions in Finland are highly male dominated. This thesis is a qualitative study of female leaders' experiences of challenges and attitudes during their career. Eleven women from two industries were interviewed for this thesis, and the industries chosen were the social and healthcare industry and the technology industry. These industries were chosen as the first one is highly female dominated and the second one is instead highly male dominated, due to the strong division of the Finnish labor market into female and male jobs. Challenges and attitudes were discussed through topics like equal treatment, acceptance, and support. The interviews were semi-structured to allow for free-flowing conversation, while still making it possible to compare the answers.

The results indicate that the women in both industries have faced relatively similar challenges and attitudes. The women in the technology industry had experienced somewhat more difficulties fitting in, due to the highly male dominated industry. Women in both groups had experienced difficulties with being taken seriously and being accepted. Overall, most of the women had positive experiences, for example, all the interviewees had mostly experienced equal treatment. Most of the women interviewed were hopeful for the future of female leadership and their own future career development.

Keywords:	Female leadership, equality, support, networking, challenges, attitudes, gender, career development, leadership
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Suomen ajatellaan usein olevan tasa-arvon edellä kävijä, sukupuolten tasa-arvoa koskevissa kysymyksissä. Tästä huolimatta johtotehtävät ovat erittäin miesvaltaisia. Tämä opinnäytetyö on kvalitatiivinen tutkimus naisjohtajien kokemista haasteista ja asenteista, työuran aikana. Yksitoista naista haastateltiin kahdelta eri toimialalta, valitut toimialat olivat sosiaali- ja terveydenhuoltoala sekä teknologia-ala. Nämä alat valittiin, siitä syystä, että ensimmäinen on erittäin naisvaltainen, kun taas toinen on erittäin miesvaltainen, johtuen suomen työmarkkinoiden vahvasta jakautumisesta niin sanottuihin miesten ja naisten töihin. Haasteista ja asenteista keskusteltiin esimerkiksi näiden aiheiden kautta: tasa-arvoinen kohtelu, hyväksyntä ja tuki. Haastattelut olivat niin sanottuja teemahaastatteluja, sillä tämä mahdollisti keskusteluiden sujuvuuden, mutta myös vastausten vertailun.

Tulokset osoittivat, että molempien alojen naisjohtajat olivat kohdanneet saman tapaisia haasteita ja asenteita. Teknologiateollisuuden naisjohtajilla oli ollut jonkun verran enemmän haasteita sopeutumisessa, johtuen alan miesvaltaisuudesta. Molemmissa ryhmissä oli naisia, jotka olivat kokeneet haastavaksi tulla vakavasti otetuksi ja hyväksytyksi. Enimmäkseen naisilla oli positiivisia kokemuksia, esimerkiksi kaikki haastateltavat sanoivat tulleensa enimmäkseen tasa-arvoisesti kohdelluiksi. Suurin osa haastateltavista suhtautuivat positiivisesti sekä naisjohtajuuden tulevaisuuteen että omaan tulevaan urakehitykseensä.

Avainsanat:	Naisjohtajuus, tasa-arvo, tuki, verkosto, haasteet, asenteet, sukupuoli, urakehitys, johtajuus
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CONTENTS

1 INTRODUCTION

Today equality is discussed widely in the Finnish society, and Finland is often considered to be a role model in questions regarding equality. Research regarding the topic, for example the Global Gender Gap Report, often positions Finland among the top five (World economic forum, 2020). Despite this, there are still many areas that could be developed regarding equality, and one example is female leadership. In Finland's biggest listed companies, only 34 % of the board members are female and only 5,6 % of the chairmen are women (Chamber of Commence, 2020). Because of this, female leadership was chosen as the topic of this thesis. This thesis will explore the challenges female leaders have encountered during their career, as well as attitudes female leaders have experienced from society, colleagues, managers, and leaders. Female leaders from two industries, have been interviewed for this thesis. The two industries chosen for this thesis are: the technology industry and the social and healthcare industry. These industries were chosen as the Finnish labor market is highly divided into female and male dominated jobs, which will be discussed later in this thesis.

1.1 Aim of the research

The aim of the research is to find out if there are differences, or similarities, in the challenges and attitudes female leaders have encountered, depending on the industry they have predominantly worked in. As the aim is to focus on how female leaders experienced the challenges and attitudes, interviews will be used to answer these research questions:

The main research questions are:
- What challenges and attitudes have female leaders encountered during their careers?
- Is there a difference in challenges and/or attitudes experienced depending on the industry?

1.2 Limitation

As the subject of female leadership is wide, it requires some limitation, therefore the topic was chosen to be female leadership in Finland. The decision was made to focus on a comparison between women in different industries, instead of interviewing both male and female leaders. Further limitation of the subject was necessary, hence two industries where chosen, instead of interviewing female leaders from many industries. In Finland we have a highly divided labor market, where some jobs are male dominated, while others are female dominated. The technology industry is dominated by men, while women instead have the majority in jobs relating to welfare. (Vanhala, 2003; Ekonen, 2007; Tukiainen & Villanen, 2016, pp. 29-33;).

1.3 Structure of the thesis

The thesis is divided into six chapters presenting different topics. In this chapter the thesis has been introduced, by discussing the aim of the research and limitations. Next the theoretical framework will be discussed, which includes a review of previous research regarding female leadership, whereafter relevant background and theory will be covered. The theory will go into leadership in general and female leadership, as well as give the Finnish context to female leadership. Different challenges and perceptions about female leadership will also be presented as part of the theoretical framework. After relevant theory has been presented, the third chapter will discuss the methodology and interview questions used for the data collection. The interview participants will also be introduced in chapter 3: Method.

After the method has been presented, the interview guide will be explained, and the interview themes are motivated and discussed. Once the interview guide has been presented, the findings of the study will be discussed. The analysis will examine what challenges and attitudes female leaders have experienced during their careers. This will also cover whether the interviewed leaders have had similar experiences regardless of their industry, or whether the interviewed leaders from each industry have had different experiences.

2   THEORETICAL FRAMEWORK

Next, I introduce the theoretical framework for the thesis. This will include a review of previous research, whereafter background will be established. After this, the term leadership will be defined and discussed, which is followed by a discussion of female leadership. Female leadership in Finland will also be introduced in this chapter and statistics about the divided labor market in Finland. Later in this chapter, perceptions about female leadership will be discussed, these perceptions are often used as a justifier for the unequal number of female and male leaders, even though most of these lack any scientific proof (Boschini, 2004). Whereafter barriers for female leadership will be covered, such as prejudice and resistance to female leadership.

2.1   Previous research

The field of leadership has been widely researched, from many different angles and perspectives. The roots of research of female leadership can be found in the United States of America, where research started in the 1970s, in Finland studying female leadership did not take off until the 1980s. (Tukiainen & Villanen, 2016). For this thesis I have used a wide range of literature regarding both leadership in general and regarding female leadership. Sanna Hyvärinen interviewed female leaders for her dissertation, *Monta polkua johtajuuteen; Naisjohtajien urakertomuksia* (2016). Hyvärinen found in her dissertation that there are many different paths to become a leader, but some central themes could be seen in many of the interviews, about for example, family and childhood home.

