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WOMEN, WORK AND WELL-BEING: AN EVALUATION OF WOMEN'S MANAGEMENT OF OCCUPATIONAL PRESSURE

VOLUME 2

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Survey Format

City University

Survey of Stress
and
Women Managers

Name _____   Date _____

Job Title_____

Age _____ Marital Status _____

Partner's Occupation_____

Work Address_____

_____

_____

Sources of pressure in your job

Almost everything can be a source of pressure (to someone) at a given time, and individuals perceive potential sources of pressure differently. The person who says that they are 'under a tremendous amount of pressure at work at the moment' usually means that they have too much work to do. But that is only half the picture.

The items below are all potential sources of pressure. You are required to rate them in terms of the degree of pressure you perceive each may place on you.

Very definitely is a source	6
Definitely is a source	5
Generally is a source	4
Generally is not a source	3
Definitely is not a source	2
Very definitely is not a source	1

Please answer by circling the number of your answer against the scale shown.

1	Having far too much work to do	6	5	4	3	2	1
2	Lack of power and influence	6	5	4	3	2	1
3	Over-promotion - being promoted beyond my level of ability	6	5	4	3	2	1
4	Not having enough work to do	6	5	4	3	2	1
5	Managing or supervising the work of other people	6	5	4	3	2	1
6	Coping with office politics	6	5	4	3	2	1
7	Taking my work home	6	5	4	3	2	1
8	Rate of pay (including perks and fringe benefits)	6	5	4	3	2	1
9	Personal beliefs conflicting with those of the organisation	6	5	4	3	2	1

	Very definitely is a source	6					
	Definitely is a source	5					
	Generally is a source	4					
	Generally is not a source	3					
	Definitely is not a source	2					
	Very definitely is not a source	1					

10	Underpromotion - working at a level below my level of ability	6	5	4	3	2	1
11	Inadequate guidance and back up from superiors	6	5	4	3	2	1
12	Lack of consultation and communication	6	5	4	3	2	1
13	Not being able to 'switch off' at home	6	5	4	3	2	1
14	Keeping up with new techniques, ideas, technology or innovations or new challenges	6	5	4	3	2	1
15	Ambiguity in the nature of job role	6	5	4	3	2	1
16	Inadequate or poor quality of training/ management development	6	5	4	3	2	1
17	Attending meetings	6	5	4	3	2	1
18	Lack of social support by people at work	6	5	4	3	2	1
19	My spouse's attitude towards my job and career	6	5	4	3	2	1
20	Having to work very long hours	6	5	4	3	2	1
21	Conflicting job tasks and demands in the role I play	6	5	4	3	2	1

	Very definitely is a source	6
	Definitely is a source	5
	Generally is a source	4
	Generally is not a source	3
	Definitely is not a source	2
	Very definitely is not a source	1

22	Covert discrimination and favouritism	6	5	4	3	2	1
23	Mundane administrative tasks or 'paperwork'	6	5	4	3	2	1
24	Inability to delegate	6	5	4	3	2	1
25	Threat of impending redundancy or early retirement	6	5	4	3	2	1
26	Feeling isolated	6	5	4	3	2	1
27	A lack of encouragement from superiors	6	5	4	3	2	1
28	Staff shortages and unsettling turnover rates	6	5	4	3	2	1
29	Demands my work make on my relationship with my spouse/children	6	5	4	3	2	1
30	Being undervalued	6	5	4	3	2	1
31	Having to take risks	6	5	4	3	2	1
32	Changing jobs to progress with career	6	5	4	3	2	1
33	Too much or too little variety in work	6	5	4	3	2	1

Very definitely is a source	6					
Definitely is a source	5					
Generally is a source	4					
Generally is not a source	3					
Definitely is not a source	2					
Very definitely is not a source	1					

34 Working with those of the opposite sex	6	5	4	3	2	1
35 Inadequate feedback about my own performance	6	5	4	3	2	1
36 Business travel and having to live in hotels	6	5	4	3	2	1
37 Misuse of time by other people	6	5	4	3	2	1
38 Simply being seen as a 'boss'	6	5	4	3	2	1
39 Unclear promotion prospects	6	5	4	3	2	1
40 The accumulative effects of minor tasks	6	5	4	3	2	1
41 Absence of emotional support from others outside work	6	5	4	3	2	1
42 Insufficient finance or resources to work with	6	5	4	3	2	1
43 Demands that work makes on my private/social life	6	5	4	3	2	1
44 Changes in the way you are asked to do your job	6	5	4	3	2	1

Very definitely is a source		6				
Definitely is a source		5				
Generally is a source		4				
Generally is not a source		3				
Definitely is not a source		2				
Very definitely is not a source		1				

45 Simply being 'visible' or 'available'	6	5	4	3	2	1
46 Lack of practical support from others outside work	6	5	4	3	2	1
47 Factors not under your direct control	6	5	4	3	2	1
48 Sharing of work and responsibility evenly	6	5	4	3	2	1
49 Home life with a partner who is also pursuing a career	6	5	4	3	2	1
50 Dealing with ambiguous or 'delicate' situations	6	5	4	3	2	1
51 Having to adopt a negative role (such as sacking someone)	6	5	4	3	2	1
52 An absence of any potential career advancement	6	5	4	3	2	1
53 Morale and organisational climate	6	5	4	3	2	1
54 Attaining your own personal levels of performance	6	5	4	3	2	1
55 Making important decisions	6	5	4	3	2	1
56 'Personality' clashes with others	6	5	4	3	2	1

Very definitely is a source	6
Definitely is a source	5
Generally is a source	4
Generally is not a source	3
Definitely is not a source	2
Very definitely is not a source	1

57	Implications of mistakes you make	6	5	4	3	2	1
58	Opportunities for personal development	6	5	4	3	2	1
59	Absence of stability or dependability in home life	6	5	4	3	2	1
60	Characteristics of the organisation's structure and design	6	5	4	3	2	1
61	Pursuing a career at the expense of home life	6	5	4	3	2	1

Sources of pressure at home

Different people do their household tasks in different ways.
DURING THE LAST MONTH, how have the following tasks been done in your household?

		You only	You mostly	You + someone else equally	Someone else mostly	Someone else only	Does not apply
1	Shops for groceries	6	5	4	3	2	1
2	Plans and cooks meals	6	5	4	3	2	1
3	Takes out the rubbish	6	5	4	3	2	1
4	Cleans the house	6	5	4	3	2	1
5	Does heavy housework	6	5	4	3	2	1
6	Makes minor household repairs	6	5	4	3	2	1
7	Tends the garden	6	5	4	3	2	1
8	Handles the bills	6	5	4	3	2	1
9	Decides how the money should be spent	6	5	4	3	2	1
10	Takes the car in for repairs	6	5	4	3	2	1
11	Drives to family outings	6	5	4	3	2	1
12	Helps the children with homework	6	5	4	3	2	1
13	Disciplines children	6	5	4	3	2	1

14   If you indicated that "someone else" helped with some of the above household tasks, was that person <u>generally</u> your spouse, child, or another person?

☐   spouse   ☐   child   ☐   another person

15   **Help at home**: do you employ anyone to help at home?
If yes, please indicate:

☐   cleaner

☐   au pair

☐   mother's help

☐   nanny

☐   childminder

☐   housekeeper

☐   other (please specify)

_____

16.   Do you have dependent relatives (other than children) living with you?

Yes/No   ☐

Please specify: _____

Facts about your children   (If no children living at home, please skip to Question 20)

17   How many children are living with you now? _____ no. of girls

                                                     _____ no. of boys

18   When were the children living in your home born? (Specify year only)

Girls: 19____   19____   19____   19____

Boys: 19____   19____   19____   19____

19   Here is a list of common ailments or conditions. <u>DURING THE LAST 12 MONTHS</u>, have any of them bothered one or more of your children?

	Yes 1	No 2		Yes 1	No 2
Allergies			Frequent headaches		
Anaemia (low blood)			Nail biting		
Anxiety or tension			Nightmares		
Asthma			Overweight or underweight		
Feeling sad or blue			Serious physical problems		
Frequent colds or coughs			Mental or emotional problems		
Academic problems at school			Repeated stomach ache or indigestion		
Discipline problems at school			Problems getting along with other children		

20 Think of a person who is important to you. Indicate their relationship to you.

Relationship: ☐ spouse ☐ child ☐ parent ☐ other

How often do the two of you:

	Never	Seldom	Some-times	Fairly often	Often
Calmly discuss something together?	0	1	2	3	4
Have a stimulating exchange of ideas?	0	1	2	3	4
Disagree about something important?	0	1	2	3	4
Become critical and disapproving?	0	1	2	3	4
Have a good time together?	0	1	2	3	4
Become angry?	0	1	2	3	4

Your Physical Health

Examine the list below and indicate the frequency of occurrence of these ailments over the last three months.

Please answer by circling your answer on the scale shown.

Very frequently	6
Frequently	5
Sometimes	4
Infrequently	3
Very infrequently	2
Never	1

1	Inability to get to sleep or stay asleep	6	5	4	3	2	1
2	Headaches and pains in your head	6	5	4	3	2	1
3	Indigestion or sickness	6	5	4	3	2	1
4	Feeling unaccountably tired or exhausted	6	5	4	3	2	1
5	Tendency to eat, drink or smoke more than usual	6	5	4	3	2	1
6	Decrease in sexual interest	6	5	4	3	2	1
7	Shortness of breath or feeling dizzy	6	5	4	3	2	1
8	Decrease in appetite	6	5	4	3	2	1
9	Muscles trembling (e.g. eye twitch)	6	5	4	3	2	1
10	Prickling sensations or twinges in parts of your body	6	5	4	3	2	1

Very frequently	6
Frequently	5
Sometimes	4
Infrequently	3
Very infrequently	2
Never	1

11 Feeling as though you do not want to get up
in the morning   6   5   4   3   2   1

12 Tendency to sweat or a feeling of your
heart beating hard   6   5   4   3   2   1

13   Do you smoke? _____ If yes, how many a day? _____

14   How much have you drunk in the last 7 days?

Wine _____ glasses   Spirits _____ measures

Beer _____ pints   Martini/sherry/port _____ measures

15   Have you taken any medicines during the last month? _____

If yes, please state which medicines _____

16   Has your doctor given you any pills to help you sleep in the past year?

_____

17   Has your doctor given you any pills (e.g. antidepressants, tranquillisers) to
help your nerves in the past year? _____

18   How often in the past week did you take physical exercise like swimming, aerobics, tennis or a long walk?

☐   once

☐   twice

☐   three times or more

☐   none

How you feel and behave

This questionnaire focuses on feelings and behaviour and how these are affected by the pressure you perceive in your job.

Please answer by circling your position on each answering scale.

Consider the questions with reference to how you have felt over the last three months.

