

## CAREER DEVELOPMENT AND LEADERSHIP OPPORTUNITIES IN PUBLIC RELATIONS FROM GEORGIAN PERSPECTIVE

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### ABSTRACT

The purpose of the research was to determine the attitudes of women employed in the field of public relations (PR) toward career development and success opportunities in regard to their gender. The study explores views on the career advancement opportunities of women in the PR industry compared to men. Do women consider a balance between professional success and family life, and do gender or stereotypes about women's abilities hinder success? The research discusses what women employed in the PR field consider essential skills for a manager and whether they perceive themselves to have such skills. The research data revealed that the process of socialization stigmatizes gender differences and determines the attitude of each gender towards the stereotype; the figuration of men among the agents of primary socialization, already in adulthood, uniquely changes the degree of communication of PR leaders and subordinates with the masculine environment.

While none of the interviewees mentioned an advantage of working with male employees, based on the conversation with several, there is still a hidden/subconscious desire to work with the opposite gender. This, naturally, is influenced by gender stereotypes; however, ultimately, this still determines their attitude toward the opposite gender. The data also revealed that there is a striking trend where all of our interviewees believe that career advancement and prosperous family life are possible at the same time, although t acknowledge the real difficulties that come with building a career in parallel with ef-

fective family management. Obstacles to career advancement are not related to their gender; however, we can't fail to mention here the opinion of some of them, according to whom, with family cohabitation, career advancement is possible, but, unlike men, it is considered very difficult. This attitude is similar to the position of women in employee positions and is characteristic of the patriarchal society, where it is still believed that the main burden of family caregivers falls on women.

Despite the stereotypical views observed during the research process - regarding the factors hindering the success of women and the role of the female and male professions, etc., which still exist in the consciousness of the public (including women employed in the PR sector) and naturally consciously or unconsciously influences their views - the positive findings of the research are the tendency according to which, in the first place, women do not see PR as a male profession and don't feel uncompetitive when competing with men, especially for gender reasons.

Under the influence of stereotypes, it is believed that career advancement is easier for a man, but they believe that career advancement, in general, is associated with many difficulties. Based on these positive findings, we can assume that women in the PR sector are more likely to develop and achieve career success, although, for the next phase of the study, it would be interesting to see the dynamics of changing gender stereotypes and areas of influence. This will allow us to talk about the problems caused by gender stereotyping in the PR sector, as well as in Georgian society in general, and possible ways to eliminate these problems.

*Keywords: PR industry, Georgia, gender equality, discrimination, stereotypes, bloke-ification*

*The Rationale for the Study and Methodology*

This research aims to identify gender issues in the career development (opportunities/challenges) of women employed in the PR industry, and the research objectives are to address the following: a balance between professional success and family life, the influence of gender stereotypes on woman's success, and the managerial skills needed in the PR industry.

A qualitative research method, with in-depth interviews, was conducted, and the target group was women employed in the PR industry in managerial and staff positions. A total of 19 in-depth interviews were conducted, including ten women in leadership positions and nine women in staff positions. The interviews lasted 30-40 minutes and, due to pandemic restrictions, were conducted in online chat mode. Transcripts of recorded files were prepared.

Interviewees in managerial positions (Table 1) have worked in the industry for 3 to 24 years and those in staff positions (Table 2) for 3 to 11 years.

*Table 1. Interviewee demographic (Leaders)*

#	Pseudonym	Type of work	Position	Years of experience
1	Anna	Agency	Head of Marketing/PR	7
2	Gvantsa	Agency	Head of Marketing/PR	5
3	Tamta	NGO	Head of PR	3
4	Magda	Agency	Head of Marketing/PR	24
5	Nia	Agency	Head of International Marketing/PR	8
6	Nina	Agency	Co-Founder	23
7	Niniko	Agency	Head of Marketing/PR	24
8	Salome	Agency	Head of Marketing	5
9	Salome	Agency	Head of Marketing	5
10	Tata	Agency	Head of Marketing	6

Table 2. Interviewee demographic (employees)

#	Pseudonym	Type of work	Position	Years of experience
1	Helen	NGO	CSR expert in NGO	3
2	Gvantsa	Freelancer	Communication Specialist	9
3	Kate	Agency	Communication Specialist	3
4	Nana	Freelancer	PR and Social media	7
5	Sofia	Agency	PR Specialist	7
6	Nino	Agency	PR Manager	11
7	Nonika	Agency	PR Manager	8
8	Qeta	Agency	PR Manager	2
9	Tamara	Agency	PR Officer	4

*Note:* Informed consent was obtained from all to participate in the study.

