

Identifying effective solutions to overcome the glass cliff of women's management in Ahwaz University of Medical Sciences

Hamidreza Amel Ardestani*¹, Majideh Sharifi²

Submitted: 2026.04.13 | Accepted: 2026.08.17

Abstract

In today's world, women's empowerment as part of the workforce has gained great importance. This research examines the obstacles and challenges in the path of women's advancement in organizations, focusing on the glass cliff. These obstacles not only limit women's access to high management levels, but also negatively affect the development and effectiveness of organizations. The aim of the research was to identify, rank, and provide effective solutions to overcome the glass cliff of women's management. The research method is qualitative and applied. The content analysis method was used to analyze the data. A statistical sample of 16 academic experts and female managers and employees in the field of healthcare was selected using snowball sampling, and content validity and reliability were determined using the research peer review strategy (two coders). The results led to the identification of 63 initial codes categorized into 10 themes and 3 main concepts: women's empowerment and career advancement (empowerment and development of women's advancement paths, equality in advancement and promotion opportunities for women), structural and psychological support for women (structural and legal support and psychological and social support for women), and strengthening professional participation and interactions (reforming evaluation and appointment processes, strengthening women's participation in organizational decision-making, and strengthening professional interactions between genders). The findings were categorized into three axes: empowerment and equality in career advancement opportunities, structural and psychological support, and strengthening professional participation and interactions. The results emphasize the need for a multidimensional approach to promote women's managerial status and reduce gender inequalities.

Keywords: Ahwaz University of Medical Sciences, Glass Cliff, Women in Management.

1. Assistant Professor, Department of Business Administration, Payame Noor University, Tehran, Iran.

(hamid.amel@pnu.ac.ir)

². Department of Business Management, Payame Noor University, Tehran, Iran.

(majidesharificcz@gmail.com)

In today's changing workplaces, the role of employees in achieving organizational goals has become more important due to conditions such as uncertainty, downsizing, and mergers, so it is essential for organizations to recognize employees (Eisenberger et al.³, ۲۰۱۶). Meanwhile, research shows that empowering women as part of the workforce plays a key role in the development of societies (Dhanamalaram et al.⁴, ۲۰۲۰). History shows that women initially faced serious barriers to entering the labor market (glass ceiling).⁵ Research focuses on the reasons for gender inequality and the low presence of women in high level positions, and, after entering, they also faced the obstacle of the glass ceiling.⁶ New findings show that women face numerous obstacles not only in the final stage of promotion, but also on the way to reaching privileged positions (Aluchna et al.⁶, ۲۰۲۳). In contrast, men advance more quickly to management positions by taking advantage of the "glass escalator" (Yıldız and Woral⁸), dominated professions such as nursing and teaching-in female workplace interactions and norms also favor men, providing them with greater opportunities for growth and income (Akaya⁹, ۲۰۲۰).

Pawar¹⁰ (۲۰۲۰) points out that despite the significant achievements of women in various fields, women are still less likely than men to hold important positions. Sen¹² (۲۰۱۹) also shows that women are overcoming traditional barriers to attaining managerial positions (Amaki et al.¹³, ۲۰۲۱). Although the increase in the presence of women in management is a step towards gender equality, this trend raises new questions about the success rate of female managers compared to men (Ghasemour Ganji et al., ۲۰۱۷; Mayer¹⁴, ۲۰۲۰), including the "glass cliff", the success rate of female managers compared to men.

The glass cliff phenomenon refers to the appointment of women to high risk management positions, where women are more likely than men to reach these risky management positions, where women are more likely than men to reach these risky management positions, where women are more likely than men to reach these risky management positions. These appointments can lead to their ineffectiveness and have negative consequences for the individual and the organization; for example, leaders of poorly performing companies are less likely to return to leadership in the future (Glass and Cook¹⁶, ۲۰۲۰). The concentration of risk positions exposes them to unfair criticism and greater blame than women in high

³ - Eisenberger et al.

⁴ - Dhanamalaram et al.

⁵ - Glass ceiling

⁶- Aluchna et al.

⁷ -Glass escalator

⁸ - Yildiz and Vural

⁹ - Akkaya

¹⁰-Power

¹¹- Maheshwari & Lenka

¹²- Sen

¹³- Amakye et al.

¹⁴- Mayer

¹⁵ - Ihmels et al.

¹⁶ - Glass and Cook

As a result, the glass cliff can be a barrier to women's career advancement and reinforce gender inequality (Richard et al 2022).¹⁸ In recent years, women's demands have become a serious challenge, and their presence in leadership positions is considered essential for the legitimacy and effectiveness of the state. The theory of representative bureaucracy also emphasizes the importance of reflecting social diversity in the structure of the state (Granold et al 2020).¹⁹

According to the World Economic Forum's Gender Gap Report, Iran ranks 143rd in gender equality. Iran also ranks 146th out of 154 countries in the component of women's participation in the labor force, which is not a good situation. Specifically, in Khuzestan province, the rate of women's participation was about 14.3 percent, which does not indicate a good activity in the economy. On the other hand, Iran is facing some economic crises due to economic recession and international restrictions. This situation (Statistical Center of Iran, 1403) presents Iranian organizations with challenges (Aqababai, 2020).

