

Supplement file 1

Interview Guide

After maintaining an initial rapport with the participant, the following questions were asked:

Themes	Main Questions	Prompts
Demographics	What is your education level and your designation?	1. Currently, are working in a public or private institute?
Career path	What was your career path and how have you reached a leadership position?	
Enabling/Elevating factors	What does gender equality mean to you?	1. What are the factors that enable females to reach leadership positions in the healthcare profession? 2. And what were in your journey?
Barriers/ shackles holding them back	What are the factors that hinder females to reach leadership positions in healthcare profession?	1. And what barriers were in your journey? 2. How can women at leadership positions address the challenges (Workplace, personal factor, culture, religious factors, partner, and society gender roles) that are holding women back from achieving leadership positions?
Gender roles	What is role of Pakistan societal culture for a woman in healthcare profession to reach at leadership position?	1. How society can help in achieving her dreams. 2. Why are women in top leadership in health professions education not visible? 3. What role do gender stereotypes play in our society to enable or hinder women to reach leadership positions in the healthcare profession?
Strategies to promote gender parity	What strategies can be adopted at institutional and/or individual level to achieve gender parity at leadership positions?	What role can specifically a man at leadership position play to achieve gender equality at healthcare leadership positions?

The prompts and further explanatory questions were asked during the interviews to get insight into the comments of participants. The interviews were done in Urdu or English depending on the participant's preference. The audio recording was done and field notes were taken.

Supplement File 2

Findings of factors that enabled females in leadership position

S. No	Code	Frequency	Category	Participant's quotes
1.	Perseverance	2	Personal factors	<p><i>"The enabling factors that I would say were my persistence, My perseverance"</i> P1</p> <p><i>"I have overcome my challenges through perseverance, patience, and the contribution of my husband."</i> P7</p>
2.	Enthusiasm	1		<p><i>"As a female I was more competitive and enthusiastic about the field while boys are usually non-serious"</i> P4</p>
3.	Good communication skills	1		<p><i>"I have good communication skills and expression so was able to be actively involved in the profession for more than four decades"</i> P11</p>
4.	Motivation	4		<p><i>"I think there are two types of motivations one is external motivation like salary, incentives, bonus, etc and the other is an internal incentive that you have to learn and you have to do something. You know things like that. So I always wanted to do something."</i> P13</p> <p><i>"When I saw my husband is in a very good position and when I assessed myself I wasn't at that position as my colleagues were...At that stage when all these things came to me I was very depressed and thought I should do something"</i> P5</p> <p><i>"some of my classmates' performances were average or below average than me and I saw them moving forward and from that I got positive reinforcement"</i> P7</p> <p><i>"I am conscious about anything but I am also very strong-willed"</i> P8</p>

				<p><i>"Now I see that all my boys' fellows are professors, nobody is an assistant professor." P9</i></p>
5.	Good fortune	3		<p><i>"At our time private medical colleges were growing and suddenly we got jobs. If that situation occurs to someone else today then it's difficult to get a job." P5</i></p> <p><i>"I got opportunities. As soon as I passed Part 1 we had a lot of vacuum, so I got training immediately after that. I guess I didn't even had to wait 20-30 days." P7</i></p> <p><i>"Allah is the best planner and He had carved the best path for me. Very easily, I became an Assistant professor then an associate professor then a professor." P11</i></p>
6.	Research	2	Professional	<p><i>"I have both National and international research grants my international research grants are in Million" P1</i></p> <p><i>"I have a very strong research interest and I think this is a very strong point for me. I have some international publications that helped me out for promotions" P14</i></p>
7.	Experience	2	Factors	<p><i>"Nobody could beat my qualification, my experience, and my scholarship with 100 papers in international journals... nobody with that" P1</i></p> <p><i>"Foreign experience (improved) my confidence, my skills, competency, and my research abilities. It also groomed me well" P11</i></p>
8.	Female boss	3		<p><i>"My supervisor was a female but she never treated me as a female. She said, well, you have gone through this phase, but if you have to do it, you have to do it. Let's not waste time. So I never asked anyone for undue favor and I also never got." P7</i></p>