The data were assessed using thematic analysis, a sense-making approach that helps in reducing large data sets to identifiable themes (Lapadat, 2010; Rohwer & Topić, 2018). We used the approach of Braun and Clarke (2006) in presenting the data, where we created graphs to visualize main themes and then analyzed data and illustrated it with direct quotes from interviewees. The thematic analysis is a particularly useful method for conducting new research, such as this one, where trends in the data need to be identified to inform conclusions and identify the need for further research.

It's significant to mention that the findings in EUPRERA Report Vol.1, No. 1, with an extensive literature review (Topić et al., 2019), address key gender issues identified in the career development process between women and men. Particularly noteworthy is the fact that this report, similar to our research report, addresses stereotypical issues concerning women's career development regarding the fundamental role of a woman and the expected behaviors defined by that role rather than her career advancement, as seen in other European countries. The EUPRERA re-

port identified that women continually face discrimination and that in four decades of research, this discrimination has been continual. In other words, women started to face the same issues in the last decade (2010-2019) as they did during the 1980s when they faced stereotypes and bias within PR organizations (Topić et al., 2019; Topić et al., 2020). The report identified the need for future research, in particular, cultural masculinities and the so-called “bloke-ification,” or a situation where women who embrace masculine characteristics of communication and behavior succeed in organizations, whereas women who show the so-called feminine characteristics are pushed behind (Alvesson, 1998; 2013; North, 2016; 2016a; 2014; 2009; 2009b, Mills, 2014; 2017; Topić, 2018; Topić, 2020).

Despite Georgia’s Soviet past, gender equality, and women’s development, there has never been an inadmissibility of women’s career advancement. The idea of equality between women and men - gender equality - is not hindered by political will, which is evidenced by the process of emancipation of women in the country, which is deepening and developing in the right way. However, the legal framework necessary to promote women’s development is still being refined, which naturally hinders the systematization and perfection of this process.

Gender stereotypes, such as “feminine and masculine professions,” “politics is not a woman’s business,” “a woman’s brain doesn’t understand this,” and “a woman should be raised by a woman,” are among the factors hindering gender equality and women’s development. This naturally affects the definition of a woman’s role, as well as the ability to develop in society and combat gender stereotypes, and public relations has a role in the formation of public opinion as to the basis of stereotypes (Bibilashvili & Bandzeladze, 2017).

The persistence of these stereotypes is facilitated by the conscious and/or subconscious repetitive behaviors of society, including women, which are consistent with the echoes of established opinions in society and thus reinforce existing stereotypes and challenge the idea of equal opportunities for women and men. Among the reasons for stereotypical approaches is religion, Orthodox Christianity in this case, which plays an important role in the determination of a woman’s role in society.

These preconditions pose a problem for a woman on her career path and challenge the views of family and the community around gender opportunities on some occasions. However, the situation in Georgia is improving, and the line between female and male professions and positions has been almost eliminated as society’s approaches have been modernized. However, there is a research gap on masculinities in organizations in Georgia, and this study contributes to that gap. Studying masculinities is relevant as women in Georgia are seeking progress; however, it doesn’t

mean that progress isn't hindered by social expectations that might be founded in cultural masculinities. Our findings address two fields: the socialization and the career experiences of women and leadership in PR.

### *Female Staff Members*

The socialization process and career experiences in the Georgian PR industry follow a different path than in other countries. For example, in England (Topić, 2020) and Croatia (Polić & Holy, 2020), women who, in their childhood, socialized with boys reported more masculine characteristics in their adulthood as opposed to women who, in their youth, were socialized with girls. In Georgia, in contrast, socialization is mostly mixed, and girls play with both boys and girls during their childhood (Figure 1). However, a difference arises in adulthood where gendered communication occurs, and women avoid embarrassment when communicating with men, thus meeting social expectations of appropriate behavior. The influence, therefore, seems to be in the role of upbringing, which in the Georgian case is with mothers who have the most control over the upbringing process (Figure 1).

