Index

Titles of publications are in italics.

Abarca, N. 218
academic women 41–3
  Brazil 185–6
achievement/ascription dimension of culture 65
achievement orientation measurement 81
  as success factor 11, 68, 98, 100
  women, Mexico 173–4
  women, St Vincent 89
  women, USA 153–4
see also motivation
Adler, N. 38
advertising and gender discrimination, Mexico 165
age, impact on success 127
  Canada 140–41
Alsop, Marin 220–21
Altus, W.D. 47
American nationality as success factor 157
Argentina 15, 17, 195–8
  gender discrimination 203–5
  success factors 61, 205–9
Successful Women study 200–209
  women 198–200, 202–3
attributions for success, women 35–6
  Argentina 205–8
  Canada 141–5
  Mexico 176–80
  St Vincent 85–6
  USA 153–7
authoritarian leadership style 108

Barbados 78–80
Successful Women pilot project 84, 87, 90–93
  women, motivations for success 60–61
barriers, see gender barriers
Bass, B.M. 58
BBC interviews, successful women 220–21
Bernard, J. 41
Bhagat, R.S. 62
birth order, influence on success 47, 116
  Mexico 172, 175
  USA 152
Blair-Loy, M. 55–6
Bliese, P.D. 10
Bond, M. 63
Boyacigiller, N. 62
Brazil 17–18, 183–5
  success factors 191–3
  successful women 185–94
  women in management 34
Brenner, O.C. 36
Brown, S.M. 57
Bruschini, C. 186
Brush, C.G. 41
Burke, S. 123
Canada 20–21, 131–6
  gender impact on success 139–40
  Hofstede values 73, 135
  success factors 141–6
  successful women study 136–48
  women entrepreneurs 39–40
  women in legal profession 44
  workforce trends 30–31
career development 48–50
career ladders 51
Index

career-oriented mentoring 12–13, 49
career paths, law, gender differences 43–4
Caribbean countries 19–20, 78–80
Successful Women pilot project 80–95
women, motivations for success 60–61
see also Barbados; Jamaica; St Vincent and the Grenadines
Catholic faith as success factor, Brazil 189
CEDAW (Convention on Elimination of All Forms of Discrimination against Women) 164
childhood, impact on successful women 47; see also birth order, influence on success
children, professional women 55
Mexico 171–2, 175
see also family responsibilities
Chile 18–19, 210–12
Hofstede cultural dimensions 212–13
success factors 215
successful women study 214–19
women’s status 213–14, 216–17
Chiu, C. 43
civil status
and female workforce, Mexico 168
successful women, Mexico 171
Clark, R.D. 47
class status and success 116
colleagues, supportive 120–21
collectivism, see individualism/collectivism
concentric influences model 6–7
crime ceiling 52
confidence as success factor 101
USA 153
Confucian dynamism as cultural variable 63–4
conscientiousness as success factor 101–2
contingency theory and leadership styles 56–7
corporate culture, impact on women’s career development 48
Cotton, J. 50, 122
Cox, T.H. 50

Cuba, R. 41
cultural characteristics, see cultural variables
cultural influences on success, women, Mexico 178–9
cultural regions, Canada 20–21
cultural system of business, and women in management 39
cultural value models 63–6; see also Hofstede cultural values
cultural variables 11–12; see also Hofstede cultural values;
individualism/collectivism; power distance; uncertainty avoidance
culture
Argentina 15, 197–8
Brazil 183, 185
Canada 135
Chile 18, 212–13
definitions 61–2
Culture’s Consequences: Comparing Values, Behaviours, Institutions and Organizations across Nations 72
Culture’s Consequences: International Differences in Work-Related Values 63
Cultures and Organizations: Software of the Mind 63
demographic factors and success 9, 114–15, 116–17
Brazil 187, 188–9
Canada 139–41
Mexico 175
developed and developing countries, Hofstede variables 70–72
developmental job assignments 48–9
dimensions of culture 63–6
discipline as success factor 101
Dobbins, G.H. 57
domestic work, women, Argentina 203
Doña, K. 219
Dorffman, P.W. 68
Dreher, G.F. 50
Duffy, J.A. 224
Earnley, P.C. 63
earnings
Canada 132
women
Canada 30
Latin America 32
Mexico 170
USA 24, 30