				<p><i>“My female boss allowed me to come half day a week. Male would not have understood that. 8 years I did that. During that time I did masters in bioethics, developed training programs for anesthesia” P2</i></p> <p><i>“I could directly interact with female boss. I don't think I would have been able to interact with the Male boss in the same way. Previous boss and principal were both females” P3</i></p>
9.	Encouragement			<p><i>“(My superiors) encouraged me in all things. And in all the meetings of higher education, in PMDC meetings, or in Dean's commitment they used to send me because I was associate dean. They asked me to go and present. So I had the exposure to all these forums” P13</i></p>
10.	Gender balance	1		<p><i>“University especially from the last three years has been promoting gender balance very vigorously. When I was applying for this post I had to give a lot of interviews and in those interview panels as well there were more female leaders than males” P2</i></p>
11.	Family support	7	Support received by females	<p><i>“A woman must know who is standing at her back and supporting her. A woman has all the potential and talent to move ahead she only needs confidence. My parents brought me up in a way that I was very hardworking and I always focused on work and nothing else” P10</i></p> <p><i>“the support of my family which includes both my own mother and my husband and my mother in law” P3</i></p> <p><i>“my parents were supportive and my father- in- law” P4</i></p> <p><i>“I got encouragement from male family member. Lucky to have a good husband who encouraged me a lot.” P5</i></p> <p><i>“encouragement from parents and husband is also in same profession” P6</i></p>

				<p><i>“supportive in-laws and family...home responsibilities then there wasn't any pressure on me that this work should be done in time” P7</i></p> <p><i>“My mother supported me although she was bedridden she supervised my daughter.” P13</i></p>
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Findings of factors that hindered females in leadership position

S. No	Code	Frequency	Category	Participant's quotes
12.	Gender bias	8	Professional factors	<p><i>“I and all the men that were fighting for the position of vice chancellor, I beat them all they were not even close. The numbering was not fair if they had numbered everyone fairly my numbers would have been way higher than men at second and third positions ...In medicine we are lucky that we have a fixed criteria for promotion but if a man and a woman is equally qualified then the position goes to the man. If a man is slightly less qualified even then the man would get the position” P1</i></p> <p><i>“Other supervisor was a male and I remember when I went to him, the first thing he said was that maybe he would not be interested in training females. Because he thought females would go on maternity leave again and again...I think our males have a very old and orthodox mentality. They think females don't have the capability to make wise decisions. Obviously, when four or five men get together, this thing comes to their mind mostly” P7</i></p> <p><i>“I see in college meetings that what the male faculty are talking about has more effect even if the females are talking about the same thing.” P9</i></p> <p><i>“At every step at every point I felt that there was no gender equality. This does not exist. Rather my gender has always been considered a disadvantage. If the same thing the same point is said by a male faculty member even if he is the junior-most member of the department then that</i></p>

			<p><i>point is given more weightage than if a woman raises that point even if she is the head of the department” P10</i></p> <p><i>“I don't think the men are so prejudiced not to let women compete but as it is a male-dominated society you have to be a little more assertive and competitive...male colleagues did not like a woman with a mind of her own, who is so highly qualified, with good communication skills, confident, assertive, and who is not deterred by anything, of course, they never like this type of attitude. I faced many resistances many times” P11</i></p> <p><i>“I don't know whether men negotiate better or they have the best package. I saw a lot of times that men are given better posts with generous packages...hardworking and dedicated people like early career positions and mid-career positions we prefer to have females but when we talk about leadership roles then according to general perception we prefer males because they are better leaders. I think we should remove these biases” P12</i></p> <p><i>“Females are more qualified as compared to males. But that criteria are not always followed. Once they announced that Ph.D. will be vice-chancellor then there was no male candidate. And then what turns out to be how we are going to select the VC then? Then they changed that ad and removed that Ph.D.” P14</i></p>
13.	Not taken seriously	3	<p><i>“The thing that I faced early in my career and otherwise as well was that sometimes people would not take me seriously... As a female it wasn't always easy for me to go and sit and offices Because being a female you have to make sure that you are being taken seriously” P1</i></p> <p><i>“No one takes a married female seriously. Everyone thinks that they are just passing the time. Most of the time your supervisor questions your commitment” P4</i></p>

			<p><i>“Their point is judged negatively. Why has she said this and if she has how dare she say this? Generally in our profession there is very little acceptance of women in leadership positions” P10</i></p>
14.	Male insecurities	2	<p><i>“Men have this insecurity as well that macho-ism is there so they don’t accept that a female can be a better administrator or is better for that. But your work speaks for itself.” P1</i></p> <p><i>“I talk to my elder it feels like history is repeating itself. There are the same situations and same insecurities. And now I am done with these insecurities...they (men) are concerned with little things like she might take more lectures” P10</i></p> <p><i>“The HoD there was not allowing me a study leave saying that it took them 10 years or so to start post-graduation how can they allow us to start it only after 2 years” P15</i></p>
15.	Demand of the job	2	<p><i>“Places where we worked, we do not have teaching experience. Because of this we used to be HOD but not professors. you don't get teaching experience as such unless they are affiliated with some medical colleges” P6</i></p> <p><i>“family responsibilities so they (women) can't manage these hectic hours, it becomes difficult for them” P12</i></p>
16.	Political background	3	<p><i>“It was like I was fighting a battle because I didn’t have a political clout so being a female and not having political clout were the factor” P1</i></p> <p><i>“If there is a principal ship or something like that then I want to stay away from that because I think there will be a lot of politics and my mind is not such type that if I even attempt this. women in these positions: financially very strong or they have political backgrounds” P4</i></p> <p><i>“If there is a government post then there must be a political background. Because you can't do without political backup. If you come to a</i></p>