organizations in Iran, and especially in Khuzestan Province, are facing a crisis of cutting policies. They have adopted the high costs and low efficiency, and cost my of resistance. According to the theory of social cost and consideration of the economic women's social roles are adapted to crises and role adaptation (Lamb 2015).²⁰ women are more likely to be chosen as leaders in these situations, representing the glass cliff phenomenon. Therefore, it seems necessary for senior managers of organizations to investigate the existence of the glass cliff phenomenon in their organizations, identify the factors that cause it, and work to eliminate its negative consequences. However, most research in the field of women's management has focused on the glass ceiling phenomenon (Rahim et al 2020).²¹ Akaya et al. (2018) focused on the glass ceiling phenomenon. There is very limited research on women in leadership positions, especially the glass cliff phenomenon (for example Zargha et al., 2019). In addition, most of this research (Kerr and Tell et al 2020, Granold et al., 2020, Yildiz et al., 2019) is based on archival and experimental studies. These studies are focused on the private sector in underdeveloped countries and are not considering that no study has been conducted in Iran so far on identifying strategies for overcoming glass cliff obstacles and that this is a new field, it creates an additional incentive for study and investigation in this field. Therefore, the main issue in this research is that effective solutions to reduce the negative effects of the glass cliff phenomenon. What are they?

Research background

In recent years, as gender discrimination in Iran has decreased, the number of women in management positions has increased, but they still face a phenomenon called the "glass cliff," a concept that refers to the appointment of women in risky and unstable

17 - Ryan et al.

18 - Richard et al.

19- Groeneveld et al.

20 - Leaf

21 - Rahim et al.

22 - Akkaya

23 - Krøtel et al.

Nasiri (2019) et al., positions and considers them more likely to fail than men (Tatari 2015 and Valikbani et al., 2015) and the exclusion of women from informal support networks (Hazarjaribi and Allahyari et al., 2012 Pillehvari, .

patriarchal environments are less likely to participate. Studies show that women in leadership activities and are often prevented from advancing to higher levels. The glass cliff symbolizes hidden (2018 Nazari and Latifi, 2013 Taghizadeh et al.,) can have consequences such as reduced productivity, inequality in organizations and (2022 increased turnover, and loss of female talent (Richard et al., .

Several studies have examined the factors affecting the glass cliff phenomenon. managers confirmed barriers such of senior % 79 showed that (2015)²⁴ Sab Harwal as stereotyped thinking, prejudices, and reluctance to promote women . The explanatory models of the glass cliff include biological (underutilization), social ural (unequal distribution cult-inequalities resulting from socialization), and structural Oakley (2018 Khalifa, 1990 of power in social structures) models (Jalsian et al., cultural, and structural -divided the barriers into organizational, behavioral (2000) e, women are less likely factors . However , even with equal education and experience to reach management, the reasons for which include lack of counseling, conflict of (2008 work roles , and lack of advancement opportunities (Kajbaf and Kazemi, -family .

into three Theories and models of the glass cliff phenomenon are divided categories: biological, socialization, and structural/cultural. Biological models consider gender differences to be due to evolutionary and biological factors, while ial social and structural models consider these differences to be the result of soc Despite the (2019 processes and power systems (Alavi Salkoyeh and Fadaei Keyvani, increasing presence of women in the workplace, the quality of their participation is family low, and several factors, including legal, political, organizational, cultural, and barriers, the lack of successful female manager role models, and the lack of support (2014 Almasi et al., 2020 Glass and Cook,) networks, play a role in this issue. These factors cause women to face structural (2019 Mehrara et al., 2018 Khalifa, and cultural limitations and discrimination that hinder their career advancement.

Empirical background of the research

In the field of organizational culture and retention of Generation Z employees The : following research can be mentioned

led “ Investigating the Impact of Women ’s Leadership and Corporate In a study tit (2024) .²⁵ Governance on Operational Criticism : The Glass Cliff Effect , ” Kai et al highlighted the importance of the glass cliff effect and emphasized the pivotal role of ctive critical management during times of crisis . In addition , they women in effe on 19 -provided valuable insights for policymakers regarding the impact of COVID . the interaction between corporate governance features and operational reviews

study titled “Assessing the Probability of the Glass Cliff Phenomenon for In a concluded that (2023)Female CEOs at Colleges and Universities,” Samuel and Went

24 - Sabharwal

25 - Cao et al.

universities were²⁶ risk colleges or -there was no evidence that female CEOs at high glass cliff was used. In fact, the results showed that there was no hired when the g. difference in the promotion of women to management positions compared to men

