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**LEADING IN A MAN'S WORLD: HOW OFFSHORE WOMEN
LEADERS FACE THE CHALLENGES OF LEADERSHIP**

Academic Advisor

Professor Dr. Juliana Mansur

Rio de Janeiro

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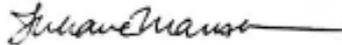
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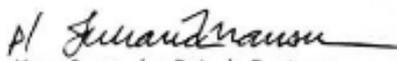
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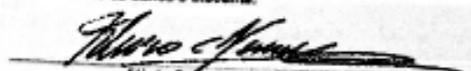
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I dedicate this dissertation to my beloved father who I wish could have been here to see me completing one more step of the journey of life and to my daughter who have always believed and supported all my dreams.

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ABSTRACT

Purpose – This study has the purpose to investigate how female leaders face the challenges of leadership in the offshore Brazilian industry.

Methodology – The study consisted in an exploratory qualitative research with female leaders that occupy or have occupied leadership positions in that industry.

Results - Through this analysis it was possible to recognize the challenges faced in order to maintain their femininity, their social identity, dealing with gender stereotypes expectations and any boundaries related to their sex and understand the strategies used to deal with those challenges.

Limitations –The study was performed with a sample of women offshore that occupy or have occupied leadership positions offshore in technical and maritime departments in petroleum companies.

Practical Implications – From these studies, organizations are able to identify the means through which they may adjust their policies and procedures so that the challenges of women in their pursue of leadership become not very distinctive of the challenges of men in the same pursue.

Social Contributions - Female leadership has been widely debated but little attention has been paid to women who are cut off from social life while working offshore. The deeper look of this study can humanize the relationships experienced by these leaders.

Originality – We have not found any study of the offshore female leader.

Keywords: Leadership, gender-role stereotypes, feminine, self-perceived identity.

RESUMO

Objetivo – Este estudo tem o propósito de investigar como líderes do sexo feminino encaram os desafios da liderança na indústria *offshore* brasileira.

Metodologia – O estudo consistiu em uma pesquisa qualitativa exploratória com líderes do sexo feminino que ocupam ou já ocuparam posições de liderança nessa indústria.

Resultados – Através desta análise foi possível reconhecer os desafios enfrentados por essas líderes do sexo feminino para manter sua feminilidade, sua identidade social, lidando com estereótipos de gênero e quaisquer limitações referentes ao seu sexo e entender as estratégias utilizadas para lidar com esses desafios.

Limitações – Este estudo foi realizado com uma amostra de 9 mulheres que ocupam ou já ocuparam funções de liderança *offshore* nos departamentos técnico e marítimo de empresas petrolíferas.

Contribuições práticas – A partir desses estudos, as organizações são capazes de identificar meios através dos quais possam adequar suas políticas e procedimentos de modo que os desafios das mulheres em sua busca por liderança se tornem bem similar aos desafios dos homens na mesma busca.

Contribuições sociais – A liderança feminina tem sido amplamente debatida, mas pouca atenção tem sido dada a essas mulheres que são excluídas do contato social enquanto trabalham *offshore*. O olhar mais profundo deste estudo pode humanizar as relações experimentadas por essas mulheres.

Originalidade – Não encontramos nenhum estudo da líder feminina na indústria *offshore*.

Palavras-chave: Liderança, estereótipos gênero-função, feminino, identidade auto percebida.

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1 INTRODUCTION

It is not a novelty that throughout history leadership roles have been predominantly male (Meyerson & Fletcher, 1999; Eagly & Karau, 2002; van Vugt, Hogan & Kaiser, 2008). Considering some industries and some organizations, men are not only majority, but the only one recognized as adequate. It is widely known, due to the broad number of studies found in our literature, that gender stereotypes have led to a belief that leadership characteristics are also the representation of male characteristics (Eagly & Carli, 2007, Garcia-Retamero & Lopez-Zafra, 2006; Brunner, 2018). As such, competitiveness, assertiveness, aggressiveness, risk taking and therefore leadership is generally associated with masculinity. Male-dominated organizations have sent a message that women need to show their masculine qualities in order to lead successfully (Golding & Rouse, 2000; Sarsons, 2017; Ely & Meyerson, 2010).

Gender bias has created a challenging leadership path for women since they are generally seen as having more communal characteristics in contrast to the agentic ones more expected in men. (Abele & Wojciszke, 2014). Women are not perceived to have what it takes to be a successful leader due to that biased evaluation (Eagly & Karau, 2002; Smith, Crittenden & Caputi, 2012). Indeed, women who chose to join male-dominated organizations or industries generally encounter more difficulty in being heard and recognized, and some of them even find themselves doubting their own leadership capabilities when compared to their male mates, depicting a social identity treat (Derks, Ellemers, van Laar & de Groot, 2011).

In the pursue of leadership and molding into male-dominated organizations it seems that there is a need for women to navigate between agency and communality, towards adopting more dominant behavior and appearance (Derks *et al.*, 2011). Their perception of their femininity and their identification with their own gender seem to be at stake.

Through this study our aim was to discern the challenges some women leaders go through in a very specific male dominated context - the Brazilian offshore industry - and the mechanisms that are employed to face those challenges. The study consisted in an exploratory qualitative research with nine female leaders that occupy or have occupied leadership positions in that industry.

The results of this study confirm that there are some challenges in order for the women to maintain their femininity, their social identity, dealing with gender stereotypes expectations

and any boundaries. However, the study was not able to confirm the affirmation from participants that indicates the challenges have lessen as they advanced in their career.

We expect that the results of this study provide offshore organizations additional input to examine and adjust their policies and procedures so that the challenges of women in their pursue of leadership become not very distinctive of the challenges of men in the same pursue.

2 THEORETICAL BACKGROUND

2.1 Leadership and Gender

Throughout history, mankind has been in a quest for strategies to solve group coordination problems associated with power centrality, hierarchy and dominance. Leadership has emerged as such (van Vugt *et al.*, 2008). However, leadership has been predominately depicted in masculine terms and a male prerogative in several sectors of society (Eagly & Karau, 2002; Smith *et al.*, 2012).

Danbold and Bendersky's (2019) study confirms that prototypes have favored dominant groups in detriment of nondominant ones. Since "most organizations have been created by and for men and are based on male experiences" (Meyerson & Fletcher, 1999, p.131) leadership related activities have been acutely portrayed with manly characteristics such as autonomy, competitiveness, results orientation, assertiveness (Janderska & Kraimer, 2005; Garcia-Retamero & López-Zafra, 2006; Linehan & Scullion, 2008; Koburtay, Syed & Haloub, 2019).

In order to become a leader, it is necessary that one constructs and internalizes a leader identity (DeRue & Ashford, 2010). If people perceive themselves as leaders, they will more likely engage themselves in behaviors and deeds that express their so-called representation of leadership. Howbeit, constructing a leader identity is a social process that involves claiming and granting from leaders and followers (DeRue, Ashford & Cotton, 2009).

