

Themes and sub-themes that derived from the data and presented in Chapter five and six as findings:

Research questions	Themes	Sub-themes
1. "How do women leaders occupying senior positions in a South African university understand mentoring?"	<p>Theme 1 Conceptualisation of mentoring by women leaders occupying senior positions</p>	<p><i>Sub-theme 1.1:</i> A relationship <i>Sub-theme 1.2:</i> Role modelling <i>Sub-theme 1.3:</i> Mentoring as support <i>Sub-theme 1.4:</i> Identifying potential and nurturing people <i>Sub-theme 1.5:</i> Offering career guidance and giving advice</p>
2. "Why is mentoring important in developing women leaders for senior positions?"	<p>Theme 2 The importance of mentoring in developing women leaders for senior positions</p>	<p><i>Sub-theme 2.1:</i> The importance of having a mentor <i>Sub-theme 2.2:</i> The role and contribution of mentoring to career progression and advancement to senior positions</p> <ul style="list-style-type: none"> • Receiving career guidance and advice • Creating leadership opportunities • Giving encouragement and building confidence • Providing opportunities for professional development • Leading to career growth • Becoming mentors
3. "How is mentoring used to prepare women leaders for senior leadership positions in the higher education sector?"	<p>Theme 3 How mentoring was conducted in preparing women leaders for the senior positions they occupy</p>	<p><i>Sub-theme 3.1:</i> Informal mentorship <i>Sub-theme 3.2:</i> Identification and development of a successor <i>Sub-theme 3.3:</i> Focus areas in mentoring women leaders</p> <ul style="list-style-type: none"> • Application for funding • Introduction to academic networks • Balancing career/personal life

		<ul style="list-style-type: none"> • Developing soft skills • Development for leading male-dominated departments <p><i>Sub-theme 3.4:</i> Reasons why women leaders were mentored in the same manner as their mentors</p> <ul style="list-style-type: none"> • Lack of mentorship policy/guidelines • Lack of training for mentors
4. "What are the constraining factors encountered in mentoring women leaders for advancement to a senior position?"	<p>Theme 4</p> <p>Constraining factors encountered in mentoring women leaders for senior positions</p>	<p><i>Sub-theme 4.1:</i> Lack of support and funding for mentorship</p> <p><i>Sub-theme 4.2:</i> No training for mentors</p> <p><i>Sub-theme 4.3:</i> Insufficient time for mentorship</p> <p><i>Sub-theme 4.4:</i> Mentors overstepping boundaries</p> <p><i>Sub-theme 4.5:</i> Having mentor/s in a different context</p>
5. "What mentoring strategies can be utilised for effective mentoring of women leaders?"	<p>Theme 5</p> <p>Proposed strategies for effective mentorship of women leaders</p>	<p><i>Sub-theme 5.1:</i> Formal mentorship, informal mentorship, and a combination of both</p> <p><i>Sub-theme 5.2:</i> Peer mentorship</p> <p><i>Sub-theme 5.3:</i> Flexible mentoring</p> <p><i>Sub-theme 5.4:</i> Having mentorship in all career stages</p>