1	Would you say that you tended to be a rather overconscientious person who worries about mistakes or actions that you may have taken in the past, such as decisions?	Very true					Very untrue	
		6	5	4	3	2	1	

2	During an ordinary working day are there times when you feel unsettled and upset though the reasons for this might not always be clearly obvious?	Frequently					Never	
		6	5	4	3	2	1	

3	When you consider your level and quality of job performance recently, do you think that your contribution has been significantly useful?	Very useful					Not really	
		6	5	4	3	2	1	

4	As difficult problems occur at work that require your attention, do you find that you can think as clearly and as concisely as you used to do or do you find your thoughts becoming 'muddled'?	Definitely think not as clearly				Definitely think as clearly		
		6	5	4	3	2	1	

5	When the pressure starts to mount at work, can you find a sufficient store or reserve of energy which you can call upon at times when you need it that spurs you into action?	Lots of energy				Not much energy		
		6	5	4	3	2	1	

6	Are there times at work when you feel so exasperated that you sit back and think to yourself that 'life is all really just too much effort'?	Often					Never	
		6	5	4	3	2	1	

7	As you do your job have you noticed yourself questioning your own ability and judgement and a decrease in the overall confidence you have in yourself?	No noticeable decrease				Noticeable decrease		
		6	5	4	3	2	1	

#	Question							
8	Generally and at work, do you usually feel relaxed and at ease or do you tend to feel restless, tense and find it difficult to 'settle down'?	Relaxed					Tense	
		6	5	4	3	2	1	
9	If colleagues and friends behave in an aloof way towards you, do you tend to worry about what you may have done to offend them as opposed to just dismissing it?	Definitely worry				Definitely do not worry		
		6	5	4	3	2	1	
10	If the tasks you have implemented, or jobs you are doing, start to go wrong, do you sometimes feel a lack of confidence, and panicky, as though events were getting out of control?	Definitely worry				Definitely do not worry		
		6	5	4	3	2	1	
11	Do you feel confident that you have properly identified and efficiently tackled your work or domestic problems recently?	Have 'faced up' recently				Have not 'faced up' recently		
		6	5	4	3	2	1	
12	Concerning work and life in general, would you describe yourself as someone who is bothered by their troubles or a 'worrier'?	Definitely yes				Definitely no		
13	When trying to work do you find yourself disproportionately irritated by relatively minor distractions such as answering the telephone or being interrupted?	Very irritated				Not irritated at all		
		6	5	4	3	2	1	
14	As time goes by, do you find yourself experiencing fairly long periods in which you feel rather miserable or melancholy for reasons that you simply cannot 'put your finger on'?	Often				Never		
		6	5	4	3	2	1	
15	Would you say you have a positive frame of mind in which you feel capable of overcoming your present or any future difficulties and problems you might face, such as resolving dilemmas or making difficult decisions?	Definitely yes				Definitely no		
		6	5	4	3	2	1	

16	When you think about your past events do you feel regretful about what has happened, the way you have acted, decisions you have taken, etc?	No regrets				Lots of regrets	
		6	5	4	3	2	1
17	Would you describe yourself as being rather a 'moody' sort of person who can become unreasonable and bad tempered quickly?	Definitely yes				Definitely no	
		6	5	4	3	2	1
18	Are there times at work when the things you have got to deal with simply become too much and you feel so overtaxed that you think you are 'cracking-up'?	Definitely yes				Definitely no	
		6	5	4	3	2	1

Feelings of tension

DIRECTIONS: A number of statements which people used to describe themselves are given below. Read each statement and then circle the appropriate number to the right of the statement to indicate how you generally feel. There are no right or wrong answers. Do not spend too much time on any one statement but give the answer which seems to describe how you generally feel.

		almost never	some-times	often	almost always
1	I feel pleasant	1	2	3	4
2	I feel nervous and restless	1	2	3	4
3	I feel satisfied with myself	1	2	3	4
4	I wish I could be as happy as others seem to be	1	2	3	4
5	I feel like a failure	1	2	3	4
6	I feel rested	1	2	3	4
7	I am 'calm, cool and collected'	1	2	3	4
8	I feel that difficulties are piling up so that I cannot overcome them	1	2	3	4
9	I worry too much over something that really doesn't matter	1	2	3	4
10	I am happy	1	2	3	4
11	I have disturbing thoughts	1	2	3	4
12	I lack self-confidence	1	2	3	4
13	I feel secure	1	2	3	4
14	I make decisions easily	1	2	3	4
15	I feel inadequate	1	2	3	4
16	I am content	1	2	3	4

		almost never	some-times	often	almost always
17	Some unimportant thought runs through my mind and bothers me	1	2	3	4
18	I take disappointments so keenly that I can't put them out of my mind	1	2	3	4
19	I am a steady person	1	2	3	4
20	I get in a state of tension or turmoil as I think over my recent concerns and interests	1	2	3	4

Feelings of sadness

This questionnaire consists of 21 groups of statements. After reading each group of statements carefully, circle the number (0, 1, 2 or 3) next to the one statement in each group which best described the way you have been feeling in the past week, including today. If several statements within a group seem to apply equally well, circle each one.

Be sure to read all the statements in each group before making your choice.

1

0   I do not feel sad
1   I feel sad
2   I am sad all the time and I can't snap out of it
3   I am sad or unhappy that I can't stand it

2

0   I am not particularly discouraged about the future
1   I feel discouraged about the future
2   I feel I have nothing to look forward to
3   I feel that the future is hopeless and that things cannot improve

3

0   I do not feel like a failure
1   I feel I have failed more than the average person
2   As I look back on my life, all I can see is a lot of failures
3   I feel I am a complete failure as a person

4

0   I get as much satisfaction out of things as I used to
1   I don't enjoy things the way I
2   used to
  I don't get real satisfaction
3   out of anything anymore
  I am dissatisfied or bored with everything

5

0   I don't feel particularly guilty
1   I feel guilty a good part of the time
2   I feel quite guilty most of the time
3   I feel guilty all of the time

6

0   I don't feel I am being punished
1   I feel I may be punished
2   I expect to be punished
3   I feel I am being punished

7

0   I don't feel disappointed in myself
1   I am disappointed in myself
2   I am disgusted with myself
3   I hate myself

8

0   I don't feel I am any worse than anyone else
1   I am critical of myself for my weaknesses or mistakes
2   I blame myself all the time for my faults
3   I blame myself for everything bad that has happens

9

0   I don't have any thoughts of killing myself
1   I have thoughts of killing myself, but I would not carry them out
2   I would like to kill myself
3   I would kill myself if I had the chance

10

0   I don't cry any more than usual
1   I cry more now than I used to
2   I cry all the time now
3   I used to be able to cry, but now I can't cry even though I want to

11

0   I am no more irritated now than I ever am

1   I get annoyed or irritated more easily than I used to

2   I feel irritated all the time now

3   I don't get irritated at all by the things that used to irritate me

12

0   I have lost interest in other people

1   I am less interested in other people than I used to be

2   I have lost most of my interest in other people

3   I have lost all of my interest in other people

13

0   I make decisions about as well as I ever could

1   I put off making decisions more than I used to

2   I have greater difficulty in making decisions than before

3   I cannot make decisions

14

0   I don't feel I look any worse than I used to

1   I am worried that I am looking old and unattractive

2   I feel that there are permanent changes in my appearance that make me look unattractive

3   I believe that I look ugly

15

0   I can work about as well as before

1   It takes an extra effort to get started at doing something

2   I have to push myself very hard to do anything

3   I can't do any work at all

16

0   I can sleep as well as usual

1   I don't sleep as well as I used to

2   I wake up 1-2 hours earlier than usual and find it hard to get back to sleep

3   I wake up several hours earlier than I used to and cannot get back to sleep

17

0   I don't get more tired than usual

1   I get tired more easily than I used to

2   I get tired from doing almost anything

3   I am too tired to do anything

18

0   My appetite is no worse than usual

1   My appetite is not as good as it used to be

2   My appetite is much worse now

3   I have no appetite at all anymore

19

0   I haven't lost much weight, if any, lately

1   I have lost more than 5 pounds

2   I have lost more than 10 pounds

3   I have lost more than 15 pounds

*   I am purposely trying to lose weight by eating less. Yes _____ No _____

20

0   I am no more worried about my health than usual

1   I am worried about physical problems such as aches and pains; or upset stomach; or constipation

2   I am very worried about physical problems and it's hard to think of much else

3   I am so worried about my physical problems that I cannot think about anything else

21

0   I have not noticed any recent change in my interest in sex

1   I am less interested in sex than I used to be

2   I am much less interested in sex now

3   I have lost interest in sex completely

Explanatory Covering Letter

Dear

The Bank is assisting City University with a study of stress in women managers in large organisations. Management Development is co-ordinating the project and I would very much like your help. Everyone experiences stress, both at home and in the workplace, and individuals have different coping strategies. The study will look into why some women do not suffer the negative effects of stress. The aim is to identify effective coping mechanisms and to help others in the future. The study, which has General Management support, is the first of its type. Whilst much research has been done on male managers and stress, there has been very little conducted on female managers.

Accompanying this letter is a questionnaire compiled by researchers at City University who are conducting the study. I should be grateful if you would complete it as soon as possible and return it in the envelope provided direct to City University. All replies will be treated in complete confidence, and will not be seen by any member of your employing organisation. The responses will be analysed at City University and only overall results will be reported. The researchers wish to interview a random sample of participants, and you may be asked to attend City University for this later in the year. The questionnaire is wide-ranging, covering work, home-life and health, and does include some questions of a personal nature. I do hope that this does not deter you from participating in this important study, and do emphasise that all responses will be treated in complete confidentiality.

I do hope that you feel able to help and will return the completed questionnaire. If you have any queries covering the research you may ring XXXX during normal hours on telephone number XXXX.

Yours sincerely

Appendix 2   Chaser/Acknowledgement Letter

Dear

Update: STRESS AND WOMEN MANAGERS

Some time ago, you received a copy of the above questionnaire. We are very aware that such a questionnaire, whilst totally confidential to us, can produce its own concerns and anxieties, and, that it is an addition to an already heavy workload.

Your responses to this survey are crucial to its success and will provide invaluable information which will be used to help women managers deal effectively with stress.

If you have already returned your questionnaire, we would like to thank you. We would also like to thank those of you who have added your own comments and suggestions. We have found these very helpful and will incorporate many of the points raised into the next stage of the project.

If for any reason you have been unable to complete and return your questionnaire, please do so now. Don't worry if you have mislaid your original copy - simply complete the enclosed slip and return it to the above address so we can send you a new copy.

Finally, if you have had any difficulty with our questions and want to discuss this, please ring XXXX at the above telephone number who is happy to deal with any queries.

Once again, let us reassure you that all responses are treated with absolute and total confidentiality.