Scholarly literature (Bem, 1974; Carli & Eagly, 2011; Abele & Wojciszke, 2014) have posed that whereas men are expected to show agentic characteristics (being dominant, authoritative, competent and assertive) women are expected to be communal (showing kindness, supportiveness, warmth). The mismatch between the feminine stereotype and the leadership prototype may lead to the conclusion that a female worker does not possess the necessary characteristics to be a leader (Johnson, Podratz, Dipboye & Gibbons, 2008).

If people in leadership roles are to be essentially agentic and women are expected to be communal this elicits an incongruity between the gender and the role, unless women violate the gender norm (Eagly and Karau, 2002; Garcia-Retamero & López-Zafra, 2006). That conscious or unconscious adjustment is made in order fit the male-dominated organization expectations and climb up in the leadership ladder (Derks *et al.*, 2011; Derks, van Laar & Ellemers, 2016) which validates that organizational polices carry deep-rooted masculine notions of leadership (Humberd, 2014).

Johnson and colleagues (2008) conveyed that leaders who elect to adopt masculine or feminine behaviors, although gender-inconsistent, are acceptable as long as they do exhibit behavior consisted with their gender. Nevertheless, their study reveals that female leaders need to demonstrate masculine traits or behaviors in order to appeal strong while show themselves sensitive to subordinates' needs. This way they will not be seen as dominant, which would be detrimental to their image (Rudman & Glick, 2001).

Not only the leadership role but also the industry may be incongruent with the gender role due to male-dominated environments (Garcia-Retamero & López-Zafra, 2006). This perceived incongruency may cause blocked promotions, prevent women to ascend towards career development (Eagly & Carli, 2003; Linehan & Scullion, 2008) and engender resistance when women finally succeed (Eagly, 2007; Glass & Cook, 2016). Ultimately, women in leadership positions are required to be extremely competent, with proven accomplishments, and need to work harder to legitimize their position (Moran, 1992) once they unlikely have the mechanisms to change the performance evaluation criteria (Ely, 1995).

2.1.1 Leadership Stereotypes

The study conducted by Offermann, Kennedy and Wirtz (1994) on Implicit Leadership Theories (ILT) appointed eight dimensions of leadership stereotype, which have been divided into prototypic (Sensitivity, Dedication, Charisma, Attractiveness, Intelligence, and Strength) and antiprototypic (Tyranny and Masculinity), being those traits expected to be present on an ideal leader (Bass, 1990; Conger & Kanungo, 1994). Expanding Offermann *et al.*'s (1994) study, Epitropaki and Martin (2004) have confirmed that Sensitivity would be a trait more frequently present in a female leadership style whereas Tyranny would be perceived to be more of a masculine one.

2.1.2 Being a Woman Leader

Eagly and Karau's (2002) role congruity theory suggests that women face two types of bias due to the gender stereotype. Firstly, they are viewed as not being as capable of being in leadership roles as men are, due to less agentic characteristics. On the other hand, when female leaders adopt an agentic leadership style they are evaluated negatively, and even penalized (Rudman & Glick, 1999; Rudman & Glick, 2001; Johnson et al., 2008; Eagly & Karau, 2002) since this behavior contradicts the prescriptive gender stereotype (Smith *et al.*, 2012).

So, when women decide to pursue a leadership position and manage to succeed, they break not only the gender stereotype since they are expected to be communal whereas leaders are expected to be agentic, but also the leadership stereotype since leaders are expected to display masculine behavior. Yet breaking these roles is more than being a woman or displaying communality because the gender is expressed in multiple ways. Therefore, it's necessary to understand these instances of the feminine and how they manifest in the daily leadership behaviors.

2.2 The Manifestation of the Feminine by the Woman Leader

2.2.1 Communality vs. Agency

Communality and agency are broad classes of social recognition, perception of the self or clusters of behaviors (Abele & Wojciszke, 2014). Agentic characteristics (decisive, dominant, aggressive, independent) are, to a greater degree, related to goal-achievement and are frequently ascribed to male gender whereas communal ones (warmth, empathic, kind, emotional, need of affiliation) are related to maintenance of relationships and are ascribed to women (Ferreira, 1995; Eagly & Karau, 2002; Heilman & Okimoto, 2007; Abele & Wojciszke, 2014).

Agentic characteristics are considered essential for successful leadership (Eagly & Carli, 2007). In the pursuit of career advancements, or just fitting-in, women might adopt a more masculine look, a more dominant behavior, distancing from other women (Derks *et al.*, 2011). Depending on the context, that positioning, per se, may ameliorate or minimize discrimination (Rudman & Glick, 2001). When women are recognized competent as agentic leaders, they may experience backlash since failing to demonstrate communal behaviors is seen as a violation of the gender role, which may cause negative evaluations (Eagly & Karau, 2002; Rudman & Glick, 2001). This propensity toward negativity may be softened if it is clearly demonstrated that the

communal behavior reflects women's inner personality instead of simply complying with the claims of the work setting or if they are undoubtedly competent (Heilman & Okimoto, 2007).

Nonetheless, Schaumberg and Flynn (2017) pose that some agentic traits, such as self-reliance, are favorably evaluated in women in leadership positions and that exhibiting some communal traits buffer female leaders from being penalized for being agentic.

Being in a leadership position apparently presents a behavioral dilemma since it may require a mix of behaviors (agentic and communal) that defies gender prescriptions (Johnson *et al.*, 2008). Therefore, in order to legitimize their leadership, female leaders need to transit between agency and communality (Heilman & Okimoto, 2007).

2.2.2 Gender Identification

In the pursuit of a leadership position, women who have low gender identification may dissociate themselves from those they believe affect their identity in a negative way. They search to stand out through performance, stressing the differences between them and other women, and even obstruct the advancement of other women's careers. However, some may battle those negative stereotypes, enhancing the standing of the group (Derks *et al.*, 2011; Kaiser & Spalding, 2015).

Studies also reveal that in order to be successful in their path to leadership some women separate their feminine and work identities, showing agentic characteristics at work and more communal ones in their relations outside working environment (von Hippel, Walsh & Zouroudis, 2011). In addition, they are more attached to their work identity and therefore more inclined to engage in the male-dominated culture (Settles, 2004).

Nonetheless, when women are strongly gender identified they tend to support members of the ingroup under conditions recognized as identity threat, willing to serve as their mentors (Derks *et al.*, 2011).

2.2.3 Gender Identity

In male-dominated environment, a lot of attention is paid to women's bodies and sexuality (Wright, 2013). They are seen as aesthetic and sexual (Tyler & Cohen, 2010), which may make them not very visible or unqualified as leaders (Glass & Cook, 2016). It appears that women's

sexual availability is a matter of interest to male workers (Paap, 2006). Being physically attractive may be detrimental to a woman, arising sexual discrimination, and culminating in negative evaluations (Johnson, Murphy, Zewdie & Reichard, 2010; Johnson, Sitzmann & Nguyen, 2014).