In a study titled "Glass Ceiling or Glass Cliff: Examining the Role of Female showed²⁷ (۲۰۲۳)rmance in Poland," Aluczna et al. Board Members on Market Perfo that men are more likely to be employed in executive roles than women, while women are more likely to be appointed to executive boards in companies with poor on of women in executive positions is performance. Furthermore, higher participati. term value -associated with lower long

in a study titled "Beyond the Glass Cliff: Exploring the Range of (۲۰۲۲)²⁸ Ozer Factors Affecting the Glass Cliff" showed that there are five factors that are commonly d in review articles. These factors are; leadership stereotypes and gender, mentione. company performance, need for change, leadership ability, and leadership fit

in a study titled "Explaining the Antecedents and (۱۴۰۳)Kawsi et al. Glass Cliff in Service Organizations" showed that women's Consequences of the leadership characteristics, meritocratic criteria, women's preferences, and organizational factors have a significant effect on the glass cliff. The effect of the ession planning strategies, personal development glass cliff phenomenon on succ planning, and support networks was also confirmed. Finally, the results indicate the positive effect of these strategies on positive outcomes and their negative effect on. negative outcomes

in a study entitled "The effect of the glass cliff phenomenon (۱۴۰۳) Agha Babaei on the formation of organizational blockage and organizational silence with the moderating role of perceived organizational support: The results showed that the glass e and significant effect on organizational blockage and organizational cliff has a positiv silence. In addition, the moderating role of perceived organizational support in the effect of the glass cliff on organizational blockage and organizational silence was ". confirmed

in a study titled "The Relationship between Glass Cliff and (۱۴۰۱)zi et al. Sab Job Motivation and Organizational Growth in Female Employees" showed that there was a significant negative relationship between Glass Cliff and Job Motivation and Growth of Female Employees. Also, the results of regression analysis Organizational showed that Glass Cliff was able to predict Job Motivation and Organizational Growth of Female Employees.

Research methodology

This study was conducted with a qualitative approach with the aim of identifying effective strategies to overcome the glass cliff of women's management at Ahvaz University of Medical Sciences. Due to the complexity of the subject and to den dimensions more deeply, content analysis was used to extract understand its hid key concepts and develop a theoretical model. Data were collected in two stages: first, library studies were conducted to create an initial theoretical framework, which structured -evant articles, books, reports, and theses; then, semiincluded reviewing rel

26- Samuel & Wendt

27- Aluchna et al.

28- Ozer

interviews were conducted with academic experts and female managers and employees in the healthcare field to deepen the analysis.

Demographic characteristics of participants .\ Table

Percentage	Abundance	aphic characteristicsDemogr	
% ٦٢ / ٥	١٠	Man	Gender
% ٣٧ / ٥	٦	Woman	
% ١٢ / ٥	٢	years ٣٥Under old	Age
% ٥٦ / ٣	٩	years ٤٥to ٣٥ old	
% ٣١ / ٢	٥	years and over ٤٥	
% ٥٠ / ٠	٨	Senior expert	Education
% ٥٠ / ٠	٨	PhD	
% ٠,٥٠	٨	years ٢٠to ١٠	Work history
% ٥٠ / ٠	٨	years old ٢٠Over	
%١٠٠	١٦	Total	

Source: Research findings

The criteria for selecting participants included being a faculty member at a university the field of health years of work experience in ٥or having a master 's degree or at least care center management and specialized knowledge of the subject. Given the difficulty of accessing experts, purposive sampling and then the snowball method were used; in ere asked to introduce this way, first eligible individuals were selected and then they w ١٩other relevant experts. This process continued until theoretical saturation, and after interviews, the data reached a point where no new information was obtained . Finally, ve analysis software and qualitative data were analyzed with specialized qualitati .through open, axial, and selective coding

The process of designing interview questions began with a comprehensive review of relevant scientific literature and, based on the initial conceptual framework, questions were formulated. Then, they were reviewed and revised in specialized meetings with e supervisor until the final version of the interview tool was formed. After th determining the target group, the interviews were scheduled and coordinated with the minutes, were ١٢٠and ٦٠participants, and the interviews, which lasted between quiet and undisturbed environment . The interviews continued until conducted in a theoretical saturation was reached, so that from the twelfth interview onwards, the answers were repetitive and without new information, but for certainty, they continued th interview . Simple and clear questions were asked and, if necessary, until the sixteen additional explanations were given to prevent misunderstandings. Data analysis was conducted systematically and based on the content analysis approach; including inuous comparison, coding, and extraction of key themes. Data repeated reading, cont validity was also ensured using content validity.To quantitatively examine content :validity, two indicators are used CVR (coefficient of variation) Relative Narrative)

and (²⁹ Content CVI was used, and the related (³⁰ I) Narrative ContentCV)
 . choice ranges-and four -questionnaires were presented to the experts based on three
 Acceptable value forCVR and for ,²⁹The numbers are greater than CVI greater ,
 Also, the reliability of the data was .(³⁰)le The results are given in Tab .²⁹,³⁰than
 ensured by independent coding by two researchers and comparison of the results. All
 ethical principles of the research were observed and the participants participated in the
 . their information remained confidential interviews with informed consent and

Research findings

people. The ²⁹structured interviews were conducted with -In this study , semi
 interview began with questions about “ identifying effective strategies for overcoming
 ended interview) and the rest of the -anagement ” (open the glass cliff of women’s m
 questions were based on the interviewees ’ answers . All interviews were reviewed
 several times to extract key points . In the coding stage , the interviewees were
 . nfidentialityrandomly assigned codes to ensure coThe MIX was used in ³¹ method
 this stage. After carefully reviewing the interviews, the initial codes were extracted
 and revised. Some codes were merged due to conceptual similarity, while others
 was remained unchanged, and the title of the four themes was modified. Finally, it
 which includes interview codes, , (³⁰)compiled and presented in the form of Table
 interviewees, modified themes, and main themes.