economic development and Hofstede variables 70–72

economic leadership, women, USA 149–50

economy
Argentina 197
Caribbean countries 19–20
Chile 211–12
education
Brazil 17–18
Chile 212
as success factor 124–5
Brazil 189–90
Canada 144
Chile 215
USA 156
women
Argentina 198
Chile 216
Mexico 22–3, 168, 175
Elimination of All Forms of Discrimination against Women, Convention on (CEDAW) 164
emergent career patterns 35
empirical model of influences on women’s careers 7–8
employment, see labour force participation
engineering academics, women 42
engineers, women 45–6
entrepreneurs, female 39–41
Brazil 186
Epstein, C.F. 45
ethnicity
Brazil 17, 183
Canada 133
Chile 210
influences on success
Canada 140–41
Mexico 178–9
St Vincent 86
executive women, see managers, women
external locus of control 10–11
external success factors, women 117–30
Argentina 206–7
Brazil 191–2
Canada 143–5
Chile 215
Mexico 177–8
USA 156–7
see also education; gender barriers; mentoring; role models; support
faith, see religious faith
Falbo, T. 47
Falkenberg, L. 37
family responsibilities, women 54–5
impact on career 44, 46
see also work–family balance
family status, successful women
Argentina 202–3
Mexico 167–8, 171–2, 175
family support as success factor
118–20
Brazil 192–3
Canada 143–4
Chile 215
Mexico 177–8
St Vincent 85
USA 156
father’s education as success factor,
Mexico 172
female labour, see labour force participation, women
female leadership style, Chile 218–19
feminine management approach,
Mexico 58–9
firstborn children and achievement 47
Florentine, R. 36
Fox, R. 122
Fox, S. 224
free trade agreements (FTAs), impact on women 3
friends as support 120–21
‘From polar winds to tropical breezes’ workshop 24–5
Galinsky, E. 53
gender
impact on success, women
Argentina 203–5
Brazil 190–91
Canada 139–40
Mexico 178
positive effect 129–30
<table>
<thead>
<tr>
<th>Caribbean countries</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>91, 92</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>St Vincent</th>
<th>86</th>
<th>USA</th>
<th>157–9</th>
</tr>
</thead>
<tbody>
<tr>
<td>and leadership styles</td>
<td>56–9</td>
<td>and perception of success</td>
<td>35</td>
</tr>
<tr>
<td>gender barriers</td>
<td>3–4</td>
<td>126–9</td>
<td></td>
</tr>
<tr>
<td>Chile</td>
<td>216–17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>legal profession</td>
<td>43–4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>in management</td>
<td>33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>158–9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| gender context perspective, women in management | 37 |

| gender differences | 37 |
| entrepreneurs | 40 |
| leadership styles | 56–9 |
| locus of control | 11 |
| work–family roles | 54–5 |

| gender discrimination |
| Argentina | 204 |
| legislation, Mexico | 165 |
| gender equity, Mexico | 162, 164–7 |
| gender socialization and career choices, Mexico | 169 |
| Giscombe, K. | 48 |
| Godinho, T. | 185 |
| Goffee, R. | 40 |
| Gordon, J.R. | 56 |
| government policies on gender equity, Mexico | 164 |
| great leaders, see leaders admired by women |
| Greer, C.R. | 58–9 |
| Gregory, A. | 37, 225–6 |

| Hall, E.T. | 66 |
| Hampden-Turner, C. | 64–6 |
| happiness as success factor | 102 |
| hard work as success factor | 98, 100 |
| Canada | 142 |
| Haslam, S.A. | 53, 221 |
| high-context cultures | 66 |
| Hofstede, G. | 62, 63–4, 135, 183 |
| Hofstede cultural values | 63–4, 81–2 |
| Argentina | 197–8 |
| Brazil | 183, 185 |
| Canada | 135 |