				<i>government post then without special training you can't survive there.” P14</i>
17.	Family and motherhood	9	Personal factors	<p><i>“To ensure that you are pregnant and breastfeeding and still trying to fight for your position” P1</i></p> <p><i>“The moment I got my FCPS degree I realized this is not my whole life. I have children, I have husband, I have family commitments, things that we were missing out on because of my studies” P4</i></p> <p><i>“I was on the clinical side I wanted to progress there but had some of my decisions like we are so male dependent we listen to their decisions and obey them and it's part of our nature and when we are in that nature then we leave some things for our own selves” P5</i></p> <p><i>“There was breakage of my marriage in 2019 in the twentieth year of my marriage. Before this, I had to 2 battle on both grounds professional as well as personal. So in this way, I think I am a very prime example of how if you want both of these things to work smoothly that it becomes very difficult” P8</i></p> <p><i>“All those people whom I see in higher positions, have no family life...all my female classmates who became professors, all have broken marriages.” P9</i></p> <p><i>“Families support working females but they can't support you for 36 hours or 48 hours during your call.” P12</i></p> <p><i>“ all my post-graduation is after my marriage and because of that it took a lot of time” P14</i></p>
18.	Unwilling to pursue leadership positions	3		<i>“My little approach in life is that as well as blaming others I look at myself first. I would say to myself that my will power was also a challenge for me because I am the kind of person who wanted to do good</i>

				<p><i>in every aspect of life. You should recognize yourself. Recognize your limits. I can't become a VC because I don't have that personality” P4</i></p> <p><i>“I myself did not take much initiative” P5</i></p> <p><i>“I've heard from my male colleagues that they say females don't want to come to leadership positions because of their own personal preferences. I disagree with that because in our society females don't make fully autonomous decisions. And males have their own privilege because we don't talk about it openly. Even those females who are at top positions don't make voluntary decisions because they have to consider so many things. So if a female doesn't voluntarily take those positions it doesn't mean that they don't deserve it or she can't do it. It's not a fully autonomous or voluntary kind of decision.” P12</i></p>
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Findings of strategies to promote women to leadership positions

S. No	Code	Frequency	Category	Participant's quotes
19.	Personality change	5	Strategies adopted by women at leadership position	<p><i>“I had to be more assertive...People consider women with a strong personality as rude. I am rude sometimes It doesn't matter to me I am not bothered. People think I am aggressive yes, I am aggressive if I were not aggressive, I would not have achieved what I have” P1</i></p> <p><i>“it's my survival instinct...if you start thinking about how if bullet gets you, it will hurt you then you would never fight you would just run away. so, you must be detached so that you can go on and fight your battles... if you make yourself blind deaf and dumb against all the negativity around you then I don't care it does not matter what they say” P8</i></p>

			<p><i>“There comes a point when you realize where you should raise your points and share your opinions so you only share your opinions where you think they will be taken seriously. You stop talking where you know you will not be taken seriously, or you will not be heard. You cannot change yourself for the people” P10</i></p> <p><i>“I became a lot more accommodating, facilitating, and of course assertive. You should have a good influence on others so that they can change for the better. one should lead by example, by becoming a role model so that people can get influenced and adopt...people say that I am a very strict and hard taskmaster, but when they meet me in person, they just carry the opposite opinion. Maybe they feel that as I am highly qualified, at a higher position with international recognition so maybe I must be arrogant and tough” P11</i></p> <p><i>“I’ve become more vigilant rather” P14</i></p>
20.	Moral values	2	<p><i>“You must have high moral values. Generally, people think that females use their position as a female to win over things. And to prove that it's not because of that and you're fighting with your competence” P1</i></p> <p><i>“Whenever you are communicating with the opposite gender then your tone should be a little straight forward not harsh but straightforward. You can't be very polite and kind if you start doing this then people who are already not taking it seriously will never listen to you.” P10</i></p>
21.	Supporting juniors	6	<p><i>“I have put students into researchers and students get job as research assistant. I would never use the students and not pay them. If I got a grant everybody would benefit from it.” P1</i></p> <p><i>“I make sure that the problems that I've faced, and I didn't tell my supervisor because they are used to being a barrier at our times, but I try</i></p>