Interview codes, subthemes and main themes .²⁹Table

References	CVI	CVR	Interview code	-Sub themes
{M1,3}; {M1,1}; {M9,3}; {M10,10}; {M8,1} {M11,16}; {M12,24}; {M13,23}; {M16,18}; {M9,26}	۱۰۰	۱۰۰	Leadership skills training for women	development of women's Empowerment and progress path
	۸۴/۲	۷۸/۹	Specific training programs for women in management	
	۸۹/۵	۸۹/۵	Women's empowerment workshops	
	۹۴/۷	۱۰۰	Mentoring and counseling programs for women	
	۹۴/۷	۶۸/۲	Increasing women's access to management training courses	
	۸۴/۲	۷۸/۹	Creating learning opportunities in the workplace	

29Content Validity Ratio

30Content Validity Index

31M. ;To show the interview I To show the interview number and XTo indicate the initial code number extracted from the interview

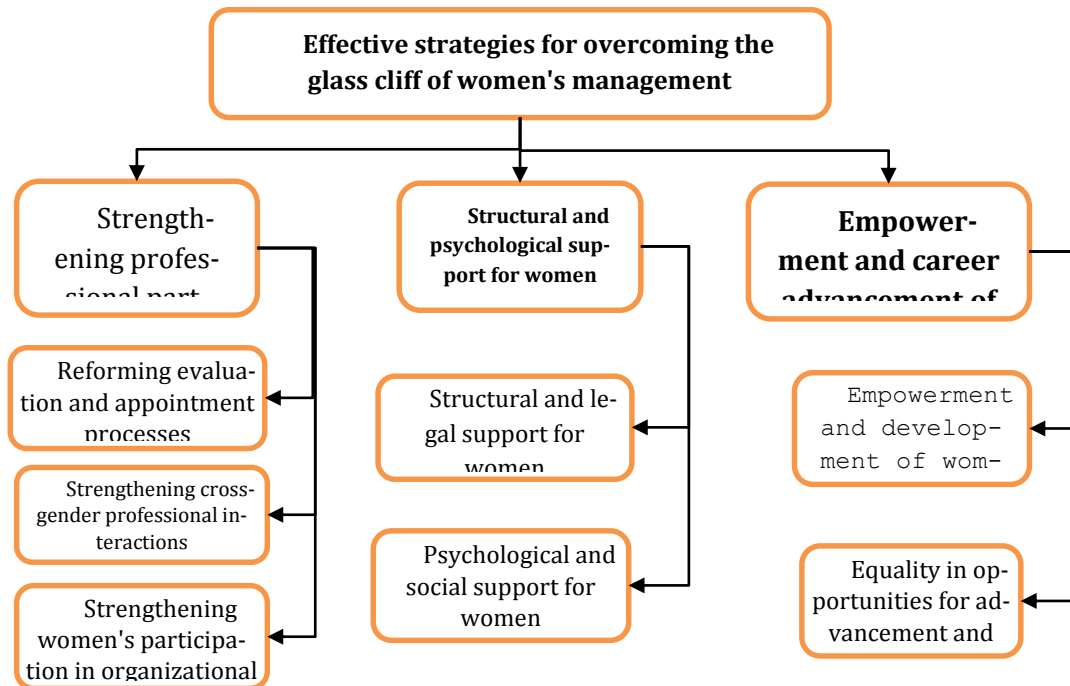
	١٠٠	٥٧/٩	Launching online platforms for training women managers	
	٩٤/٧	٦٨/٢	Strengthening networking skills for women	
	٩٤/٧	٤٧/٤	Empowering women to face career challenges	
{M1,6} ; {M2,2} ; {M2,6} ; {M4,1} ; {M11,12} ; {M13,24} ; {M7,22} ; {M5,26} ; {M10,23}	١٠٠	٧٨/٩	Providing legal protections for women in the workplace	Structural and legal support for women
	٨٤/٢	٧٨/٩	Creating laws to support women managers in organizations	
	٨٤/٢	٨٩/٥	Developing gender equality policies in the workplace	
	١٠٠	٥٧/٩	Passing laws against discrimination gender in appointments	
	٩٤/٧	٦٨/٢	Strengthening the legal status of women in management processes	
	٨٤/٢	٥٧/٩	Awareness programs about women's rights	
	٨٤/٢	٤٧/٤	Review and reform of discriminatory laws in universities	
	٨٩/٥	٦٨/٢	Teaching a culture of diversity and gender equality at university	
	٩٤/٧	٧٨/٩	Legal protection for women facing job discrimination	
{M1,2} ; {M3,4} ; {M6,2} ; {M7,2} ; {M12,8} ; {M1,4} ; {M2,3} ; {M5,5} ; {M6,8} ; {M7,8} ; {M8,6} ; {M16,14}	١٠٠	٨٩/٥	Clarifying the performance evaluation criteria for female managers	Reforming evaluation and appointment
	٨٤/٢	١٠٠	-Creating gender neutral assessment processes	