| Caribbean countries | 91, 92 |
| Chile | 212–13 |
| and personal characteristics | 68–75 |
| women | 74–5 |
| Brazil | 187–8 |
| Mexico | 173 |
| homophily bias | 39 |
| homosocial reproduction | 39 |
| household management, see work–family balance |
| Howell, J.P. | 68 |
| Hughes, M.W. | 48 |
| husband as support | 119–20 |
| Mexico | 177–8 |

| Ibarra, H. | 50 |
| Inderlied, S.D. | 57 |
| individualism and developing countries | 70 |
| individualism/collectivism | 12, 63, 82 |
| Argentina | 198 |
| Chile | 213 |
| and developing countries | 70 |
| and personal characteristics | 69 |
| women, St Vincent | 88–9 |
| inflexibility as barrier, women engineers | 46 |
| internal locus of control | 10 |
| internal success factors, women |
| Argentina | 205–6 |
| Brazil | 191 |
| Canada | 142 |
| Chile | 215 |
| Mexico | 176–7 |
| St Vincent | 85 |
| USA | 153–4 |
| Izraeli, D.N. | 38 |

| Jago, A.G. | 57 |
| Jamaica | 78–80 |
| Successful Women pilot project | 84, 87, 90–93 |
| women, motivations for success | 60 |
| Jex, S.M. | 10 |
| job advertisements, gender discrimination, Mexico | 165 |
| job satisfaction measurement | 13 |
| as success factor | 102 |
| Judge, E. | 221 |
Index

Kanter, R.M. 37
Kelly, M.R. 51
Kirchmeyer, C. 35
Kirchner, Cristina Fernandez de 200
Kluckhohn, C. 62
Kluckhohn, F. 62, 64
Kram, K.E. 50
Krefting, L.A. 43
Kroeber, A.L. 62

labour force participation, women
28–32, 248–50
Argentina 199
Brazil 185–6
Canada 30–31, 136
Chile 19, 212, 214
Latin America 31–2
Mexico 21–2, 165–9
USA 23–4, 30
Latin America
wage rates, women 32
women managers 33–4
work–family balance 55
workforce trends 31–2
law, gender barriers 43–4
academics 42
Canada 140, 146–7
leaders admired by women 108–13
Mexico 181–2
St Vincent 86–7
USA 61
leadership positions, women, Chile
217–19
leadership roles, women, St Vincent 85
leadership styles
and gender 56–9
women 104–8
Argentina 207–8
Brazil 192
Canada 142–3
Mexico 179–80
St Vincent 86
USA 154–5
Leavitt, N. 42
legal profession, see law, gender
barriers
legislation on gender discrimination,
Mexico 165
Lituchy, T.R. 223
locus of control 10–11, 67–8, 81

women
Mexico 173
St Vincent 88
USA 155–6
Loden, M. 57
long-term/short-term orientation
63–4
low-context cultures 66
luck as success factor 125–6
Canada 144–5
USA 155