Female leadership has been researched from several different angles, often focusing on factors that have either hindered or helped women on their career, for example O'Neil, Hopkins and Sullivan have studied the meaning of female networking in their article called *Do women's networks help advance women's careers?* (2011) Tuomas Puttonen discusses in his research article, *Naisten johtamisuria estävät tekijät* (2011), barriers female leaders have encountered during their careers. Meanwhile, Anna-Maija Lämsä

discusses what factors have advanced women's leadership careers, in her article *Mikä edistää naisten johtamisuria?*

In Finland, a research program called NASTA (Naisjohtajuuden tutkimus- ja koulutushanke) was conducted between 2005 and 2010. Three universities participated in the program, Hanken School of Economics, Aalto university and Jyväskylä university, and two reports were published. These reports cover a wide range of themes within female leadership. This thesis will continue exploring the concepts found by previous researchers, in order to get a better understanding of female leadership in Finland through researching challenges and attitudes experienced by women in leadership positions.

2.2 Background

To understand why Finland is considered to be a model country in questions regarding gender equality (Tukiainen & Villanen, 2016), it is necessary to discuss the historical development of women's rights in Finland. Many small changes have had an impact on equality today. The most important changes have been made during the 20th century, like when Finnish women got the right to vote and the right to be elected in 1906, as the first women in Europe. (Statistics Finland, 2018). The employment rate of Finnish women has been high in comparison to other western countries, after the Second World War, many Finnish women looked for fulltime employment. Part-time employment of women has been relatively low in Finland and Finnish mothers with young children have more often been working, compared to other Nordic countries. (Tukiainen & Villanen, 2016, p. 29)

Despite the high employment level of Finnish women, female leaders have been relatively rare in Finland, for example Nina Kopola was long known as the only female CEO of a publicly listed company, Suominen Corporation 2011–2018 (Business Finland, 2019). In 1978 women had only one percentage of the leadership positions in Finland's 2500 biggest listed companies. Traditionally women have inherited their leadership, through either parents or their spouse. (Tukiainen & Villanen, 2016, pp. 29-30). In a report published by the Finnish Chamber of Commerce in 2020, we can read that female leadership in Finland has increased in listed companies. In 2003 only 7% of board members in the biggest listed

companies were women, while it today is 34%. The same report states that out of 798 new board members in 2019, only 204 were women. (Chamber of Commence, 2020).

2.3 Understanding leadership

Understanding the word leadership is not as clear as it would seem, the understanding of the word can change, as there is a wide variety of definitions (Dugan, 2017, p. 26). Leadership can be both, the act of leading people and a profession, for example a company's highest management (Viitala & Jylhä, 2019). The simplest way of describing leadership would be "Leadership is that A makes B do something" (Hirvikorpi, 2005, p. 9). However, not all of us would agree with this definition, as it is at the same time a very broad description and does not give a good description of what leadership includes. A better definition might be that leadership is activities designed to deliver results, with the help of people (Talentia, 2020). Peter G. Northouse defines leadership as a process, where an individual strives to influence other members of a group, in a way that makes it possible to achieve goals (Viitala & Jylhä, 2019; Northouse).

Earlier leadership was seen as something you are born with, you are either born to be a leader or not. Today leadership is considered to be something you can learn and develop, even though the media often speaks about heroic leader archetypes. (Dugan, 2017, p. 39). Traditionally leadership was control and giving orders, and often even mistrust of subjects, while leadership today is based on trust and empowerment. Quality of leadership is today evaluated by looking at the interaction and performance between the leader and the ones being led, earlier the quality of leadership was determined by looking at the leader's own actions and traits. (Viitala & Jylhä, 2019).

When discussing leadership, it is necessary to discuss the relationship between leadership and management, as these two words are interchanged with each other. Leadership is often defined as the activities taken for growth, adaption, and change, while management instead refers to activities related to tactics and reaching goals (Dugan, 2017, p. 41). In this thesis leadership is seen as the activities done by leaders to create an environment that makes it possible to achieve goals.

2.4 Female leadership

According to Eagly and Carli women often struggle to find a leadership style that fits the image of a leader, while also including female qualities (2007). Many female leaders have said that it is important to develop a leadership "style with which male managers are comfortable" (Catalyst; Eagly & Carli, 2007). Vanhala et al. (2002) have found that female leaders either try to blend in in the masculine world of leadership, or try to highlight their femininity (Tukiainen & Villanen, 2016).

Research has found that women and men tend to have different leadership styles, women often choose a transformational leadership style, while men often chose a transactional leadership style. Women are more supporting and nurturing leaders, while men instead chose to be powerful leaders (Vinnicombe & Singh, 2011, p. 202). A transactional leader sees work as a series of transactions, where followers seek to fulfill the leaders' requirements, in order to be rewarded and avoid punishment (Bass et al., 2003; Yahaya & Ebrahim, 2016, p. 192). Transformational leadership seeks to change existing patterns and activate employees to work for the greater good. (Vanhala, 2002; Tukiainen & Villanen, 2016, p. 40). Other studies have instead concluded that in many cases there are no differences between male and female ways of leadership (Wang & Kelan, 2013; Eagly & Carli, 2003; Wajcman, 1996), and that many of the best leaders display both transactional and transformational leadership styles (Avolio & Bass, 1999, p. 457).

Women also feel less comfortable in male-dominated industries, as they still encounter gender stereotypes (Vinnicombe & Singh, 2011, p. 202). According to the Finnish institute of health and welfare, 71 % of women working in male dominated sectors had felt as their gender was a disadvantage (THL). Vinnicombe and Singh found in their research that both male and female leaders were worried about personality traits that might be career barriers, females were worried about being too aggressive, while men were worried about being seen as arrogant. Women were concerned about not having a professional look and men were concerned about being seen as not having Human Resource Management (HRM) skills. (Vinnicombe & Singh, 2011, p. 209).

Why do we need more female leaders? Studies have concluded that organizations run by female leaders are often more profitable than those run by their male counterparts. This is most likely a result of the female leaders who have advanced to the high leadership positions being extremely talented and have a lot of experience as they are a smaller group than male leaders. Other research has found female leadership to have a positive impact on management, as female leaders scored better than their male counterparts in a study about employee satisfaction. (Tukiainen & Villanen, 2016, pp. 23-24).

2.4.1 Female leadership in Finland

In Finland industries have been strongly divided into male and female dominated jobs, 66 % of women have a female as their manager or leader, while only 18 % of men have a female manager or leader. The public sector also has clearly more female management, with 71 % of people working in the public sector having a female manager, while the same number is 31 % in the private sector. Women and men tend to work in different leadership positions inside organizations, women are working as supporting leaders within human resource and marketing, while men often work as operational leaders, for example, CEOs. (THL, 2020). This is due to women being seen as the caretaker, and therefore they are seen usually given task relating to caring and supporting (Kangas & Lämsä, 2014, p. 34).

