

Propuesta del TFG

Title: “Empowerment of Women in the Workplace: Influential Factors that Promote and Hinder the Professional Success of Female Leaders Beyond Legal Mandates”

Research Question: How can companies, beyond legal frameworks, effectively support women, promote their advancement into leadership positions, and ensure their long-term success, while identifying the factors that hinder their progress?

Objectives and methodology:

The topic of gender equality and the underrepresentation of women is still a widely discussed issue today, as despite the introduction of the legal minimum quota, women remain significantly underrepresented in leadership positions. For me personally, this topic is particularly important, as I, being a career-oriented woman, constantly face the challenges associated with achieving equality in the workplace. For me it is crucial to understand which factors hinder or foster women's career advancement, in order to learn from them and apply this knowledge to my own career.

Yet, despite many initiatives and legal quotas, only 28.9% of leadership positions in Germany are held by women – and high-performing women often leave these positions even faster than their male counterparts. This alarming fact raises the question: **How can companies, beyond legal frameworks, effectively support women, promote their advancement into leadership positions, and ensure their long-term success?**

The goal of my bachelor's thesis is to explore this question and to identify practical solutions that can help organizations promote women's careers and overcome obstacles that are often overlooked.

To gain these insights, I aim to draw up a sort of manual to be used by organizations that showcases real-life experiences of women in leadership roles and highlights the factors critical to their success. Since I am from Germany and the focus of my work is on the German labor market, my analysis will address specific challenges and circumstances within this context. It is important for me to not only shed light on well-known barriers but also to hopefully uncover new, previously overlooked factors that may emerge from my interviews with up to five women in leadership positions.

My methodology involves conducting in-depth qualitative interviews with a maximum of 5 women who hold a leading position in Germany. Therefore I will prepare a catalogue of questions in advance with about 6-8 questions that I will ask each women. This approach will allow me to support the findings from the literature with real-world examples while also uncovering new insights that companies can implement to better support women in leadership roles.

Theoretical framework:

The theoretical framework of my bachelor thesis is based on analysing the factors that influence the professional success of women in leadership positions, both those that promote their development and those that hinder it, beyond the legal requirements. I will refer exclusively to the German labour market and analyse it in its entirety. The theoretical framework includes previous theories and studies on gender equality in the workplace, the influence of organisational and cultural dynamics, and the analysis of structural and non-structural barriers that women face in advancing to leadership positions.

It also provides an overview of the experiences of women in leadership positions and how organisations can implement effective strategies to promote their long-term success. This includes an analysis of less visible barriers such as unconscious bias and societal expectations, as well as how to foster a corporate culture that effectively supports women in leadership positions.

Preliminary outline:

1. Introduction

- 1.1 Problem statement and scope
- 1.2 Objectives and research question
- 1.3 Structure of the thesis

2. Theoretical Foundations and Definition of Terms

- 2.1 Leader: Definitions and concepts
- 2.2 Leadership positions and gender inequality in companies
- 2.3 Importance of diversity and inclusion in companies (centra ren mujeres)
- 2.4 Differentiation between legal and voluntary measures for the promotion of women
- 2.5 Reasons for increasing the number of women in leadership positions
- 2.6 Summary

3. Factors Influencing the Professional Success of Women in Leadership Positions

- 3.1 Promoting Factors
 - 3.1.1 Cultural and social factors
 - 3.1.2 Personal and individual factors
 - 3.1.3 Organizational structures and corporate culture
 - 3.1.4 Networks and mentoring programs
 - 3.1.5 Work-life balance and flexible work models
- 3.2 Hindering Factors
 - 3.2.1 Cultural and social barriers
 - 3.2.2 Personal and individual challenges
 - 3.2.3 Organizational barriers and company culture
 - 3.2.4 Lack of networks and mentoring programs
 - 3.2.5 Work-life balance difficulties and inflexible work models

4. Empirical Research

4.1 Research design and methodology

4.2 Data collection (*e.g., interviews, surveys*)

4.3 Sample selection (*Perfil de cada uno y Perfil entremedio al final*)

4.4 Analysis of empirical results

5. Discussion of Results

5.1 Comparison of empirical results with the literature

5.2 Successful measures for promoting women in leadership positions

5.3 Challenges and barriers to implementation

6. Recommendations

6.1 Measures to promote women's empowerment in companies

6.2 Creating an inclusive corporate culture

6.3 Promoting individual and structural success factors

7. Conclusion

7.1 Summary of key findings

7.2 Implications for practice

7.3 Outlook on future investigación

8. References

9. Appendix

Preliminary Introduction:

➔ Note from the Student: *At this point, I have outlined key points that will form the basis of my introduction for the bachelor's thesis. I am convinced that I will discover additional relevant data and insights throughout the research process, which I will also integrate into the introduction*

1.1 Problem Statement & Scope

- Noticeable progress in the representation of women in leadership roles in recent years
- Example: Hildegard Wortmann, first female board member of Audi AG (2019), responsible for sales and marketing (Maybe find another remarkable example, add that Mrs. Wortmann has recently left this position -> This brings us to the issue that high-performing women tend to leave management positions more quickly than men, which points to challenges beyond legal requirements)
- Despite progress, women remain underrepresented in leadership positions
- As of 2022, only 28.9% of leadership roles in Germany are held by women
- Legal gender quota in Germany exists, but progress has been slow
- Thesis focuses on organizational and cultural factors that either promote or hinder women's leadership advancement in Germany

Objectives and Research Question

- Objective: Analyze factors that influence the career progression of women in leadership roles beyond legal frameworks
- Examine organizational and cultural dynamics affecting women's rise to leadership
- Research question: How can companies, beyond legal frameworks, effectively support women, promote their advancement into leadership positions, and ensure their long-term success, while identifying the factors that hinder their progress?

Structure of the thesis

- Chapter 2: Literature review on factors affecting women's career advancement and leadership roles
- Chapter 3: Explanation of research methodology, with a focus on qualitative interviews
- Chapter 4: Presentation of interview findings and identification of key themes (e.g., factors promoting/hindering leadership)
- Chapter 5: Discussion of findings in the context of literature and actionable recommendations for companies
- Chapter 6: Conclusion and summary of key insights, including suggestions for future research

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