It seems that maintaining a feminine style while escaping from unwanted sexual advances remains a challenge (Wright, 2013). Apparently, sites that are physically distant from corporate headquarters are more likely to experience sexual harassment (Paap, 2006). In order to flee from this unwanted threat women may consider a change in their social behavior, their dressing and grooming, limiting their interactions (Wright, 2013). Therefore, they avoid identifying themselves as very feminine, transiting more on the other extremity of the axis of the in the Sexual Identity Scale (SIS) (Stern, Barak & Gould, 1987).

Based on what has been presented the purpose of this study is to understand:

1. How offshore women leaders deal with being a leader in a male dominated context?
2. How offshore women leaders face the challenges related to the expressions of the instances of the feminine in the workplace?

3 METHOD

3.1 The Offshore Context

Male-dominated organizations and industries present extra hurdles for women regarding being recognized for their accomplishments and expertise and being accepted as leaders (Golding & Rouse, 2000; Sarsons, 2017; Ely & Meyerson, 2010). In addition, in those environments, mostly leaders may stage “stronger male-leadership stereotype” (Born et al, 2018, p.25) associating this behavior with success (Ely, 1995). Therefore, women need to demonstrate that they are as qualified as their male counterpart to lead (Haile et al, 2016). Conserving a feminine identity in this context is a strife (Davey, 2008) and some women choose to act like men in order to be accepted (Ely, 1995).

The representativeness of women in the Oil and Gas industry workforce in 2017 was around 22%, opposed to 60% and 50% in Health and Social Work and Education industries respectively, as per report issued by the Boston Consulting Group in partnership with the World Petroleum Council (BCG, 2017). In technical positions the representativeness may be reduced

to 10% since women are more likely to be found in office jobs (BCG, 2017), which confirms that the offshore industry is predominately male dominated.

In the offshore industry, male and female workers are subjected to living and working in exploration, production and support vessels, which demands that they get adapted to a routine that comprehends danger and physical risk, which apparently is a condition of masculinity (Ely & Meyerson, 2010).

Confined work offers a different professional and personal routine since it is an entire experience in the workplace (Salles & Costa, 2013). Besides physical confinement, offshore workers also have to deal with several factors that may hinder their suiting, such as the fact that they are periodically away from their families for a period that may vary from 14 days to 56 days or more, depending on the type of vessel they work (Souza, 1996; Costa, 2019), have limited connection with the outside world, have to deal with limitation of space, including during their leisure or resting time, and are constantly concerned about their own safety. On the other hand, some vessels are equipped with internet, TV rooms and recreational facilities and medical services are available 24/7 (Souza, 1996; Adams, 2014).

Women who work on offshore support vessels are exposed to a very challenging environment most of the time being the only feminine representative in a universe from 15 to 30 people during a 28-day shift.

The need of planning and readiness in order to cope with operational and/or maintenance routines and the constant pressure of imminent emergencies can be psychologically challenging (Sutherland & Cooper, 1996). Heavy equipment, cranes, turbines, noise, and variable temperature and ocean climates compose the physical harsh environment (Adams, 2014). Nonetheless the financial advantages and the resting time (generally equivalent to the period worked) have attracted men and women to this industry (Souza, 1996).

Male-dominated industry practices may, even if unintentionally, cause women to be treated as outsiders or be seen as less prototypical leaders (Martin & Collinson, 2002; Gloor, Morf, Paustian-Underdahl & Backes-Gellner, 2020).

Another hurdle women have to deal with is the family-work conflict (Linehan & Scullion, 2008). In the offshore industry some companies prefer not to hire women in part because of the possibility of pregnancy, or due to the belief that women will abandon their

career. However, several women in this industry seem to be prioritizing their career over family by postponing or even opting for not having children (Costa, 2019).

In the offshore universe there are several kinds of vessels that vary from big drilling or production rigs to small support boats. The bigger the vessel the bigger the contingent of personnel in several departments. The women leaders represented in this study are from technical department and the deck department.

The technical department of a drilling rig is headed by the maintenance supervisor, who is responsible for all the electrical and mechanical equipment on board of a rig. Therefore, electrical and mechanical teams are under the maintenance supervisor's authority. Each team has its own supervisor. Both electric and mechanic supervisor is responsible for a team of specialists, senior engineers and technicians that work 24/7 to ensure maintenance and repair of all equipment. These teams are composed of a range of professionals that may or may not have maritime background, depending on the maritime authorities' requirements.

In the smaller support vessels, the engine department team is responsible for the maintenance of the vessel and its members are licensed by the maritime authorities. The engine department is headed by the chief engineer or first engineer. Since the chief engineer is in charge of all the strategic work of the department, the second engineer is the figure in charge of the operational team. To assist the second engineer the structure counts with the third engineer, who is responsible for the rest of the team that may include the fourth engineer, the motormen and the assistants of the department. The size of the team varies according to the size of the vessel.

The structure of the deck department is very similar both in big and small vessels. The captain is the utmost authority, acting on the behalf of the owner of the vessel. The captain is responsible for the day-to-day affairs of the vessel and all the departments are subjected to his or her authority. Below the captain, the first mate is responsible for all aspects of the vessel navigation and leading the deck activities such as cargo handling and anchoring, having the deck crew under his or her supervision, including the second mate. The second mate or pilot is responsible for maneuvering the vessel, keeping it on track and safe.

All the supervisors of the deck and the engine departments must graduate on a military college in order to hold those positions and already start their career on a junior supervisory level.

Since I, the author, have worked in the Oil and Gas industry for over 15 years and have had the chance to eventually embark in oil rigs, I had been in contact with women in several positions in this challenging environment. As a Human Resources representative, during my career I have witnessed some of their struggle of being a woman, a mother, and a professional in an environment not always welcoming. After leaving the industry it came to my knowledge that some women have finally succeeded to be promoted to leadership positions, which caught my attention, and I was very intrigued about the finding out the challenges they have had to cope with and the strategies they have used to do so.

3.2. Data Collection

In order to encounter the responses for our queries, we have conducted an exploratory qualitative research with nine female leaders that work or have worked offshore in Brazil. We have selected the qualitative research since our goal was to study the perspective of the participants (Yin, 2016), and interpreting and creating knowledge through that, exploring the phenomena from within (Flick, 2009). The data collected during this kind of study may be subjected to different interpretation, evincing that the content must be analyzed to unveil any hidden message (Campos, 2007; Bardin, 2009).

Although I had worked in oil and gas companies that had a female contingency as far as I was aware of none of my acquaintances had made it to supervisory positions. So, in order to start the research, I got in contact with a recruitment specialist who named four of the women we interviewed. I have contacted them through social media (LinkedIn). And from that point on we used the snowball sampling method (Goodman, 1961), when we requested the participants to name other women leaders who work offshore. This way we were able to reach the other five women we interviewed.