2.4.2 Gender distribution of workforce

The Finnish labor market has been strongly divided, both vertically and horizontally. Horizontally the labor market has been divided into women's and men's jobs, like the afore-mentioned technology industry being male dominated, while nursing and teaching instead has been female dominated. According to the Finnish institute for health and welfare, only 10 % work in professions with an equal gender distribution. This can be seen when asking young Finnish people about their dream job as young women most commonly said their dream job to be in the within social and healthcare, while young men instead said their dream job to be within technology and engineering. (THL, 2021). Therefore, these

sectors were chosen for this research. The division of the labor market can be clearly seen when examining the gender distribution in Finnish education:
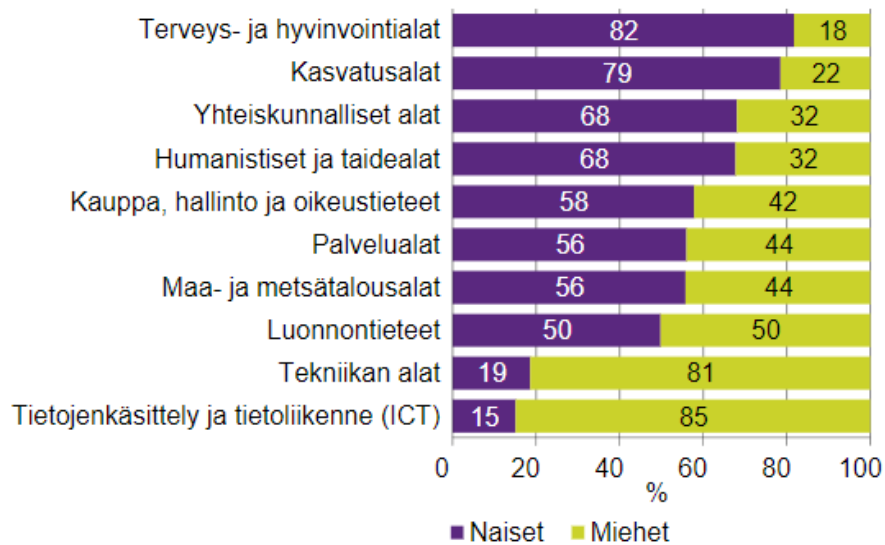

Figure 1 Gender distribution in education in Finland. Image credit: Statistics Finland (2018).

Women are represented with purple, while men are represented by green in the above graph. Highest up on the list we have Health and welfare, in which 82 % of students are women, while the last one on the list is ICT, where 85 % of students are men (Statistics Finland, 2018).

2.4.3 Gender Quotas

Gender quotas have been widely debated in western societies and have been adapted successfully in some countries, such as Norway. Gender quotas are often seen as controversial (Tienari, Holgersson, Susan, & Höök, 2009). Gender quotas have been debated in Finland and have been opposed by for example the Finnish Chamber of Commerce as the quotas were seen as unrealistic. The Finnish Chamber of Commerce suggested instead that it would be more beneficial to focus on women's early career development. (Yle News, 2015). In Finland "Gender quotas are applied in various planning and preparation bodies at governmental, municipal and inter-municipal level." (Ministry of Social Affairs and Health). Wang and Kelan (2013) have researched the effects of gender quotas on

female leadership in Norway and concluded that quotas have had a positive effect on female board chairs and CEO's:

"The Norwegian gender quota has been an interesting natural experiment in changing the gender composition of boards. We find that the gender quota has had a positive impact on the number of female board chairs and female CEOs, indicating that the gender quota in Norway has not only increased gender equality within the boardroom but also had spill-over effects on top leadership positions." (Wang & Kelan, 2013, p. 463)

Wang and Kelan also point out that these quota women can use the knowledge they have gained to mentor and help other women, which will then increase gender equality. (2013 p. 463).

2.5 Perceptions about female leadership

Next, common perceptions about female leadership will be discussed, these are often used to justify the small number of female leaders. Researchers have even called these perceptions myths, as for example Boschini (2004) and Sealy and Winnicombe (2010) as no scientific proof has been found for these perceptions. The next four subsections will introduce some of the most common perceptions about female leadership, in particular the ones used as explanations for the low number of women in high leadership. These perceptions and gender stereotypes have been found to have a negative effect on women's career development (Puttonen, 2011, p. 69 & Kangas and Lämsä, 2014, p. 30).

2.5.1 Myth 1: Everything will be alright.

When discussing the unequal distribution of female and male leaders, the argument that the problem will solve itself is often presented, as the person being promoted will be the one best suited for the job, regardless of gender (Boschini, 2004, p. 47). There are a number of issues with this argument, for example looking at the educational background of men and women, as women in Finland are just as likely to have a university degree as

men (Tilastokeskus, 2019). Despite having the same educational background, men are more likely to be promoted and move more quickly to high paying jobs than women (Kauhanen, 2017). Anne Boschini argues that this is most likely caused by old thinking patterns, and that we are hesitant to change practices that has been proven good (Boschini, 2004, pp. 47-48). These old thinking patterns need reformation, as future leadership will be constantly changing and there will be added diversity and demand for innovation (Sydänmaanlakka, 2017). Boschini also points out that the changes can be blocked by the groups that would lose, even though the change would be more beneficial for the society (2004, p. 48).

2.5.2   Myth 2: Women are not as talented as men.

Some people claim that women do not have what it takes to be leaders, often heard arguments are that women do not have the right education or the right qualities to be leaders (Boschini, 2004, p. 56), though research has shown that women are just as suited for leadership as men (Vinnicombe & Singh, 2011, p. 200; Powell, 1993). According to Statistics Finland, around 60 % of university graduates are women, and around 50 % of those graduating with a PhD are women (2018). Female leaders interviewed by Hirvikorpi stated that they had continued studying alongside their work (2005). Many of the women interviewed by Hyvärinen also stated that they were eager and hardworking students (2016). Studies have shown that men and women start their careers on different levels, men start their careers with more challenging jobs, while women often start their careers in assisting jobs (Tukiainen & Villanen, 2016, p. 31). This could be a reason why women are not seen to be as talented as men. Women are often pushed towards different jobs in an organization, men are often encouraged to take jobs related to operations and management, while women are instead pushed towards support and specialist roles (Vinnicombe & Singh, 2011).

Research has found that some women do not advance in their careers out of fear for success, which can be caused by inadequate guidance during studies (Uusikylä, 2008, p. 228). Young women are often given conflicting messages, as they are told to follow their dreams, but at the same time their femininity is at risk if their dream is for example to be

a truck driver, this has a negative effect on young women's identity development (Uusikylä, 2008, p. 229).

2.5.3 Myth 3: Women are not interested in leadership positions.

Another common argument regarding the low number of women in leadership positions is that women are not as interested in leadership as men. It is often suggested that women choose family or other commitments instead of careers. (Sealy & Vinnicombe, 2010, p. 42). Some argue that this is caused by women's lack of confidence (O'Neil & Hopkins, 2015; Kay & Shipman, 2014).

"These arguments focus on women self-selecting out of the work world due to personal choices involving family and care-giving and to viewing the costs of ascending to senior leadership roles as too high to pay in terms of the impact on their personal lives. The fact is that women may choose different paths because the traditional organizational route to the top does not support women simultaneously being accomplished careerists and re-sponsible care-givers." (O'Neil & Hopkins, 2015)

O'Neil and Hopkins argue instead that the lack of female leaders might be a result of gendered organizations, and that the problem is systematic instead of individual (2015; Meyerson & Fletcher, 2000). Even confident women run into the problem that it is hard to combine family life and career, as the organizations are not built for this (O'Neil & Hopkins, 2015), as women's careers might be interrupted by for example pregnancy (Vinnicombe & Singh, 2011, p. 202). This will be discussed more in the following chapter about barriers.

