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Progressing gender equity in senior leadership: a systematic literature review

Theme:
Leadership



Co-authored by Michelle Gander Department of Sociology, Flinders University, Adelaide, Australia, and Fleur Sharafizad School of Business and Law, Edith Cowan University, Joondalup, Australia

Abstract

Purpose – This study aim to review and compile the latest research in women’s leadership internationally and across multiple sectors and industries to understand how to fast-track gender equality. As an outcome of this review, this paper presents an actionable universal framework for organisations to use to bolster their gender equity efforts.

Design/methodology/approach – A systematic literature review methodology resulted in 36 articles dedicated to research on women in senior leadership interventions across countries and organisational types.

Thematic analysis identified a series of enablers and barriers that influence women’s progression into senior roles.

Findings – Research since 2020 has shown a significant shift from an individualised approach to improving women’s advancement to senior leadership roles, to a systematic one, acknowledging that there are entrenched behaviours resulting in a lack of equity.

Research limitations/implications – Systematic literature reviews, although reducing bias, must still be acknowledged to have inherent bias due to the inclusion and exclusion criteria used. There is a need for future research to provide more theoretical underpinnings to advance knowledge and for implementation and review of the proposed EQUAL framework developed fromthis study.


Originality/value – The authors highlight the continuing issues at play in organisations that act as barriers to women’s progress into senior leadership. This paper suggest that organisations may need to consider ways to move past a “business case” approach towards gender equity becoming embedded at all levels. Their proposed EQUAL framework provides a practical set of evidence-based activities to enhance this approach.


Keywords Gender equity, Leadership, Systematic literature review


Paper type Literature review

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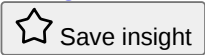
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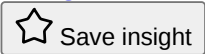
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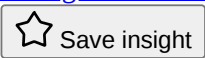
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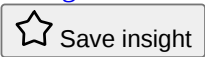
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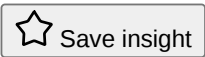
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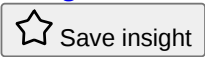
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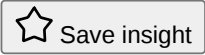
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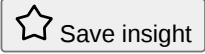
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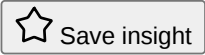
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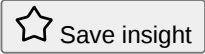
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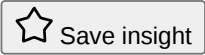
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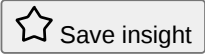
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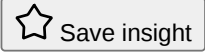


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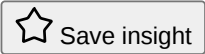
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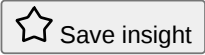
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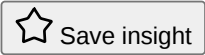
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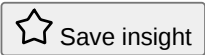
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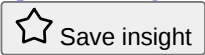
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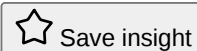
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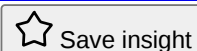
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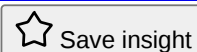
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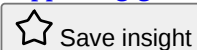
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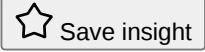
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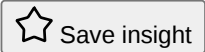
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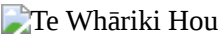
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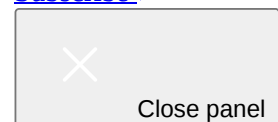
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