Thank you again for your help

Yours sincerely

Linear Regression Analysis Predicting Mental Health Problems from Organisational and Domestic Stressors - Including Individual Items of the Career and Achievement Sub-Scale

Block 1:

Predictor	R^2	R^2 change	B	Beta	p
Age	-	-	.009	.074	ns
Marital Status	-	-	- .221	- .111	ns
Managerial Grade	.02	-	- .090	- .139	.05

Block 2:

Predictor	R^2	R^2 change	B	Beta	p

Step 1:

Predictor	R^2	R^2 change	B	Beta	p
Age	-	-	.022	.170	.01
Marital Status	-	-	- .178	- .089	ns
Managerial Grade	.02	-	- .096	- .148	.01
Attaining Personal Performance	.21	.19	.382	.446	.001

Step 3:

Predictor	R^2	R^2 change	B	Beta	p
Age	-	-	.019	.150	.01
Marital Status	-	-	- .133	- .067	ns
Managerial Grade	.02	-	- .092	- .141	.01
Attaining Personal Performance	.21	.19	.270	.315	.001
Relationships with Others	.26	.07	.042	.266	.001

Step 4:

Predictor	R^2	R^2 change	B	Beta	p
Age	-	-	.019	.150	.01
Marital Status	-	-	- .131	- .067	ns
Managerial Grade	.02	-	- .085	- .131	.05
Attaining Personal Performance	.21	.19	.251	.293	.001
Relationships with Others	.26	.07	.053	.335	.001
Threat of Redundancy	.29	.03	- .144	- .179	.001

Linear Regression Analysis Predicting Mental Health Problems from Organisational and Domestic Stressors - Including Individual Items of the Career and Achievement Sub-Scale (cont'd)

Block 2:

Predictor p	R^2	R^2 change	B	Beta	
Step 5:					
Age	-	-	.021	.161	.01
Marital Status	-	-	- .171	- .086	ns
Managerial Grade	.02	-	- .087	- .135	.05
Attaining Personal Performance	.21	.19	.201	.235	.001
Relationships with Others	.26	.07	.047	.295	.001
Threat of Redunancy	.29	.03	- .164	- .204	.001
Home/Work Interface	.31	.02	.021	.182	.001
Step 6:					
Age	-	-	.019	.144	.01
Marital Status	-	-	- .168	- .084	ns
Managerial Grade	.02	-	- .078	- .120	.05
Attaining Personal Performance	.21	.19	.205	.240	.001
Relationships with Others	.26	.07	.047	.298	.001
Threat of Redundancy	.29	.03	- .147	- .183	.001
Home/Work Interface	.31	.02	.025	.210	.001
Underpromotion	.32	.01	- .109	- .143	.01

Variables not in the equation: Organisational Structure and Climate; Factors Intrinsic to the Job; Managerial Role; Quality of Significant Relationship; Family Task Sharing Scale; Career and Achievement Items: Overpromotion; Being Undervalued; Changing Jobs or Career; Unclear Promotion Prospects; Absence of Career Advancement; Development Opportunities

Note: n = 302
B = Unstandardised regression coefficients
Beta = Standardised regression coefficients
Marital Status was coded: 1 = single; 2 = married
Managerial Grade coded 1 - 7; lower numbers = lower grades
ns = not significant

Linear Regression Analysis Predicting Physical Health Problems from Organisational and Domestic Stressors - Including Individual Items of the Career/Achievement Sub-Scale

Block 1:

Predictor	R^2	R^2 change	B	Beta	p
Step 1:					
Factors Intrinsic to the Job	.15	-	.685	.396	.001
Step 2:					
Factors Intrinsic to the Job	.15	-	.463	.267	.001
Home/Work Interface	.18	.03	.237	.217	.001
Step 3:					
Factors Intrinsic to the Job	.15	-	.555	.321	.001
Home/Work Interface	.18	.03	.285	.261	.001
Overpromotion	.22	.04	-1.370	- .224	.001
Step 4:					
Factors Intrinsic to the Job	.15	-	.388	.224	.01
Home/Work Interface	.18	.03	.272	.249	.001
Overpromotion	.22	.04	-1.476	- .242	.001
Relationships with Others	.24	.02	.265	.182	.01
Step 5:					
Factors Intrinsic to the Job	.15	-	.404	.233	.01
Home/Work Interface	.18	.03	.310	.284	.001
Overpromotion	.22	.04	-1.598	- .262	.001
Relationships with Others	.24	.02	.277	.190	.01
Underpromotion	.25	.01	- .909	- .133	.01

Variables not in the equation: Organisational Structure and Climate; Managerial Role; Quality of Significant Relationship; Family Task Sharing Scale; Career and Achievement Items: Threat of Redundancy; Being Undervalued; Changing Jobs or Career; Unclear Promotion Prospects; Absence of Career Advancement; Attaining Personal Performance; Development Opportunities

Note: n = 302; ns = not significant
B = Unstandardised regression coefficients
Beta = Standardised regression coefficients
Marital Status was coded: 1 = single; 2 = married
Managerial Grade coded 1 - 7; lower numbers = lower grades

Appendix 6:   Structured Interview

Structured Interview

In this interview I am interested in looking at stress and how you cope with it.

I would like to cover 4 main areas:

1. The kinds of pressures you experience in your job, firstly as a manager and secondly as a woman manager

2. The kinds of pressures you experience at home

3. The overlap between work and home life

4. The ways you tend to cope with these demands

Can we begin with some personal details?

Do you live alone or share your home with others? - If others: Who:	**Marital Status:** 1. Single 2. Married/cohab 3. Divorced/separated 4. Widow ☐
What is your partner's occupation:	**Partner:** 1. Professional 2. Managerial 3. Skilled/non-manual 4. Manual 0. N/A ☐
How many children do you have:	**Child 1:** ☐
How old are your children:	**Child 2:** ☐
Are they boys or girls:	**Child 3:** ☐
Do any of your children live away from home:	**Child 4:** ☐
Who looks after your children when you are at work:	**Child 5:** ☐

Sources of Pressure: Common Stressors

Is time an important factor in your work - either in an immediate day to day sense or in planning your objectives?	**USE OF TIME**
Prompt Questions: What kind of deadlines do you work to? Who tends to control deadlines? How do time constraints affect how you work? Do you ever feel that you have too much time on your hands and not enough to do? Do deadlines have a positive or negative effect on you ? Are they a worry or challenge?	1. Positive 2. Neutral 3. Negative ☐
On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the time factor in your work?	**PRESSURE RATING** ☐

Time Constraints - Woman Manager:

Does the fact that you are a woman manager affect your experience or management of time constraints:

For example, do different time pressures apply? Are there different expectations about your management of time? Do you have different deadlines compared to your male colleagues? Are there more demands on your time?

GENDER DIFFERENCE

1. Gender: +ve
2. Not related
3. Gender: -ve

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the pressure of time as a woman manager?

TIME PRESSURE

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Coping Strategies: Time Constraints (code 1-31)

Generally how do you cope with the problems of time constraints?

Organisational Size and Structure

The Bank is a very large institution - does the size and structure of the organisation have any impact on your day to day work?

What kind of administrative system does your organisation have? How do you feel about this system. Does the system help you get your job done? What is communication like beyond your immediate department or office. Is there a clear management hierarchy? How do you feel about how this structure works?

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by organisational size?

PRESSURE RATING

Woman Manager: Organisational Size and Structure

As a woman manger do you think you experience additional pressure related to the organisation's size and structure?

Does the communication network or management hierarchy work differently for a woman manager?

NETWORKING

1. Gender advants
2. Not related
3. Gender diffs
4. Other

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the level of stress created by organisational size and structure, for a woman manager?

PRESSURE RATING

Coping with Organisational Size and Structure (code 1-31)

Generally how do you cope with this aspect of your work?

STRATEGIES

Managerial Style

How do you feel about the managerial structure and style in your own department/office?

DESCRIPTIVE

1. Responsive/ supportive
2. Controlling/ obstructive
3. Lax; passive

How would you describe the *style of management* in your department? Do you feel that you are given an appropriate level of freedom/responsibility for your grade?

RESPONSIBIL:

1. Appropriate
2. Neutral
3. Restricted
4. Onerous

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by the managerial structure and style in your office or department?

PRESSURE RATING

Woman Manager: Managerial Style

As a woman manager what is your experience of management style and structure?

GENDER: DELEGATION

1. Not related
2. Protected -ve
3. Protected +ve
4. Exposed -ve
5. Exposed +ve
6. Other

For example is delegation affected by your sex? How does your level of responsibility compare with your male colleagues?

DIFFERENCES

1. Gender: +ve
2. Not related
3. Gender: -ve

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress created by managerial style and structure, for a woman manager?

PRESSURE RELATING

Coping with Managerial Style (code 1 -31)

Generally how do you cope with this aspect of your work?

STRATEGIES

Work Relationships

What are the relationships like in your department/office:

How would you describe relationships in your office? What kind of relationship do you like to have with colleagues? What kind of relationships do you have?

DESCRIPTIVE

1. Positive
2. Neutral
3. Negative

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by relationships with your colleagues?

PRESSURE RATING

	I DESCRIPTIVE
Woman Manager: Work Relationships	1. +ve female
	2. None
Inter-personal role expectations	3. -ve female
As a woman manager what is your experience of interpersonal relationships at work? Are they different from that of your male colleagues? What role do you see yourself playing in these relationships?	**II. ROLE:**
	1. +ve female
	2. Not related
	3. -ve female
Is this role comfortable?	**III : COMFORT**
	1. Not at all
	2. Slightly
	3. Moderately
	4. Very comfort.
	5. Extrem comfor.
Is this role productive?	**IV: PRODUCT**
	1. Not at all
	2. Slightly
	3. Moderately
	4. Very product.
	5. Extrem product
	GENDER DIFF
	1. Gender: +ve
	2. Not related
	3. Gender: -ve
On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the level of stress caused by interpersonal relationships, for a woman manager?	**PRESSURE RATING**

COPING WITH WORK RELATIONSHIPS (code 1-31)   **STRATEGIES**

Generally how do you cope with this aspect of your work?

Work performance and Career development:	**DESCRIPTIVE**
How do you rate your performance at the moment?	**SELF APPRAISAL - SATISFIED:** 1. Not at all 2. Slightly 3. Moderately 4. Very Satis. 5. Extremely satis
How would you say your manager might rate you?	**MANAGER'S APPRAISAL** 1. Not at all 2. Slightly 3. Moderately 4. Very satisfact 5. Extremely satis
How do you feel about your performance at the moment?	
On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by your job performance?	**PRESSURE RATING**

Woman Manager: Work Performance and Career Development

Has the fact that you are a woman had any bearing on your career development or performance appraisal? Would you say that your career prospects similar to your male colleagues? Will your career progress in the same way?

GENDER INFLUENCE

1. Gender: +ve
2. Neutral
3. Gender: -ve

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the level of stress related to career development and job performance, for a woman manager?

PRESSURE RATING

Organisational Change:

Many companies are going through a period of change. What has your experience of change been like? How has it affected your day-to-day work? Would you say you welcome change?

DESCRIPTIVE

1. Positive
2. Neutral
3. Negative

On a scale from 1 - 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by organisational change?

PRESSURE RATING

Woman Manager: Organisational Change

Do you think that the experience of organisational change is
different for you as a woman manager? What has this
experience been?

**ATTITUDE TO:
DESCRIPTIVE**

1. Positive
2. Neutral
3. Negative

On a scale from 1 to 5, where 1 = not at all stressful and 5 =
extremely stressful, how would you rate the stress which you
experience as a woman manager involved in organisational
change?

**PRESSURE
RATING**

Coping: Woman and organisational Change (code 1-31)

In general how do you cope with this aspect of your work?

STRATEGIES

Woman Manager : Unique Stressors

Work Stress Related to Gender

We have talked about your work as a manager and about your experiences as a women working as a manager. Now I'd like to ask you about the particular pressures you might have as a woman working in this job.

Woman Manager: Role

What kind of views do people in your organisation have about women? Do you think the position you have now is in any way related to the fact that you're a woman?

How do you think male colleagues view women managers?

MALE PERCEPTIONS

1.+ve gender role
2. no gender role
3.-ve gender role

How do you think female colleagues view women managers?

FEMALE PERCEPTIONS

1.+ve gender role
2.no gender role
3.-ve gender role

And what about customers?

CUSTOMER PERCEPTIONS

1.+ve gender role
2. no gender role
3.-ve gender role

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by your status as a female manager?

PRESSURE RATING

Coping with Perceptions of Women Managers (code 1-31)	**STRATEGIES**
Generally how do you cope with this aspect of your work?	☐
	☐
	☐
	☐

Minority Role

Do you tend to find yourself in a minority position in a department at a meeting or in a team?

Y/N

YES ☐

NO ☐

DESCRIPTION

1. Positive
2. Neutral
3. Negative

☐

Can you tell me what it feels like to be in this position? Have you been in the position of being the first woman in a particular post? What was that experience like?

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by your minority status as a female manager?

