

# CHANGE MANAGEMENT

## From Affirmative Action to Cultural Change



### Women's Quota: Chance and Challenge

Women's Quota for university committees is an important step - however it also generates critical challenges:

#### Resistance

- Resistance against quota at universities
- Male dominated university culture

#### Lack of skills

- Starting committee work without sufficient preparation

#### Low incentive structures

- Committee work is not a high priority for scientists

#### Low error tolerance

- Every action taken by women is critically observed

#### Resignation

- "Burn out" risk
- Difficulties balancing new functions

As a consequence of these challenges, the training measure was developed.

### Coaching Programme

#### CONTENT

In 2011 the Austrian Federal Ministry of Science and Research worked with the universities' Equal Opportunities Working Parties and Permion Consulting GmbH to develop a training measure for committee members at universities. The main aim was to support universities in implementing the legally binding 40% female target quota for university committees, as well as to help raise awareness among relevant stakeholders. This training measure was carried out between 2012 and 2013. In total 60 places were available for this training measure and 17 Austrian universities participated successfully. In 2014 the Coaching Programme was continued, now including the Universities of Applied Sciences.

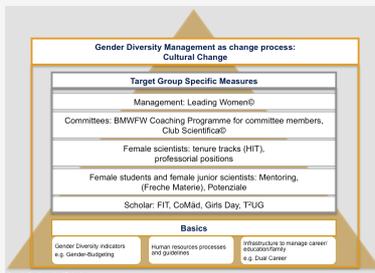
#### OBJECTIVES

- To get more female researcher into decision-making positions at Austrian universities and Universities of Applied Sciences
- To motivate more young female scientists to work in university committees
- To target both women and men in raising awareness of gender blindness in recruitment proceedings
- To implement the 40 % female target quota in university committees as well as the 45 % female target quota at Universities of Applied Sciences

### Strategic Approach

On behalf of the BMWFw, Permion Consulting developed a strategic approach to support the implementation of ERA (European Research Area) gender priorities:

- In addition to the Coaching Programme further measures focused on specific target groups were implemented: Committees: "**Club Scientifica**" an interdisciplinary network linking female scientists from all Austrian universities and building a bridge to the industry. Management: "**Leading Women**" a pilot project at the Graz University of Technology supporting female scientists in reaching upper-level management and at the same time initiating cultural change.
- All measures belong to an overall strategic framework which is linked to the universities' objectives and fosters cultural change.



ERA gender priorities	Coaching-Programme	Club Scientifica	Leading Women
Recruitment, retention and career progression	+	++	+++
Gender dimension in research programmes	0	0	0
Decision-making processes	+++	+	+++
Cultural and institutional change	++	++	+++
40 % gender quota	+++	+	+++

#### Results:

- Improvement in the quota of relevant university committees (curricular, appointment and habilitation committees, rectorate, university council and senate)
- Positive impact on cultural change and career development

Rector Sabine Seidler | Vienna University of Technology: "Only a gender balanced organisation can tap the full potential. Innovation is based on ideas. There is simply no reason why we should miss out on half of potential crucial ideas. In order to reach this conventional attitudes and stereotypes have to be changed to have a real chance to encourage women to follow their interests. More specifically: The term female promotion implies a lack, this fact has to be corrected. We need role models, networking possibilities, active exchange and targeted support. Club Scientifica supports and promotes such activities."

Professor Stefanie Lindstaedt | Graz University of Technology: "Participating in the training measure has reconfirmed my view on the importance of contributing to cultural change. The number of my female scientific trainees has already increased and I'm pleased to be able to act as role model in my position. The training measure, Leading Women and Club Scientifica have contributed greatly towards this positive change. Therefore it is important to continue the awareness-raising in order to increase the number of female scientists in decision-making positions and to support and encourage young female scientists."

### Learnings: Key Success Factors for the Implementation of Gender Equality Measures at Institutions of Higher Education

#### Applying a Change Management Process

- Focussing on cultural change
- Integrating women and men
- Securing explicit support from the rectorates
- Outlining the benefits of diversity for the universities objectives and visions
- Finding supports on all levels
- Developing individual measures with obvious benefits and short term impact
- Actively involving the universities' Equal Opportunities Working Parties
- Understanding that change management is a long term process
- Communicating successes

#### Close interaction of the Stakeholders

- **BMWFw** financially supports the projects and sets the framework in consideration of the ERA gender priorities
- Pilot project developed on behalf of the **BMWFw** by **Permion Consulting** in cooperation with a **pilot university** including the involvement of the university's **Equal Opportunities Working Party**
- Extension of the pilot project – key learnings – extend and adapt the concept
- Coordination process with **several universities** and extension of the programme throughout **Austria**
- Performance evaluation
- Developing further measures to achieve objectives based on current situation and goals given