2.5.4 Myth 4: Women do not take risks.

Women are often seen as less eager to take risks, and this has had a negative effect on their career prospects. Recently taking risks has been seen as more negative, and some have even argued that having more women as leaders, would hinder catastrophic

consequences of risk taking. Women might not be more risk averse than men, but women are often more risk aware, which means women carefully consider the risk they are about to take. (Sealy & Vinnicombe, 2010, p. 45).

Research has even shown that women are more likely to take challenging board positions, for example after the fall of a company's stock prices. Women are more likely to find themselves in challenging leadership positions, and women are often considered to be better at dealing with crisis situations. Researchers have found that women are more likely to take these risky leadership positions, either because women are prepared for risky situations, or they accept these positions because there are few other options. (Sealy & Vinnicombe, 2010, p. 45; Ryan & Haslam, 2005).

2.6 Barriers of female leadership

When talking about female leadership, the glass-ceiling is often discussed, a metaphor widely used in research about female leadership. This metaphor is used to describe invisible barriers that are seen to slow down women's career development. (Tukiainen & Villanen, 2016, p. 40). Others have instead used the metaphor of a labyrinth, where women are surrounded by walls and need to make their way forward, but the journey is complex and requires persistence, awareness, and analysis (Eagly & Carli, 2007).

Researchers have given a vast number of explanations for this mystical glass ceiling, keeping women from reaching high leadership. Research has for example looked at women themselves, the patriarchal structure of organizations, and gender biased recruiting. (Vanhala et al., 2007; Tukiainen & Villanen, 2016). Eagly and Carli (2007) have identified five main barriers: prejudice, resistance to female leadership, leadership style, demands of family life, and social capital (Míltersteíner, Olíveíra, Hryníewícz, Sant'anna, & Moura, 2020, p. 409) . Next, some of these barriers will be discussed.

2.6.1 Prejudice and resistance to female leadership

Female leaders often encounter prejudice and negative attitudes during their careers, which often makes their career development harder. Prejudice and negative attitudes might lead to lack of courage, to for example take risks (Tukiainen & Villanen, 2016, pp. 42-43), which was covered in the previous chapter as one of the reasons used to explain the low number of female leaders.

Resistance towards female leadership is both conscious and unconscious, as it is related to the way we think about men, women, and leadership. Many studies have found that people often associate more masculine characteristics with leadership. Women are often seen as more compassionate, helpful, and interpersonally sensitive, while men are seen as aggressive, ambitious, and self-confident. (Eagly & Carli, 2007).

2.6.2 Family and working life

The balance of family life and career is often discussed in connection to female leadership. Research has found that women often find marriage and children to be barriers for career development, and women experience more difficulties in balancing family and career than men. Many women experience that they must give their full attention to their career to be able to reach high leadership positions, as they experienced organizations to be unwilling to provide means to fit family and career challenges together. (Puttonen, 2011). Women's careers get more often interrupted than men's when starting a family and women still do the majority of housework (Eagly & Carli, 2007). Research has found this to correlate lower wages and slower promotion rates (Wirth 2001; Puttonen, 2011). Women also experience difficulties in working long days and taking business trips while the children are young, which could be because of the unequal distribution of childcare and housework (Davey & Davidson, 1994; Liff & Ward, 2001; Puttonen, 2011). Motherhood is often connected to different stereotypes, which create negative feelings for mothers from an organizational view, as people often think a woman cannot combine career and motherhood (Burke, 2001; Corse, 1990; Schwartz, 1989; Puttonen, 2011).

2.6.3 Support and Networks

Many researchers have discussed the importance of support for leaders. Mentorship has been found to be an important part of career development and reaching high leadership positions, especially for women. Both male and female mentors are beneficial for female leaders, as male mentors have often been found to have the possibility to recommend women for positions, while female mentors have the possibility to help with typical barriers a woman might encounter in her career. (Ragins, Townsend & Mattis, 1998; Mutanen & Lämsä 2006; Punttonen 2011)

Networking is today a big part of society and careers, and networking is often encouraged (Salminen & Mäntysalo, 2013). Networks have a big impact on leadership and may be seen as barriers for women to advance in their careers (Tukiainen & Villanen, 2016, p. 48). Especially the so called "Good old boy"-networks (Hyvä veli verkosto/Vanhojen poikien verkosto), are strongly male dominated (Salminen & Mäntysalo, 2013). Women often experience difficulties making their way into these informal networks, which makes it harder for women to advance in their careers and get high leadership positions. (Puttonen, 2006; Tukiainen & Villanen, 2016 p. 48). As women get left outside these informal networks, they do not hear about all available positions. These informal networks drive the interests of the men included in them, while leaving others outside, mostly women, some men. (Puttonen, 2011). Kangas and Lämsä found in their research these networks to be one of the most significant barriers to womens career development (2014, p. 35).

3   METHOD

In this chapter of the thesis, I will present the method and approach used in this thesis. When choosing which research method to use, it is important to think about how to get data that answers the research question (Lancaster, 2005, s. 74). To answer the question of what kind of challenges and attitudes female leaders have encountered in their career, qualitative interviews were chosen as the most suitable research method. One could argue that a quantitative method could be better for the comparison of different fields, as

quantitative interviews are often structured and have a greater number of respondents. As the aim of the research is to let female leaders voice their own thoughts and observations, a qualitative research method was chosen as the more suitable method. The goal of a qualitative research is to understand different concepts and insights in found patterns (Taylor;Bogdan;& De Vault, 2016, ss. 17-18).

3.1 Interview as a method

The research focuses on female leaders' experiences regarding challenges and attitudes they have met in their career and hence interview was chosen as the method. Interviews can be conducted in a few different ways, as structured, semi-structured and unstructured interviews.

As mentioned earlier, this research needed room for flexibility, and therefore a qualitative interview was chosen. The main types of qualitative interviews are semi-structured and unstructured interviews (Bryman, 2012, p. 469). Unstructured interviews tend to be conversational; the interviewer has an idea of what should be discussed, but no clear list of questions (Wilson, 2012, s. 48). As part of this research is comparing the two chosen industries, using unstructured interviews could cause some issues, as not all participants would get the same questions. Therefore, semi-structured interviews were used for this research. Semi-structured interviews have a list of questions or a specific topic to be covered, while not limiting the possibility for additional questions or discussion about interesting themes that might arise during the interview (Bryman, 2012, p. 471).

3.1.1 Interview guide

For the research, each participant was asked several questions. Some questions were asked to get a better understanding of the female leader's background, while others are directly related to the career of the female leader. The interview guide was designed to explore the attitudes and challenges, introduced by previous research.