machismo, Brazil, impact on women’s
careers 190–91
Maier, M. 48
management style, see leadership
styles
managers, women 32–4, 38–9
Canada 21
Latin America 33–4
and social support 54–6
theoretical perspectives 36–8
USA 33
maquiladora industry, Mexico 165–7
Marin, D.A.J. 51
Marshall, J. 37
masculinity as cultural variable 63
Massachusetts Institute of Technology
(MIT) and women 42
Mattis, M.C. 41, 48
Mavin, S. 51
McBrier, D.B. 42
McFarlin, D.B. 50
McQuarrie, F.A.E. 48
medical careers, gender differences
44–5
mentoring 12–13, 49–50, 121–4
Argentina 206–7
Brazil 187
Canada 138, 145
Caribbean countries 91, 92
female lawyers 44
Mexico 174
St Vincent 85, 88
USA 156–7
Mexico 21–3, 161–82
famous women 163
female workforce 165–9
Successful Women Worldwide study
169–82
<table>
<thead>
<tr>
<th>women managers 34</th>
<th>parental education as success factor, women, Mexico 172</th>
</tr>
</thead>
<tbody>
<tr>
<td>women's management style 58–9, 179–80</td>
<td>parental relationships, impact on success 47</td>
</tr>
<tr>
<td>Mistral, Gabriela 18, 210</td>
<td>parental support as success factor</td>
</tr>
<tr>
<td>MIT (Massachusetts Institute of Technology) and women 42</td>
<td>Brazil 192–3</td>
</tr>
<tr>
<td>Monserrat, S.I. 223–4</td>
<td>Mexico 177</td>
</tr>
<tr>
<td>Moore, D.P. 40–41</td>
<td>Parsons, T. 64</td>
</tr>
<tr>
<td>Morris, D. 4</td>
<td>passion as success factor 102</td>
</tr>
<tr>
<td>mother’s education as success factor, women, Mexico 172</td>
<td>people skills as success factor 102</td>
</tr>
<tr>
<td>motherhood</td>
<td>perceptions of success</td>
</tr>
<tr>
<td>and female workforce, Mexico 167–8</td>
<td>Argentina 201–2</td>
</tr>
<tr>
<td></td>
<td>Brazil 193–4</td>
</tr>
<tr>
<td></td>
<td>Canada 145–6</td>
</tr>
<tr>
<td></td>
<td>Mexico 175, 180–81</td>
</tr>
<tr>
<td></td>
<td>Perón, Eva 199, 204, 209</td>
</tr>
<tr>
<td>see also work–family balance</td>
<td>persistence as success factor 98, 100</td>
</tr>
<tr>
<td>motivation as success factor</td>
<td>person-centred view, women in management 36–7</td>
</tr>
<tr>
<td>Brazil 191</td>
<td>personal satisfaction, successful women, Brazil 193–4</td>
</tr>
<tr>
<td>Canada 142</td>
<td>personality characteristics and success 9–11, 66–8, 98–103</td>
</tr>
<tr>
<td>see also internal success factors</td>
<td>Argentina 205–6</td>
</tr>
<tr>
<td>Muller, H.J. 54, 58–9</td>
<td>Brazil 187, 19</td>
</tr>
<tr>
<td></td>
<td>Canada 141–2</td>
</tr>
<tr>
<td></td>
<td>Caribbean countries 90–91, 92</td>
</tr>
<tr>
<td></td>
<td>Chile 215</td>
</tr>
<tr>
<td></td>
<td>Mexico 173–4, 176–7</td>
</tr>
<tr>
<td></td>
<td>St Vincent 85</td>
</tr>
<tr>
<td></td>
<td>USA 153–4</td>
</tr>
<tr>
<td>Network exclusion as barrier, women engineers 46</td>
<td>physicians, women 44–5</td>
</tr>
<tr>
<td>neutral/emotion dimension of culture 65</td>
<td>Argentina 199–200</td>
</tr>
<tr>
<td>Newfoundland 134–5</td>
<td>Chile 213, 214</td>
</tr>
<tr>
<td>culture, impact on women’s success</td>
<td>USA 149</td>
</tr>
<tr>
<td></td>
<td>polychronic cultures 66</td>
</tr>
<tr>
<td>O’Neil, A. 35</td>
<td>Porter, J. 133</td>
</tr>
<tr>
<td>occupational segregation</td>
<td>Powell, G. 39, 57</td>
</tr>
<tr>
<td>Canada 30–31</td>
<td>power distance 12, 63, 82</td>
</tr>
<tr>
<td>see also gender socialization and career choices</td>
<td>Argentina 197–8</td>
</tr>
<tr>
<td>Ohlott, P.J. 48</td>
<td>Chile 212</td>
</tr>
<tr>
<td>only children and achievement 47</td>
<td>and developing countries 70, 72</td>
</tr>
<tr>
<td>opportunity as success factor 126</td>
<td>and personal characteristics 69–70</td>
</tr>
<tr>
<td>Brazil 191–2</td>
<td>women, St Vincent 88–9</td>
</tr>
<tr>
<td>ordered career patterns 35</td>
<td>Preston, A.E. 42</td>
</tr>
<tr>
<td>organization-centred perspective, women in management 37</td>
<td>private sector and gender equity, Mexico 164</td>
</tr>
<tr>
<td>organizational culture as barrier, women engineers 46</td>
<td>professional satisfaction, successful women, Brazil 193–4</td>
</tr>
</tbody>
</table>
professional women, research on
38–59
psychosocial mentoring 12, 49
Punnett, B.J. 24, 60, 68, 76, 222–3
Puppin, A.B. 186
Quebec 21, 134
Ragins, B.R. 50, 52, 122
recruitment and gender discrimination,
Mexico 165
regionalism, Canada 133–5
relational orientations 64
religious faith as success factor 102–3,
117
Brazil 117, 189
Mexico 180
St Vincent 85
Rice, G.A. 47
Rincon, P. 221
risk taking as success factor 142
role models
Canadian women 145
Mexican women 181–2
see also leaders admired by women
role-modelling 49
Rosa, P. 41
Rosener, J.B. 58
Rowell, M. 54, 58–9
Ryan, H.K. 53, 221
Rychel, C.J. 37
satisfaction with life
Brazil 188, 193–4
St Vincent 86
Scase, R. 40
Schein, V.E. 36
Schuhmann, R. 122
Schwarz values model 66
science academics, women 42
Segal, A.T. 38
Selamé, T.M. 212
self-confidence as success factor 101
self-efficacy 10, 67, 81
women, St Vincent 87–8
women, USA 153
sense of purpose as success factor
102–3
SERNAM (National Service for
Women) 214
Shenkar, O. 60, 62
Singh, H. 63
Snell, W. 47
social networks 50
social role theory 57–8
social support
as success factor, Canadian women
143–4
women managers 54–6
see also family support
social system of business, effect on
women in management 39
specific/diffuse dimension of culture
65
Spector, P.E. 11
St Vincent and the Grenadines 78–80
motivations for success 60
Successful Women pilot project
84–95
status characteristics theory 57–8
Stephens, G.K. 58–9
Strodtbeck, F. 64
structural barriers
women entrepreneurs 40
women managers 51–3
structural characteristics and success
51–3
struggle as success factor, Argentina
208–9
students, Successful Women pilot
project 91, 92
success and gender 35
success factors, see attributions for
success
success measurement 13, 35
Mexico 170
success perceptions, see perceptions of
success
Successful Women Worldwide (SWW)
project 76–7
interview questions 242–3
pilot project 77–8, 80–95
presentations 244–5
statistical results 246–7
survey questions 228–41
see also individual countries
support as success factor 12–13, 114,
115, 118–24
Brazil 192–3
Canada 143–4
Index

