



Breaking the glass ceiling: career progress for women

Tallinn, 14 November 2017



Different terms are in use



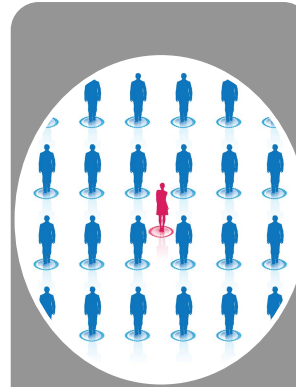
Glass ceiling



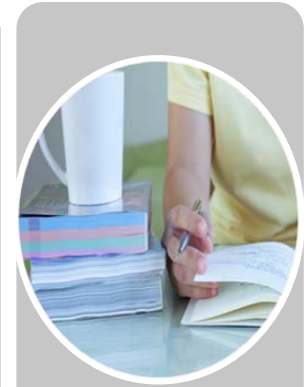
Glass cliff



Glass escalator



Leaky pipeline



Sticky floor

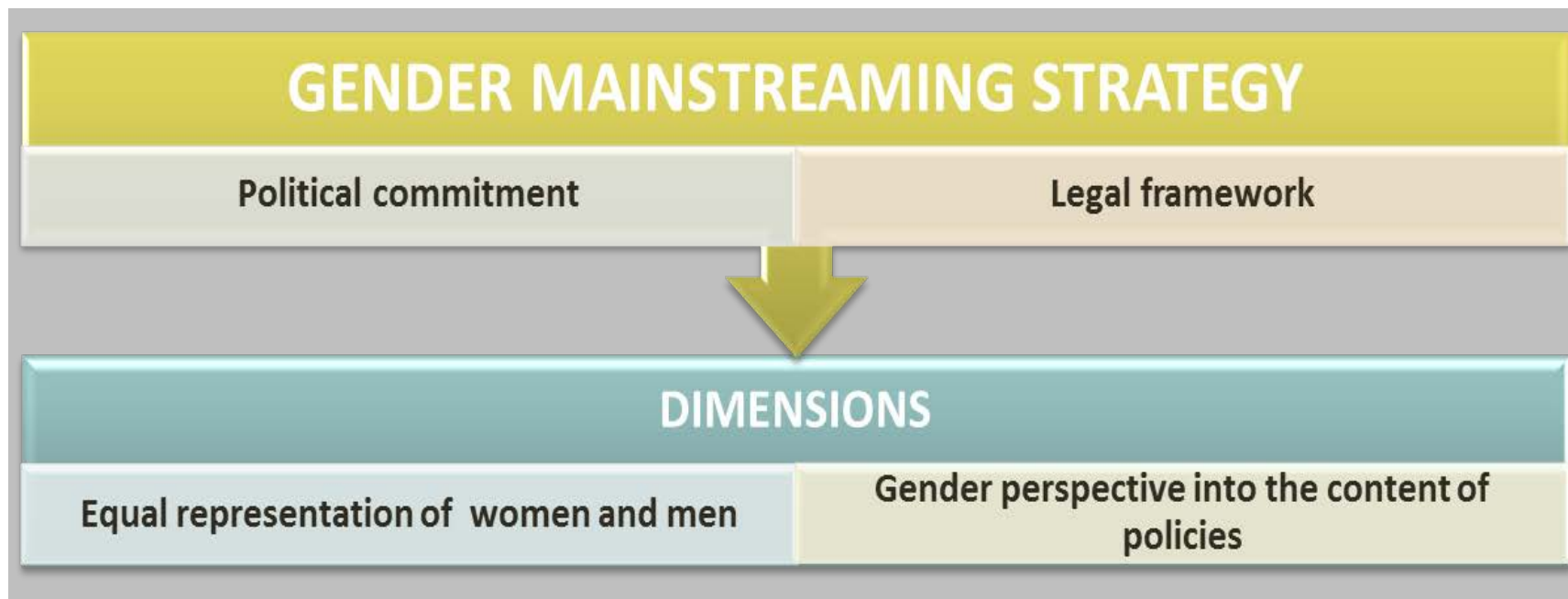


Gender mainstreaming definition

Gender Mainstreaming (GM) is a strategy used to integrate gender concerns into all policies and programmes. Within the European Union Gender Mainstreaming was firstly defined by the European Commission in 1996 as:

(...) mobilising all general policies and measures specifically for the purpose of achieving equality by actively and openly taking into account at the planning stage their possible effects on the respective situations of men and women (gender perspective).

Approach to gender mainstreaming



CONDITIONS

- Implementation plan
- Structures
- Resources
- Accountability mechanisms
- Knowledge generation
- Gender expertise
- Stakeholders involvement

METHODS AND TOOLS

- Gender Analysis
- Gender Audit
- Gender Awareness-raising
- Gender Budgeting
- Gender Equality Training
- Gender Evaluation
- Gender Impact Assessment
- Gender Indicators
- Gender Monitoring
- Gender Planning
- Gender Procurement
- Gender Statistics
- Gender-sensitive Stakeholder Consultation
- Institutional Transformation
- Sex-disaggregated data

RESULTS

- Better policy making
- Better-functioning institutions
- More effective processes

EIGE's approach to institutional transformation



Targeted approach - is critical to meeting gender equality goals.



Information, methods and tools reflecting realities and needs of different institutions.

Institutional transformation and gender: key points

- Organisations are not gender-neutral entities
- Gender issues within an organisation are partly visible and partly tacit.
- Organisations deal with gender differently, e.g. in an inadvertent manner or with a managed approach.
- Processes aiming to bring about organisational change have to be adapted to suit the respective organisational culture.



Institutional transformation

Information and guidance on how to introduce and advance gender mainstreaming in an organisation or institution.

Institutional transformation and gender

Dimensions of GM

The internal mechanisms of an institution have to be adjusted within a process of organisational development.

Structural

Personnel

Output &
Results

Guide to institutional change

1. Planning phase

- 1 Strengthening accountability
- 2 Allocating resources
- 3 Conducting an organizational analysis
- 4 Developing a gender mainstreaming strategy and a working plan

3. Evaluation stage

- 13 Monitoring and steering organisational change

2. Implementation phase

- 5 Establishing a gender mainstreaming support structure
- 6 Setting gender equality objectives
- 7 Communicating gender mainstreaming
- 8 Introducing gender mainstreaming methods and tools
- 9 Developing gender competence
- 10 Establishing a gender information management system
- 11 Launching gender equality action plans
- 12 Promoting equal opportunities within the organisation's personnel

Examples of Institutional Transformation by phase

Questions and answers

What does the example show



Why is the example suitable for promoting institutional transformation?



Who was involved and in which way?



What was the example's line of action?



Which components of the example relate to one or more of the 13 steps of the guide and how?



Which lesson can be learned in terms of success factors?



Addressing resistance

Types and causes of resistance



Individual level



Organisational level



Discourse level

There is a broad range of manifestations of resistance:

Promoting equal opportunities – key benefits

Better performance of an organisation

Higher levels of internal and external credibility

Better public image

Employers satisfaction



**Thank you very
much**

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