PRESSURE RATING

☐

Coping with Minority Status (code 1-31)

Generally how do you cope with this aspect of your work

STRATEGIES

Stereotypic Images of Women

Do you think people in your organisation have views about "typical women" - do you think there are stereotypes about women? What kinds of stereotypes do you tend to find as a woman manager? How do you feel about these assumptions?

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by stereotypic perceptions of women?

STEREOTYPE

1. +ve roles
2. None
3. -ve roles

PRESSURE RATING

Coping with Stereotypes (code 1-31)

STRATEGIES

Generally how do you cope with this aspect of your experience at work?

Sexuality/Sexual Harassment

Does the issue of sexuality ever interfere with work relationships. For example, does this issue affect your relationship with male colleagues? Have you ever been faced with the problem of unwanted sexual advances?

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress caused by issues related to sexuality?

PRESSURE RATING

Coping with Sexuality in the Workplace (code 1-31)

Generally how do you cope with this aspect of your work?

STRATEGIES

Advantages Of Your Gender

Have you ever experienced advantages of being a woman in your job? Do you think that women bring particular skills or approaches to a job?

ADVANTAGE - EXTERNAL

1. None
2. Promotional
3. Protection
4. Non-tradition
5. Other

ADVANTAGE - INTERNAL

1. None
2. Personal skills
3. Femininity
4. Other

General Pressure (aggregate score)

PRESSURE RATING

CHILDREN

Do you plan to have children?
Y/N

Do you plan to have more children?
Y/N

(If already has a child)

How many children would you like to have?

How have you arrived at this decision? In deciding (not) to have children what were your considerations, what factors came into play in arriving at your decision?

If you have a child, what will you do about maternity arrangements?

or

(If interviewee has children) what did you do about maternity leave?

YES ☐

NO ☐

YES ☐

NO ☐

☐

DECISION

1. Personal
2. Career
3. Mix of 1 & 2
4. Other

☐

MATERNITY PLANS

1. N/A
2. Retn unaltered
3. Retn/change
4. Retn/change outside
5. Give up work
6. Dilemma

☐

Children Continued:

Effects of Children on Work

If you had/have children how do you think this would affect your work? Do you think you would be perceived differently by your colleagues or your employer? Do you think you would feel differently about your work?

INTERNAL

1. +ve effect
2. Neutral
3. -ve effect

EXTERNAL - MALE

1. +ve effect
2. Neutral
3. -ve effect

EXTERNAL - FEMALE

1. +ve effect
2. Neutral
3. -ve effect

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress created by the issues associated with children?

PRESSURE RATING

Employer's Role in Childcare/Maternity Arrangements:

How does the maternity scheme relate to your decision about children? What practical arrangements would have to be made to allow you to consider the possibility of having a child? Would there need to be any changes other than practical?

EMPLOYER'S ROLE

1. Not necessary
2. Childcare
3. Financial
4. Flexibility
5. Other

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress created by the issues associated with children?

PRESSURE RATING

Coping with issues related to Children (code 1-31)

How do you cope with this aspect of your work?

STRATEGIES

Domestic Responsibility

I. The Division of Domestic Tasks

Responsibility for general running of the home:

Who takes the major responsibility for the general running of your home? How would you describe your part in managing the house? How do you feel about your responsibilities?

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress created by household responsibilities?

PRESSURE RATING

Coping with Domestic Responsibility I : The Division of Domestic Responsibility (code 1-31)	STRATEGIES
Generally how do you cope with this aspect of your home life?	

II. Division of Domestic Tasks

How are your family chores divided? How do you feel about
the way jobs are shared? How do you think your partner feels?

On a scale from 1 to 5, where 1 = not at all stressful and 5 =
extremely stressful, how would you rate the stress created by
this division of labour?

**PRESSURE
RATING**

Coping with division of Domestic Tasks (code 1-31)

STRATEGIES

Generally how do you cope with this aspect of home life?

Coping with division of Domestic Tasks (code 1-31)

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III. Work Interference with Family The impact of work on home life: Would you say that you tend to bring work home? Do you talk about your work or bring work home? How does your family feel about if you discuss work or bring it home? On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the stress associated with working at home?	**PRESSURE RATING**

Coping with Work Interference with Family (code 1-31)

Generally how do you cope with this aspect of your domestic life?

STRATEGIES

IV. Family Interference with Work

Family issues affecting work:

Do your family or home commitments ever get in the way of your job? Have you ever had to take time off because of a family crisis or to get something done at home? Do home commitments affect your career plans? How do you feel about managing work and home commitments?

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the level of stress created by this overlap between work and home?

PRESSURE RATING

Coping with Family Interference with Work (code 1-31)

Generally how do you cope with this aspect of home and work life?

STRATEGIES

V. Marital, or Co-habitee Relationship

How would you describe your relationship with your partner?
Does your job affect your relationship with your partner? What
kind of effect does your work have on your relationship?

On a scale from 1 to 5, where 1 = not at all stressful and 5 =
extremely stressful, how would you rate the stress created by
your partner's needs?

**PRESSURE
RATING**

Coping with Marital, or Co-habitee Relationship Generally how do you cope with this aspect of your relationship?	**STRATEGIES** ☐ ☐ ☐ ☐
Coping with Marital, or Co-habitee Relationship	STRATEGIES

VI. Social Life

Does your job affect your social life? For example, do you have to make special arrangements about meeting friends or socialising because of your work commitments? How do you feel about these arrangements? How does your family react to them? Does your partner make similar arrangements?

PRESSURE RATING

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the level of stress created by your social life?

Coping with Social Life (code 1-31)

Generally how do you cope with this aspect of your domestic life?

STRATEGIES

VII. Overall Domestic / Family Pressure

PRESSURE RATING

On a scale from 1 to 5, where 1 = not at all stressful and 5 = extremely stressful, how would you rate the level of stress created by overall domestic/family pressure?

If you were asked to put various comments in order of priority
- what would the list be like?

After this long discussion on stress what would you say is the
greatest source of stress for you?

.......And what would be the most stress relieving thing that
could happen?

Appendix 7:

Structured Interview: Rater's Notes

STRUCTURED INTERVIEW - RATER'S GUIDE

DEMOGRAPHICS:

Marital Status:

1 single
2 married/cohab
3 separated/divorced
4 widow

This category is mainly self explanatory. The "Cohab" is coded when the respondent describes herself as unmarried, but living with a partner for a continuous period of six months or more prior to and at the time of interview.

Children:

1 yes (has children)
2 no (does not have children)

Work History:

1 no career plan - "just a job"
2 initially "just a job" - now careerist
3 always careerist

"1" is allocated if the respondent describes her work as no more than a job, rather than part of a developing career.

"2" is allocated to a participant who describes herself as having little interest in or vision of a developing career in her early period with the organisation, but who currently has reached a point where she is actively pursuing career progression.

"3" is allocated to the respondent who is and has since her employment in the organisation sought to pursue a career. This is someone who sees her job as having more long-term implications and who has aspirations to develop specific skills and/or advance her position in the organisation. The term is not restricted to "high fliers" but covers all women with defined career aspirations.

Grade:

1 executive manager (M5 and above)
2 senior manager (M1 to M4)
3 appointed officer (A1 to A4)
4 ungraded

Tier:

1 E
2 S
3 A
4 B
5 C
6 ungraded

SOURCES OF PRESSURE

TIME CONSTRAINTS

This category describes the impact of time constraints on the participant. It includes the experience of immediate, daily, or weekly pressures, but can also refer to more long-term deadlines such as project deadlines.

Time1: Descriptive:

1 positive
2 neutral
3 negative

"**1**" is allocated if the overall impact of perceived time constraints is beneficiary to the participant - e.g. if the particular nature of time pressures motivates; stimulates; or structures the participant's work, and is therefore seen as either helpful, necessary or useful in some way.
"**2**" is allocated in response to a non-committal and therefore neutral description of the time as a pressure, if, for example time constraints seem irrelevant or have no particular impact either positively or negatively
"**3**" is allocated where the participant describes time constraints as a source of concern, an obstruction, an obstacle or a burden.
Any of these categories can be used regardless of the actual type of time constraints described - e.g. the participant who is under-employed may feel time to be as negative as the participant who is constantly stretched.

General Time Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of time as a source of pressure assessed using a likert style rating scale.

Time Constraints: Woman Manager: Male/female difference:

1 gender-linked - positive
2 not gender-related
3 gender-linked - negative

: this category refers to the difference in the use of time between male and female managers. It asks the question "do you think that there are differences in the calls on your time compared to those experienced by your male colleagues?". It is a comparison of demand on time - it focuses on the perception of time constraints, not the individual's ability to cope or her approach to time management.

"1" is allocated when the perceptions described are gender-linked, but positive. For example, the fact of being a woman doing the job, is somehow beneficial in terms of time pressures. For example a woman who feels that she is more protected than her male colleagues might experience less time pressure.
"2" is allocated when the woman is sees the demands on her time as a function of her individual talents, experience, grade, job description etc., not a function of her gender.
"3" is allocated when the perceptions are gender-linked and negative. For example the woman who experiences more time pressures than her male colleagues e.g. because of stereotypes that must be overcome, or perhaps because of differing demands on her time - e.g. more domestic responsibilities than exist for her male colleagues.

Time Constraints - Woman Manager: General Pressure

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of time constraints, from a woman's perspective, as a source of pressure.

ORGANISATIONAL SIZE AND STRUCTURE:

Organisational size and structure refers to the bank's administration system, routine operational procedures, management structure, communication system and hierarchy. It also includes all "human resources" aspects of the bank's operational infrastructure and related policies.

Organisational Size and Structure: Descriptive

1 Positive/Supportive
2 Neutral
3 Negative/bureaucratic

"1" is allocated when the participant describes the organisation's structures/ or procedures as supportive or of some benefit. The overall impression should be that the organisation's administrative channels ease work flow, planning and decision making, rather than obstruct or hinder it.
"2" is allocated for a non-committal response - if, e.g. organisational structures seem irrelevant or have no particular impact either way.
"3" describes a response where the participant characterises the organisational structure as a source of concern, an obstruction, an obstacle, or a burden.

General Organisational Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of organisational size and structure as a source of pressure

Organisational Size and Structure - Woman Manager: Organisational Networking:

1 gender-linked networking/communication advantages
2 not gender related
3 gender-linked networking/communication difficulties
4 other

: this section refers to the individual's experience of the organisation's structure - from the perspective of a woman manager. This includes networking, communication, hierarchy, management structure etc.

"1" is allocated when the perceptions of the organisation are sex-linked, but positive. For example, that women experience a communication or networking advantage compared to their male peers. For example a women may feel that she is a better communicator than her male colleagues, therefore she can develop more extensive and/or effective contacts.
"2" is allocated when the woman perceives her gender to be irrelevant to her position in the organisation's structure and/or hierarchy.
"3" is allocated when the perceptions are sex-linked and negative. For example the woman feels that the system/structure excludes her in some way because of her gender. For example she may feel that she would be more likely to have a sponsor/mentor/network, if she were a man.

Organisational Structure and Climate - Woman Manager: General Pressure:

1 Not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of organisational structure as a source of pressure.

MANAGERIAL STYLE:

Managerial style refers to how the participants are managed - not their own style of management. Ratings are based on how the women describe the approach of their line manager. In instances where more than one manager is involved ratings are based on the overall description of each of the relevant senior managers. Where two managers have conflicting approaches, rate the most relevant, that is the manager who has most real contact with the participant and who most affects her day to day work.