In the comparison between male and female managers, interviewed women expressed opinions more favorable to women as opposed to men (Figure 2). While the women reported that male managers are receptive, loyal, and willing to listen to an opinion and are thus comfortable to work with, it was also thought that some male managers look down on women. Women managers, on the other hand, are seen as empathetic, easy to communicate with, focused on details, and attentive (Figure 2).

It should be noted that most interviewees, who work as staff in the PR industry, say that they have a female manager. The tendency showed that the PR field is more dominated by female managers and specialists than men.

*Male managers* are described as more loyal and receptive to female employees' opinions. However, concerning male managers, they mentioned that men often "look down" on a female employee and very rarely, if ever, assess females as "smart." Regarding *female managers*, the interviewees believe that women are more focused on details, empathetic, attentive, and focused on the overall work. For example, Tamar reported, "*Men and women managers, of course, are different. However, due to my profession, I would give preference to women managers, because they are detail-oriented, interested in each activity and the quality of performance.*"

Figure 1. Thematic Graph

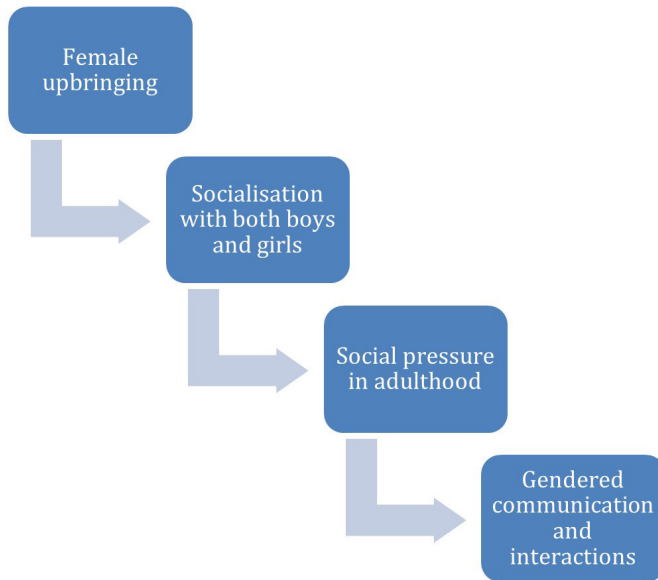
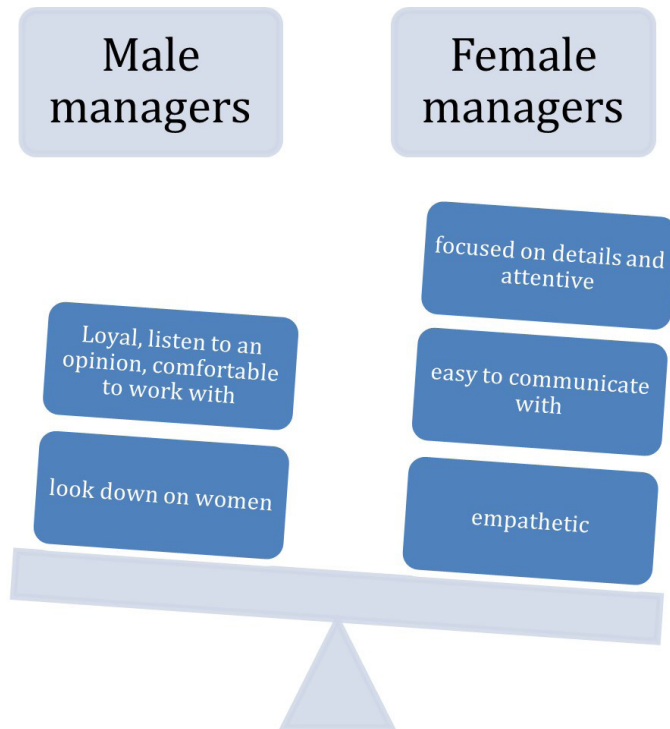


Figure 2. Male vs. Female Managers



However, on the question of which of them you would like to work with the most, answers were mostly not oriented towards the gender of the manager but were determined by personal and professional skills.