	᠕᠑/᠐	᠑᠐᠐	diverse -Use of gender evaluation committees	
	᠑᠔/᠓	᠑᠐᠐	-᠑᠙᠙᠐ Strengthening degree feedback systems for women	
	᠕᠔/᠒	᠕᠑/᠐	Review of recruitment and appointment processes	
	᠑᠔/᠓	᠕᠑/᠐	Improving methods for assessing managerial competencies	
	᠑᠔/᠓	᠖᠕/᠒	Training evaluators on reducing gender bias	
	᠑᠔/᠓	᠓᠕/᠑	Holding awareness courses to improve evaluation processes	
	᠑᠔/᠓	᠓᠕/᠑	Creating transparency in appointments and transfer of responsibilities	
{M1,9} ; {M1,7} ; {M2,5} ; {M3,3} ; {M5,4} ; {M6,3} {M4,4} ; {M2,7} ; {M10,2} ; {M11,13} ;	᠕᠔/᠒	᠐᠓/᠑	Providing psychological counseling for female managers	Psychological and social support for women
	᠕᠔/᠒	᠕᠑/᠐	Creating support networks for women in the workplace	
	᠑᠔/᠓	᠔᠓/᠔	Psychological support programs to cope with job pressures	
	᠑᠔/᠓	᠑᠐᠐	Creating spaces for discussion and for exchange of ideas women	
	᠕᠔/᠒	᠑᠐᠐	Strengthening social support for women in their careers	
	᠕᠔/᠒	᠓᠕/᠑	Dealing with women's burnout with the help of psychological counseling	
	᠑᠔/᠓	᠕᠑/᠐	Strengthening women's coping skills	

			against work pressures	
	٩٤/٧	٤٧/٤	programs to Creating -promote mental well being in the workplace	
	٨٤/٢	٥٧/٩	Providing space for open dialogue and expression of concerns	
{M3,5} ; {M3,8} ; {M4,7} ; {M5,9} ; {M7,5} ; {M8,8} ; {M9,12} ; {M11,17} ; {M12,25} ; {M13,23} ; {M15,14} ; {M10,23}	٨٤/٢	٨٩/٥	Reforming promotion systems for gender equality	Equality in opportunities for advancement and promotion for women
	٨٤/٢	٨٩/٥	Creating equal opportunities for career advancement	
	١٠٠	٧٨/٩	Developing special programs for the advancement of women in organizations	
	٨٩/٥	٦٨/٢	Inclusion of women in key organizational decisions	
	٩٤/٧	٧٨/٩	Promoting women's -participation in long term and strategic projects	
	٩٤/٧	٨٩/٥	Supporting women in achieving management positions	
	٨٩/٥	٦٨/٢	incentive Developing policies for the advancement of women in the organization	
	٨٤/٢	١٠٠	Strengthening cooperation between women and men in the career promotion process	
	٨٩/٥	٨٩/٥	Creating incentive programs for women at senior management levels	

{M5,2} ; {M7,3} ; {M3,9}; {M8,10} ; {M3,12} ; {M13,6} {M13,22} ; {M8,23} ; {M13,19} ; {M12,21} ; {M14,20} ; {M12,4} ; {M13,1} ; {M5,8} ; {M6,22} ; {M9,6}	٨٤/٢	٥٧/٩	Encouraging women to attend meetings and making -decision committees	making-Strengthening women's participation in organizational decision
	٩٤/٧	٥٧/٩	Allocating special seats for women in management teams	
	١٠٠	٧٨/٩	Holding training workshops to strengthen women's participation	
	٨٩/٥	٨٩/٥	Reforming management structures to strengthen women's participation	
	٨٩/٥	٧٨/٩	Encourage women to voice their opinions and suggestions in key decisions	
	٩٤/٧	٥٧/٩	Creating equal opportunities for women and men in the making -decision process	
	٨٤/٢	٤٧/٤	-Improving decision making processes to account take into women's opinions	
	٨٩/٥	٦٨/٢	Strengthening the role of women in formulating organizational strategies	
	٩٤/٧	٧٨/٩	-Teaching decision making techniques to female managers	
{M9,24}; {M10,13} ; {M14,23} ; {M8,18} ; {M11,21} ; {M13,15} ; {M12,18} ;	٩٤/٧	٨٩/٥	programs for Training professional interactions between women and men	Strengthening professional intergender
	٩٤/٧	١٠٠	Creating awareness workshops on gender discrimination	

{M16,27}; {M15,19}; {M13,15}; {M13,18}; {M9,22};	٩٤/٧	٨٩/٥	Strengthening gender partnerships in workplaces
	٨٩/٥	٦٨/٢	Creating joint opportunities for women and men in projects
	١٠٠	٦٨/٢	Promoting a positive and equal collaborative environment between genders
	٨٩/٥	٧٨/٩	gender Training in dialogue and conflict resolution skills
	٩٤/٧	٨٩/٥	Strengthening a culture of collaboration for organizational development
	٩٤/٧	٨٩/٥	Promoting a culture of mutual respect between women and men
	٩٤/٧	٧٨/٩	Improving attitudes in the towards women workplace and management



The final model of strategies for overcoming the glass cliff of women's management

