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The role of business executive coaching in addressing the "glass ceiling" for black female South Africans

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coding			participants					
Questions	Codes	Notes	AFP1: Nthabiseng	AFP2: Dipuo	AFP3: Patricia	AFP4: Lesedi	AFP5: Boitumelo	AFP6: Lerato
Glass ceiling barriers								
Career Journey progression	Job title	10 in management roles	Regional operations manager (MM)	Payroll Manager (MM)	Senior Accountant MM)	Branch Manager (JM)	Branch Manager (JM)	Financial Controller (MM)
	Experience	10 respondents provided number of years being employed	27 years	15 years	10 years	10 years	3 years	10 years
	Education	9 respondents provided qualification		Degree	Diploma	International Diploma	Tourism Management Certificate (on hold)	Chartered Accountant
	Career progression	44 quotations on positions held by respondents	5 positions in history	5 positions in history	4 positions in history	4 positions in history	3 positions in history	3 positions in history
1. Factors driving career journey								
a. Cultural								
	Values		provide education for children/Worked hard to be where she is	provide education for children/Has to work hard to cover for not being the stereotype	Works ten times harder to be recognised and be recognised	provide education		Here because of choices she made as oppsed to her peers
			Setting example for children/role model	Setting example for children		Setting example for kids/Father motivated her to get educated		
	Societal expectation				Influenced career choice accounting viewed as respectable profession			
	Childhood background		Raised by single parent	No one educated in family/Father was a supportive male pushing her	coming from a black family you want to become successful	single father raised them to educate themselves		Family don't understand what I do but they support ,e
	Stereotypes			Girl child should be in kitchen working and groomed for marriage	black community looks down on certain qualifications, can't earn a living from them	father didn't like level of education and wanted qualification of value for daughter hence the cmbridge international diploma	Sexuality (lesbian)/ treated differenty/ being labled	
	Patriarchy inclusion/exclusion						Works in male dominated field	if you are not a white male or white opportunities are limited
	Hardwork		Worked hard to be where she is	Has to work hard to cover for not being the stereotype	Works ten times harder to be recognised and be recognised			
b. Individual								
	Education			I must follow books and I must say it has helped, it has changed a lot.*3				When I joined the company I was not a CA so I had to write my exams. The first three years I was studying, the last two years, last year and this year
	Resilience		willing to learn	Independent		Stuck it out even when she was not accepted		
	Goal driven		Achievement oriented	Driven by wanting a comfortable life	Wanting to be successful			likes challenges/but gets bored easily
	Attitude		Soft hearted	Independent	Ambitious	Passion for job	Outspoken/ can confront situations	Self identity/discipline

	Social position		Motherly					
	Attitude of significant other		Supportive, also works hard					
	Marital status		Married					
c. Organisational	Development opportunities		Growth opportunites provided	Growth and exposure	Funding education	Has been provided development opportunites		: Honestly, in this company if you're not ... now I'm going to say something that is not right, but I feel like in this company if you're not necessarily a white male or white, the opportunities are limited in such a way that ... I don't know, I feel like for me when I got here there were no opportunities because there were a lot of people that were occupying positions that I could go into.
	Promotion opportunities		Promoted over the years		Left first company due to no room to grow nor training/ was promoted in second company	Fair promotional opportunites		
	mentoring/coaching availability			struggled with people who don't want to share knowledge, but that's slowly changing	Lack of support from management/ no mentoring in current role		mama lucky trained her	Lack of mentoring opportunities/
	Work/life balance		sometimes works from home	Required to work from home, which she tries not to do	Leaves office late/ fear of not coping with studies and dropping out/ time for son	Works till late arrives late at home	Spend most of timeat work	Put in extra hours no time for raising a family
	Recognition			The previous company I was at recognised hard work, they rewarded hard work.	It's really difficult as a black woman in a professional career to be recognised			