When the interviewees compared supervisors with themselves, they described their management style as non-desirable, and they would use different managerial approaches being in a leadership position. But, overall, they didn't describe their managers negatively. For example, Nino stated, *“My manager and I are equal and have a lot in common. I know my plans, but it has nothing to do with my current manager.”*

The majority of interviewees described their managers as self-confident, self-expressed, emotional, and sensitive toward employees. But as negative factors, they mentioned deficiencies in managerial and analytical skills, motivation, and management of business operations. Added to the above-mentioned traits are aggression and politically motivated decisions among managers. When in the interviewee descriptions of managers to themselves, the following trends were identified (Table, p. 49):

The staff members have the right view of managerial skills, which is a positive trend in terms of field and self-development.

<i>Traits</i>	<i>Described Manager</i>	<i>Interviewee as Manager</i>
Self-Confident	x	x
Managerially Motivated		x
Analytical Skills		x
Business Operation Management		x
Self-Promotion	x	x
Emotional	x	
Sensitivity	x	
Aggressive and Politically Motivated	x	

This assumption is based on analysis according to which the interviewees attribute better managerial skills to themselves, thus subconsciously emphasizing their superiority as potential supervisors. The interviewees are openly naming the skills that they think they have as potential managers. For example, Elene describes her managerial skills as *“Demanding, but understanding and helping with path for-*



warding,” while Sophie states that “[She] would be a democratic, open-minded, avoiding controversy, accepting criticism and sharing tasks and responsibilities.”

There is no link between gender and the qualities of an effective manager. Moreover, an effective manager is one who embodies the best characteristics of a good manager. This indicates that women in subordinate positions think about career advancement and see themselves in a managerial position, but they don’t equate a good manager with a man and so-called “masculine” qualities. The tendency in the PR industry of Georgia is to get rid of gender stereotypes, allowing a woman to be as successful a manager/leader as a man.

Our next finding identifies the difficulties female staff members face in the PR industry, including gender stereotypes.

A positive trend is that although the interviewees are well aware of the difficulties of career advancement and successful family life, they still considered it as achievable, that it is well within their abilities to find a balance between a managerial career and life goals and values. It might be concluded that their plans, in parallel with family life, are related to success in the PR industry.

For example, Tamar writes, *“I think you can develop in the profession and have a successful family at the same time, and profession matters. I know a lot of married people who are successful in their careers because they devote time to self-development.”*

To the question, “Do you think a woman can develop in her profession” the response was largely positive, although it was recognized because juggling family and professional life that it is more difficult than it is for men. This attitude is common in a patriarchal society like Georgia, where the main burden of family caregiving still falls on women, and more effort is needed to balance career and family effectively.

Some women spoke of the lack of balance between career and family life and of the criticism they receive from their families: *“I do not have a balance, my family often criticizes me, but I try very hard. Still, there is more career growth at the expense of a family”* - Nonika; *“It is difficult, but still possible”* - Gvantsa.

These responses indicate the existence of mental challenges in society, according to which it is still believed that in the distribution of roles between women and men in the process of family cohabitation, the woman has the role of “housewife,” and the man as the “breadwinner.” Thus, in the socialization process, the new generation

of women should be more involved. It “must” be the subconscious obligation that prevents a woman/mother from devoting time to work with a *clear conscience*. If the husband participates equally in the household and the upbringing of the children, it is seen as “assistance” and not as a necessary obligation.

The interviewees didn’t confirm gender discrimination facts in the working process caused by gender stereotypes and attitudes from the managers and society. However, what is positive about this fact is that their ignorance and controversy aren’t related to gender.

Most employed women in Georgia did not identify gender issues as an obstacle. It might have two reasons: they don’t need to act differently regarding gender behavior patterns to be taken seriously, and/or they latently and unconsciously act by different gender behavior. The interviewees indicated several gender-related behaviors, such as being deferential to others, but that these behaviors are considered to be respectful.