			<p><i>to make sure my subordinates are happy and they don't have to face those problems. Most of my trainees are females now” P7</i></p> <p><i>“I am very generous at training, grooming, and imparting knowledge, and clinical skill” P11</i></p> <p><i>“When one of my colleagues was on maternity leave, I allowed her to work from home. During covid also I allowed my colleagues to work from home. If that is not institutional policy, then you must go out of the way to get those permissions and those are not long lasting then...When someone's mental health is not good or environmental circumstances are not feasible then they won't be able to perform” P12</i></p> <p><i>“Whenever I am assigned any task, I discuss it with my faculty and take their suggestions. And whoever has a better point of view we work according to it then. I think in this way enthusiasm develops in them” P13</i></p> <p><i>“I always give task from the junior-most level. For example, MCQs construction SEQs construction or planner making. Demo will make and shows to the next level post. When it comes to me It has been through all different levels. Everyone knows what this document is. When it is finalized, I brief them about the deficiencies in the document. So those involved, now know what mistake they had made.” P14</i></p>
22.	Counter gender bias	3	<p><i>“So, to counter these things every time I have put up a fight I have gone with evidence. This is what the literature is saying so if you are saying otherwise, prove it. That’s why they are mostly scared of me” P1</i></p> <p><i>“One very important thing if someone tries to insult you publicly your first Instinct should be to remain silent. I am saying this because I know</i></p>

				<p><i>that females are emotional. I know it is very difficult to maintain composure at that time but do maintain that composure Because if you are successful in maintaining that composure then you have a chance at the second shot” P10</i></p> <p><i>“I was the only female faculty member, whereas they were more in number, got together, and made a large group. I was like a Lone Ranger fighting my own battles.” P11</i></p>
23.	Strong voice	2		<p><i>“Strong women have to have some sort of power in their voice be motivational speaker at the same time if you have to prove your worth you have to show it” P1</i></p> <p><i>“Wherever possible they (women) should voice their opinion but with respect.” P10</i></p>
24.	Hard work	1		<p><i>“Keep doing something, keep doing something, at least open your book for 2 min. and then close it. But this adds up. And that is how I kept going. I used to say that if I was reading even two words a day, this is adding up” P4</i></p>
25.	Mentor	3	Strategies at professional level	<p><i>“I think women at leadership position should make room for other women... But in my experience women who are not married or who do not have children do not understand this they think that we are making excuses” P1</i></p> <p><i>“At times female mentors for female faculty would be very beneficial because females can easily share their issues and personal problems with their female mentors” P11</i></p>

			<p><i>“Now when I'm doing my Ph.D. my supervisor and program director is a female and other faculty member as well...everybody is so concerned about each student's mental health, physical health...here in Pakistan we don't care about our institutes. We don't care about our colleagues or our students.” P12</i></p>
26.	Institutional facilities		<p><i>“Daycare facilities and should be allowed to bring their children to work, flexible timings, flexible number of days of work” P13</i></p> <p><i>“From the last 2 or 3 years we experienced that people could work from home. So, if it takes too much time, we should facilitate them...we should add some other innovative ideas like we can keep people on locum Or work from home. On a clinical side we can give her some research work for that period... offer flexible training as well” P12</i></p> <p><i>“You must gradually work towards a change within the institution which is inclusive for women and respectful for women and invite gender parity and gender balance approaches. For example, in our committees, we actively seek for gender balance. If in any of our meetings the male and female gender balance is not present that means that the discussions may not be balanced. I think it depends on the leader whether they want to seek gender balance or not. At institutional level if they are aware of this, they should make a likeminded group of people and they should actively work, and men should be a part of it.” P2</i></p> <p><i>“It depends on the mindset of institutional administration. Fortunately, you do see a lot of positive people around you. I really like medical education because it leaves you very little chance to cheat on something. How it happens is that it scrutinizes everyone and everything. So, judging someone's performance becomes easy...People with a positive mindset</i></p>

