

# We don't need another toolbox ... We need co-produced knowledge and trust!

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# Where we started from...

CH  
AN  
GE!

How to close  
these gaps?

Knowledge-to-  
action gap

e.g. Strauss et al. 2009

Research-to-  
practice gap

e.g. Roxborough et al. 2007



## The CHANGE approach

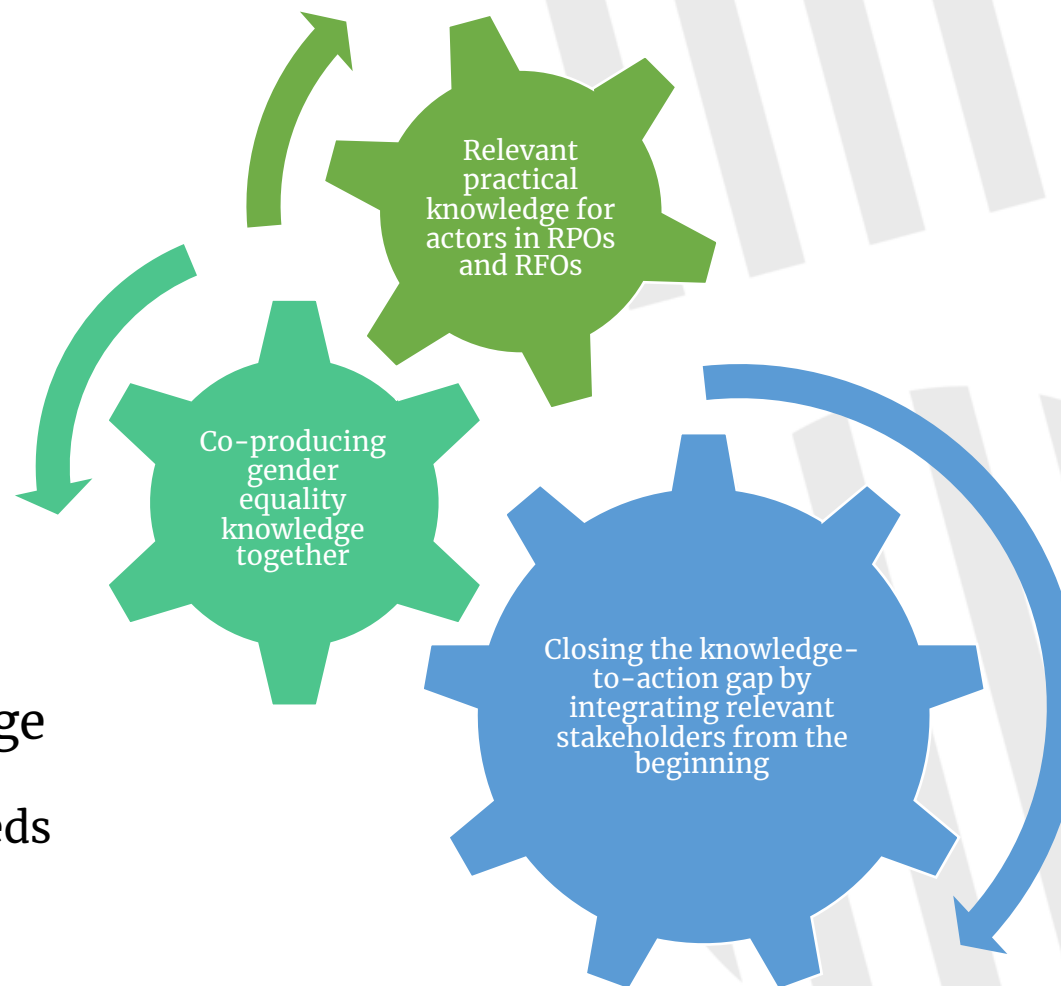
### Knowledge co-production

- systematic & standardised
- flexible & open



### Customized and relevant knowledge

- for specific organisations
- tailored to specific contexts and needs





[https://image.freepik.com/free-vector/young-people-holding-blank-banner\\_52683-19618.jpg](https://image.freepik.com/free-vector/young-people-holding-blank-banner_52683-19618.jpg)

Micro

People who try to change their organization from within, sometimes referred to as “tempered radicals” ([Meyerson and Scully 1995](#); [Meyerson and Tompkins 2007](#)).

CHANGE  
AGENTS

Macro

Organizational leaders and managers with formal, positional power who e.g. promote gender equality in their institution (cf. e.g., [Peterson 2014](#); [Kelan and Wratil 2018](#); [O’Connor et al., 2019](#)).