-) Relative Narrative Content value CoefficientCVR In all cases, it was () and the index value Narrative Content Validity Index $\cdot, \xi \gamma$ greater than CVI was (the developed model has adequate that in all cases, indicating $\cdot, \gamma^q$ also greater than After finalization and consensus among participants in the final stage , a . validity supportive organizational culture model was developed to retain Generation Z .employees in the government workplace

usionDiscussion and Concl

The findings of this study showed that overcoming the glass cliff phenomenon in women's management requires a multidimensional and coherent approach that can be followed in three general axes : "empowerment and career advancement", "structural ychological support", and "strengthening participation and professional and ps interactions" . These concepts were extracted from the lived experiences of participants at Ahvaz University of Medical Sciences using a framework analysis e challenges, needs, and opportunities women face in approach and well reflect th achieving managerial positions.

‘ **women's empowerment and career advancement** ‘The first concept -emphasizes the need to provide learning, personal development, and confidence building opportunities for women. This finding is consistent with previous research that emphasized the need for educational investment and training of female leaders. In organizations, the lack of a clear career path and equal opportunities for many promotion are considered to be one of the main factors creating the glass cliff phenomenon . This concept refers to a set of measures and conditions that enable ve, and demonstrate their professional capabilities on the path women to grow, impro to achieving management positions. In the lived experience of the participants, it was seen that women need access to equal opportunities to learn, participate in training fessional feedback, and have a clear career path . One of the key courses, receive pro

building; This means that women in -points in this concept is the issue of trust organizations should be seen by senior managers, colleagues, and the formal structure t individuals, not simply as people who are presented as as reliable and competent temporary solutions in crisis situations . In addition, acquiring leadership skills, confidence are -personal development, crisis management, and strengthening self hat women need to be able to navigate their important examples of empowerment t . career paths confidently and successfully

Structural and psychological protection of In the second axis ; namely support focuses on reforming policies, procedures, and creating a supportive **women** reduce psychological pressures and institutionalized discrimination. environment to This finding suggests that many women face not only external barriers, but also psychological challenges resulting from gender stereotypes and contradictory social with the “glass cliff” theory, critical or risky management expectations. In line situations are often provided to women, while there is insufficient support for their success . This concept emphasizes the role of the organization and the surrounding chological pressures, institutionalized discrimination, and environment in reducing psy structural inequalities. Participants stated that the lack of supportive structures, such discrimination regulations, career and psychological counselors, internal -as anti ual promotion opportunities, are among the main factors support networks, and eq reproducing the glass cliff phenomenon . Also, psychological support for women in the face of pressures, dual expectations (such as balancing the role of motherhood and censorship is very important. In -ernal fears or selfleadership), and overcoming int many cases, women refrain from accepting management positions due to fears of failure or negative judgments . Here, the role of senior managers and colleagues in ortive environment is crucial. Also, judgmental, and supp-creating a safe, non developing specific policies to promote women and allocating resources to support them (such as appropriate leave, support for working mothers, and career counseling) . are important components of this support

‘ strengthening professional participation and interactions ‘concept The third making processes, -refers to the importance of women’s active participation in decision effective interaction with male colleagues, and equal opportunities in the power rganization. The findings of this section are in line with the theory of structure of the o representative bureaucracy, which emphasizes the importance of participation of making and management levels . This concept refers -different social groups at decision making processes, effective -women to be visible in decision to the need for interpersonal interactions, and active presence in professional networks. The experiences of the participants showed that many women are excluded from the cycle en exclusion or being ignored in management of organizational power due to hidd making groups . To overcome this obstacle, women -meetings, committees, or decision must be able to establish effective professional connections with male colleagues, Also, participation in scientific societies, .managers, and other parts of the organization making bodies can -conferences, professional associations and membership in decision make women effective actors in the organizational space . In this sense, it is cultural and mental barriers that reduce particularly important to focus on eliminating confidence or discourage them from active participation. In addition, -women's self

organizations should also create structures that foster equal and respectful interactions . between employees, regardless of gender

In summary, the present study showed that to overcome the glass cliff phenomenon in women's management, a set of educational, structural, and cultural measures must be used synergistically. Empowering women at the individual level structures and without providing a platform for real without reforming unjust participation cannot help break this hidden cliff. On the other hand , institutional support will be effective if it is accompanied by changes in attitudes and cultural . Considering the results of the study, it is suggested . discourses within the organization :

- Holding specialized health leadership courses specifically for female employees in the middle ranks to prepare for promotion to management positions (such as internal (ce Presidentmanager, matron) (Executive Vi.
- Designing organizational mentoring and coaching programs with the participation of senior hospital managers to transfer experience to future female managers.
- Develop and implement specific career paths to promote women from operational itions to strategic levels in the hospital's organizational structurepos.
- Identifying and introducing talented women among nurses, experts, and ward " officials and training them as "future hospital managers
- unit in hospitals to support Establishing a career and psychological counseling . women in dealing with job stress and workplace challenges
- Developing regulations against gender discrimination in management appointments . and requiring compliance with justice in opportunities
- back system to register women's complaints or concerns Establish a confidential feed . about discrimination or unfair treatment
- Encouraging women to actively participate in specialized health associations, such as es nursing associations, occupational health associations, or health servic . management associations
- Holding brainstorming sessions for women working at different levels of the hospital . to exchange experiences, identify challenges, and strengthen networking
- Assigning an annual award to the "Top Female Hospital Manager" rder to in o increase motivation and role model among female employees.