				<i>should be identified and then gender equality should be focused on depending on merit” P10</i>
27.	Mentorship program	1		<i>“I think it is very important to have a mentorship program for faculty as well. With new hiring, the juniors look up to their senior faculty... one needs to be very accommodating to the junior colleagues and give them the comfort and ease of the place. At the same time this does not mean that you always keep them under your shadow. Give them space, let them flourish, it should be within your secure environment.” P11</i>
28.	Equal opportunity	1		<i>“It is written in every ad that we are equal opportunities employees, but it isn't implemented. Because there is no accountability in our institutes and in our country...we hire females on those posts which require dedication. At initial level posts or early career posts they prefer to hire a female. Because they thought females would work harder” P12</i>
29.	Tasks and responsibilities	3	Training women for leadership roles	<i>“You have to make sure that their jobs are more task based” P1</i> <i>“For leadership positions, they must be assigned leadership tasks. For example, to your assistant professor, you could assign them any task at a conference or convocation and highlight your associates. So that they have some exposure and confidence to handle these things” P13</i> <i>“If I'm not available I tell my colleague to take over the responsibility and have interactive sessions. This is also one way of inculcating the leadership by assigning them tasks and giving them ownership... I've given ownership of students to each faculty member. I've given 10 students to each member and these 10 students will remain with that faculty member throughout the year” P14</i>

30.	Message to aspiring leaders			<p><i>“My message to women is that believe in yourself and look for opportunities. There will be lots of hurdles, but it shouldn’t put you off do not give up on your dreams you will get there even if a little later, but you will get there” P1</i></p> <p><i>“My advice for women is that Just excel on your own merit, and please do not let others trample your rights. You need to sit on the stage as an academician to make sure that people value you for not becoming an announcer on that stage. I think women need to be smarter and they must be more educated and more knowledgeable” P2</i></p> <p><i>“Your personal growth depends on your personal relations. your further political posts like principal ship it all depends on your PR ship.” P4</i></p> <p><i>“I would tell women they've to go slow a little bit because sometimes they react so fast that Instead of going forward, there is a way back for them. So, when you do something consistently then you must be determined in that thing, and you should go forward.” P5</i></p> <p><i>“If you want to live in a man's world then you've to prove yourself. You've to work harder than them. Because you have to look after your home and your children. never underestimate yourself.” P6</i></p> <p><i>“I always tell them "Time is money." You should have the capability to plan your life...the earlier the better it is. Because if you achieve more before marriage then you'll have to make less effort after marriage... Secondly, we should discourage our students from taking a demo ship after house job. Start studying because this is a competitive era. In this, more than 1 or 2 years of experience on a demonstrator ship is not going to give you any credit.... thirdly, work smarter. If you see a vacuum in one field, then go for it.” P7</i></p>
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			<p><i>“Nowadays I'm telling my students to be vocal. I like people who are vocal. At least we could say this is wrong. This is also a very big problem that we can't say is wrong.” P9</i></p> <p><i>“Work hard. I have noticed that not all women are dedicated workers. Then people quote them as examples and look down upon hard working women as well. It hurts me a lot. Because the dedicated women are trying so hard to make their name, but the other woman tries to bring everyone down with their behavior.” P10</i></p> <p><i>“You need to have certain prerequisites so that you can very boldly compete for any position with other professionals. You should not suffer because of your qualification, experience, and research work which are extremely important. Your progression in your profession is dependent on all these requirements and of course the position you are employed.” P11</i></p> <p><i>“If something tragic happens to someone then don't go into self-pity. Because Allah made everyone for some purpose. Allah has defined your role. Don't know what qualities He wants to develop in you therefore he gives you challenges...I think females should come to leadership positions. As you can see once our prime minister was a female even though it didn't happen in America. Also, you can see Maleeha Lodhi. In India, Females are sitting in Congress” P13</i></p>
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Implicit Bias

S. No	Code	Frequency	Category	Participant's quotes
31.	Religion	3	Roles defined by society	<p><i>"The religion does put men at higher pedestal it says that men are the provider. But it also doesn't bar women from working" P1</i></p> <p><i>"They (men) feel that a woman is inferior. They twist Quranic verses in which Allah has made men the care provider, but they used it in such a way that a woman is impure and inferior. So, if someone they consider inferior comes at a leadership position or says something that they disagree with then they take it very personally. Workplaces will not improve as long as this mentality is prevalent." P8</i></p> <p><i>"I always believe that woman's money is not a blessing. If the same chunk of money was brought by the woman and the same chunk of money brought by the man, then the man would run the whole house with it. This is one of my religious beliefs" P9</i></p>
32.	Culture	11		<p><i>"The social role has always been mine whose birthday it is what gift to give that responsibility is mine and not my husbands and most women that I have talked to whether they are at leadership position or not that roll remains the same" P1</i></p> <p><i>"Change occurs in the society as a whole and it's a dynamic phenomenon, culture is never static... I'm stronger than my mother and my daughter is stronger than me." P2</i></p>