The participants of the study are between 31 and 40 years old and their minimum leadership tenure was 5 years, in technical department (maintenance supervisor and electrical supervisor), engine department (chief engineer, 1st engineer and 2nd engineer) or deck department (captain and 1st mate).

All the participants have declared to be heterosexual. Four of them are married, one is engaged and the other four are single. Three, out of the four who are married, have children. None of them is a single mother. The women who had children have decided to stop working

offshore. One of them has returned to work after 2 years of the child's birth but eventually stopped working offshore.

About 12 companies, national and international, have been represented in the story of those women, who have been exposed to both national and international crews. Some of those companies are specialized in drilling activities whereas others focus on support activities such as supplying, anchor handling and diving support.

Some of the participants have worked together at some point of their career but most of them have never met. Interestingly, most of them have reported being the only female representative on several occasions in this universe they were immersed, spending on average 28 days on board of a vessel.

Seven out of the nine participants attended military college and some of them have had supervisory positions since the beginning of their career.

Table 1 presents the personal details of the participants.

The in-depth interviews were conducted online via a web-based video conference platform in 2020 and lasted between 1 and 2 hours, summing up 15,28 hours. The interviews were conducted in the participants' free time and recorded with their permission so they could be transcribed, with a total of 120.702 words, for the content analysis. The content analysis provided us the opportunity to look beyond what has been said in order to reveal what is hidden (Campos, 2007), once sentiments and memories tell more than the participants may acknowledge (Bauer, 2002). Before the beginning of the interviews, we read the consent term, which all the participants have agreed to sign later. The term, available in Appendix 2, assures the participants anonymity, which allowed free elaboration on their narratives.

The semi-structured interviews focused on investigating *a priori* categories, so an interview protocol was created concentrating on discussions about their early and family life, their choice of profession and their trajectory towards leadership. The atmosphere during the interviews was very informal so they would feel comfortable to talk freely about their experiences. As the interviews went on, we introduced additional questions to clarify unexpected findings. On the eighth interview we believed we reached the saturation point, which is when the ability to obtain new information is no longer feasible (Guest, Bunce &

Johnson, 2006) but we proceeded with the last interview in order to ensure our assumption. The interview protocol is available in the Appendix 1.

This Research has been approved by FGV's Ethics Conformity in Research Involving Human Beings Committee. The approval is presented as Annex 1.

Table 1 - Information about the Participants

Code	Age	Marital Status	Parent Status	Military College	Latest Position	Leadership Tenure
F1	38	Single	No children	No	Electrical Supervisor	05 years
F2	40	Single	No children	No	Maintenance Supervisor	10 years
F3	38	Married	2 children	Yes	Captain	10 years
F4	37	Single	No children	Yes	Chief Engineer	15 years
F5	36	Married	1 child	Yes	2nd Engineer	06 years
F6	38	Married	1 child	Yes	1st Engineer	12 years
F7	31	Married	No children	Yes	Chief Engineer	10 years
F8	34	Single	No children	Yes	1st Mate	12 years
F9	40	Single	No children	Yes	Captain	10 years

3.3 Data Analysis Strategy

From the content of the interviews transcribed we have conducted the content analysis (Bardin, 2009). The content analysis aims to identify elements or categories that are defined *a priori*, based on studies already conducted by other researchers, and, if evident, identify elements or categories that may arise throughout the analysis.

On the analysis of the interviews, we have sought to identify the categories *a priori* related to (1) Implicit Leadership Theories (Offermann *et al.*, 1994; Epitropaki and Martin, 2004) namely sensitivity, dedication, charisma, attractiveness, intelligence, strength, tyranny and masculinity, (2) Communality and Agency (Ferreira, 1995; Eagly & Karau, 2002; Heilman & Okimoto, 2007; Abele & Wojciszke, 2014), where communality traits such as warmth, empathic, kind, emotional, need of affiliation are related to maintenance of relationships and agentic traits such as decisive, dominant, aggressive, independent are related to goal achievement, (3) Gender Identification (Derks *et al.*, 2011; Kaiser & Spalding, 2015), that should enlighten how important is for women to identify themselves with other women, and (4) Gender Identity (Stern *et al.*, 1987), where women are invited to express their self-perception

about their femininity, rating themselves within a scale that ranges from very feminine to very masculine.

4 RESULTS

On leadership stereotypes we have identified several elements related to ILT categories (Offermann *et al.*, 1994; Epitropaki and Martin, 2004) during the interviews where the participants made clear the positioning they have embedded in order to be successful leaders. The interviewed women leaders believed they needed to exert Tyranny on their pursue for acceptance as a leader in order to show a dominant leadership style. For instance, F4 stated: “I wanted to impose things.” and F3 mentioned: “I guess I was so hard on them that some people were wishing me dead.”. They did not accept any excuses for not having the work done and constantly pushed their subordinates as you can see on the following expressions: “My nickname was ‘whipper’, as I put them to work.” (F1) and “Sometimes they said it was not possible to do it. So, I did it and showed them.” (F3). They also believed that they needed to adopt masculine behaviors in order to belong, as for example: “Sometimes I am very rude. This is for the fact that I have been working with man for 14 years” (F4) and “I started to realize that if I didn't change my way of behaving, my way of speaking, I would be swallowed.” (F2).

It was noticeable to see that, in that fight for acceptance, those women attempted to hide from presenting antiprototypical leadership characteristics such as Sensitivity. That becomes evident in F1's words: “It is like if they saw any of my emotions as a weakness, as it would depreciate me”. Finally, those women have presented Dedication and Intelligence as necessary traits of a leader. Dedication was especially a necessary trait as, in the perception of those women, they would need to excessively show proof of their professional competence in comparison to their male peers as you notice in the following expressions: “In order for me to be noticed I need, sometimes, to do double.” (F3) and “The woman has to prove three hundred times she can do the same thing as men to be valued.” (F9). Intelligence helped those women to get more credibility as leaders: “They respected me a lot because they knew I had knowledge about the vessel.” (F6) although some of them believed that they also had to demonstrate Strength, such as carrying heavy objects, in order to pair up: “If everyone carries their own backpack (with heavy tools) why won't I carry mine?” (F1).

Regarding Community and Agency (Ferreira, 1995; Eagly & Karau, 2002; Heilman & Okimoto, 2007; Abele & Wojciszke, 2014), albeit some of the interviewed women reported being very communal at the beginning of their professional life, they have mentioned the

necessity to change that as they went further on their career. F2 described herself at the beginning of her career as “very delicate, very sweet” and later as “able to position (herself) in a cold way within the decisions (she) has to take”.

