
The authors drew conclusions about how women view promotion and senior management in light of their careers based upon research obtained from 52 managers at a UK bank, of which 36 were women and 16 were men. The overall research the author’s conducted identified whether the organization’s “promotion process” caused the lack of women in upper-level employment positions, or if it was attributable to the “requirements of senior jobs” (19). The researchers asked the 52 managers, at varying management levels in the organization, about the promotional process needed to obtain senior status. Managers at the junior level saw the promotion track linked to “who you know rather than what you know,” as the popular saying goes. Managers at the senior level attributed promotional success more to characteristics used to identify leaders, and other “personal characteristics” (25). In light of the different viewpoints, the authors found that some male peers viewed senior women as lacking feminine characteristics. Further analysis found evidence that females lean towards not discussing family issues with managers, because of the chance it would affect their likelihood of obtaining a better job. In addition, some employees thought of the “long hours culture,” part of the banking “norm” at the UK bank, as virtually a full-time obligation. Some women who felt, and in part knew, that if they asked to have more time to devote to their family, it would signal their peers as being more up to par. Overall, the analysis done by the authors suggests that the organization’s culture, which in the bank’s case lacks measures that strongly support females, does play a significant role in the promotional process for women.

The author appears relatively unbiased because of factual findings by other authors, but in some instances, assumptions/inferences came into the picture based upon the data collected from the managers. Both of these author’s findings coincide with other research performed by Roth and that of Kaiser and Miller. In addition to Roth studying how family issues influence women’s decisions, the author also studied how the workplace environment influenced women’s behavior, especially of whether or not to stay at a particular job in a “male-dominated” environment (Roth 203). Liff and Ward follow this similar train of thought in that women have a harder time establishing themselves in an organization that predominantly supports men over women. Roth, Liff, and Ward all discussed the notion of women, babies, and the lack of success many achieve or hope to achieve because of the family routine. Kaiser and Miller on the other hand, briefly identified sexist remarks as part of sexism taken as a whole. Liff and Ward also discussed sexist remarks in reference to one woman who heard both her male and female peers talk badly about her future career path just because she had a baby. Overall, the research findings up to this point support one another in at least one way, depending on what angle one looks at the sexism dilemma.