

# The TRIGGER Project

Negotiating institutional change  
with the leadership of research  
institutions

Interactive workshop

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# SETTING THE SCENE WORKSHOP

# POST

- Purpose: Understand what works and does not work while dealing with leadership to negotiate institutional change
- Objective: Have a list of what works and does not work common to all universities
- Structure:
  - group discussion 15 min
  - Feedback 30 min
  - Agreement on list 5 min
- Timing: 50 min

# GROUP DISCUSSION

- **Could you please put yourself in group of 6 people (people from the same university should gather together)**
- Take 15 min to discuss in your group what worked and did not work while dealing with leadership on a change project (TRIGGER whenever possible)
- Choose a representative for you group which will present back to the assembly the **top 3 actions that worked** with dealing with leadership and **top 3 issues** with dealing with leadership

**POSITIVE ACTIONS FEEDBACK**

# DETAILED FEEDBACK OF DISCUSSION 1/3

- Group 1: ***University of Pisa***
  - common language in medicine and engineering
  - usage of data
  - raise problem to a wider issues range bottom up approach (European wide)
- Group 2: ***University of Paris Diderot***
  - involve men e.g equality referral network in each departments (men and women)
  - advisory board with head of departments
  - courses for top management with external speakers (values, innovation...)e.g stages

# DETAILED FEEDBACK OF DISCUSSION 2/3

- Group 3: ***University of Chemistry and Technology Prague***
  - using the **language** in the people involve using technicians' language
  - project activities **linked to what works** e.g Adthena Swan
  - being seen as a personal accountable and visible leader for the heads
- Group 4: ***Technical university of Madrid***
  - use of **data**
  - having **strategic communication** with leader e.g language. Presentation etc...
  - use of legal framework policies