Management Style Descriptive:

1 flexible; responsive; supportive
2 cumbersome; controlling; obstructive
3 lax; not directed; passive; poor man-management

"1" is allocated when the style described is responsive to the individual being managed. The style is based on an awareness of the needs of the individual being managed; it is directive but not controlling; productive, in terms of getting the job done, but fair.
"2" is allocated when the line manager's approach is more of an obstacle than a help. This type of manager is overly controlling, has difficulty delegating and gives his staff little responsibility or independence.
"3" is allocated when the line manager neglects the "man-management" aspect of his brief. This manager is not available for discussion, gives little or no direction, is not an effective communicator and provides no feedback. He may be technically good but is not comfortable with issues related to staff management or he may simply have no interest in developing or guiding his staff.

Management Style: Responsibility/Independence:

1 appropriate/satisfactory/interesting level of responsibility
2 neutral
3 restricted/unsatisfactory level of responsibility
4 extreme/onerous level responsibility

"1" is allocated when the participant is happy with the level of responsibility and independence encouraged by her line manager. This includes those who may have more or less responsibility than their grade would normally indicate. The important factor is the individual's satisfaction with that level.
"2" is allocated when the participant's response is neither negative nor positive - for example if they describe the level of responsibility/independence as not important, insignificant or irrelevant.

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"3" is allocated when the participant feels that her managerial freedom is curtailed by her manager. For example, a manager who is not happy to delegate, who oversees her work, or who is not prepared to let her take a calculated risk. This category reflects unhappiness with the level of responsibility.

"4" is allocated when the participant feels that her level of responsibility exceeds that appropriate for her grade or her level of skill, expertise, experience, and/or ability. It should also include work overload, where there is excessive delegation - or abdication of responsibility of the part of the line manager. This category reflects unhappiness with the level of responsibility.

Managerial Style: General Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of managerial style as a source of pressure

Managerial Style: Woman Manager - Gender-linked delegation: Descriptive:

1 not gender related
2 Feminine/Protected - negative
3 Feminine/Protected - positive
4 Exposed - negative
5 Exposed - positive
6 Other

: this category refers to how the woman manager is managed, in terms of how her work is controlled by her senior manager(s).
"1" is allocated when the experience of being managed is not perceived as related to the participant's sex, but is a function of personal characteristics such as grade, experience, abilities and interests.
"2" is allocated when the participant feels that she is being protected because she is female. This is seen as a negative experience - patronising/frustrating/undermining etc. Or when she feels she is being given "menial" tasks which are assumed to be more suitable for women than men e.g. - buying gifts or cards for the office etc. Usually these tasks would be inappropriate for the woman's management grade.
"3" is allocated when the participant feels protected by her senior manager(s). In this case it is experienced as helpful, supportive, reassuring, appropriate - positive. Or where she is given "feminine" tasks which are inappropriate for her grade but which she enjoys etc.
"4" is allocated when the participant feels that her sex forces her into an exposed and highly visible position (in the minority, standing out from the crowd, contrary to assumed female roles etc.). For example she may feel that she is under greater scrutiny, that she has more to prove, that she is expected to perform better to achieve comparable recognition to her male colleagues and/or that she has to overcome the problems of being in the minority.
"5" is allocated when the experience of being in an exposed position is seen as an advantage, a challenge, stimulating, interesting, pioneering etc. The participant may, for example, feel that she has more opportunities because she is more easily noticed than her male colleagues, or that she may be given more credit for reaching managerial status in a predominantly male organisation.
"6" is allocated when none of the above categories directly apply

Managerial Style: Woman Manager - Differences in delegation: Descriptive:

1 gender-related - positive
2 not gender-related
3 gender-related - negative

this categorisation describes a "summary" of the details in the above coding system:

"1" is allocated when the perceptions described are sex-linked, but positive. For example, that women are managed in a more positive, rewarding way than their male colleagues or simply have easier/better relationships.

"2" is allocated when the woman is managed according to her individual talents, experience etc., and the approach is not gender linked.

"3" is allocated when the perceptions are sex-linked and negative. For example the woman is delegated to and managed within a negative stereotypical framework implying lack of skills, lower status, limited experience etc.

Managerial Style: Woman Manager - General Pressure of Being Managed:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of her line manager's management style, from a gender perspective, as a source of pressure.

WORK RELATIONSHIPS:

This category describes the participant's experience of the range of potential relationships in the workplace. For these respondents the discussion on relationships referred to interactions with colleagues and direct reports, not to the relationship with their line manager which was singled out for specific discussion in the category "Managerial Style" described above. The coding categories can also apply in the unlikely circumstance that the participant perceives herself to have no relationships at work. This may be rated as negative, positive or neutral depending on the individual's feelings about this situation.

Work Relationships: Descriptive:

1 positive
2 neutral
3 negative

"1" is allocated if the overall experience of work relationships is beneficiary to the participant - e.g. if relationships are supportive, motivating, helpful, useful etc.
"2" is allocated for a non-committal response - if, for example, work relationships seem irrelevant or have no particular impact either way.
"3" is allocated where the participant describes work relationships as a source of concern, an obstruction, an obstacle, or a burden.

General Work Relationship Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of work relationships as a source of pressure

Work Relationships - Woman Manager: Inter-personal role expectations I:

1 positive female characteristics
2 none encountered
3 negative female characteristics

: this category refers to the participant's experience of gender-linked expectations of her role in inter-personal relationships at work. It specifically refers to gender-linked characteristics rather than roles.

"1" is allocated when the participant describes these characteristics which are ascribed to her, as positive, helpful, beneficial. For example if she is seen as supportive, she is happy with this definition because she sees it as a positive or useful attribute - other examples of this might be caring, empathetic, intuitive.
"2" is allocated if the individual has never encountered gender-linked assumptions related to her role in relationships at work. That is she has been judged in terms of her personal characteristics without generalisations being made about her sex.
"3" is allocated when the individual has encountered negative expectations relating to traditional female characteristics, rather than individual ability, aptitude etc. Examples of this might be: unreliable, emotional, "too soft", illogical, not business minded etc.

Work Relationships -Woman Manager: Inter-personal role expectations I: actual/adopted role

1 positive female roles
2 not gender-related
3 negative female roles

: this category refers to the type of gender-liked role the participant plays in inter-personal relationships at work.
"1" is allocated when the participant describes the role she plays as positive, helpful, beneficial. For example if she sees herself as the "office mother", and is happy with this definition because she sees it as a positive or worthwhile contribution, or she feels comfortable in that type of role. Or she may enjoy the flirtation involved in being defined in more sexual rather than professional terms - she may also see this as a source of power or influence.
"2" is allocated if the individual has never regarded her role as in any way related to gender in term of inter-personal relationships at work. That is she responds/behaves in relation to her individual characteristics without any reference being made to her gender.
"3" is allocated when the individual finds herself playing sex-typed roles - perhaps because of expectations that she should do so (e.g. "mother", "mistress", "domestic", "secretary", "wife and mother - not manager" etc.). In this instance, however, she finds this role negative - e.g. because it restricts her professionally, or is contrary to her preferred style of relating.

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Work Relationships -Woman Manager: Inter-personal relationships - comfort:

1 not at all comfortable
2 slightly comfortable
3 moderately comfortable
4 very comfortable
5 extremely comfortable

: this section refers to the degree of comfort the individual experiences in relation to her role in interpersonal relationships at work.. Ratings are based on the overall description of the level of comfort experienced in the fulfilment of her role responsibilities.

Work Relationships -Woman Manager: Inter-personal relationships - productivity:

1 not at all productive
2 slightly productive
3 moderately productive
4 very productive
5 extremely productive

: this section refers to the degree of productivity achieved by the individual in relation to her role in interpersonal relationships at work. Ratings are based on the overall subjective assessment of the level of productivity achieved in her fulfilment of her role responsibilities.

Work Relationships -Woman Manager: Male/female differences:

1 positive female roles
2 not gender-related
3 negative female roles

Work Relationships: Woman Manager: General Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of work relationships, from a gender perspective, as a source of pressure.

WORK PERFORMANCE AND CAREER DEVELOPMENT:

This element of organisational pressure refers to the participant's perception of her job performance and career development. Concerns within this category included frustrations with the formal appraisal system, poor follow-up to the teiring system and anxieties about, for example, the successful management of "high exposure" tasks and the likelihood of securing performance related bonus payments.

Work Performance Career Development: Self Appraisal: Descriptive:

1 not at all satisfactory
2 slightly satisfactory
3 moderately satisfactory
4 very satisfactory
5 extremely satisfactory

This rating refers to the participants' perception of their job performance and career development - the progress they are making in terms of their own career plan and their perceived competence (both technical and managerial) in their current work. Ratings are made on the individual's subjective view of their career and job performance, so that, for example, if they are happy to remain at a junior management level, then this should be rated as satisfactory or successful. On the contrary if they are at a higher level of management but are frustrated with their progress, this should be seen as unsatisfactory and given a negative rating. Objective success or failure is not included in this section.

Work Performance Career Development: Manager's Appraisal: Descriptive:

1 not at all satisfactory
2 slightly satisfactory
3 moderately satisfactory
4 very satisfactory
5 extremely satisfactory

: this category refers to the line managers' perception of the participant's career development and managerial ability. That is how successful the individual has been from the perspective of her manager. Again it is based on her subjective assessment of his expectations and evaluation, it may, however, be different from her own view. For example, she may be satisfied with her achievement while he may not, and vice versa.

General Job Performance and Career Development Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of job performance and career development as a source of pressure.

Work Performance and Career Development - Woman Manager: Gender Influence on Career/Performance:

1 gender linked - positive
2 neutral - not gender-linked
3 gender-linked - negative

: this section refers to the individual's performance and their career development. It asks the question "has your sex been in any way relevant to your career progress?"

"1" is allocated if the participant regards the fact of her gender to have been a positive help in her career development. For example through positive discrimination/high profile/preference for female staff on a particular project etc.
"2" is allocated when the participant feels that her gender is irrelevant to her career development and progress - she is assessed, promoted etc. according to her personal ability, aptitude etc.
"3" is allocated when the participant feels that her gender has in some way been an obstacle to career progress. For example she may feel that she has had to overcome negative stereotype, has suffered from increased scrutiny, or is handicapped by the organisation's structure.

Work Performance and Career Development - Woman Manager: General Pressure:

1 Not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of career and performance issues as a source of pressure.

ORGANISATIONAL CHANGE:

This category refers to organisational change resulting from reviews in corporate policy, as opposed to incidental occupational changes. Examples of such changes are streamlining of staff by, e.g. reducing layers of management; implementation of quality programmes, e.g. local quality circles; change in banking ethos, e.g. push for sales, target related bonus schemes etc.; or changes in staff deployment, e.g. a move into marketing/sales.

Organisational Change : Attitude to: Descriptive:

1 positive/interested/stimulating/opportunity
2 neutral
3 negative

"1" is allocated when the individual is generally satisfied, encouraged, optimistic and/or interested in changes in the organisation.
"2" is allocated for a non-committal response - if, for example, organisational change seems irrelevant or has no particular impact either way.
"3" is allocated where the participant describes change as a source of concern, a threat, an obstruction, an obstacle, a burden.

General Organisational Change Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

ratings are based on the participants' subjective rating of organisational change as a source of pressure.

Organisational Change: Women Manager

1 positive/interested/stimulating/opportunity
2 neutral
3 negative

This category describes the particular experiences women encounter in their experience of organisational change.

"1" is allocated when the participant describes her experience of change, as it specifically effects women, as a positive experience. She may for example regard organisational change as having created more career or development opportunities for women, or has had a positive impact on the content of the working day, in terms of improved interest or challenge.

"2" is allocated when the participant regards this aspect of organisational life as having little or no impact, for better or worse, or where she is simply non-committal in her response.