			<p><i>“Now the society also says that if your daughter-in-law or daughter is a doctor they should work, which means it is something that has become acceptable.” P4</i></p> <p><i>“Society should get in the habit of compromising on things and get itself out of these roles if we want a better family system.” P5</i></p> <p><i>“Girls are very competent. Now they even go to the rank of general in the army, they didn't go before Because it was unwritten law that No lady doctor will go beyond the brigadier. Now that you have made this rule then no one can do anything she can't go beyond this rank that would be the highest rank that she should attain. What is happening now is that now she is becoming a general and becoming a surgeon general” P6</i></p> <p><i>“We have in our gender roles that a female has to be docile and soft-spoken. You can't be soft-spoken all the time when u see some injustice happening in the society you can't remain quiet or soft-spoken...I think the next generation will be better because they will be the offspring of educated women however, I think the home environment depends on both parents.” P8</i></p> <p><i>“But when a patient comes, his mindset is like that I'll have my checkup done by a male. There are three female doctors including me.” P9</i></p> <p><i>“When you are upbringing a boy and keep telling him that you are privileged to be a boy then that thing will remain in his mind” P10</i></p> <p><i>“I think we have some cultural values that discourage us, or we have some biases like a woman can't be a leader...Now</i></p>
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			<p><i>the change is coming but at our time it was a general understanding that women are not leaders... biases due to sociocultural structure...I think we should discuss this issue at every level including our administrators, teachers and all others in medical education. As you can see there are very few females on our administrative side. This is because of our culture and our society.” P12</i></p> <p><i>“In Karachi, I think there was more professionalism. So, they encourage a lot and don't create a hindrance. So, there are more Females in almost every field. Even in law. but if you see in Punjab there is not that kind of encouragement. Maybe one of the reasons is multi-ethnicity. There are Urdu speakers, Punjabis, and Pathans. And I think in Punjabis and Pathans there is more male dominating, and they say if we are earning then there is no need of our wife to work” P13</i></p> <p><i>“Times are changing now. Women are not compromising now either. Gender roles are also changing. Household is not the responsibility of wife now” P16</i></p>
33.	Physical appearance		<p><i>“Women with a very simple persona but extreme competence are coming forward because they are being enabled to do so.” P2</i></p> <p><i>“When a woman gets to a leadership position society gets very judgmental about her, so she has to be very careful of how she carries her style. There is a set criterion by the society on how a woman should be if she does not fulfill those criteria then she is reprimanded...just because I am in a leadership position why do I have to leave my fashion sense. I like dressing up. I like jewelry but when you do such things as a leadership position people view you differently now why do I have to change myself...it is perceived that a woman at</i></p>