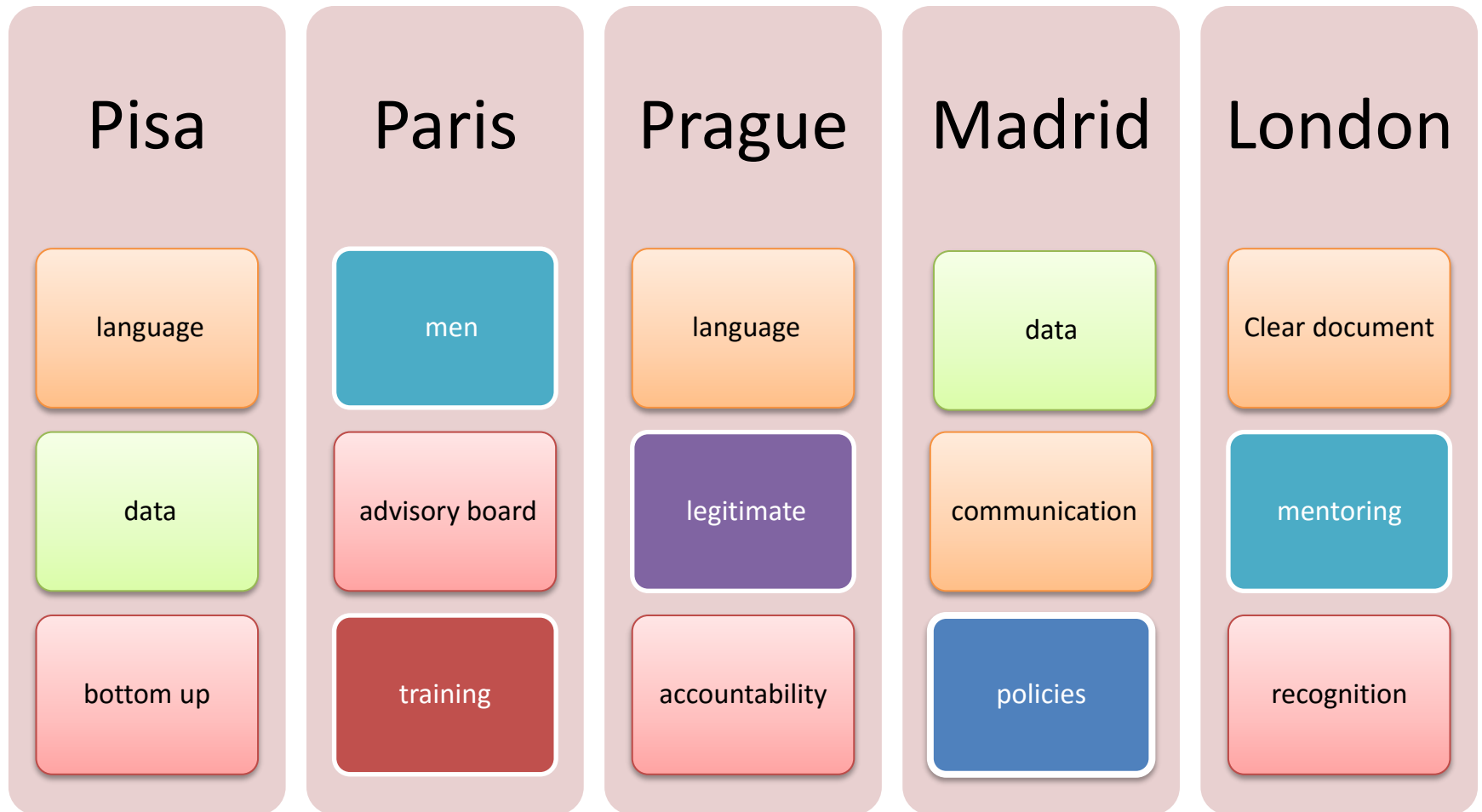
# DETAILED FEEDBACK OF DISCUSSION 3/3

- Group 5: *Birkbeck college, University of London*
  - Adthens swan's strategy documents: one short document to decision makers
  - Trigger **mentoring** programme: making a difference
  - recognition at some senior level that project is important e.g Frosh



# KEY WORD FEEDBACK OF DISCUSSION

## POSITIVE INPUT



# ISSUES FEEDBACK

# DETAILED FEEDBACK OF DISCUSSION 1/3

- Group 1: ***University of Pisa***
  - your message may go through or not to the leaders. If **change of leader**, step back and need to start again
  - no awareness from the working group **no link** between leaders and working groups
  - gender issue **not priority**
- Group 2: ***University of Paris Diderot***
  - put on the agenda of the central council, no access to it
  - Gender in research, **lack of agreement** by the researchers
  - **money vs priority**

# DETAILED FEEDBACK OF DISCUSSION 2/3

- Group 3: ***University of Chemistry and Technology Prague***
  - **structure of leadership**: problem with who do you negotiate
  - top management do not see the problem with gender in sciences. No need to have specialised department etc..  
**Resistance** to institutionalise
  - lack of time by the top management, difficult to even have meeting etc... do not see the relevance. **Priority**
- Group 4: ***Technical university of Madrid***
  - **change of leadership** start from scratch again
  - **resistance** with senior women in faculty or administration either blocking the work or appropriating
  - lack of resource to make it **sustainable**

# DETAILED FEEDBACK OF DISCUSSION 3/3

- Group 5: *Birkbeck college, University of London*
  - college has not entirely manage bullying
  - lack of visibility at senior leadership (charge) of the equality agenda (one person vs committees )
  - failure of trigger to be institutionalised at centre: e.g the equalities review