# CHANGErS...



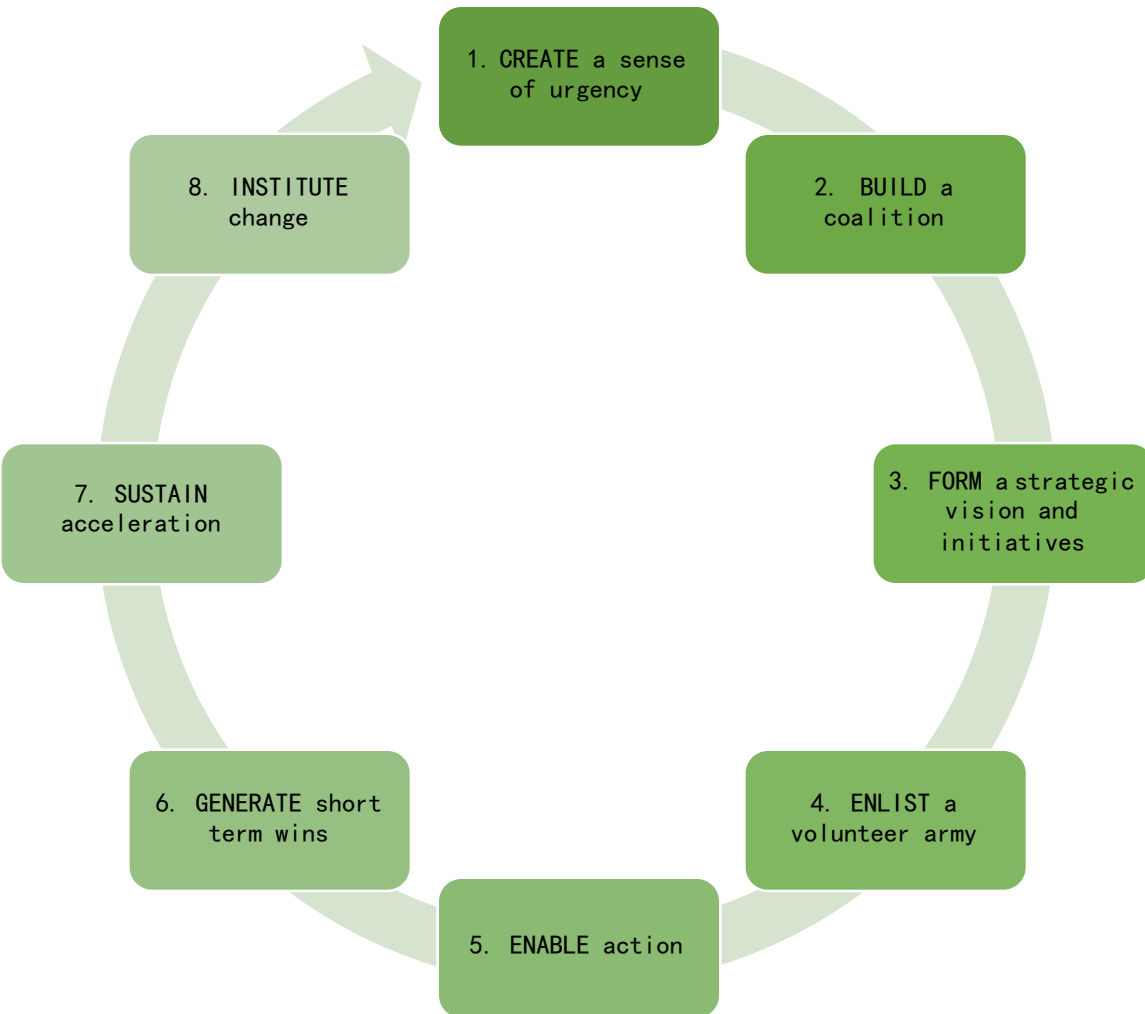
...are persons that play an important role when it comes to changing organizations towards increased gender equity.

Three factors as essential for CHANGErS:

1. They need to be willing to take on the role as change agents (Parsons and Priola 2013).
2. They need awareness of gendering processes in (their) organizations and a sensitivity to gender inequalities (Husu 2013; Vollmer and Löther 2013).
3. Change agency also requires the authority to disrupt and challenge those organizational routines and practices that reproduce gender imbalance and inequalities (Linstead et al. 2005).