References

- Aghababaei, Razieh (1403). The effect of the glass cliff phenomenon on the formation of organizational blockage and organizational silence with the moderating role of perceived organizational support (case study: female employees of the University of Tehran), *Journal of Women in Development and Politics*, 22(1), 271-292.
- Pour -Amran, Mahbouba , Grateful, Muhammad Ibrahim . (1401). The effect of the glass cliff phenomenon on effective learning from experience and learning transfer with the mediating role of self-efficacy among female employees, *Journal of Human Resource Management Development and Support*, 17(66), 197-220.

- Taghizadeh , Houshang and Soltani, Sqandis, Gholamreza and Sugar, Abdul Hussein . (2013) . Identification . Obstacles Promotion Women in positions of Management (study) case), *Woman and Studies Family*, 5 (17), 33-50.
- Jalsian , Ramisa , Fahimi Nejad , Ali , Morsal , Baqer, and Taybi Thani , Seyyed Mustafa . (1400). The Effect of Leadership Styles on Career Enthusiasm through the Mediation of the Glass Cliff Phenomenon of Women in Sports in the Islamic Republic of Iran . *Strategic Studies of Sports and Youth* , 20 (51) , 135-152 .
- Caliph, Ali . (2018) . Passage From Phenomenon Hi Glass A : A challenge For Women In management, *Conference Between International Management, Entrepreneurship and Development Economic*, 4 (13), 203-216.
- Sabzi, Amir Hamzeh ; Nazarpour, Amir Hooshang ; Sabzi, Sharara . (1401). The relationship between the glass cliff and job motivation and organizational growth in female employees of Lorestan University of Medical Sciences , *Journal of Occupational Health and Health Promotion*, 6(1), 66-76.
- Sabzi, Amir Hamzeh ; Nazarpour, Amir Hooshang ; Sabzi, Sharara . (1401). The relationship between the glass cliff and job motivation and organizational growth in female employees of Lorestan University of Medical Sciences, *Journal of Occupational Health and Health Promotion*, 6(1), 66-76.
- Zarghami Fard , Mojgan ; Behboudi , Mohammad Reza . (2014). The Glass Cliff Phenomenon : Exploring the Experiences and Challenges of Women in Organizational Leadership Positions , *Journal of Organizational Culture Management* , 12(32), 191-211.
- Tatari, Manouchehr ; Bahrami, Shahab ; Khademi, S.Y.D. Moussi ; Sabzi , Amir Hamzeh ; Mousavi Nasab, Fatemeh . (2019). The effect of organizational climate on organizational enthusiasm and silence with the mediating role of the glass cliff of female employees of sports and youth departments in the western provinces of the country , *Journal of Applied Research in Sports Management*, 8031, 103-112.
- Alavi Salkuyeh, Rizvan and Sacrifice Kiwanis, Reza . (2019) . Review . Relationship Phenomenon Shisha Rock On Organizational justice, *Magazine Elites Science and Engineering*, 4 (4), 1-13.
- Kawsi, Sara ; Safari, Ali ; Shaimi Barzaki , Ali . (1403). Explaining the antecedents and consequences of the glass cliff in service organizations , *Public Administration Quarterly*, 16(58), 316-338.
- Kojbaf , Mohammad Bagher , and Kazemi , Malihe Sadat . (2008). Investigating the Attitude of Isfahan Education Organization Employees to Women 's Management and Obstacles to Women 's Promotion to Management Positions . *Social Studies – Psychology of Women Women 's Studies* 6(3 (PYP 18)) , 133-147.