# FEEDBACK OF DISCUSSION

## NEGATIVE INPUT



# CONCLUSIONS: SETTING THE SCENE

# CONCLUSION OF THE SETTING THE SCENE WORKSHOPS

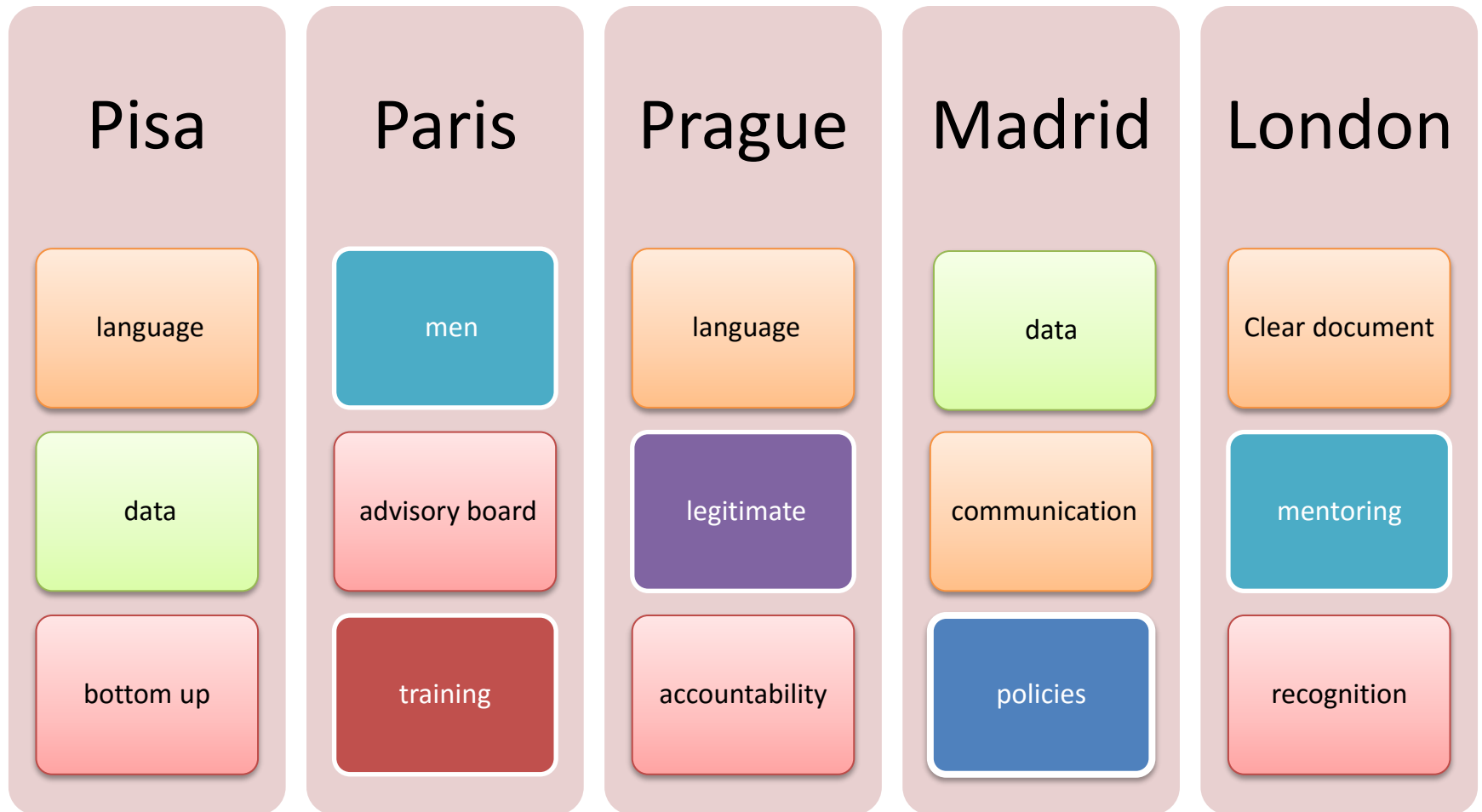
- To deal with leadership the main learnings are:
  - Use the targeted audience language
  - Ensure you are recognised and have the adequate sponsor
  - Use the data to make your case
- Top 5 issues for the TRIGGER project at mid term:
  - Awareness: people are not aware of the project
  - Priority: not being on the top leadership agenda
  - Structure of leadership: change or very wide leadership structure
  - Resistance: people are resistant to the gender issues
  - Sustainability: lack of resource to make it sustainable