Tesch, B.J. 45
Trahan, W. 57
training 48–9
trait perspectives theory, leadership styles 56
transactional leadership 58
transformational leadership 58
Triandis, H.C. 66
Trompenaars, F. 64–6

uncertainty avoidance 12, 63, 72, 82
Argentina 198
Chile 212–13
and personal characteristics 69
women, St Vincent 88–9
unemployment rates, Canada 133
universalism/particularism 64–5
USA 23–4
identification of great leaders 61
successful women study 151–60
women entrepreneurs 39
women in leadership 149–50
women in legal profession 43
women managers 33
workforce trends 30

Van Velsor, E. 48
Vertical Mosaic, The 133
vocational choices, gender differences, Mexico 169

Vroom, V.H. 57
wage rates, see earnings
Wernick, E. 51
West Indies, see Caribbean countries
Wharton, A.S. 55–6
Whelan-Berry, K.S. 56
White, B. 35, 47–8, 51
women
attributions for success, see attributions for success
impact of FTAs 3
managers, see managers, women
wage rates, see earnings
in the workforce, see labour force participation
work–family balance 54–6
Argentina 203
Canada 144, 147
women engineers 46
workforce trends 28–32
Canada 30–31
Latin America 31–2
USA 30
worldwide 248–50
see also labour force participation
Zabludovsky, G. 164
Zellner, W. 38