One of the interviewees expressed a stereotypical approach: “You are a girl, and you can’t understand it,” - which shows that despite the aspirations of civil society to break down gender stereotypes, there is still a grip of heavy, Entrenched, and chaotic ideas, derived subconsciously from the actions and language of ourselves and those around us. This is confirmed by the continuance of sexist comments experienced by almost all interviewees. And although these comments are mostly humorous, they still come from the collective subconscious, shaping the future behavior and attitude of society.

Finally, we asked the interviewees to evaluate themselves as either a standard, stereotypical woman or a non-standard, i.e., masculine, woman different from the stereotype, and the following comments represent their views: *“I am not a radical feminist in this sense, but I am more there. I’m a masculine woman, I think more - I’m in favor of equality”*- Gvantsa

*“Men perceive me as a “Blokish” woman. I do not know why - I think stereotypes aggravate me and because I am too smart - this is how men perceive me”*-- Nana

*“I am not a stereotypical woman; my goal is not to reinforce stereotypes about women. On the contrary - I wrestle with projects and ideas that are not expected from a woman “*- Sophie

As we can see, none of the interviewees consider themselves standard, feminine women, and they perceive themselves to be on the masculine side and less as might be expected of her as a woman.

These statements indicate that consciously or subconsciously, the interviewees

recognize different expectations toward “feminine” and “masculine” roles, Most important is the trend that these women are proud of their “masculine” traits and behaviors, concluding that employed women see their career success in their masculinity.

### *Key Findings*

Highlighted below are important findings from our analysis:

- The key role and burden in the family falls on women. This tendency might be because the interviewees belong to a transitional generation moving away from traditional, stereotypical gender roles of women only as caregivers and men only as breadwinners.
- The PR industry is dominated by women, which answers one of the main objectives of research - whether women find it difficult to find a place in the PR industry.
- The interviewees described male managers as loyal, receptive, and considerate of the opinion of female employees. However, they also emphasize that men often “look down” on female employees.
- The interviewees described female managers as detail-oriented, attentive, and easy to communicate with but lacking managerial and analytical skills.
- Gender isn’t crucial for the working environment but is determined by personal and professional skills.
- The interviewees don’t equate themselves with their manager’s management style, rather emphasizing the need for good managerial skills for effective business operations, indicating that they have the health of effective leadership and think about their managerial abilities.
- There is no evident connection between gender and the qualities of an effective manager. They don’t equate an effective manager with a man and don’t consider that an effective leader should be characterized by the so-called “masculine” qualities. This trend indicates the desire in the PR industry in Georgia to eliminate gender stereotypes, allowing a woman to be as successful a manager/leader as a man.
- The majority of interviewees believe that career advancement and successful family life are possible simultaneously if capabilities, goals, life values, and, most importantly, time are properly managed.
- Career advancement and/or success aren’t related to gender, but issues are still intertwined with the gender stereotypes that pose a problem for career advancement in a woman’s consciousness, real life, and behavior. The be-

lief that women have the role of housewife and men as breadwinners is becoming antiquated, and, in the process of socialization of the new generation, women “should” unshackle themselves from the subconscious obligation that doesn’t allow a woman to devote time to work with a “clean conscience” and the outdated notion that a man’s equal participation in household tasks “assistance” rather than obligatory.

- The interviewees don’t relate cases of ignorance and job conflicts with gender aspects, so it isn’t an obstacle to career development and self-expression.
- The interviewees evaluated themselves as so-called “masculine” women, which brings to the conclusion that employed women see their career success in their masculinity.

### *Female Managers*

This section discusses the attitudes of women leaders in the PR industry towards gender differences and difficulties in their career advancement process. The similarities and differences were observed when comparing challenges and opportunities from various managerial positions.

There is a correlation between style of upbringing, gender environment in childhood, and current views on career development and leadership style for women and men. Based on the data, the dominant role of female family members and the existence of equally balanced relationships with mother and father stimulated and fostered career achievements and managerial positions.

The style of rearing of the interviewees unequivocally was described as fair, moderate and strict, and democratic on the part of the parents. The majority evaluated themselves as attentive, understanding, democratic, and fair leaders. However, if necessary, they could be direct and rigid and not shy away from showing rigor to achieve a common goal, which is explained by the fact that when managing a work team it is necessary to harmoniously combine interpersonal and bureaucratic governance styles.