# **DIALOGUE ON PRACTICES WORKSHOP**

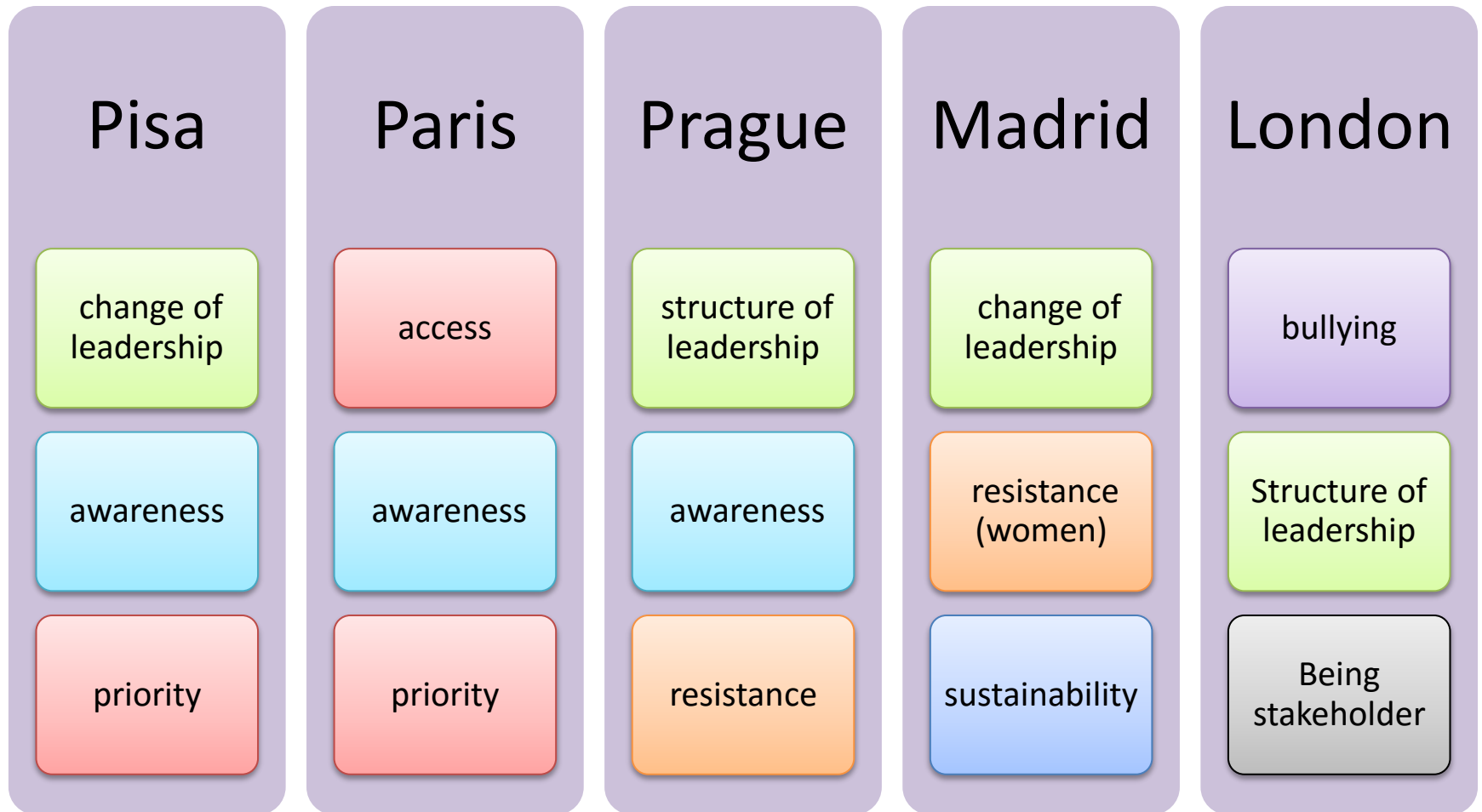
# KEY WORD FEEDBACK OF DISCUSSION

## POSITIVE INPUT



# FEEDBACK OF DISCUSSION

## NEGATIVE INPUT



# TOP 5 ISSUES

- **Awareness**: people are not aware of the project
- **Priority**: not being on the top leadership agenda
- **Structure of leadership**: change or very wide leadership structure
- **Resistance**: people are resistant to the gender issues
- **Sustainability**: lack of resources to make it sustainable

# POST

- Purpose: Find solutions to the top 5 issues raised in the previous sessions
- Objective: Have a list of actions plans and quick win for dealing with each issues.
- Structure:
  - group exercise 30 min
  - Group feedback 85 min (2 min feedback 15 min discussion with the audience for each issue)
  - Conclusion 5 min
- Timing: 120 min

# GROUP EXERCISE:30 MIN

- The facilitator will divide you in different groups.
- **Each group** will brainstorm on **one** specific issue and come with some solutions.
- Each group will work on one of the common issue
- The **purpose** of the exercise is to have a **list of quickwins and a skeleton of an action plan** with dealing with the issues.
- We would like you to elect a **team speaker who will present** back to everyone your findings.
- Please details as much as you can the quick wins for dealing with the issue and the main line of an action plan.