	Institutional discrimination/exclusion			It's getting better now, it's sort of happening slowly in preparation for take over, there is that possibility. Previously not.			Works in male dominated field	if you are not a white male or white opportunities are limited
	Remuneration/Reward				Feels underpaid			
d. External	Peer groups		Friend and business mentor	Looking to join SAPA / Friends from university motivate her/	No professional associations yet/ wants to join CIMA	No external influence other than sister	No professional associations	Friends in field of study
	Policy							
2. Challenges faced in career	Communication		Unsatisfactory internal communication practices					
	Team challenges		Illiteracy	influx of inexperienced youth in industry	Team don't know what to do	No support from team members		
	Organisational challenges		Structural issues; budget issues					Feels stuck/bored in position
	Non favourable work environment		Rude clients who swear				Rude clientsl lack of respect from older people due to skin colour/ age/ sex	
	Unemployment issues in SA							
	Training opportunities		lack of training opportunites for them	lack of knowledge sharing				If you are not white or male opportunites are limited
	Lack of support		Company bosses not supporting staff	lack of inolvement in current role	Lack of management support			Support received is not what white males receive/ check proving self
3. Impact of challenges on career	Proving capabilities			She has had to prove herself in her role	proving herself		Ill treatment made her stronger	Expected to fail when you get the position
	blocking career				she feels she has hit a brick wall			
4. Ideal career/worklife balance preference	Business		Catering business, Entertainment industry	Wants to start own business				
	Education		Interior designing		Study further PHD		Flexibility to study/Continue where she dropped of Tourism management	
	Family			Wants more time with children and family	more time to be a mother		More time with partner and family	
	Remuneration				Be remunerated more			
	Workplace				Effective team		Wants a normal Monday to Friday job, 8am to 5pm	
Business executive coaching value								
5. Desired goals for career	Private Business		Run own businesses					
	Career Change		Interior designing			Wants to be a Dr or motivational speaker		
	Further Education			study further	studying further to obtain PHD eventually/	Wants to study further		
	Career building			join SAPA	CIMA/SAIPA Financial Manager	Is here because of financial need	Wants to grow in the business	Branch out into a different stream in Accounting- eg tax

a. How have things (values) changed over time	Education		Studied psychology, wanted to do HR but happy to b in field closely related		wanted to study a degree I accounting, that changed when she fell pregnant/ now studying further			
6. Support received to achieving goals	Mentorship		Successful connections mentoring her	Only mentorship	currently on management programme through	Previous manager mentored her	Mama Lucky taught her and mentored	
	Coaching		Performance coaching from seniors linked to achieving company objectives	Coaching relatated to the role	Underwent some coaching at business request			
	Emotional support		Caring Manager (Karen)/ Family					
7. Have you/someone close participated in coaching intervention	Internal coaching		Business objective/performance related coaching		Underwent some coaching at business request	on the job training/ coaching on role		
8. if yes, coaching areas addressed	Performance		Performance objectives			Job related		
	Personal development				Personal development			
9. Experience of coaching relationship	Values		Importance of values/respect		casual friendship/advisory			
	Goal achievement		achieving goals					
10. Learnings from coaching experience	Confidence							

Statements My coach/ as a coach I

1. Self awareness probing		SA
2. Wanted to know about feelings		SA
3. Asked about family dynamics		SA
4. Asked about behviour when felt discriminated against		SA
5. Asked about behviour when opportunities were offered		NAoD
6. Asked about factors that influenced behaviour		SA
7. Asked how thoughts influenced behaviour		NAoD
8. Asked what thoughts gave positive feelings		SA
9. Asked what thoughts gave negaive feelings		SA
10. Asked about individual effectiveness at work	0	SA
11. Asked about team effectiveness at work		NAoD
12. Asked about effectiveness of relationship with line manager		SA
13. Asked about self-directedness		SA
14. Asked about levels of trustworthiness with colleagues		A
15. Asked about personal growth and change		SA

Issues not covered in questions

Abbreviations
MM (Middle Management)
JM (Junior Management)
SA (Strongly Agree)
NAoD (Neither agree or disagree)
A (Agree)