- Allahyari, Fatima and Sajjadi, Sayyed Nasrallah and Bayati, Hadi . (2018) . Review . Attitude Employees Organization Municipal sports About Shisha Rock and sociability Weakness In Women, Management Sports, 3 (10), 435-447.
- Diamond, Leila, Labadi, Zahra And Alipour , Vahideh (2014). Glass ceiling In his soul , he is a hypocrite . Women In Positions Management, Quarterly magazine Leadership research and Management Educational, 1(3), 12-41.
- Mehrara, Asadullah , Shafi Apourvar , Side Fatima, Dianti, Rubabah and Farmer Zaidi, Alireza. (2017) . Glass , from challenges and solutions . Up to Empowerment Women, Monthly magazine Scientific Specialized Shabak, 3(10), 1-29.
- Nasiriyol Yikbani , Fakhr Al - Sadat , Ardalan, Mohammad Reza, and Beheshti - Rad, Roghihi . (2015). Investigating the Effect of Glass Cliff on Job Enthusiasm with the Mediating Role of Organizational Silence (Case Study : Female Employees of Mount Sinai University , Hamadan) . Women in Development and Politics (Women 's Research), 13(3) , 377-398.
- Theoretical, prophet and Latifi, Azam . (2018) . Analysis . Effect Rock Glass Hey On Promotion Place Management Women In Organizations Sports Province Isfahan, Management Sports, 33 (10), 65-477.
- Thousand acres, Jafar And the Pilivari , Azam . (2012) . Identification Obstacles Achievement Employees Woman Bank National City Tehran To the position Hi Management, Woman In Development Politics, 2 (10), 25-42.
- Akkaya , B. (2020). Opinions of Educational Administrators on Glass Ceiling Syndrome Preventing Women from Becoming Senior Managers. Journal of Education and Training Studies, 8(3), 76-89.
- Aluchna , M., Honig, B., & Kamiński , B. (2023). Glass ceiling or glass cliff: an examination of the role of female board members on market performance in Poland. Post-Communist Economies , 35 (8), 926-950.
- Amakye , S., Chimhutu , V. & Darkwah , E. (2021). Beyond the glass ceiling: an exploration of the experiences of female corporate organizational leaders in Ghana. Journal of Human Behavior in the Social Environment, 32(7), 858-875.
- Cao, D., Tahir, SH, Rizvi, SMR, & Khan, KB (2024). Exploring the influence of women's leadership and corporate governance on operational liquidity: The glass cliff effect. Plos one, 19(5), e0302210.
- Dhanamalar , M., Preethi, S., & Yuvashree , S. (2020). Impact of digitization on women's empowerment: A study of rural and urban regions in India. Journal of International Women's Studies, 21(5), 107-112.
- Eienberger , R., Malone, GP, & Presson , WD (2016). Optimizing perceived organizational support to enhance employee engagement. SHRM-SIOP Science of HR Series, 1-22.

- Ghsempour Ganji , SF, Rahimnia , F., Ahanchian , MR & Syed, J. (2021). Analyzing the impact of diversity management on innovative behaviors through employee engagement and affective commitment. *Iranian Journal of Management Studies*, 14(3), 649-667.
- Glass, C., & Cook, A. (2020). Pathways to the glass cliff: A risk tax for women and minority leaders? *Social Problems*, 67(4), 637-653.
- Groeneveld , S., Bakker, V. & Schmidt, E. (2020). Breaking the glass ceiling, but facing a glass Cliff? The role of organizational decline in women's representation in leadership positions in Dutch civil service organizations. *Public Administration*, 98, 441-464.
- Ihmels , A., Haslam, SA, Shemla , M. & Wegge , J. (2022). Through a Glass Cliff Darkly: Evidence That the Media Visibility of Companies Moderates Their Willingness to Appoint Women to Leadership Positions in Times of Crisis. *Zeitschrift for Arbeits -und Organisation-spsychologie A&O*, 67(1).
- Krøtel , SM, Ashworth, RE & Villadsen , AR (2019). Weakening the glass ceiling: Does organizational growth reduce gender segregation in the upper tiers of Danish local government? *Public Management Review*, 21, 1213-1235.
- Laub , Z. (2015). International Sanctions on Iran . Al- Manasra , EA (2013). What are the "Glass Ceiling" barriers effects on women's career progress in Jordan? *International Journal of Business and Management*, 8, 40-57.
- Maheshwari, M. & Lenka , U. (2022). An integrated conceptual framework of the glass ceiling effect. *Journal of Organizational Effectiveness: People and Performance*. <https://doi.org/10.1108/JOEPP-06-2020-0098> Havelková
- Mayer, AE (2018). Cultural particularism as a bar to women's rights: Reflections on the Middle Eastern experience. In *Women's Rights Human Rights* (pp. 176-188).
- Özer , EK (2022). Beyond the Glass Cliff: A Scoping Review of the Influencing Factors of Glass Cliff. *Alanya Academic Bakış* , 6 (2), 2069-2084.
- Power, K. (2020). The COVID-19 pandemic has increased the care burden of women and families. *Sustainability: Science, Practice and Policy*, 16(1), 67-73.
- Rahim, AG, Akintunde, O., Afolabi, AA & Okikiola , IO (2018). The glass ceiling conundrum: Illusory belief or barriers that impede women's career advancement in the workplace. *Journal of Evolutionary Studies in Business*, 3, 137-166.
- Richard, O., Triana , MDC & Stewart, M. (2022). Store leader gender and store sales performance: When and why do women and men underperform? *Human Resource Management*, 61, 623-641.
- Ryan, MK, Haslam, SA, Morgenroth , T., Rink, F., Stoker, J. & Peters, K. (2016). Getting on top of the glass cliff: Reviewing a decade of evidence, explanations, and impact. *The Leadership Quarterly*, 27(3), 446-455.

- Sabharwal, M. (2015). From glass ceiling to glass cliff: Women in senior executive service. *Journal of public administration research and theory*, 25(2), 399-426.
- Samuel, M., & Wendt, J. (2023). Evaluating the Likelihood of the Glass Cliff Phenomenon for Female CEOs in Colleges and Universities. *Administrative Issues Journal: Connecting Education, Practice, and Research*, 13 (1), 13-30.
- Sen, G. (2019). Gender Equality and Women's Empowerment: Feminist Mobilization for the SDGs. *Global Policy*, 10, 28-38.
- Yıldız, S. & Vural, MF (2019). A cultural perspective of the glass cliff phenomenon. *Age Academic Review*, 19(3), 309-321