"3" is allocated when the participant characterises the process of organisational change as having had a negative impact on women. For example, the interviewee might feel that change has reduced the opportunities or possibly job security for women, or has had a negative impact on their day to day work.

Women and Organisational Change: General Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

ratings are based on the participants' subjective rating of organisational change as a source of pressure.

WOMAN MANAGER:

Perceptions of Woman Managers: this element of women manager's experience adopts a "meta-perspective" on how women are perceived in organisations. This element attempts to explore the significance of the manager's gender from the perspective of both male and female colleagues, internal and external customers, senior management and junior staff. The essence of this factor is the particular meaning imposed by the addition of the qualification "women" to the designation "manager" and describes concerns about the implications for pursuing the managerial role and the question posed, is whether the gender of the interviewee is significant in how they are treated by senior managers, colleagues, clients and staff.

Woman Manager: Male Perceptions: Descriptive:

1 Positive sex role perceptions
2 No sex role perceptions
3 Negative sex role perceptions

This category refers to the male perceptions (colleagues/staff - internal) of woman manager. In some instances participants may refer to differing attitudes of a variety of individuals encountered in the course of her work. For example she may find he peers more accepting than either her senior managers or her junior staff. In these instances the final rating should be based on the overall impression of male colleagues - in terms of the categories outlined below.

"1" is allocated when the perceptions described are gender-linked, but positive. For example, the belief that women have particular skills which men lack, that they bring a different dimension to the team, or that they simply must be good to have got to managerial grade in such a traditional organisation.
"2" is allocated when the woman is perceived as a colleague, friend, adversary etc., but the perception is not gender linked.
"3" is allocated when the perceptions are sex-linked and negative. For example the woman is defined within a negative stereotypical framework implying lack of skills, lower status, limited experience etc.

Woman Manager: Female Perceptions: Descriptive:

1 Positive sex role perceptions
2 No sex role perceptions
3 Negative sex role perceptions

: this category refers to the female perceptions (colleagues/staff -internal) of woman manager. In some instances participants may refer to differing attitudes of a variety of individuals encountered in the course of her work. For example she may find her peers more accepting than either her senior managers or her junior staff. In these instances the final rating should be based on the overall impression of female colleagues - in terms of the categories outlined below.

"1" is allocated when the perceptions described are sex-linked, but positive. For example, that women have particular skills which men lack, that they bring a different dimension to the team, or that they simply must be good to have got to managerial grade in such a traditional organisation.

"2" is allocated when the woman is perceived as a colleague, friend, adversary etc., but the perception is not gender linked.

"3" is allocated when the perceptions are sex-linked and negative. For example the woman is defined within a negative stereotypical framework implying lack of skills, lower status, limited experience etc.

Woman Manager: Customer Perceptions: Descriptive:

1 Positive sex role perceptions
2 No sex role perceptions
3 Negative sex role perceptions

: this category refers to the (external) customer perceptions of women managers. In some instances participants may refer to differing attitudes of a variety of individuals encountered in the course of her work. For example she may find that some customers see her sex as an obstacle while others see it as helpful. The final rating should be based on the overall impression of customers - in terms of the categories outlined below.

"1" is allocated when the perceptions described are sex-linked, but positive. For example, that women have particular skills which men lack, that they bring a different dimension to the team, or that they simply must be good to have got to managerial grade in such a traditional organisation.

"2" is allocated when the woman is perceived as a manager, advisor, etc, but the perception is not gender linked.

"3" is allocated when the perceptions are sex-linked and negative. For example the woman is defined within a negative stereotypical framework implying lack of skills, lower status, limited experience etc.

Woman Manager: Perceptions of Women Managers: General Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of the woman manager label as a source of pressure.

Minority Status:

This theme describes the pressures which are associated with gender ratios in the workplace. Included in this concept are concerns about professional isolation, performance pressures emanating from high visibility, the pioneering or "arrowhead" element of the minority position, and the requirement of adjusting to what is perceived to be a largely male culture.

Woman Manager: Minority: Description:

1 positive - challenge/pioneer/high profile/conspicuous
2 neutral - no impact/irrelevant
3 negative - threatening/high profile/conspicuous/pressure to perform/different/isolated

: this category refers to the participant's experience of being in the minority by virtue of her sex. It covers situations such as being the only, or one of a few women in a predominantly male situation - e.g. at a meeting/conference/client lunch.

"1" is allocated when the participant is aware of being in the minority, but finds that experience positive, in that it is challenging, usefully high profile and pioneering.
"2" is allocated when the individual is not aware of the minority experience in terms of either a negative or a positive experience
"3" is allocated when the participant is aware of being in the minority and finds this experience negative, in terms of a feeling of exposure, pressure and isolation

Woman Manager: General Minority Pressure:

1 Not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of minority status as a source of pressure.

Woman Manager: Stereotypic Roles/Characteristics: Descriptive:

1 positive female roles
2 none encountered
3 negative female roles

: this category refers to the participant's experience of stereotypic roles or characteristics of women, as applied to her at work role.
"1" is allocated when the participant describes these roles or characteristics which are ascribed to her, as positive, helpful, beneficial. For example if she is treated like a "mother" she may find this a rewarding role - she may like supporting her colleagues and/or manager. She may also enjoy the "flattery" of a level of sexual innuendo or attraction in her work relationships. Or she may enjoy the protection given to a "daughter/girl". Additionally for example, if is characterised as threatening or controlling she may enjoy the "power" that this gives her to intimidate people. Or she may relish the element of surprise she is afforded by being seen to be a soft-touch - she may be able to use this by turning the tables on those who aren't prepared for her.
"2" is allocated if the individual has never encountered gender-linked assumptions related to her work role. That is she has been judged in terms of her personal characteristics without generalisations being made about her sex.
"3" is allocated when the individual has encountered negative stereotypes relating to traditional female roles, rather than individual ability, characteristics etc. Examples of these would be: "mother"; "sex object"; "secretary"; "domestic/housekeeper"; wife and mother as opposed to worker; "girl/daughter"; or in terms of characteristics - emotional; soft-touch; non-careerist; threatening/controlling; aggressive/pushy.

Woman Manager: Stereotypes/General Pressure: Descriptive:

1 Not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of stereotypes as a source of pressure.

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Woman Manager: Sexuality General Pressure: Descriptive

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of sexuality as a source of pressure.

Woman Manager: Advantages/External: Descriptive:

1 none
2 promotional
3 protection
4 non-traditional
5 other

: this category refers to the advantages which are seen to be related to gender. Specifically those advantages which come from the organisation - or are related to how the organisation treats or defines its female employees.

"1" is allocated when gender is not seen as being an advantage
"2" is allocated when the advantage is in terms of better opportunities for promotion e.g. because of positive discrimination; high profile resulting form minority position; tokenism; or a simple preference for working with a woman rather than a man.
"3" is allocated when the advantage is in terms of better treatment because of the stereotypes which suggest that women should be protected e.g. from responsibility; from criticism; from work overload; from confrontation etc.
"4" is allocated when the organisation is seen as less restrictive fro the woman because she does not fit the tradition image of the manager - she is therefore freer to progress etc.
"5" is allocated when none of the above categories apply

Woman Manager: Advantages/Internal: Descriptive

1 none
2 personal skills/aptitude/ability
3 femininity
4 other

: this category refers to the advantages which are seen to be related to gender. That is those advantages which are associated with being a woman manager, characteristics which are seen as being specifically female.

"1" is allocated when gender is not seen as being an advantage
"2" is allocated when the skills described are not specifically gender-related or concerning the use of gender as a tool: e.g. communication/person-perception skills; adaptability; organizational skills; multi-tasking.
"3" is allocated when the advantage is seen as relating to the use of her gender as an effective tool - e.g. in the description: use feminine wiles/femininity/sexuality/ chemistry.
"4" is allocated when none of the above categories apply

Woman Manager: General Pressure: Aggregate Score

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the average ratings of "woman manager" pressure.

CHILDREN

Decision re: Children:

1 personal
2 career
3 mixture of career and personal
4 other

: this section refers to the factors which participants considered when making a decision about having or not having children.

"1" is allocated when the considerations were of a personal nature only - e.g. factors in their relationships; physical problems; no personal interest in children; philosophical/political concerns about having children etc. If financial reasons are given - specify if these are regarded as a personal or career issue - e.g. of personal - partner unable to earn enough to support family during mother's absence from work; domestic financial difficulties, including additional family dependants; reluctance to give up lifestyle and concern that this could not be preserved once they became parents.

"2" is allocated when the considerations were related to work/career only - e.g. can't take time off from career; hasn't achieved sufficiently high status to consider a career break; feeling that she would loose credibility as careerist; deficiencies with the maternity schemes available; fear of de-motion or other "punishment" on return to work; dilemma about giving up work; work related financial concerns - e.g. problems of giving up mortgage benefits/ lack of financial support from bank maternity schemes.

"3" is allocated if the decision is a mixture of personal and career factors.

"4" is allocated if none of the above categories are appropriate.

Maternity Plans:

1 N/A
2 return to an unaltered work pattern
3 return to a re-structure work pattern - with Nat West
4 return to a re-structured work pattern - outside Nat West
5 give up work
6 dilemma - unable to plan

: this section refers to the plans which participants have made for having a child.

"1" is allocated when the participant does not intend to have a child and therefore does not need to make plans for maternity leave etc.

"2" is allocated when the individual intends to maintain a similar pattern of work post-baby (i.e. full-time; following same career path; same work base and hours of work)

"3" is allocated when the individual intends to change her pattern of work, while remaining with the bank - e.g.: reduction of hours; change work base; or alter career plans.

"4" is allocated when the individual intends to alter her style of work and leave the bank to do so - e.g.: change to work or a different company; work free lance etc.

"5" is allocated when the participant intends to give up work completely once she has a child/children. This does not have to mean that she will <u>never</u> work again, but that she will at least choose to wait until the child/children is/are more independent and that she is not opting for the career break but will be resigning with no plans to work for another company.

"6" is allocated when the participant expresses a dilemma in trying to resolve the work/child conflict - to such an extent that she cannot come to any conclusions about how she would manage the two. Many people will refer to the difficulty of the decision - but this rating is only for those who at time of interview were unable to find any solution to the problem.

Effect of Children on Work: Internal

1 positive effect - better manager
2 neutral effect - no change
3 negative effect

: this category refers the individual's perception of how having children will affect her work role. It refers specifically to what she feels she will bring to the job once she has children, not how she will be perceived by others.

"1" is allocated if the participant feels that having a child will improve her managerial ability in some way, whether in terms of putting the job in perspective and therefore improving her decision making capacity, or in helping her develop specific management skills - e.g. time management/ sensitivity to other people etc.

"2" is allocated if becoming a parent has no impact on the participant's managerial role

"3" is allocated if the participant feels that her managerial position will in some way be threatened by the fact of becoming a mother. For example she may feel that she would not be as committed to her career, would prefer to do less hours, would be less able to concentrate on the job or regard it as so important. Again these feelings are her own prediction about how she anticipates her performance as a manager will be affected by parenthood - not the perception of her colleagues or the bank generally.

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Effect of Children on work: external - male

1 positive effect - better manager
2 neutral effect - no change
3 negative effect

: this category again refers the individual's perception of how having children will affect her work role. It refers specifically to how she feels her **male** colleagues and staff will view her, once she has children. It may or may not coincide with her own views of how parenthood will affect her managerial ability.