AFP7: Valencia	AFP8: Beauty	AFP9: Jessica	AFP10: Thato
Publicity Manager (MM)	HR Manager (MM)	National operations Manager (SM)	Business Owner (previously senior manager)
7 years	10 + years	7 years	9 years
Degree	Diploma	Diploma	Degree
6 positions in history	4 positions in history	6 positions in history	4 positions
providing education to the nation	Role model (inspires husband)	Dedication and hardwork paid off	non
improving the lives of black people			non
Family is big on education	Parents always wanted us to study/	Family supportive about her job	non
If you are black you are deemed incompetent/ check profile/ verify qualifications	Mom was disappointed that she did not have a degree and still is other qualifications deemed better than others	Venda woman, don't look adult in the eye/ based on sex, age, gender people undermine you	
the industry is quite white and sexist to women/blck woman has to be the right type of black/ dad motivated her to own her own business		/underminded because of age gender and skin colour/ male dominated industry/We used to have that in this industry whereby a woman will be told you can't do this role because you're a woman,	black female in white male dominated field
		Dedication and hardwork paid off	
Then English, it's neither here nor there, it's given me a good foundation in terms of education on really important authors and the industry, to an extent, but that's more a FYI, not to downplay an honours, but in publishing it's more of an FYI, it just helps that when you come in you know when they're like Brandon Saunderson, you know			honours degree
	pushed herself to learn		Ability to bounce back
	Fighter		resilitent

	supportive and is encouraged by me		
Lucky to have received development opportunities in some companies	Attended courses and built network	I have been taken to school and training	No developmenot only provided to white counterparts when it started/ then she moved to a space of learning
got promoted quickly	Was promoted over the years	promoted fairly quick, first black female to hold senior position in company	Had a couple of promotions in career history/ other promotions where just filing a position with no support/ticking the box
I tried. My first manager I meet up with when I'm in Cape Town but my issue with her is difference of opinion, I find her approach very backward and linear. A lot has changed in five years, management styles differ from person to person and I haven't found someone who I can speak to who's neutral. Everyone I consult other than my family is somehow involved in the industry	God gave me managers that support me/ coach and mentor me	have had coaching sessions/ mentorship by boss/Yes, I've received mentorship and then my boss currently is my mentor, so he does mentor me weekly and he'll ask me what are my learnings for this week, what difference did you make, what initiative did you bring?	Lack of support from management
doesn't have a good worklife balance/fast tracking growth/ works after hours/ single no children	I could work from home/flexibility was there at BCX		
	She had moments where she'd be annoyed with me and one day she told me that the reason she becomes annoyed with me is because you have potential		

the industry is quite white and sexist to women/blck woman has to be the right type of black/ dad motivated her to own her own business/So there's a lot of discrimination in this industry but I think in general towards women and black women. It's almost like you're at the bottom of the societal chain, again, not to make yourself a victim but I think in terms of previously disadvantaged we were the most disadvantaged in this context, but it's not like much has changed.		/underminded because of age gender and skin colour/ male dominated industry/We used to have that in this industry whereby a woman will be told you can't do this role because you're a woman,	black female in white male dominated field
Battle come prepared to the remuneration discussion	Took on promotions/jobs without getting big increases		One boss remunerated her well, whilst another did not
women in her family and mother are supportive	SABP		Registered psychometrist
			Sexul harresment
Institutional discrimination/ exclusion from network	once felt excluded because of lack of qualifications	Friends have moved away from her because they think she is out of their league	hostile environment/ blocked when trying to make changes
		Some people want to see you fail	limited to white counterparts out of fear she would leave
			minimal support from some of the management
Always have to prove herself/frustrates her	I've proven myself to everyone	worked hard to prove that..../ I am goal drven and won't let it affect me	Fight off.....
Own her own publishing business	specialise in role/write a book/be part of succession plan for coo		Entreprenuer
	more alone time to focus on herself	will need support from family towards being a CEO	with flexibility should she have family and spouse
	wants to be remunerated more		
Owning business has always been a priority	write a book		Own business/invest in other businesses
studying towards a masters	is studying towards a degree		
		CEO	

Wants to study a masters		Studied IT	
	Diane		Clients and CEO client
Family members	husband		
	job related coaching	Group coaching	Yes
	job related	job related	Business related
	leadership development	team dynamics	Time management/ Diversity management/ distinguished the important from the not so important
	open and honest/encouraging	no relationship as it was group	good relatioship/ related to her
	leadership skills		Business management/diverstiy management/time management

SA	SA
SA	A
SA	D
SD	SD
SA	Naod
SA	A
SD	A
A	D
D	D
SA	A
SA	NA
SA	SA
D	SA
SA	A
SA	A