The need of express agentic behavior was apparent due to several reasons. Firstly, those women felt they were *persona non grata* on the working environment, as stated by F7: “The second engineer was like that. He did not want women on board.” and F5, when talking about the way she was received on board by the Chief Engineer: “He wrote an email to the company saying that I should disembark because I was a woman.”. To some of them this challenge ignited the determination to show they were capable, as per F1’s words: “It seems the more they want to put me out, the more I stay. That gives me the strength to stay.” and F4’s words when recalling her boss’ attitude of not teaching her what she needed to learn: “I said: ‘You know what? I will show him that I will learn, that I will make it. I will make it.’” (F4). That determination and decisiveness expressed through an agentic behavior was crucial when facing difficult situations, as expressed by F2 who confronted her boss when she was requested to perform an unsafe operation: “I said we were not going to do it... that my team was not going to do it and it didn't matter who was telling us to do it.” or by F6 who was asked not to deliver a report that would damage some people’s image: “I am not sure whether or not they will terminate me but I am going to do my job, yes I am.”.

The agentic behavior was also expressed as toughness in the way of treating others, especially at the beginning of their leadership career. That toughness was expressed towards subordinates, in order to confirm the leader’s authority, such as what was expressed by F3: “At the beginning I was very hard on the personnel, I was very firm, you know?” or as a way of defense, as mentioned by F7: “If you are not (rude) you will end up suffering more than if you have this more aggressive profile to deal with things”. As per F7 this attitude was not something she was pleased to show but was the reason why she had not undergone situations that her friends who were more communal had.

A very specific demonstration of an agentic behavior was demonstrated by F8 who rebelled against her Captain in order to make a maneuver that would allow a person’s life to be saved. One of the crew members had had a stroke and needed to be moved to another vessel where he could be rescued. “I grabbed (the Captain) by the neck and said I was going to throw him in the water literally.”. In the end she had the support of the other crew members, the maneuver happened, the person was moved, and his life saved.

It was prominent that some communal behaviors were somehow suppressed due to the women's flight for acceptance and the need of prove their professional competence. Presenting themselves as emotional, for being affected by others' comments or behaviors, was, to several of them, simply out of the question. Two examples of that suppression can be noticed in the reports of F3: "I have cried a lot in the cabin. I had bursts of angry and punched the pillow about things that happened and there was nothing I could do." and F9: "I finished my shift, entered the cabin and collapsed. I cried until I fell asleep."

Nonetheless, communality became a lot more evident after those women have had their leadership acknowledged and consolidated. Open communication was used as a tool to help enhance performance, as per the following example: "Just talking, working together, we have always managed to evolve." (F6) and to deal with problems, as can be seen as follows: "So I always get the person in private. 'I want to know what is going on, why it happened.' And I listen to the person." (F9).

Another expression of communality was perceived by the empathy and personal interest demonstrated towards subordinates in general, as expressed by F6 about her behavior when transferred to new vessels as a leader: "I always got there and started talking, bringing people closer, trying to make the environment more sociable, asking about their families.". The need to impose was left behind and was replaced by a more approachable attitude as we can see on F3's comments: "I don't think I have to impose my position to others, that impose a hierarchy will make me get people's respect.". It is worth mentioning that previously F3 had been quoted as being so hard on her subordinates that they wished her dead. So, the change of behavior confirmed they no longer perceived the need to be agentic to have their leadership validated. Therefore, it seemed that they were freer to express feminine communal traits.

Regarding Gender Identification (Derks *et al.*, 2011; Kaiser & Spalding, 2015), when comparing the accounts of the women interviewed to the existing theoretical model, we noticed that a large portion of the expressions that have been used to identify how the woman perceives herself could not be found. However, we were able to identify several expressions that show how those women perceive themselves in terms of femininity or masculinity.

It was evident through the accounts that those women perceived it was very important to be recognized as equal, even by themselves. Note the need of self-affirmation on F1's and F8's expressions, respectively: "Look, do you see how I am? I am a woman, but I am good too." and

“Then I have to go and show them I can do the same way he can.”. And some of them managed to achieve that as perceived in F4’s words quoting her supervisor: “The Chief said: ‘When I saw her on top of the motor it was like if she was a man. It was not a problem being dirty because she was a girl.’” (F4)

The vast majority of those women do not see maternity as something that would match the offshore career due to the amount of time spent away from home. One of them in particular, F5, returned to work 2 years after her daughter had been born but ended up looking for an onshore opportunity as she believed it was affecting her child emotionally. F3 made the decision to stop embarking: “I stopped embarking when I had my little daughter.”. F9 has prioritized her career so far but she admits believing she will find it very hard to be away from her child when she has one: “Knowing myself as I do, I don't think I can make it.”, opinion that is shared by F1: “When and if I decide to be a mother I will have to stop embarking.”.

Being a woman targeted all sorts of prejudice and discrimination as reported by the interviewees. And dealing with those kinds of prejudice dictated a lot of their behaviors embracing or repelling their femininity.

It was evident the acceptance and the understanding of the fact that they were not wanted in the workplace, as showed by F2: “They had made a bet about how long I would stay.”. That acceptance reinforced their resilience and determination to continue with their purpose, as noticed in F3’s words: “They noticed they were not able to discard me.” and F1’s words: “It seems the more they want to put me out, the more I stay. That gives me the strength to stay.”.

Those women were certainly taken for granted in different situations and manners. Their capacity of doing the job correctly was not only questioned but was blatantly ignored. F5 was requested by the Chief Engineer to “post the pictures of (his) 25th wedding anniversary on Facebook” instead of going to work. F6 was requested by another Chief Engineer to “iron his clothes”. F2 mentioned that even after she had been promoted to Chief Electrician she was mistakenly seen as “the English teacher”. Adding to that ,it was not always easy for them to get the proper training, especially in the beginning of their career, as noticed in F4’s and F7’s words respectively: “I asked him things and he did not want to teach me, and I felt really bad there.” and “Sometimes he blocked me so I would not see anything.”.

Discrimination was also easily noticed by the excessive supervision. F5 mentioned that the Chief Engineer changed his own schedule to work with her “from midnight to 6:00 am,

which is not normal because the Chief Engineer is to work during the day.”. F2 reported that her peer could do tasks by themselves, but the same treatment was not given to her: “I had to change the bulb with someone by my side to ensure if I was going to do it right.” and “It generally took me a year before I had the autonomy to work by myself.”. F1 also acknowledged that difference in treatment, as it can be seen in her words: “I am not sure if I were a man I would have been tested again... You know? To see if I am really capable.”.

Being a woman and having the capacity to conceive caused some of these women to experience some serious career backslide. F3 mentioned that it took her 3 years to be promoted after getting her Captain’s license whereas all the men were immediately promoted after getting theirs. To F6, although the reason was not clear, somehow women never seemed to get promoted: “Sometimes the women worked much better than several men but upon promotion time it was never a woman. No clear reason, they didn't say it clearly.” However, F8 accounted hearing that being a woman was the specific reason why someone was not promoted: “They said: ‘We are not thinking about promoting her because she is a woman.’”