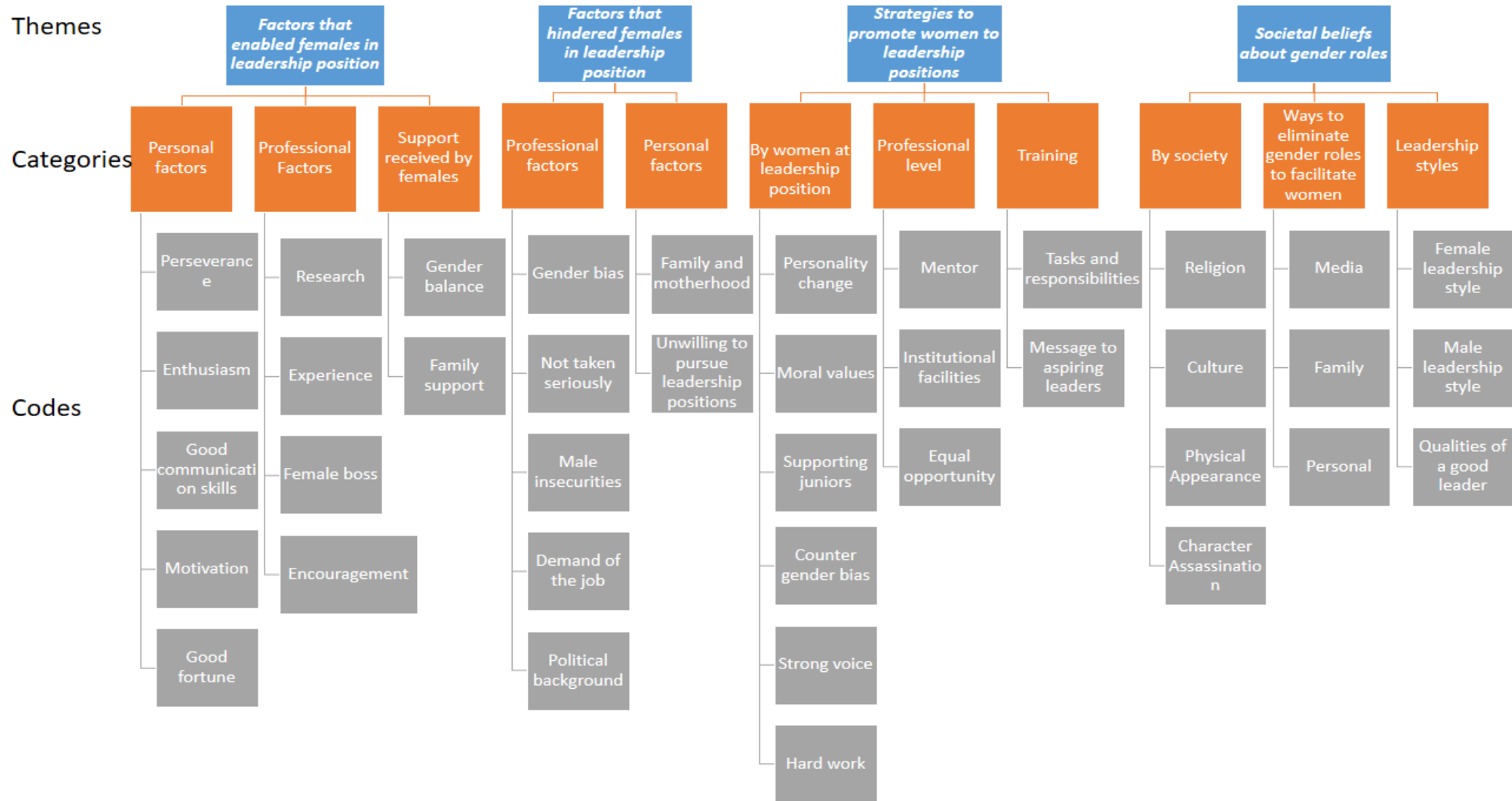
				<p><i>leadership position should wear neutral colors and cover her head. the women in leadership positions who are fashionable are stigmatized and people talk about their character...You can also look at our health minister, so women have to display a simple persona Because society otherwise frowns at them.” P8</i></p>
34.	Character assassination			<p><i>“Even if a girl goes to the front position, the people behind her start talking negatively about her so the other girls get scared too. They say she is a corrupt person. She has gone up through the wrong means.” P9</i></p> <p><i>“It is very easy for men to assassinate any woman's character. Only have this weapon against women. The immediately dropdown to disrespecting a woman.” P10</i></p>
35.	Media	5	<p>Ways to eliminate gender roles to facilitate women</p>	<p><i>“There was an advertisement in TV that showed that equality doesn't mean same opportunities for both the genders it means that opportunities which suit the gender.” P3</i></p> <p><i>“In drama the woman is either crying or she is destroying the house which means you don't get the normal woman in the middle” P4</i></p> <p><i>“As you can see, different TV, media are playing a role in it. Recently a new ad from Shan is very impressive for doctors as all are seeing that 70% doctors don't avail then you can see there comes gender biasness or discrimination” P5</i></p> <p><i>“There was a video it was a situation that a male and a female went through, but the wordings were entirely different for both. If a male, does it then he has leadership qualities Add a female does this then they say that she is a very bossy woman. if a man shows anger, then they say he is a perfectionist. If a woman does the same, then they say she is</i></p>

			<p><i>hormonal or she has short temper tendencies. if a man is strict, he is a very strict leader. He does not tolerate laziness. If the same thing is done by a female, then this she is such a b**** she has ruined the whole environment of the place and she doesn't let anyone rest *laughs*” P8</i></p> <p><i>“Just imagine a senior male faculty member enters final year class and says: Have you seen the drama “Merey paas tum ho?” This is how working women are. Firstly, I am very offended by the writer of that drama for portraying a working woman in such negativity when we are already struggling and fighting battles for ourselves. Secondly, imagine the mindset of our faculty who believe in such things and then quote these things in front of impressionable minds.” P10</i></p>
	Family	5	<p><i>“We should train our children, especially our male child very well. Because I saw that children learn from home. this is our cultural issue. I think boy's training is very important in this matter. If they see their wife can study, then they should encourage her Because Girls need support. If they are opting for doctors, then they should change their behavior otherwise there are so many choices they can choose a simple girl” P5</i></p> <p><i>“Females are coming forward because I think the trend is changing. Why? Because now our males have professional wives. When I was doing FCPS before, I was a 5th orthodontist in Pakistan and the wives of my seniors, and my principals were housewives. And they were totally against that...What are you people doing? You should go home and do this and that etc. But now all my working colleagues have professional wives. If they are not doctors, they are not engineers, but they are contributing somehow to the family...” P7</i></p>