The interview guide was built on themes, each theme consisting of several questions. Firstly, the women were asked a few questions regarding background and basic information, such as questions about age, employment, and education. After that, questions regarding career were asked. The women were for example asked to shortly talk about their careers, about their first job, what positions they have had and so on. At this stage of the interview role models and support was also discussed. The women were asked questions about their own experiences about gender in relation to their career, what challenges, and attitudes they had met during their career. Disadvantages and advantages of being a woman were also covered.

The next theme discussed during the interview was leadership. The women were asked about challenges they had encountered as leaders, and the women were also asked to give a few tips to future female leaders, to survive challenges that might arise. Questions about the attitudes of others were also asked. The women were asked for their opinion regarding female and male leaders, and whether there are differences or not. The interviews ended with a discussion about the future, the interviewees were asked about their own plans, as well as how they see attitudes towards female leadership in the future. The full set of interview questions can be found as appendix 1.

3.1.2 Sampling

Two types of sampling were used for this research, convenience, and snowball sampling. Convenience sampling simply means that the researcher used a sample that was easily accessible (Bryman & Bell, Business Research Methods, 2011, p. 190). Some of the female leaders interviewed for the study were simply found through a mutual contact.

Most of the female leaders interviewed from the technology industry were found by snowball sampling. Snowball sampling is a form of convenience sampling, but according to Bryman and Bell it is worth distinguishing as the sampling method has attracted a lot of attention lately (2011, p. 192). When using snowball sampling the researcher contacts one or a small group of people fitted for the research, and then establishes contact to other people suited for the study through them (Bryman & Bell, 2011, p. 192). For this research

one female leader in the technology industry was contacted, who then provided a list of other female leaders who might be interested to participate.

The problem with these types of sampling is that the sample will most likely not represent a random sample and it is hard to generalize through these types of samples. The sample will though provide important discussion about the topic in relation to other studies. (Bryman & Bell, Business Research Methods, 2011, pp. 190-192)

3.2 Participants

As the aim of the thesis is to find out what challenges and attitudes female leaders have encountered during their career as a qualitative study, the number of participants were kept small. The small number of participants made it possible to analyze the interviews in depth. Six female leaders with a background in technology, and five female leaders from the social and healthcare industry were interviewed. The women participating in the interviews are working or have worked in leadership positions in Finland. The interviewed women had leadership experience between 5 and 30 years, and had different leadership positions, from team leaders to CEO's. The women participating in the study will be kept anonymous, and only basic information will be given out about them. The participants have been divided into two groups: Group 1 (Technology industry) and Group 2 (Social and Healthcare industry).

Group	Age	Education*	Leadership experience**	Ref.
1	58	Master of Science (Technology)	20 years	t1
1	58	Master of Science (Technology)	20 years	t2
1	53	Master of Science (Technology) Licentiate of Science (Economics)	10 years	t3
1	59	Doctor of Science (Technology)	20 years	t4
1	57	Master of Science (Technology)	20 years	t5
1	57	Master of Science (Technology)	26 years	t6
2	52	Master of Health Science	7 years	h1
2	53	Doctor of Medical Science	10 years	h2
2	59	Doctor of Philosophy (Education)	8 years	h3
2	48	Doctor of Science (Economics)	10 years	h4
2	49	Doctor of Philosophy (Physics)	13 years	h5

Table 1: Interview participants.

*Translations of degrees: Valtioneuvoston asetus yliopistojen tutkinnoista annetun valtioneuvoston asetuksen liitteen muuttamisesta 421/2012, https://www.finlex.fi/fi/laki/alkup/2012/20120421
(Ministry of Education and Culture, 2012)
** The women were asked to give an estimate of how long they have been in a leadership position. No definition of "leadership positon" was provided, and therefore, each interviewee got to define what they thought to be the number of years of leadership experience themselves.

3.3 Data collection

The data for this research has been collected by interviewing female leaders, by video call. The interviews were conducted in Finnish, in which the author has been tested and has excellent skills. Data collection by interview can be done in several different ways, for example by meeting for an interview, phone call or a videocall (Wilson, 2012, s. 48). The original plan was to meet the participants in person, but the current COVID-19 pandemic situation made it easier to conduct the interviews via video call. The interviews

were conducted by using Zoom and Microsoft Teams, depending on the preference of the interviewee. Using a video conference software has many advantages regarding interviewing, of which the most important right now is the possibility to interview without being in the same location. Other advantages include the participants being more comfortable talking about personal topics in a location they prefer (Gray;Wong-Wylie;Rempel;& Cook, 2020), which was important for the research in this thesis, as some of the topics discussed were personal. Each interview took around 30 minutes to an hour. These video calls have been recorded and transcribed, as this allows the content to be examined more thoroughly later, this also gives the researcher a chance to focus on asking questions and discussing interesting topics, without being distracted by taking notes (Bryman, Social Research Methods, 2012, p. 482). Transcribing makes it easier to compare participants answers in relation to each other, which is important for finding differences and similarities between the fields researched. The records and transcriptions have been securely stored without any unauthorized individuals having access to them.

3.4 Ethical considerations

The study was conducted ethically, and participants were informed about the topic and asked for their interest to take part in the study. Participants remain anonymous throughout the analysis and all participants were informed about the recording of the interviews; participants were asked to sign a consent to the study where they were informed about the data processing according to the GDPR regulations. The consent form can be found as appendix 2.

3.5 Data analysis

The interview data has been analyzed with the help of coding, as coding makes it possible to give labels (names) to the parts of the transcripts that seem to be of potential significance (Bryman, 2012, p. 568). By coding the data possible concepts are seen which makes it easier to compare the interviews. Open coding has been used to break down, examine and compare the data. By using open coding of the interview transcripts, it is possible to

find concepts which can then be categorized. (Bryman, 2012, p. 569; Strauss & Corbin, 1990). In the making of this thesis, the interviews were trancribed, whereafter the answers were categorized as either challenges or attitudes, within the categories the answers were further divided into smaller groups (themes), depending on the type of challenge or attitude.

4   RESULTS

In this chapter of the thesis, the results from the interviews will be introduced. A comparison will be made between the two groups, to find similarities as well as differences. On top of this it is good to keep in mind that the thesis does not say that all women in the two industries researched have experienced the same challenges and attitudes. Instead, this thesis discusses the experiences of the eleven interviewed women, in relation to each other and previous research. All interviews were conducted and transcribed in Finnish, in which the author has native skills. However, for the purpose of this thesis, any citation will be translated to English, in which the author has excellent skills. This chapter will be divided into two sections, one discussing the challenges female leaders have experienced during their career, the other section will instead focus on the attitudes female leaders have faced during their career. The interviewees were divided into two groups based on their industry, group one refers to the women who are working or have worked in the technology industry, while group two instead refers to the women who are working or have worked in the social and healthcare industry.