# GROUP DISCUSSION

# GROUP DISCUSSION:85 MIN

- Each group will present their quick win and main action plan.
- We will then discuss it altogether



# GROUP 1: AWARENESS

- Events :
  - gain presence of leader and carefully prepare communication.
  - Collect the event feedback and report to the leadership
  - Whenever there is an important event where you know the leaders will be attending, add sessions dealing with gender aspect
  - Use different style of events like exhibitions and award to raise the awareness on the project
- Visibility:
  - Put the topic on the agenda to get people to talk about it
  - Put forward the female success stories but be aware there may be some resistance
- Link to the organisation core needs
  - Enable your websites to be effective to the aim of the organisation
  - Starting from the core mission from the leaders, aim to showcase the correlation with the gender equality
  - Make the link between the culture of the organisation and the data collected accordingly to the international standard
- Create a network of project champions making it formal and stable
- Use open language not confrontational style.
- Be aware of unconscious bias

# GROUP 2:PRIORITY

- Quick wins:
  - making others build your case, e.g inviting reknown speakers
  - building accountability e.g potentially going public, as a consequence, it is out and you have to deal with it
  - make gender quality part of their priority
- Action plans:
  - Utilise charismatic people during strategic and symbolic event e.g jubilee, anniversary,
  - Look for partnership allies inside or outside and then make it big, peripheral becomes core
  - Offering opportunity to be seen as a leader/champion into something new, potential to be awarded something, make commitment public. Use this so they can become accountable for it
  - Showcase the project as being an essential to way to help bring talents & innovation policies
  - Rank by setting target or using qualitative ranking so you can rank well.
  - Policies we are gender neutral, e.g return for career break in an universal language. Strategic framing E.g Recruitment and appraisal
  - Gate keepers are the background influencer e.g PA, administrative staff long lasting core people, get those people to champion your project

# GROUP 3: LEADERSHIP STRUCTURE

- Quick wins:
  - interview head to put in record and in public space E.G interview all kind of head/leadership
  - college wide training Cross cutting training e.g grants. Underground and come from the bottom. Been seen as beneficial
- Action plans:
  - advance program, work with level below leadership to create an empathetic group and work as champion
  - people who have been mentored can feedback and show the leadership the value of what has been done. Reinforce success. Not just for academics
  - shared parental leave, one of the leader has been taking not just women also for wider society.
  - Get leader to role model some of the policies
  - Show leadership ourselves by identifying and getting sponsoring from external people
  - Building alliances between academic and administration people e.g aurora

# GROUP 4: RESISTANCE

- Quick wins:
  - Identifying the scholars, expert related to the leadership field. E.g school of chemistry
  - Involve HR in the policies, first identify what will be interesting for them
  - Catching what are their main concerns (the resistance people) attached your proposal to them
- Action plans:
  - Include gender in the evaluation of the performance of the department also in the ranking international and national level
  - Time to start action including HR policies that can come across the full interest.
  - Use of international charter so as to attract the interest of the other leadership
  - International network are very good to bring new topics
  - Gender researcher are hard to promote: try to create mix groups of human and hard scientist of working group on gender issues in research, multi disciplinary , wider dimensions, inter universities or international. As well as collaboration with other universities
  - Missing opportunity to leverage the student bodies
  - Advance programme: use of student to feedback on teachers...not working issues raised with derogatory comment
  - Mixed group in researcher. People from community where field need to change, addressing a community better have someone from that group
  - Made measure simple
  - Watch what language is used. Non confrontational

# GROUP 5: SUSTAINIBILITY

- Working on the legislation, promotion, advancement
- Gender budgeting: analytical method done another way
- Regular statistical series to see trends etc...
- Finding the right channel, attach them to other initiatives, projects
- Incorporate gender/quality in the planning processes/ethic codes
- Awarding in 2 ways: awarding women/ include gender work award
- Tailored Training on gender issue which are sustainable e.g Vienna
- Include and involve men, include them in event, make them champion.
- Sustainability plan, draft to partners, participative workshop how can action be instutionalised, relying on existing process. Start participative process of sustainable actions
- Need to be thinking in advance
- Internal networks, you create a watchdog, future counterpart

# **CONCLUSION: DIALOGUE ON PRACTICES**

# KEY OUTCOME FROM THE WORKSHOPS

- Create a network of champions whose purpose is to raise the project awareness and enable the project to be on the priority list.
- Use open language, no confrontational style.
- Link project to the institution strategy, core mission and agenda.
- Involve the administration e.g HR, External relations... to overcome resistance and make the project sustainable
- Use data to showcase the project and impact of it.