Surprisingly as it may be the “queen bee” phenomenon (Derks *et al.*, 2016) was not present in those women’s careers on a vertical form, but on a diagonal one. Although offshore women leaders reported to be very supportive towards their subordinates, women leaders working on the shore base were reported not only to fail in supporting the offshore woman leaders but to be prejudiced against them. For example, F3 mentioned: “I felt this from onshore management team which were women that do not give you support.” And F8, who was previously mentioned indicating that someone was not being promoted for being a woman informed that that decision was being made by 4 women leaders from the onshore team. As per F8 they reasoned: “What if she gets pregnant in a year’s time? We will lose this First Mate.”

When some of the interviewees got pregnant and were prevented to embark since they would be exposing themselves to risk, they were assigned to work at shore base. In spite of their technical knowledge, they had the perception of being punished for being pregnant. F7 mentioned that her assigned manager onshore told her to “manage the email”. She completed: “I stayed at the office doing nothing. I was at the technical department.”. F5 said: “They put me to make xerox copies. I spent 8 months of my pregnancy making xerox copies and sending documents to (the client).”.

The identification with their own gender has promoted in some of those women leaders the desire to become a role model and not only inspire but encourage other women to continue and embrace their femininity. F2 mentioned that she felt “responsible to try to show” other women she understands them and “it is possible” to succeed and her message to them as a leader was: “I know what you've been through, I know how you've felt.” F8 reported herself encouraging other women: “Do not forget that you are women. As much as we live here in midst of men, do not forget you are women.”

Being a woman seem to be very important to those offshore women leaders although not always they choose to express their femininity. That decision may have caused them to change their behavior and influence how they show themselves professionally.

Although there is a depersonalization due to the using of coveralls, their strong self-image and self-perception as a feminine woman (Stern, *et al.*, 1987). is noticed in several reports.

Since most of them work with a very scarce number of women, if no women at all, some of them reported missing having other women to talk to, as exemplified in F1’s words: “Sometimes I want to talk about women's stuff. I want to talk, and men do not like to talk.”

In order to express their femininity some of those women established beauty routines in their cabins, as for example: “We do our nails sometimes, on Sunday, do skin cleansing, do a hair massage. I make crafts, ... embroidery, crochet.” (F8) and had female-related objects: “I have a pink flashlight, pink boots. Generally, I have a unicorn notebook, a mermaid pen. So, I have the habit to take those things on board.” (F7).

Nonetheless they were not willing to make evident the expression their sexuality due to being in a male dominated environment. F3 expressed her concerns as follows: “I have always had a beautiful body... And it sometimes calls a man's attention. It seems a man cannot see a beautiful woman.”. When reporting how she felt when passed by some men after exchanging coveralls by jeans and T-shirt in order to disembark F5 said “You feel as if you are a piece of meat.”

In order to cope with the blatant sexual harassment some women experience offshore those women have developed a series of strategies. Regarding to clothing on their time off on the vessel they decided not to wear clothes that would call attention: “I started to wear dark clothes, large clothes, loose clothes.” (F2) and “I recall buying very large pants not to call

attention so I avoided clothes that would mark my body. My coveralls were always very large.” (F3).

Some of them avoided female identification by being sloppy or not wearing anything that would show their femininity. F6 recalls: “When I embarked, I would become a man. I would cut my nails, wouldn't polish them, would keep my hair tied.” And to her that strategy was so deeply-rooted that she mentioned: “There was a time they asked me if I was a dyke. I am not but I said I was.”

Another strategy some of those women used to escape from harassment was changing schedule, either to avoid the harasser, as F3 did: “I asked the Captain if I could work with the First Officer (a woman), who I got along pretty well, or with the Chief Mate.” or to be on their own, strategy selected by F8 to exercise at the gym: “I always ask the guys to see the time where they go so I can go some other time.”.

Sometimes they positioned themselves towards harassment by stating what kind of behavior they did not accept, as F8 quoted her own words to the offender: “We don't know each other, but I don't like to be touched. Not even by those who are close to me.”, by threatening to report the offender to authorities, as F5 did: “I said I was going to report it to the federal police... I was going to report it to the maritime authorities.” or even by reacting in a physical way, as F7 mentioned what one of her friends did after being attacked by her supervisor: “She punched him on the face and broke his glasses.”. Some of them had to literally escape from the offender, as reported by F3 after noticing that her supervisor was sexually aroused: “I ran away terrified.”. Still, others found ways to protect themselves and other women. F8, whose supervisor had tried to attack her and a young apprentice, brought the other lady to her own cabin: “She started to sleep in my cabin as I did not feel comfortable in leaving her alone.”, F6 reported the need to use an object to show her strength: “I had to work with a groom by my side so I would not have any problems.” and F7 indicated that the friend she had previously mentioned as the one who found a man in her cabin “started to sleep with the cabin locked and left a chair behind the door” in order to prevent anyone with the master key to get in and surprise her.

The utmost expression of gender identity for those women was the behavior change caused by freedom to express their femininity upon leaving the vessel on their time off. F2 mentioned her transformation as: “When I disembarked I was someone else. I had a hairstyle,

had perfume on, full of necklaces, full of things.”. F6, who had previously been mentioned as having their femininity questioned on board when her colleagues asked if she was a dyke, which, by the way she confirmed even though she was not, reported her husband’s words about her change: “My husband says that when I disembarked I was a man and turned into a woman when I got home.”.

5 DISCUSSION

Analyzing the results of this study we have concluded that being a woman leader in a male dominated context such as the offshore industry means to face an extent number of challenges, which demanded from these women to show agentic behaviors, as well as demonstrate masculine traits, especially in the beginning of their career when they had to legitimize their leadership.

In the beginning of their career, those women were exposed an environment that was considered by them defying in several and different scales for only one reason: they were women. Their ability to perform their duties was questioned, as you can see in this example: “‘You are a woman... you’re telling me to do it and you don’t know how to do it.’ Then I have to go and show them I can do the same way he can.” (F8), they were not seen as having the necessary physical power to perform duties, as you can see by F7’s comments quoting her supervisor’s words: "She does not know how to do it. She will not be strong enough." and even their ability to manage was put at stake “They are a little skeptic of your ability to manage when you are a woman.” (F3). Adding to these challenges there was the blatant sexual and moral harassment experienced by several of those women and their friends when on board of the vessels, which led them to establish different coping strategies that will be explored later. “Do you know when the person wants to talk touching you, puts his hand on your shoulder, wanting to give you a massage?” (F8) and “A friend went through a very complicated situation. She entered her cabin ... and there was a guy there waiting. She opened (the door) and got shocked.” (F7) were just some examples.

The accounts also showed that in the beginning of their career whether some of these women had terrible leaders who turned their lives into hell, what made them cry alone in their cabins since showing emotions would be considered a sign of weakness others had excellent leaders who recognized, trained and encouraged them. It was clear that, when supported by

their leaders, those women leaders could advance in their career more easily, which is consistent with Ibarra and colleagues' (2010) findings that present mentors advocating in favor of their mentees at promotion time. The same did not happen when they were by themselves. Their career advancement turned slower, and that morosity was perceived as prejudice against being a woman.