The answers were analyzed with the help of coding, as the following picture demonstrates:
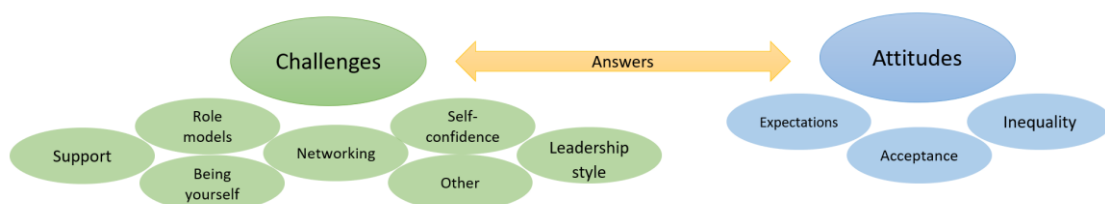
First the answers were categorized as either challenges or attitudes. Some answers could have been categorized as either of them, while other answers had no clear fit, these answers were classified under the most logical category, or the best fitting category. Other peoples' opinions, perceptions and expectations about/towards the female leaders were classified as attitudes, and three main themes were found: expectations, acceptance, and inequality, which will be explained in subsection 4.2. Other answers were instead categorized as challenges, for example situations the female leaders had experienced as challenging. Seven themes were found: support, role models, being yourself, networking, self-confidence, leadership style and other. The theme "other", includes topics that were not discussed as frequently or in depth, but which offer valuable insight. The previously mentioned challenges will be discussed next, in section 4.1.

4.1 Challenges

As mentioned earlier, this section will focus on the challenges the interviewed female leaders have experienced during their careers. This part will be divided into smaller sections based on the previously introduced challenges: support, role models, networking, being yourself, leadership style, career and family, self-confidence, and other challenges. The interviewees had encountered many different challenges regarding for example support, networking, self-confidence, and leadership style.

4.1.1 Support

Support is often considered to be a vital part for succeeding in your career, therefore the interviewees were asked about their experiences regarding support. The questions asked were "do you feel you have gotten enough support (during your career)?" and from who the women had received support. Most of the women interviewed agreed that support has been important for their career development, one of the women in group 2 even said that she had received so little support during one part of her career that she was close to changing to a whole new industry (h4).

Several of the interviewees answered that they had received a varying amount of support during their career, depending on the stage of their career or the workplace. One of the women working in the healthcare industry remembered that she had experienced the support to be inadequate as a newly graduated (h2) and one of the female leaders in the technology industry said that she instead had had enough support until she reached her current position (which she also considered to be her highest position), where she sometimes felt like there is nobody to talk to (t5).

Many of the interviewees said that the support of their managers and supervisors had been important for their career development. One interviewee said that her manager had stated "You will be my successor" (t1), which she then followed by saying: "That was very important, otherwise I would probably not have become that (his successor)". Other than supervisors and managers, some of the interviewees mentioned support from Colleagues, family, friends, and other leaders. Forms of support were mentioned to be mentoring, encouraging, and giving responsibility, but also career sparring (Finnish *Sparraus*) and peer support.

There was no clear distinction between the two groups interviewed, in both groups the leaders had experienced the support as mostly sufficient during their careers. The number one supporter in both groups was the closest supervisor or manager.

4.1.2 Role models

The interviewees were also asked about whether they had had role models during their career. Most role models were found in the interviewee's immediate supervisors or managers, but even other female leaders were mentioned, such as Angela Merkel, the counselor of Germany, Tarja Halonen, first female president of Finland and Kamala Harris, the first female Vice President of the United States of America. Most of the women agreed that gender mattered less than actions when it came to role models, some said for example that they have had very good male managers they considered to be their role models. Role models were often described to have a good leadership style or people skills.

For some of the interviewees a female leader early in their career had made a big difference for their future career development. One of the leaders in the second group said that she had discussed her own career aspirations with a female leader, which then helped her career development (h4). Strong female role models, who get a lot of publicity were even seen as important for young women, as it was seen as an encouragement for young women to aspire higher (h3).

4.1.3 Networking

As discussed in the theoretical framework chapter of this thesis, studies have found networking to be one of the challenges women face during their careers. Studies have found networking to be important, as having a wide network opens many opportunities. When asked about advice for future female leaders, many of the interviewees brought up the importance of networking. Some of the female leaders said that they had not done enough networking, which had resulted in "the feeling of not having anyone to talk to" (t4) and the feeling of being alone, which the interviewee then followed by saying "nobody can survive alone" (h1). Some of the interviewees had experienced men to have it easier to network, through for example army culture, sauna evenings or hunting weekends (h3 & t2).

4.1.4 Being yourself

This was not something that was asked during the interviews but was still discussed in many of them in one way or another. Some of the women from group 1 had experienced a pressure to change themselves or act in a different way. One of the interviewees had worked as a leadership trainer and had experienced the leaders who she trained, to be questioning her skills, which had led her to use glasses, even though she did not need them, to seem more professional (t3). Another leader from the technology industry said instead that she had experienced the need to speak louder and be more aggressive to be heard, for example in board meetings (t1). The issue of being able to be yourself was not discussed as often in the second group of interviews, and in those where it was discussed

it was more discussed as a positive experience, as in interview h4: "I have been able to be myself, and that is the best thing."

4.1.5 Leadership style and organizational structures

Some of the leaders had experienced the old authoritarian structures of the organizations they worked in as a challenge, as they felt they did not fit in (h4 & t4). An interviewee from group 2 (h4), said that the old organizational structures were only broken down by changes in the leadership, "new blood, with new thoughts about leadership" was needed to change old thinking patterns. She saw this as one of the greatest challenges during her leadership career. One of the interviewees described leadership as a highly competitive and political play, that not all women are prepared to play (t2)

4.1.6 Career and family

Just like the earlier chapter about being yourself, family and career was not an actual topic of the interviews, but it was discussed during many of them. Especially the women in the technology industry, had experienced it to be important to have support at home if you want to have a successful career and a family. Dividing the household work equally was seen as a prerequisite for a successful career (t3). One of interviewees stated that it had been very important that her husband had stayed at home with the children (t1). An interviewee from the second group guessed that "The threshold for accepting more demanding tasks is higher" for women when they have young children (h7). One of the women in the technology industry remembered that she had turned down a leadership position because she was pregnant, which she later thought was a mistake, as it would have given her great work experience and she was very early on in the pregnancy (t3).

4.1.7 Self-confidence and imposter syndrome

In the interviews the women were also asked the question "Why do you think there are fewer female leaders than male leaders?". In addition to cultural norms, traditions, and

upbringing, many of the interviewees talked about self-confidence and the so-called imposter syndrome. Imposter syndrome is often described as feeling like a fraud at work and doubting your own skills (Tulshyan & Burey, 2021). Many of the interviewees, especially in group 1 had experienced feelings typically related to imposter syndrome, such as overachieving and feeling guilty about not having enough knowledge about a certain technology (t5). The interviewees had instead experienced men to be more self-confident and secure about their skills.

4.1.8 Other challenges

During the interviews, the women were asked whether they think there is differences between female and male leaders. The leaders were strongly divided into two groups regarding this question, some of the women thought the differences to be more due to a person's personality and upbringing, instead of gender. The other group believed instead there to be differences between female leaders and male leaders, with exceptions of course. Male leaders were described to be more direct and clearer, while female leaders were described to have emotional intelligence and empathy.

Gender quotas were discussed in some of the interviews. Regarding quotas, the women in each industry had logically opposite experiences, as some women in the first group had experienced being the so called "quota woman", and therefore been in many national and international projects, whereas some of the interviewees in group 2 had experienced being left out of taskforces and projects due to male quotas. Not all interviews discussed quotas, but some interviewees saw quotas as a way of encouraging women to take on leadership positions, while other interviewees thought quotas not to be the right way to increase women in leadership.