"1" is allocated if the participant feels that her male colleagues will view her in a more favourable light once she has children, in that for example, she may be seen as "more human"; as having achieved a lot; as more "rounded"; more confident; as having a more balanced perspective
"2" is allocated when having children has no impact on the perceptions of male colleagues
"3" is allocated when the participant feels that becoming a mother will negatively effect how she is viewed by her male colleagues. For example, she may anticipate being seen as less committed to her work role; less reliable; a staffing liability; less interested in career; more vulnerable; not a good mother; less business like; more likely to be a "pushover/soft touch"

Effect of Children on work: external - female

1 positive effect - better manager
2 neutral effect - no change
3 negative effect

: this category again refers the individual's perception of how having children will affect her work role. It refers specifically to how she feels her **female** colleagues and staff will view her, once she has children. It may or may not coincide with her own views of how parenthood will affect her managerial ability.
: this category is rated according to the same criteria as the "male-external" category above, although in this instance codings are based on female perceptions of prospective motherhood

Pressure of Child/Career Overlap:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of the career/child dilemma as a source of pressure.

Employer's Role :

1 not necessary - individual responsibility
2 childcare provision
3 financial support
4 flexibility of work patterns
5 other

: this section refers to the participant's view of the employer's role in offering childcare or maternity provision.

"1" is allocated when the participant feels that the company has no responsibility for childcare schemes or maternity provisions. She feels that it is the individual's choice as to whether or not she has a child, therefore she should see it as her responsibility.
"2" is allocated when the participant feels that the bank should provide childcare - e.g. workplace or local crèche facilities - including provision for after-school or holiday care of older children.
"3" is allocated when the participant feels that the maternity provision should be in the form of financial support or incentive - e.g. better mortgage deals, lump sum incentives to return to work, better maternity allowance etc.
"4" is allocated if the individual feel that the organisation should offer flexibility as a way of supporting parents and potential parents - e.g. change of work base (telecommuting), consulting role, flexi-time etc.
"5" is allocated if none of the above categories are appropriate.

Children: General Pressure

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of the issues associated with children generally as a source of pressure.

Domestic Responsibility I: The Division of Domestic Responsibility I:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

This factor describes the pressure associated with the "executive" control of the overall running of the household, that is the allocation of responsibility for organising the way the household is managed.

: ratings are based on the participants' subjective rating of the domestic responsibility as a source of pressure.

Domestic Responsibility II:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

This element of domestic life refers to the allocation or division of domestic tasks.

: ratings are based on the participants' subjective rating of the division of labour as a source of pressure.

Domestic Responsibility III: Work Interference with Family

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

This element of domestic pressure describes the intrusion of work related issues into home life. This might include bringing work home, being late home because of work commitments, or bringing the tensions, frustrations or dissatisfactions which result from work issues into family relationships.

: ratings are based on the participants' subjective rating of work impinging on home as a source of pressure.

Domestic Responsibility IV: Family Interference with Work

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

This element of domestic pressure describes the intrusion of family responsibilities into the participant's working environment. This might include having to come home early because of family commitments, absenteeism because of a child's illness, or allowing domestic problems to interfere with work performance. It may also simply mean discussing home life in the workplace.

: ratings are based on the participants' subjective rating of home impinging on work as a source of pressure.

Domestic Responsibility V: Marital, or Co-Habitee Relationship.

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

This element of domestic pressure relates to the quality of the marital or co-habitee relationship.

: ratings are based on the participants' subjective rating of relationship with partner as a source of pressure.

Domestic Responsibility VI: Social Life

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the participants' subjective rating of the effect of work on social life as a source of pressure.

Domestic Responsibility VII: Overall Pressure:

1 not at all stressful
2 slightly stressful
3 moderately stressful
4 very stressful
5 extremely stressful

: ratings are based on the average score of the participants' subjective rating of domestic life as a source of pressure (i.e. average rating across all ratings in the "domestic responsibility" section).

Throughout the interview participants are asked to describe how they would cope with the various pressures which they confront as part of their working lives. These coping strategies should be categorised according to the following descriptions. If the interviewee describes a number of coping strategies in response to one pressure group then each of these strategies should be coded. Where subjects describe a coping strategy which does not coincide with one of the 29 available categories described below, a coding of "30" is allocated, to indicate an additional or "other" categorisation. Finally, a "not applicable" response is coded where the pressure situation is not applicable to the respondent, for example in the discussion of relationships with a partner when the interviewee does not currently have a partner, or where the pressure situation under question is not a problem to that individual.

1: Professional support: this category describes the reliance on colleagues for exchange of information, peer "supervision" and informal support through the sharing of personal frustrations, aspirations, and grievances. Additionally, or alternatively, professional support could describe the support from senior management in the form of a mentor relationship.

2: Personal support: this coping strategy describes a reliance on the support of friends and family in the management of pressure. This support might include sharing information, getting feedback and/or reassurance and having access to practical assistance.

3: Physical tension reduction: this coping response describes the use of techniques which reduce physical tension, through the use of physical exercise or, more specifically, relaxation techniques.

4: Distraction: this coping strategy might be described as a technique whereby the individual shifts her focus of attention away from a currently difficult situation and concentrates on a more productive and reinforcing aspect of situation. Examples of distraction might include, on a cognitive level, day dreaming, or using home interests to distract from work pressures, or from a behavioural perspective, using physical activity such as exercise as a means of avoiding becoming engrossed in work or family pressures.

5: Planning ahead: work: this strategy describes the use of work load planning through the use of "things to do" lists, or simple daily/weekly/monthly timetables, through to more strategically focused project management in the form, for example, of critical path analysis.

6: Planning ahead: home - this approach refers to making practical domestic arrangements in advance. Including, for example, devising weekly menus; making weekly or monthly shopping lists; organising and time-tabling family social activities and holidays.

7: Self-monitoring: this strategy requires the development of techniques of self reflection and self-assessment or self-awareness. This might include, for example, at a formal level developing reflective practitioner skills through formal training or, more informally, observing and evaluating personal cognitive or behavioural patterns.

8: Emotional expression/release: this strategy is described in the concept of emotional release, or "getting it off your chest", including talking with friends and colleagues, expressing anger or having a "good cry".

9: Compartmentalising: this strategy describes the segregation of different areas of responsibility, mainly to avoid complicating the task at hand but also to ensure that problems or issues from one area do not create further problems in another. This might include, for example, resisting talking about work at home, being careful not to bring work home, or organising family responsibilities or commitments so that they do not interfere with work life.

10: Problem solving: this strategy describes attempts to take a systematic, analytic approach to a specific problem. This might include, for example, analysing the nature and elements of the problem, generating possible solutions, organising and evaluating these solutions and applying the results of this process to reducing or eliminating the problem.

11: Territorial strategies: this strategy relies on the use of what might be called professional "props", e.g. business cards; positioning of furniture; and style of dress to demonstrate status so that a positive impression is achieved and a negative assumptions are avoided.

12: Avoiding negative gender stereotypes: this category of coping response describes efforts to avoid confirming negative gender stereotypes. For example, this might include being highly competent technically - that is in an area not generally thought to be the natural territory of women; relying on very comprehensive research to avoid making mistakes in, for example the presentation or documentation of an idea or proposal; avoiding being emotional; and avoiding what might be regarded as "domestic" and therefore typically female topic such as "baby" or "home" conversations.

13: Using femininity: this strategy involves the use of what have been described as "feminine wiles" - that is using what is seen as a "traditional feminine" style or "feminine" behaviours to control manipulate situations. This might include the use of flirtation, sexuality, helplessness or "buying into" a traditional style of male female interaction such as father-daughter, as a means of securing support and patronage.

14: Reliance on equipment: Work: this category describes the use of work based technology such as computer or other electronic systems to ease the management of work related pressures.

15: Reliance on equipment: Home: this category describes the use of home-based technology such as a dishwasher, cooker with electronic time control, or other labour saving device, to help manage household chores.

16: Organisation: this approach describes an overall strategy of managing both home and work pressures by the imposition of order, or giving a shape to what might otherwise be chaotic or disorganised.

17: Communication: in this strategy the emphasis is on both providing and seeking information as a means of both avoiding and managing pressure. This might include, for example, actively seeking information; making business contacts; expressing an opinion and being "proactive" rather than passive.

18: Time management: this category describes attempts to make the best use of time by, for example, analysing task priorities; realistic assessment of task requirements; monitoring work load; and tackling difficult tasks at times most likely to facilitate greatest concentration and productivity.

19: Information/knowledge: this coping response describes a process of seeking information or knowledge as a means of keeping in touch with both organisational and departmental developments; to clarify the nature or requirements of the task or demand; as a form of personal or professional development; or as a way of facilitating forward planning.

20: "Bang your drum": this rather specialised strategy describes efforts to maintain a high profile organisationally so that the pressures of being marginalised or simply overlooked are avoided. This strategy has particular significance in career and performance issues.

21: Reliance on drugs/medication: this strategy describes the use of smoking; drinking; an excessive intake of coffee and self-medication (e.g. cold remedies; pain killers) as a means of coping with work and domestic pressures.

22: Documentation: this strategy is something of a defensive response to a heavily bureaucratic organisation and involves the use of detailed documenting as a form of protection from potential misrepresentation or misunderstandings, but also as a means of monitoring and reviewing progress.

23: Demonstration of excellence: in this strategy negative stereotypes are managed by the demonstration of excellence and ability in the fulfilment of the professional role. This coping activity describes more than simply meeting the requirements of the job, but acknowledges the need for women to in many instances out-perform men, in order, firstly to undermine negative gender stereotypes and secondly, to achieve recognition.

24: Cognitive re-structuring/re-framing: this strategy describes a cognitive re-evaluation process by which the situation is made manageable by somehow altering its significance. An example of this might be a process of re-prioritising values or a goals, so that the pressure of a missed career opportunity might be lessened by a re-emphasis on the importance of family life. Or on a very immediate level the management of unfair criticism by cognitively de-valuing the status of the critic.

25: Keeping Healthy: this strategy is largely self-explanatory, but describes any efforts to preserve or improve the individual's health status as a means of on the one hand performing more effectively and, on the other hand lessening the impact of pressure.

26: Pragmatism: this approach to the management of pressure is described in the phrase "I just get on with it". In this process there is no attempt to change or improve the situation, rather, there is a kind of "knuckling down to it", and presumably working harder or working differently in order to meet the demand. This coping strategy is reminiscent of Hall's (1972) concept of "increased or reactive role behaviour" which describes attempts to increase activity as a means of managing increasing pressures.

27: Conflict Avoidance: this strategy focuses on efforts to avoid conflict including, for example, avoiding giving negative feedback or "bad news", pursuing agreement and consensus and opting out of contentious or even high profile issues.

28: Environmental Monitoring: this coping strategy requires the individual to be alert to the environment, in terms of maintaining sensitivity to the needs and emotions of the people around them. As part of this process the manager will also be aware, and will review the impact of her behaviour on those around her.

29: Dismissal: this coping strategy describes a form of denial of the significance of a problem, as opposed to a denial of its existence. This particular "not a problem" response, is defined as denial in a context where a problem has already been described. For example, if an interviewee has described her relationship with colleagues as problematic, and given this area of work life a moderate to high stress rating, a response of "its not a problem" to the question "How do you cope with this aspect of your work/home life?" suggests an effort to manage or contain the impact of this stressor by denying its significance.

Name...

Date...

MILLER BEHAVIOUR STYLE SCALE

1. Vividly imagine that you are <u>afraid</u> of the dentist and have to get some dental work done. Which of the following would you do? Tick <u>all</u> of the statements that might apply to you

I would ask the dentist exactly what he was going to do.

I would take a tranquilliser or have a drink before going.