Their initial perception of what a leader should be like increased those women's level of agentic behavior, what turned them into very hard leaders who were always imposing their leadership and pushing people around (Sealy, 2010).

The figure of the witch was present in at least two different situations: F3 was named "the witch" by several people because of her way of imposing her authority, pushing subordinates in order to get things done, and F6 used a groom to ensure protection from a subordinate.

However, all those women agreed that after they have had their leadership consolidated those challenges were no longer present and they were able to show a more communal leadership with the prerogative of being agentic when necessary and have more freedom to express their femininity (Rudman & Glick, 2001).

The study confirmed that when that woman finally reaches a higher leadership position, she allows herself to exhibit more expressions of the feminine, she starts to be a more communal and relational leader, influencing more than directing (Sealy, 2010). That is a proof that the leadership stereotype has been broken. Her competence is already evident, and she no longer needs to use tyranny, masculinity or aggressiveness towards anyone, although she remains agentic when necessary. Also, the offshore world seems to have evolved and to allow that woman to express herself more freely.

This woman in advanced leadership identifies herself with other woman and changes her behavior and the way she positions herself. The accounts show that the prejudice, the unwillingness of men to have women on board, the harassment, and all negative attitudes have stopped. It appeared that gender segregation diminished throughout the years (Koenig, Eagly, Mitchell, Ristikari, 2011), as women's representation has been increasing, especially in leadership positions, which attests earlier findings (Ely, 1995). Therefore, that woman is able to show her communality when she decides to and help and protect even her male colleagues when necessary. That is an opportunity for further research, since it was not clear if the change

on men's behavior happened because of the women's position or because the offshore industry has evolved in this sense.

It was also noticeable the willingness of successful woman leaders to mentor and look after younger women, becoming role models, which also aids the reduction of gender segregation (Jandeska & Kraimer, 2005) and mitigates possible stereotype threat (von Hippel *et al.*, 2011).

Besides the *a priori* categories we have noticed in this study, the analysis of the interviews has unveiled that the experiences those women have been exposed to, the kind of education they have had and the environment surroundings they have experimented may have been the basics for the first questions for the exercise of femininity, of gender identity and gender identification.

Their families' precarious financial situation during their childhood seems to have incited their parents to inculcate in their children the need to choose a career that would give them the opportunity to flee from financial struggle and "not go hungry", as exemplified by F1's words, and search for some sort of stability, as can be noticed in F6's words when she mentioned her parents support when she was admitted at the military college: "It was the security that they did not have. They wanted that stability for me."

The military college was also perceived as an opportunity to escape from poverty, since it provided some sort of financial sponsorship during graduation and would relieve their parents' financial burden. Besides those women would get employed as soon as they left college. To F5, going to military college "was kind of priority since (she) would have a salary, clothing", and "would give no expenses to (her) family". And F6 saw it as a "possibility of start to earn" since she "did not want to give (her) parents any extra work" or because the entrance on the labor market after graduation was seen as certain: "It was something that you would leave (college) employed." (F4). The military college was the starting point of developing a perceived more masculine gender identity. In that male dominated environment, they were already depersonalized as a woman since they had to adapt to policies and routines created to equalize its members, developed by a predominantly manly organization (Humberd, 2014).

In their accounts being independent was always mentioned related to finance. That mantra-like reinforcement has been promoted by fathers and mothers, as perceived in F9's

words quoting her mother: “Since I was little I have always heard her say: ‘I don't want to depend on a man for anything.’” and F8’s saying that her father’s wish that she had independency: “My dad always told us that they had to prepare us to work ... and have that independency.”.

The family structure, or lack of them, also seemed to be a trigger to their agentic education and quest on independence. Some of those women lacked a male role model. For example: “My dad was not very present in our life. My mom always took care of me and my sister practically alone.” (F4) which inferred that they would have to take care of themselves when they grew up: “We grew up listening that we had to be independent, that we should not depend on anyone.” (F4). It was also perceived that some of these women saw the need of escaping from a disrupted family or financial struggle, as perceived on F3’s comments: “My parents were drug addicts and living together at home was very difficult. I guess when I was little I wanted to flee from that environment.” and on F1’s comments: “At that time we were in a difficult financial situation.”.

On the other hand, strong role models, male and female, appeared to have their share in molding those women’s identities. Fathers were responsible for fostering a preference on subjects who were perceived as part of a masculine world. F6 recalls her father stimulating her interest in mechanics: “My Dad was a mechanic. I grew up assembling and disassembling cars... Stuff, right?” and “My dad had a workshop at home. He explained to me which was what.” (F1). F7 proudly mentioned her mother and aunts: “I have a family full of independent women. They left home, lived alone and graduated” in a time that women had to get married to leave home. And F8 talks about her aunt who graduated in one of the first Merchant Navy’s classes that accepted women. Her aunt “was the one who gave her direction there, who showed her this other school” referring to the military college.

And finally, the environment itself - where they lived, who they played with - also may have affected their identity. “I was much of a tomboy, barefoot playing with my brothers. Really raised in the bushes.” was how F1 described her childhood. And F2 remembers living in a villa where her gang was composed of 12 boys and 3 girls. She said: “My universe has always been very male since childhood. I played with marbles... I was the goalkeeper... I flew a kite with them.”

Those *a posteriori* findings have been present in most of the participants' accounts and deserve further examination with the aim to confirm that a new category has emerged.

6 FINAL CONSIDERATIONS

It seems that being a woman leader in a male-dominated context is to fight against the rules of the game (Davey, 2008).

Leadership role requires a vast set of skills, according to challenge and environment, meaning that both genders have abilities and advantages. (Moran, 1992; Bark *et al.*, 2016). Agency and communality, per se, do not seem to address the diversity encountered in complex social relations (Abele & Wojciszke, 2014).

As women espouse both their feminine and masculine leadership characteristics, they accept what is coined "gynandrous leadership", where male and female characteristics blend into a more authentic and effective leadership style (Athanasopoulou, Moss-Cowan, Smets & Morris, 2017).

However, the findings in this study intriguingly led us to the assumption that the construction of this leadership style starts in early life and is constructed throughout a journey. As per DeRue and Ashford's (2010) proposal, leadership identity is constructed and internalized. Therefore, we propose further investigation of this journey and the claiming and granting process that involves leadership identity's development (DeRue *et al.*, 2009).

Also, the domination of the onshore woman leaders incites that the "queen bee" phenomenon (Derks *et al.*, 2011) may happen in indirect relationships, as a "diagonal queen bee", once those onshore woman leaders do not support the advancement of the offshore woman. Vertically the offshore leaders empower their subordinates. Future studies should be held in order to explore this phenomenon.

This study brings light to a seldomly explored world – women leaders in offshore industry and their challenges. It was not clear that onshore management understands and acknowledges everything those women leaders face until they get to a recognized leadership position. We expect more studies to be carried out in this field in order to expand consciousness of onshore leaders, offshore leaders and young women willing to follow the path of our interviewees.