For example, as Tanta states, *“I am both direct, rigid, and attentive and you can’t do your job without that. For example, there might be employees who are not performing their duties effectively or need a reminder only with a friendly attitude, things are not done effectively. If we want to benefit from the work, then sometimes we need toughness.”*

The style of rearing they experienced had an indirect influence on the leadership style of managers, which is democratic but fairly rigorous.

An interesting finding was observed regarding differences experienced in the interpersonal and informal relationship between women and men. Namely, the conversations between women are more diverse and unrestricted in terms of topics compared to the conversations with a male. Even when working in a team, conversations between only women are more topically diverse and unrestricted than they are when between the sexes. Consequently, when only women are participants in informal conversation, both the content and the topic of the conversations are unhindered and indefinite. But when men are also involved in this communication, each party tries to avoid embarrassment in front of the other either party. The same position is true with humor. However, for the sake of fairness, it should be noted that there is little difference between women and men in terms of the content of the topics of conversation.

For example, as stated by Salome, *“Personal topics, family topics- everything, we are close to each other. During working hours, I try not to talk about other topics. However, we often take breaks, and then we talk very freely. We do not have sexism at that time.”*

There are fewer gender barriers for women in managerial positions than in the case of female staff members in PR. A possible reason for the difference could be the childhood environment of women managers, in which men have been more prominent. Consequently, it might be assumed that in the case of greater involvement of men among the agents of primary socialization, already in adulthood - there is less difference between the secondary agents of socialization in the communication between men and women. The reason might be the self-confidence formed in the leadership process, which also manifests itself in communication with the opposite gender and creates fewer barriers in terms of separating gender-different conversational topics. This assumption doesn't apply to the discussion of intimate topics, which of course, are different in feminine and masculine conversations. Restraint in discussing such topics in mixed collectives is, of course, a completely natural process and shouldn't be considered as an artificial gender barrier.

Another objective was to assess how PR leaders' managerial skills and management style are related to their personal and general characteristics and how much they think their management style is exemplary for their subordinate women.

It should be noted that all of the female leader interviewees described themselves as attentive, team-oriented, employee-oriented leader who is tough when necessary

but fair. Such leadership styles are directly related to their general communication style, and they find it easier to lead if the qualities of a leader are organic and they don't have to assimilate artificial behaviors into the management process. In particular, all of the interviewees stated that they are self-confident; are managerially motivated; have analytical, managerial, and operational skills; and can positively promote themselves. Few of them thought of themselves as emotional and sensitive towards people, presumably because these two qualities are considered not-so-favorable characteristics for a manager, and they emphasized that they try to manage emotions in professional activities. There is a different perception between PR managers and female staff members regarding managerial skills. The last consider their managers less skillful but themselves as potentially better leaders. However, it is positive that neither of the segments attributes to the gender factor.

According to the interviewees, the characteristics of an effective PR manager include having managerial experience, being able to motivate and manage employees, being an effective personal communicator, being willing to listen and, if necessary, accept others' opinions, being a broad thinker, being fair and democratic, able to communicate expectations, being purposeful and organized, and being able to remain calm during stressful situations. Additionally, a manager should be self-confident, result-oriented, adequately ambitious, energetic, and able to properly distribute/delegate responsibilities. For example, as Salome states, *"Must be able to present herself in the employee's place, must be direct and not make you feel that she has more influence over you and stands above."*

There is no connection between gender and the qualities of an effective manager. As was described above, an effective manager has the same qualities that the interviewees see themselves as possessing. This indicates that they don't equate an effective manager as having to be a man or that an effective manager must possess so-called "masculine" qualities. There is no evidence of gender stereotypes, and a woman may be as successful of a manager as any man. This is confirmed by the fact that a PR manager has no gender preferences or requirements in regard to being an effective leader.

Similar to female staff members, female PR managers believe that career advancement and successful family life is possible at the same time. This assertion comes from life experience and cognizance of the real difficulties of caring for a career in parallel with effective family management. Obstacles to career advancement are not related to their gender; however, unlike for men, it is considered more difficult. This attitude is similar to those of women in subordinate positions and is character-

istic of a patriarchal society where it is still believed that the main burden of family caregivers falls on women and is a prerequisite for success.