4.2 Attitudes

In this section the discussion will instead focus on the attitudes the female leaders have experienced during their careers. In the interviews the attitudes were discussed throughout

the career, from education to leadership. The female leaders were asked questions such as "have you been treated the same way as your male colleagues?" and "have you been accepted as a leader?".

4.2.1 Expectations

When asked about how the interviewees chose their education, about half of the women interviewed from the technology industry, said that they had been pushed towards medical school, as they were interested in mathematics, chemistry, and physics. One of the women said that even though she hated blood "The teachers' opinions were that, since I was talented in mathematics and physics, then girls should go to medical school. Which we can still see today." (t3). No similar pattern was found in the interviews with the female leaders from the social and healthcare industry, many of them said they had chosen their education based on either chance or personal interest. It is worth noting in this section that the education background of the women in group 1 was very homogeneous, as all the women were engineers, while the educational background of group 2 had a wider variety, from medical degrees to degrees in economics.

4.2.2 Inequality

Equality was discussed in all the interviews; the interviewees were asked about their experiences of receiving equal treatment. The women were also asked whether they had experienced their gender to be an advantage or a disadvantage.

Women in both groups had experienced inequality in relation to their male colleagues, they had for example been in situations where they had been underestimated and called girls (Finnish *tytöttely*). In both groups the women had had experiences of being more qualified for a job which a male colleague had received instead, one of the leaders had experienced attitudes of: "A woman needs to be ready to be a leader, while men can practice (once they get a leadership position)." (t3). The same female leader said that she had been asked multiple times in a recruitment process "How will you be able to learn this

new technology?", which she felt to be weird as she did not think they would have asked that from a male engineer (t3). One of the women working in the social and healthcare industry had instead experienced her male counterparts to have a different career paths, as she pointed out that the number of male leaders in her field was high compared to the number of men working in the field (h3).

Women in both groups had experienced not being taken seriously, especially in the early years of their career, one woman remembered having client meetings where her subordinate was thought to be the manager, as the subordinate was a male and older (h5). Another woman had experienced being mistaken as the secretary, while she was the second in command (t1).

The leaders in both groups had also experienced it to be positive to be a woman, as they felt they were remembered better in certain situations, as one interviewee said: "When you're the rare bird in a taskforce of 20 men and one woman, you will be remembered." (h5). Another interviewee said instead that she had experienced her male colleagues to be very helpful when she was young (t1).

4.2.3 Acceptance

"Have you been accepted as a leader?" was one of the questions asked during the interviews. The interviewees had mostly positive experiences of being accepted as leaders. Some of the women had negative experiences regarding acceptance, one of the women from the technology industry said she had felt dismissed due to both her gender and professional background (t4) and one of the leaders in group 2 said she had experienced some difficulties with gaining acceptance, due to her educational background, as her subordinates were highly educated experts. One of the subordinates had even told her that "I will give you a chance, and later I will decide whether to take care of things with your supervisor or you." She then said that the same people who had not accepted her in the beginning had later proudly introduced her as their leader and praised her for her leadership skills (h3).

Mostly the women in both groups had felt accepted as leaders, even though some of them had experienced astonishment from their male colleagues, as one of the women in the technology industry remembered her male colleague telling her "the weirdest part is still that you're a woman." (t3).

The aim of the research was to find out what challenges and attitudes female leaders have encountered during their career, and whether these were different depending on the industry the interviewee had worked in.

Challenges	Group 1	Group 2
Support	x	x
Role models		
Networking	x	x
Being yourself	x	
Leadership style	x	x
Career and family	x	x
Self-confidence	x	x

Table 2: Challenges experienced

The above table illustrates the relation between the experienced challenges and the groups. Interviewees in both groups had experienced challenges regarding support, often due to too little support. The challenge *Role models* was included in the chapter, even though none of the women interviewed had experienced difficulties due to the lack of role models, but many of the saw it as a reason for the unequal number of female and male leaders. Networking had been experienced as a challenge, by women from both groups, as well as leadership style and self-confidence. It is worth to note that self-confidence and imposter syndrome was discussed more often in group 1.

Attitudes	Group 1	Group 2
Expectations	x	
Inequality	x	x
Acceptance	x	x

Table 2: Attitudes experienced

During their careers, most of the leaders had experienced inequality, such as not being taken seriously and being underestimated. Some leaders in both groups had as well experienced difficulties being accepted as a leader and the leaders in group 1 had been pushed towards a certain career due to the expectations of others.

5   DISCUSSION

In this chapter the empirical findings will be discussed in relation to the theory discussed in chapter 2 of this thesis. The aim of this thesis is to answer the two main research questions: What challenges and attitudes have female leaders encountered during their careers? and Is there a difference in challenges and/or attitudes experienced depending on the industry? The leaders in both groups had experienced similar attitudes and challenges, and in the end the industry seemed to only play a small role. Many of the challenges and attitudes were similar to those discussed in the chapter covering the theoretical framework for this thesis. The leaders had experienced others to not trust their skills, as for example the interviewee in group one who had been asked multiple times during a recruitment process whether she will be able to learn a new technology. This is closely connected to Myth 2: Women are not as talented as men (Boschini, 2004), the recruiters were questioning whether she had the skills to learn a technology she had never worked with before. The interviewee herself felt that she was an educated engineer with a good base for learning new technologies.

Some researchers, such as Morgan (1986), Vanhala et al. (2002) and Kangas & Lämsä (2014), have found women to struggle with leadership style and organizational structures.

Even though a lot has changed since 1986 when Morgan first discussed the male-dominated reality in organizations, this was still visible in the interviews done for this thesis. Some of the women felt the need to change themselves or act differently to better fit in in the organization or the position. According to Kangas and Lämsä (2014, p. 34) women in high leadership positions have often removed some of their femininity by for example cutting their hair short, this was also mentioned by some of the women interviewed for this thesis. Some of the interviewees felt the old authoritarian organizational structures to be challenging, due to their own leadership style not fitting in.

As discussed by Tukiainen and Villanen (2016, p.48), networking can have a big effect on a woman's career. Networking can have a positive effect, as having a wide network can offer possibilities, which was also seen in the empirical findings for this thesis, many of the women spoke about the importance of networking, and for example having a network including other female leaders. Networks can have the opposite effect as well, for those left outside, for example Salminen and Mäntysalo (2013) wrote about informal "good old boy"-networks, which often leave women outside. This was present in the interviews as well, the women spoke for example about hunting weekends or sauna evenings, which they had not been a part of.

The leaders had experienced prejudice during their careers, as for example the leader from group two who had experienced her subordinates to not trust her leadership skills. Prejudice was even experienced in more subtle ways, as in the case of a leader from group one, who told that her male colleagues had expected her to be interested in the interior design of the new office, as she was a woman (t3).