# Structural Change – a complex process



Steps 1–3: Creating a climate for change

Steps 4–6: Inclusion and empowerment of the organisation

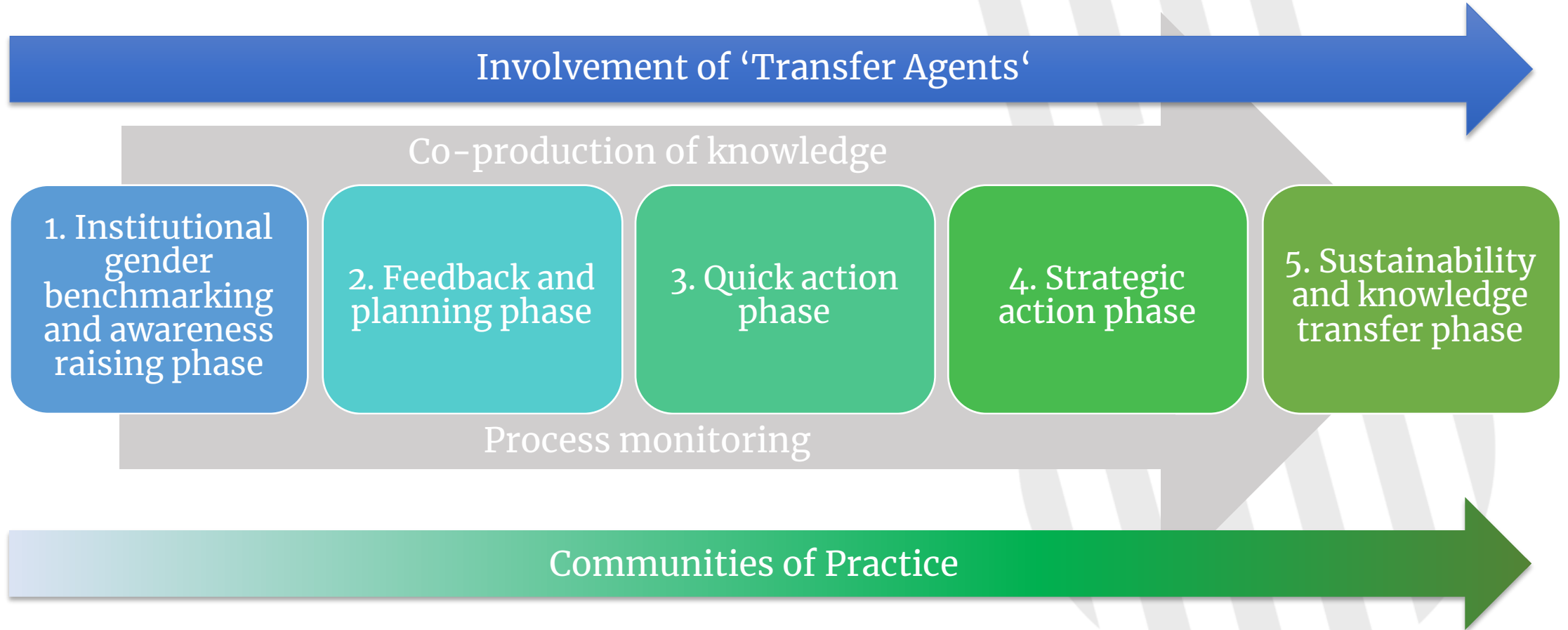
Steps 7–8: Sustainable change

Fig: Kotter, J. (1995) Why transformation efforts fail. Harvard Business Review 72(2): 59–67.

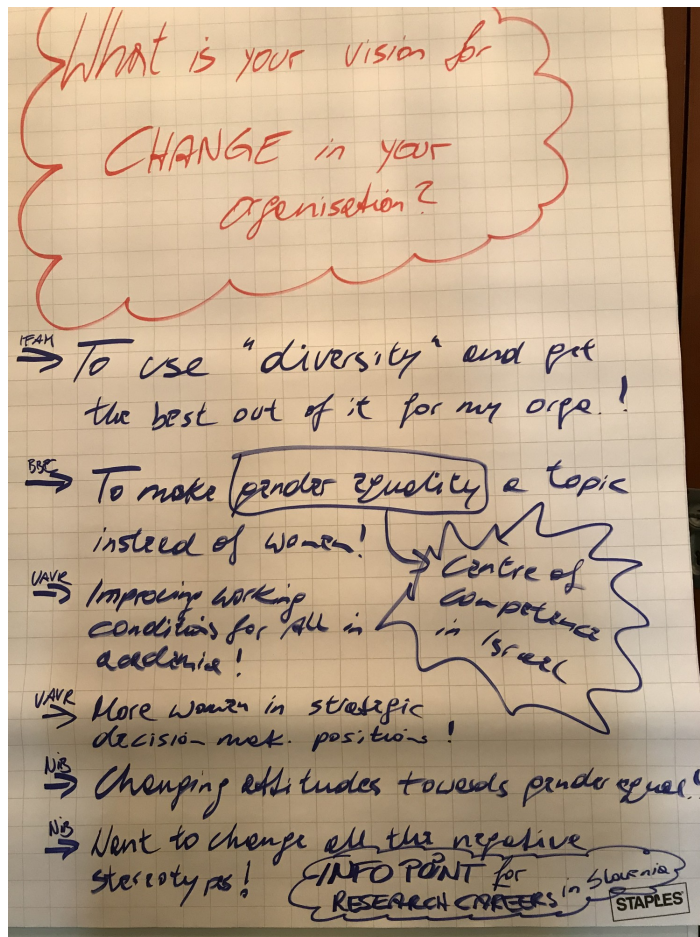


# CHANGE in 5 steps

CH  
AN  
GE!



