

Erratum: Strategizing success: advancing women's leadership and careers in healthcare through a positive gain spiral

It has come to the attention of the publisher that the article by Farivar F, Lux AA, Salehi N (2026), "Strategizing success: advancing women's leadership and careers in healthcare through a positive gain spiral", *Personnel Review*, Vol. ahead-of-print, No. ahead-of-print, <https://doi.org/10.1108/PR-08-2025-0885>, published the incorrect abstract. The corrected abstract is given below and has now been update online.

Purpose

Women's career progression in healthcare continues to lag men's, particularly at senior leadership levels, limiting organizational performance and weakening leadership pipelines. This study applies Conservation of Resources (COR) theory's positive gains cycle to examine how supportive organizational environments and HRM practices can accelerate women's advancement from early career stages to senior leadership.

Design/methodology/approach

Using a social constructivist approach, we conducted 30 in-depth interviews with Australian healthcare leaders (20 female, 10 male) across multiple organizational levels. Thematic analysis identified the resources and interactions that enable sustained leadership progression for women.

Findings

Four interconnected resources, including supportive work environments, supportive communities, a resolute mindset, and dynamic authenticity, were identified as drivers of career progression. External support, including flexible policies, inclusive promotion systems, mentorship, and leadership visibility, fosters internal strengths such as resilience, self-efficacy, and adaptive leadership capacity. These resources interact to create reinforcing gain spirals, enabling women to navigate challenges and sustain advancement through strategic reinvestment.

Practical implications

The "Success is Contagious" framework provides HRM strategies for strengthening leadership pipelines, such as building robust support systems, fostering professional networks, and designing development pathways that encourage authentic leadership.

Originality/value

This study extends COR theory by showing how organizational resources can initiate and sustain positive resource spirals in women's leadership progression. It offers evidence-based strategies for HR and senior leaders to design systems that align organizational context with individual agency, ensuring long-term leadership capacity in healthcare.

This error was introduced during the article publication process, for which the publisher apologises.