Such a conclusion is evidenced by the belief that success usually requires sacrifice and always comes at the expense of giving up something, including free time and family, and requires prioritizing and good time management.

For example, as Nia writes, *“I think all success requires sacrifice. I should develop my career in the first place. I have been imagining starting a family since I was 35 and I think that I am not ready yet, I want to achieve more success”*.

The fact that at least some of the interviewees assume that career development opportunities might be more difficult than that of men already indicates the existence of gender-determined problems for career advancement in a woman’s consciousness. The interviewees describing their career advancement challenges didn’t mention any gender or time management-related problems on the way to their career development.

Evaluating hidden or overt gender discrimination in the organization, PR leaders answered that there was no link between ignorance of the important issues at work and gender differences. However, job confrontations over differences and incompatibility of opinions are a completely natural phenomenon, and it doesn’t imply the existence of gender controversies.

Gender behavioral patterns, and positive discrimination, like – giving up space, moving forward, and doing hard work -are perceived as respectful.

In addition to the cases of positive discrimination, which this segment of the interviewees also assesses as neutral/positive, some observed different attitudes towards them to the performance of the case.

For example,

*“Yes, there was - for example, because I am a woman, I could not solve some problems and could not solve them, etc. “-Niniko*

The reason for the differences between female staff members and female managers might be because there is generally more criticism directed toward the person in the leadership position, which may be more compounded for women in a leadership role than for women in a subordinate role.



As for behavioral patterns, the interviewees acted differently in a work setting than they would in an informal one. For example, Magda reported, “*I think everyone behaves like that, we are leaving our “casual” role and are official. You can’t be natural at work.*”.

Most employed and successful Georgian women don’t single out the gender factor in behavioral change. The reason might be that a successful and employed woman (such as the interviewees) doesn’t need gender-different behaviors to be taken seriously.

The results show that modern reality gives women and men equal opportunities for development and success. Regardless of sex, anyone willing to work hard may achieve success in their career. This perspective differs slightly for women in more work-subordinate positions where it is considered gender matters more and that they must work harder to succeed. However, the overall picture there is also positive and mostly focused on their capabilities.

Finally, on the research question of whether they are a role model for their female employees, the answer was that they would not be the managers they have. But in response to the same question asked to the managers – they stated that they have precedents - of dressing like them, imitating their writing style, project management, relationship, etc. The differences in responses might be caused by misperception, misunderstanding, and misinterpretation of one another motives. Thus, it might mean that subordinates don’t realize they are imitating managers to some extent, and superiors misinterpret the motive of subordinates’ behavior.

Therefore, both women managers and employees don’t see male or female managers as role models and don’t equate good managerial skills with masculinity. They tend to see themselves as better skilled in leadership.

The female managers stated that they are open in their communication with women and described their managerial style as feminine, meaning attentive and team-oriented, while also at the same time showing some masculine traits, such as being tough but fair.

### *Findings and Conclusion*

Highlighted below are essential findings for women working in the PR industry in managerial positions.



- The dominant role of female family members and an equal, balanced relationship with parents among primary socialization agents is evident and stimulates career achievements in terms of managerial positions.
- Democratic upbringing style approach influences PR leaders' managerial style.
- Communication styles between females and males are diverse and unrestricted when working as a team.
- Female PR leaders describe themselves as attentive and team-oriented while being tough if necessary. There is a different perception between PR women managers and female staff members, but neither group hold that good managerial skills are based on gender.
- Effective manager isn't equated with masculine qualities, indicating the trend of the Georgian community to eliminate gender stereotypes and provide equal opportunities in leadership regardless of sex.
- PR managers, based on their life experiences, believe that career advancement and successful family life are possible simultaneously. No challenges or difficulties were present regarding gender on the path of career advancement.
- So-called positive discrimination is perceived as respectful and neutral.
- Women in leadership positions don't need to practice different gender behaviors to be taken seriously. A successful career is dependent on hard work and not on gender.
- Women managers perceive themselves as feminine, but they may also show some masculine traits, such as being strict or demanding.

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