I would try to think about pleasant memories.

I would want the dentist to tell me when I would feel pain.

I would try to sleep.

I would watch all the dentist's movements and listen for the sound of his drill.

I would watch the flow of water from my mouth to see if it contained blood.

I would do mental puzzles in my mind.

2. Vividly imagine that you are being held hostage by a group of armed terrorists in a public building. Which of the following would you do? Tick all of the statements that might apply to you.

I would sit by myself and have as many daydreams and fantasies as I could.

I would stay alert and try to keep myself from falling asleep.

I would exchange life stories with the other hostages.
If there was a radio present, I would stay near it and listen to the bulletins about what the police were doing.
I would watch every movement of my captors and keep an eye on their weapons.

I would try and sleep as much as possible.

I would think about how nice it's going to be when I get home.

I would make sure I knew where every possible exit was.

3. Vividly imagine that, due to a large drop in sales, it is rumoured that several people in their department at work will be laid off. Your supervisor has turned in an evaluation of your work for the past year. The decision about lay-offs has been made and will be announced in several days. Tick all of the statements that might apply to you.

☐	I would talk to my fellow workers to see if they knew anything about the supervisor's evaluation of me.
☐	I would review the list of duties for my present job and try to figure out if I had fulfilled them all.
☐	I would go to the cinema to take my mind off things.
☐	I would try to remember any arguments or disagreements I might have had with the supervisor that would have lowered his or her opinion of me.
☐	I would push all thought of being laid off out of my mind.
☐	I would tell my husband and close friends that I'd rather not discuss my chances of being laid off.
☐	I would try to think which employees in my department might be thought by the supervisor to have done the worst job.
☐	I would continue doing my job as if nothing special was happening.

4. Vividly imagine that you are on an aeroplane, thirty minutes from your destination, when the plane unexpectedly goes into a deep dive and then suddenly levels off. After a short time, the pilot announces that nothing is wrong, although the rest of the ride may be rough. You, however, are not convinced that all is well. Tick all of the statements that might apply to you.

☐	I would carefully read the information provided about safety features in the plane and make sure I knew where the emergency exits were.
☐	I would make small-talk with the passenger beside me.
☐	I would read the magazines provided, even though I had read them before.
☐	I would call for the stewardess and ask her exactly what the problem was.
☐	I would order a drink or tranquilliser from the stewardess.
☐	I would listen carefully to the engine for unusual noises and would watch the crew to see if their behaviour was out of the ordinary.
☐	I would talk to the passenger beside me about what might be wrong.
☐	I would settle down and read a book or write a letter.

The Self-Control Schedule (Rosenbaum 1980)

<u>Directions:</u> Indicate how characteristic or descriptive each of the following statements is of you by using the code given below.

+ 3   very characteristic of me, extremely descriptive

+2   rather characteristic of me, quite descriptive

+1   somewhat characteristic of me, slightly descriptive

- 1   somewhat uncharacteristic of me, slightly undescriptive

- 2   rather uncharacteristic of me, quite undescriptive

- 3   very uncharacteristic of me, extremely undescriptive

1.   When I do a boring job, I think about the less boring parts of the job and the reward that I will receive once I am finished.

2.   When I have to do something that is anxiety arousing for me, I try to visualise how I will overcome my anxieties while I am doing it.

3.   Often by changing my way of thinking I am able to change my feelings about almost everything.

4.   I often find it difficult to overcome my feelings of nervousness and tension without any outside help.

5.   When I am feeling depressed I try to think about pleasant events.

6.   I cannot avoid thinking about mistakes I have made in the past.

7.   When I am faced with a difficult problem, I try to approach its solution in a systematic way.

8.   I usually do my duties quicker when somebody is pressuring me.

9.   When I am faced with a difficult decision, I prefer to postpone making a decision even if all the facts are at my disposal.

10.   When I find that I have difficulties in concentrating on my reading, I look for ways to increase my concentration.

☐ 11. When I plan to work, I remove all the things that are not relevant to my work.

☐ 12. When I try to get rid of a bad habit, I first try to find out all the factors that maintain this habit.

☐ 13. When an unpleasant thought is bothering me, I try to think about something pleasant.

☐ 14. If I smoked two packages of cigarettes a day, I would probably need outside help to stop smoking.

☐ 15. When I am in a low mood, I try to act cheerful so my mood will change.

☐ 16. If I had the pills with me, I would take a tranquilliser whenever I felt tense and nervous.

☐ 17. When I am depressed, it try to keep myself busy with things that I like.

☐ 18. I tend to postpone unpleasant duties even if I could perform them immediately.

☐ 19. I need outside help to get rid of some of my bad habits.

☐ 20. When I find it difficult to settle down and do a certain job, I look for ways to help me settle down.

☐ 21. Although it makes me feel bad, I cannot avoid thinking about all kinds of possible catastrophes in the future.

☐ 22. First of all I prefer to finish a job that I have to do and then start doing the things I really like.

☐ 23. When I feel pain in a certain part of my body, I try not to think about it.

☐ 24. My self-esteem increases once I am able to overcome a bad habit.

☐ 25. In order to overcome bad feelings that accompany failure, I often tell myself that it is not so catastrophic and that I can do something about it.

26. When I feel that I am too impulsive, I tell myself "stop and think before you do anything"

27. Even when I am terribly angry at somebody, I consider my actions very carefully.

28. Facing the need to make a decision, I usually find out all the possible alternatives instead of deciding quickly and spontaneously.

29. Usually I do first the things I really like to do even if there are more urgent things to do.

30. When I realise that I cannot help but be late for an important meeting, I tell myself to keep calm.

31. When I feel pain in my body, I try to divert my thought from it.

32. I usually plan my work when faced with a number of things to do.

33. When I am short of money, I decide to record all my expenses in order to plan more carefully for the future.

34. If I find it difficult to concentrate on a certain job, I divide the job into smaller components.

35. Quite often I cannot overcome unpleasant thought that bother me.

36. Once I am hungry and unable to eat, I try to divert my thoughts away from my stomach or try to imagine that I am satisfied.

BEM INVENTORY
Developed by Sandra L. Bem, Ph.D.

Name_____Age_____Sex_____

Phone No. or
Address_____

_____Date_____19____

If a student: School_____ Yr in School_____

If not a student: Occupation_____

DIRECTIONS

On the opposite side of this sheet, you will find listed a number of personality characteristics. We would like you to use those characteristics to describe yourself, that is, we would like you to indicate, on a scale from 1 to 7, how true of you each of these characteristics is. Please do not leave any characteristic unmarked.

Example: Sly

        Write a 1 if it is never or almost never true that you are sly.
        Write a 2 if it is usually not true that you are sly.
        Write a 3 if it is sometimes but infrequently true that you are sly.
        Write a 4 if it is occasionally true that you are sly.
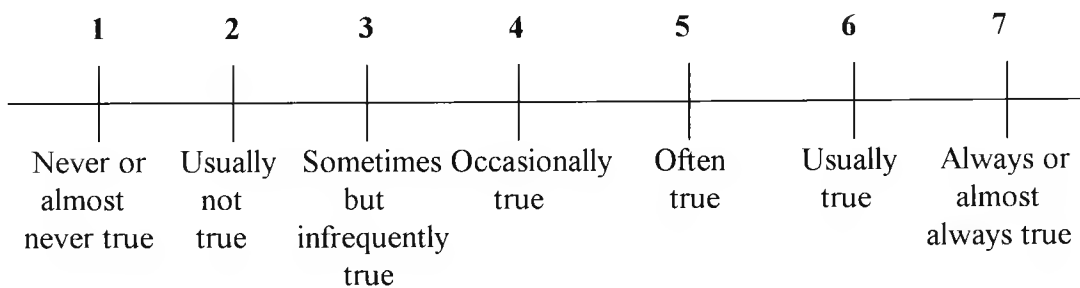   Write a 5 if it is often true that you are sly.
        Write a 6 if it is usually true that you are sly.
        Write a 7 if it is always or almost always true that you are sly.

Thus, if you feel it is sometimes but infrequently true that you are "sly", never or almost never true that you are "malicious", always or almost always true that you are "irresponsible", and often true that you are "carefree" then you would rate those characteristics as follows:
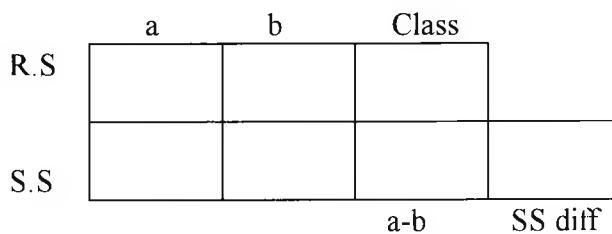
Sly	3
Malicious	1

Irresponsible	7
Carefree	5

1	2	3	4	5	6	7
Never or almost never true	Usually not true	Sometimes but infrequently true	Occasionally true	Often true	Usually true	Always or almost always true

Defend my own beliefs		Adaptable		Flatterable	
Affectionate		Dominant		Theatrical	
Conscientious		Tender		Self-sufficient	
Independent		Conceited		Loyal	
Sympathetic		Willing to take a stand		Happy	
Moody		Love children		Individualistic	
Assertive		Tactful		Soft-spoken	
Sensitive to needs of others		Aggressive		Unpredictable	
Reliable		Gentle		Masculine	
Strong personality		Conventional		Gullible	
Understanding		Self-reliant		Solemn	
Jealous		Yielding		Competitive	
Forceful		Helpful		Childlike	
Compassionate		Athletic		Likeable	
Truthful		Cheerful		Ambitious	
Have leadership abilities		Unsystematic		Do to use harsh language	
Eager to soothe hurt feelings		Analytical		Sincere	
Secretive		Shy		Act as a leader	
Willing to take risks		Inefficient		Feminine	
Warm		Make decisions easily		Friendly	

	a	b	Class	
R.S				
S.S				
			a-b	SS diff

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Appendix 11

Definitions of the 5 "collapsed" coping strategies:

1. **Personal support**: this coping strategy describes a reliance on the support of friends and family in the management of pressure. This support might include sharing information, opportunities to ventilate feelings, getting feedback and or reassurance and having access to practical assistance.

2. **Maintaining Physical Health**: this coping response describes the use of techniques which reduce physical tension, through the use of physical exercise or, more specifically, relaxation techniques. Additionally, it describes any efforts that the individual makes to preserve or improve their health status either as a means of becoming effective or more effective while also lessening the impact of pressure.

3. **Organisation:** this category describes the rationalisation of work load through planning and time management, both at home and in the workplace. At work this involves the use of simple "things to do" lists, daily/weekly/monthly timetables, or more strategically focused project management in the form of, for example, critical path analysis. At home this refers to making practical domestic arrangements in advance. Including, for example, devising weekly menus; making weekly or monthly shopping lists; organising and time-tabling family social activities and holidays. In both settings it also involves the use of time management techniques and both labour and time saving equipment.

4. **Communication**: in this strategy the emphasis is on both providing and seeking information as a means of both avoiding and managing pressure. This might include, for example, actively seeking information; making business contacts; expressing an opinion and being "proactive" rather than passive. In this sense it also involves a process of seeking information or knowledge as a means of protecting to clarify situation - e.g. so that the individual is armed with information as ammunition and also so that she might stay one step ahead of organisational or other developments.

5. **Self-Promotion:** this strategy describes efforts to maintain a high profile organisationally so that the potential for marginalisation or restricted career opportunities is minimised. One element of this approach is the demonstration of excellence or ability in the managerial role, partly to avoid negative stereotypes and partly as an active bid to achieve recognition.