Women experience family life to be a barrier more often than men (Puttonen, 2011), and women's careers are more often interrupted by starting a family (Eagly & Carli, 2007). This was also discussed with some of the interviewees, one of the interviewees in group two had turned down a leadership position due to pregnancy. Otherwise, most of the female leaders had not experienced having a family as a barrier, but instead they discussed the importance of dividing housework and childcare.

6   CONCLUSION

All the interviewees said that they had mostly experienced positive attitudes during their career. Despite this, most of the women had experienced some negative attitudes and stereotypical expectations, like the women in group one who had been pushed towards a medical career, as this was seen as a career suited for a woman interested in mathematics, chemistry, and physics. In both groups the feeling of not being taken seriously, especially in the beginning of their career, was emphasized.

The women in group 1 had been in the gender minority throughout their education and career, while most of the women in group 2 had instead been in the majority throughout their education and career. Despite this, the differences between the two groups were in the end quite small, most of the challenges and attitudes the women had experienced were similar regardless of the industry. Based on the interviews, the women who are or have been leaders in the technology industry had experienced more difficulties in fitting in, as they felt the need to act or look different to fit in. Leaders in both groups had experienced unequal treatment, not always due to their gender, but also due to their educational or professional background.

Despite the challenges and negative attitudes, the women had faced during their careers, most of them seemed to look positively at the future. At the end of each interview the women were asked about what they think the future will be like for female leaders, most of the interviewees agreed that attitudes towards female leadership are changing for the better. Some of the interviewees were also worried about the current political development around the world and the slow advancement in Finland.

Many of the concepts discussed by researchers before were present in the interviews conducted for this thesis, such as support and organizational structure, therefore, this study serves as additional proof of the existence of these concepts.

6.1 Future research

During the interviews many of the women saw that the world had already changed since they were young and that young women today are more likely to have career aspirations and more likely not to do all the household work. Therefore, it would be interesting to study how young women experience the possibilities of having a successful career in relation to personal life.

As pointed out in the beginning of the analysis, this study does not cover whether men in leadership positions have experienced the challenges and attitudes experienced by the interviewed women. How do male leaders experience organizational changes and what challenges have they encountered during their career?

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APPENDICES

Appendix 1

1. Tausta
    a. Ikä?
    b. Tämänhetkinen työ?
    c. Ala?
        i. Yritys?
2. Koulutus
    a. Minkä alan koulutus?
    b. Koulutustaso? Kandidaatti/Maisteri/Tohtori?
    c. Miksi valitsit tämän koulutuksen?
    d. Oliko sukupuolijakauma tasainen koulutuksessasi?
3. Ura
    a. Kerro hieman työurastasi?
        i. Millaisia positioita sinulla on ollut?
            i. Korkein positio?
                a. Miten päädyit tähän työhön?
        ii. Onko suurin osa kollegoistasi ollut miehiä vai naisia?
            i. Kohdeltiinko sinua samoin kuin miespuolisia kollegoitasi?
    b. Koitko saavasi tarpeeksi tukea?
        i. Keneltä?
        ii. Missä tilanteissa?
        iii. Millaisissa tilanteissa olisit kaivannut lisää tukea?
    c. Oliko sinulla naisia esikuvina?
        i. Samalta alalta? Muualta?
    d. Oletko miettinyt sukupuolesi merkitystä uraasi liittyen?
        i. Millaisissa tilanteissa sukupuolella on ollut väliä?
        ii. Millaisissa tilanteissa olet kokenut sukupuolesi olevan haitaksi?
        iii. Entä hyödyksi?
4. Johtajuus
    a. Kauanko olet toiminut johtajana?

b. Millaisia haasteita olet kohdannut naisjohtajana?

   i. Onko sinulla vinkkejä muille naisjohtajille?

c. Millaisia asenteita olet kohdannut naisjohtajana?

   i. Hyväksyttiinkö sinut johtajana?

   ii. Oliko kollegoiden asenteissa eroja?

      i. Vaikuttiko esimerkiksi sukupuoli tai ikä?

d. Millaisia hyötyjä naisjohtajuudesta on?

e. Millaisia eroja nais- ja miesjohtajissa on?

   i. (Jos eroja) Mistä uskot erojen johtuvan?

f. Miksi uskot naisjohtajia olevan vähemmän?

   i. Miten tämä voitaisiin ratkaista?

5. Tulevaisuus

   a. Miten uskot asenteiden naisjohtajia kohtaan muuttuvan tulevaisuudessa?

   b. Miten näet oman työurasi kehittyvän tulevaisuudessa?

   c. Entä naisten työurien kehitys yleisesti?

Appendix 2

1. Background
    a. Age?
    b. Current job?
    c. Industry?
        i. Company?
2. Education
    a. Field of education?
    b. Bachelor/Master/Doctor?
    c. Why did you choose this education?
    d. What was the gender distribution of your field like when you were studying?
3. Career
    a. Tell a little bit of your career?
        i. What kind of positions have you had?
            1. Highest position?
                a. How did you get the job?
        ii. Have your collegues been mostly men or women?
            1. Have you been treated the same way as your male colleagues?
    b. Have you had enough support?
        i. From who?
        ii. In what situations?
        iii. In what situations would you have needed more support?
    c. Do you have female role models?
        i. From the same industry? from somewhere else?
    d. Have you thought about the meaning of your gender regards to your career?
        i. In what situations has it made a difference?

      ii. In what situations have you experienced you gender as a disadvantage?

      iii. How about an advantage?

4. Leadership

    a. How long have you been a leader?

    b. What challenges have you experienced as a female leader?

      i. Advice for other female leaders?

    c. What attitudes have you encountered as a female leader?

      i. Have you been accepted as a leader?

      ii. Were there differences between your colleagues attitudes?

        1. Did for example gender or age matter?

    d. What are the benefits of female leadership?

    e. What kind of differences are there between male and female leaders?

      i. (If any) What do you think is the cause for these differences?

    f. Why do you think there are less female leaders?

      i. How could this be resolved?

5. Future

    a. How do you think attitudes will change towards female leaders in the future?

    b. How do you see your own career development in the future?

    c. How about women's career paths in general?

Appendix 3

Suostumus tutkimukseen osallistumiseen

Tutkimuksen aihe: Naisjohtajuus eri aloilla

Hastateltava osallistuu tutkimukseen vapaaehtoisesti.

Hastateltavalla on oikeus perua hyväksyntä ja haastateltavalla on myös oikeus olla vastaamatta mihin tahansa kysymykseen ilman seuraamuksia.

Haastateltava voi perua osallistumisensa kahden viikon sisällä haastattelusta, jolloin kaikki materiaalit poistetaan.

Haastateltava suostuu haastattelun nauhoittamiseen.

Haastateltava ymmärtää, että kaikki tieto käsitellään luottamuksellisesti.

Haastateltava ymmärtää, että tämän identiteetti salataan GDPR-säännösten mukaisesti.

Haastatteluissa kerätty materiaali poistetaan opinnäytetyön valmistuttua.

Mikäli haastateltavalla herää lisäkysymyksiä, voi tutkijaan olla suoraan yhteydessä.

Ida Herrgård

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Paikka ja päivämäärä

_____

Haastateltavan allekirjoitus

_____

Nimenselvennys

_____

Tutkijan allekirjoitus

_____

Nimenselvennys

_____