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APPENDIX 1 - Interview Protocol

Introduction:

"We would like to know more about you, your life trajectory and leadership"

Life Story:

Could you talk a little bit about yourself and your life trajectory up to this moment?

a. The participant should speak a little of her story: (Where she was born, family situation, siblings, childhood).

Professional Choice:

1. How did your professional choice happen?

a. Looking at it today, what were the main factors that determined your professional choice?

c. How did the choice to enter the oil industry happen?

d. How is your routine as a woman on an oil rig?

Leadership:

1. How was your path towards leadership?

A. Has it always been a personal interest?

B. When did you realize that you had the skills to be a leader? Were there any milestones or was it a natural process?

c. Being a woman - has it somehow contributed or compromised your professional trajectory?

APPENDIX 2 – Consentient Term

TERMO DE CONSENTIMENTO LIVRE E ESCLARECIDO

Você está sendo convidada a participar, como voluntária, da pesquisa intitulada “Leading in a Man's World: How do offshore female leaders manage their identity?”, conduzida por Adriana Ximenes Silva, aluna do Curso Mestrado Executivo, da EBAPE/Fundação Getúlio Vargas, e empresária do ramo de Treinamentos e Desenvolvimento de Negócios, sócia da franquia mundial ActionCOACH. Os outros participantes deste estudo são mulheres em posição de liderança offshore na indústria petrolífera.

A pesquisa está sendo desenvolvida como trabalho de conclusão do curso de Mestrado Executivo (MEX). O objetivo deste estudo é verificar como a mulher consegue negociar o feminino numa posição de liderança num ambiente predominantemente masculino.

Sua participação não é obrigatória. A qualquer momento, você poderá desistir de participar e retirar seu consentimento. Sua recusa, desistência ou retirada de consentimento não acarretará prejuízo.

A participação não implicará em gastos para as participantes e nem as mesmas receberão nenhum incentivo financeiro.

Sua participação nesta pesquisa consistirá em uma entrevista que durará entre 1:30 a 2:00, conduzida pela mestrandia. A entrevista será gravada apenas para título de estudo e não será sob hipótese alguma disponibilizada para outros fins.

A fim de assegurar sua privacidade, os dados obtidos por meio desta pesquisa não serão identificados ou serão anonimizados.

Caso você concorde em participar desta pesquisa, assine ao final deste documento, que possui duas vias, sendo uma delas sua, e a outra, do pesquisador responsável. Você poderá tirar dúvidas sobre o projeto e sua participação a qualquer momento através dos contatos indicados abaixo.

Adriana Ximenes Silva

E-mail: dri_ximenes@yahoo.com.br

Telefone: +55 21 99772-3818

Comitê de Conformidade Ética em Pesquisa Envolvendo Seres Humanos da Fundação Getúlio Vargas – CEPH/FGV: Praia de Botafogo, 190, sala 1511, Botafogo, Rio de Janeiro, RJ, CEP 22250-900. Telefone (21) 3799-6216. E-mail: etica.pesquisa@fgv.br.

Eu, _____, declaro que entendi os objetivos, riscos e benefícios de minha participação nesta pesquisa, e que concordo em participar.

_____, ____ de _____ de 2020.

Assinatura do(a) participante: _____

Assinatura do(a) pesquisador(a)

ANNEX 1 – Approval of FGV’s Ethics Conformity in Reseach Involving Human Beings Committee



COMITÊ DE CONFORMIDADE ÉTICA EM PESQUISAS ENVOLVENDO SERES HUMANOS – CEPH/FGV	
Parecer n. 261/2020	
Local da Reunião	Rio de Janeiro
Data da Reunião	11 de dezembro de 2020
Data de Emissão do Parecer	16 de dezembro de 2020
DADOS GERAIS	
Pesquisadora Responsável	Adriana Ximenes Silva
Centro/Escola	EBAPE
Curso	-
Orientador	-
Título do projeto de pesquisa	LEADING IN A MAN’S WORLD: HOW DO OFFSHORE FEMALE LEADERS MANAGE THEIR IDENTITY?
Financiamento	Não
Relator	Joisa Campanher Dutra
RELATÓRIO	
<p>Ao dissertar sobre o objetivo da pesquisa, a pesquisadora afirmou:</p> <p>“O OBJETIVO DA PESQUISA É AVALIAR A TRAJETÓRIA DAS MULHERES QUE CHEGAM A POSIÇÕES DE LIDERANÇA EM EMBARCAÇÕES NA INDÚSTRIA PETROLÍFERA VISANDO ENTENDER COMO SUA IDENTIDADE FEMININA É PRESEVADA OU SUBLIMADA, ASSIM COMO AS POSSÍVEIS NEGOCIAÇÕES FEITAS NO PROCESSO (HOMOGENEIZAÇÃO DO MASCULINO?). A COLETA DE DADOS SE DARÁ ATRAVÉS DE ENTREVISTAS DE PROFUNDIDADE FEITAS VIRTUALMENTE E GRAVADAS COM O CONSENTIMENTO DAS PARTICIPANTES. A ENTREVISTA IRÁ ABORDAR A ESCOLHA DA PROFISSÃO, DA INDÚSTRIA E OS DESAFIOS ENCONTRADOS DURANTE A TRAJETÓRIA E NO EXERCÍCIO DA FUNÇÃO DE LIDERANÇA.”</p> <p>A amostra será de “APROXIMADAMENTE 8 A 10 ENTREVISTAS”.</p> <p>Os dados serão armazenados “NO COMPUTADOR PESSOAL DO PESQUISADOR. APENAS À PESQUISADORA TERÁ ACESSO A ESSES DADOS. NÃO HAVERÁ CRIPTOGRAFIA.”.</p> <p>O Termo de Consentimento explica brevemente os objetivos da pesquisa, assegura a voluntariedade de pesquisa e informa os dados da pesquisadora e do Comitê de ética.</p> <p>Quanto à confidencialidade e anonimização dos dados, a pesquisadora esclareceu que “NÃO HAVERÁ NENHUMA MENÇÃO DO NOME DO PARTICIPANTE, SUA ORIGEM, OU LOCAL DE TRABALHO”. Acrescentou: “[i]remos utilizar IW 1(Interviewed Woman Number 1), e assim por diante, e a posição que a entrevistada ocupa atualmente”.</p>	

Parecer n. 261/2020

Pesquisadora Responsável: Adriana Ximenes Silva

Título do projeto de pesquisa: LEADING IN A MAN'S WORLD: HOW DO OFFSHORE FEMALE LEADERS
MANAGE THEIR IDENTITY?



DELIBERAÇÃO

Após deliberação dos membros, nos termos do formulário detalhado apresentado,
o CEPH/FGV classifica o presente projeto de pesquisa como:

Aprovado

O protocolo está adequado para execução.

Rio de Janeiro, 16 de dezembro de 2020.

Osny da Silva Filho

Coordenador do Comitê de Conformidade Ética em Pesquisas Envolvendo Seres Humanos -
CEPH/FGV