			<p><i>“From day one it should be that we should train from the school. I don't know when my son was too young, he would play with kitchen sets then my society didn't like that. Unless they talk about gender, that boy can also cook if a girl can cook. This is what you put in from the beginning.” P9</i></p> <p><i>“I feel that if we discuss this among ourselves it is not going to bring any change. These things are inculcated when you are upbringing the child. The mindset and the upbringing of the child affect these things...Unless and until the upbringing does not inculcate the required values then no change will take place and the next generation will be the same.” P10</i></p> <p><i>“After two or three daughters a son is born then they treat him with great tenderness. And then such qualities develop in them that they start to consider every female lesser...I think the basic education of a mother is very important. Because leaders are always born in their mothers' laps.” P13</i></p>
36.	Personal	4	<p><i>“Women have to take permission from their husband before going somewhere” P1</i></p> <p><i>“Boys benefited from that whenever the supervisor asked them for work, they would make themselves available. It's difficult for females but still we tried. Means i wouldn't say that we did nothing we tried our level best to answer their calls and arrive wherever they ask us to go” P4</i></p> <p><i>“Role of the boys that we defined in it was if there was a duty somewhere outside of the college in an exam then we would prefer to send boys because they can travel.” P5</i></p> <p><i>“Obviously there are limitations, A lady can't budge into their unit lines like What are they doing living there? You can't go there and raid. You have to chalk out your program</i></p>

				<i>that I will go there some day. But this is not the case for men. If he ever wanted to go, he would tell the CO: "Let me go somewhere. I want to see their washrooms. I have to do this." But a lady can't do this like that" P6</i>
37.	Female leadership style	6	Leadership styles	<p><i>"Females can empathize with their juniors and colleagues and Can also give them space for their responsibilities other than the work responsibilities" P3</i></p> <p><i>"Being a female, I was given more leadership roles *laughs*.are very inclusive lead by developing relationships. Not bossy. Nurturing role so people listen to them. Include others in decision making. More perceptive of problems." P2</i></p> <p><i>"I can tell you very confidently that with as much meticulously a female works a male doesn't. Males are carefree. Yes, they do work but they are interested in clinical work they are not interested in paperwork." P7</i></p> <p><i>"Females on the contrary have a motherly instinct, therefore, are more lovable and compassionate" P11</i></p> <p><i>"Females who do things that have a shorter span. Most of the time females are autocratic they scold a lot...Females have to scold because maybe they couldn't control males" P13</i></p> <p><i>"Females always have a soft corner. I think in one way or another way their emotions are always reflected...All females are not like this as I tell you there are females who make strong decisions and put emotions on the side" P14</i></p>
37.	Male leadership style	4		<i>"Being female, I would say that Males are the true leaders. I am not against females, but I am saying all this because I have seen female principals, I have seen so many, but they</i>

			<p><i>have that weakness in them it's a mind game those who show themselves strong they go overboard means either they are under confident, or they are overconfident.” P4</i></p> <p><i>“Men leaders are a little stricter and bossy. They feel that God has made them superior, so they have the right to do anything.” P11</i></p> <p><i>“They have been given administrative qualities from Allah; they have more visualizing power...their training should be strong from day one...hey manage things on the broader spectrum which are long-lasting” P13</i></p> <p><i>“I think Males have fewer emotions. Their emotions are out when they make decisions...Males are much stronger in making decisions” P14</i></p>
38.	Quality of good leaders	2	<p><i>“Facilitator not a leader. There should be integrity in his personality and There should be no contradiction in his words and deeds and let him set the example himself. We have an example of Holy Prophet PBUH, a true leader who not only said but also acted.” P4</i></p> <p><i>“They always say that a tree full of fruits should always be bowed down. But then again when you are in a position of authority you must take everyone along and adopt measures and policies where everybody is accommodated. Yes, you need to make strong decisions e.g., if someone is not performing or up to the mark then you have to strategize your decisions but need not be harsh. One has to lead by example if you are in a leadership position or role.” P11</i></p>



The codes, categories and themes generated for Healthcare profession's women at leadership position in Pakistan