## What were our visions?



„We want to become the centres of competence ...“

„We want to be the info point for research centres ...“



# What did we actually achieve (so far)?



1. Successful implementation of GEPs in 5 RPOs  
—> institutionalisation of 3 GEPs in line with the EC Horizon Europe requirements (by now)
2. Development of gender competences and knowledge  
—> basis for the conceptualisation and implementation of action (in the respective country/context)
3. Establishment of trustful relationships with important actors, such as Transfer Agents  
—> within home RPOs and beyond
4. Initiation of and/or participation in international, European and national CoPs
  1. within and between RPOs
  2. RFOs



# What have we learned?



Zilina 2018



Piran 2019



# Communication is key!

- Communicate the potential: a good working environment for all!
  - Sell the problem: facts and figures can surprise!
    - Results of the institutional Gender Benchmarking reports
      - Institutional statistics
      - Interview results with representatives of your organisation
- > What are the **key sites of inequality** in your organisation?

# Co-produce targeted GEPs!

- Dedicated core team
  - complementary competences and mutual learning
  - administrative AND scientific staff
  - actors from different scientific fields
  - various genders, age, care responsibilities etc. (Gender+)
- Ongoing engagement with TAs
  - right from the beginning
- Involvement of leaders
  - design & implementation of activities

## Idea!

Set up a **GEP core team** to design an inclusive plan, which meets the needs of as many institutional members as possible

→ GEP working group needs resources and the time invested must count as working time  
→ institutional care work!



# Use existing resources!

We do not need new tools ...

...but make sure to tailor them according to your organisational specifics!

- stakeholder mapping
- ex ante exploration of needs and interests

There is not a “one action fits all” solution.

CH  
AN  
GE!

Gender Equality in Academia and Research

GEAR action toolbox

[Back to toolkit page](#)

What is a Gender Equality Plan?

EU objectives for gender equality in research

In working toward different areas ar  
Depending on th  
For each them  
existing exam

Grant Agreement No. 665637



Gender Equality Network in the European Research Area  
performing in Physics

GENERA Toolbox  
- developed by and for physicists -  
2018



TOOLBOX  
Gender und Diversity  
in der Lehre

EFFORTI Toolkit for  
Implementing and  
Evaluating Gender  
Equality



# Start with quick wins!

Find short-term and visible measures with high approval and no resistance!

- Photo exhibition "Women at university" (University of Žilina, Slovakia)
- Brown bag sessions (University of Aveiro, Portugal)
- Focus groups on work life balance for all genders (IFZ, Austria)

CH  
AN  
GE!



# Keep up the communication!



- Importance of regular, easily accessible/understandable and open communication
  - involve as many organizational members as possible
  - give room for concerns (Kotter 1996)
- Focus on co-producing relevant gender equality knowledge together (Dahmen-Adkins, Karner & Thaler 2019)
  - tailored interactive settings
- Communicate with your community
  - Community of practices (RPOs, RFOs)
  - ongoing interaction



# The role of relationships and trust

**Trustful  
relationships are  
the basis for ...**

- openly sharing knowledge and experiences
- for sharing (informal) information
- the acknowledgement of various forms of expertise
- the willingness to engage in experimental settings
- co-operation on eye-level
- softening competitive situations
- making tensions productive in case of diverging viewpoints
- developing a shared understanding
- two-way learning co-production



# It's more than a GEP, it's about STRUCTURAL CHANGE



- Step-by-step process
  - evidence for shortcomings
  - tailored activities
  - quick wins
  - long-term strategies
- Support from high level management
  - engagement of Transfer Agents
  - resources beyond project duration
- Intra-organisational networks alliances
  - alliances with like-minded and dedicated people across the organisation
  - Importance of top-down as well as bottom-up commitment
- Funding
  - dedicated programmes and mandatory requirements
  - RFO-CoPs: exchange of good practices and experiences
- Broader (policy) contexts
  - identification & use of Windows of Opportunity

... and solely a GEP  
cannot sustain  
structural change



# Let's keep in touch!



- Regular updates on
  - our website: [www.change-h2020.eu](http://www.change-h2020.eu)
  - on Twitter: @CHANGE\_H2020
  - and on Researchgate.
- Policy papers and our
- English open access publication (“handbook”)Autumn 2022!

