



# GENOVATE

**Transforming Organisational Culture for  
Gender Equality in Research and Innovation**



EUROPEAN COMMISSION



# GENOVATE Model for Gender Equality in Transforming Research and Innovation

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UNIVERSITY of  
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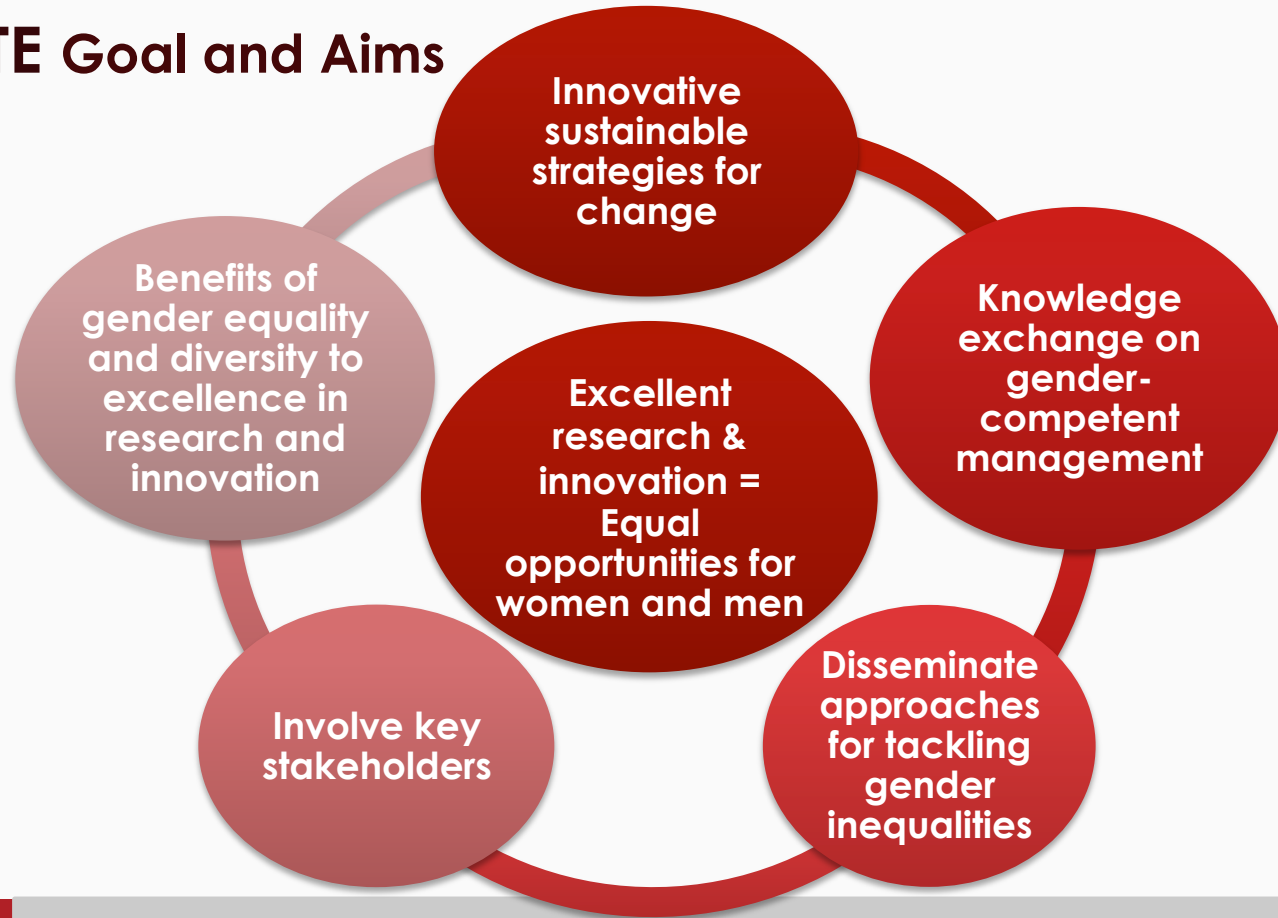
## Talk Map

- GENOVATE context
- GENOVATE Goal and Aims
- Approach
- *GENOVATE Model*

## Context

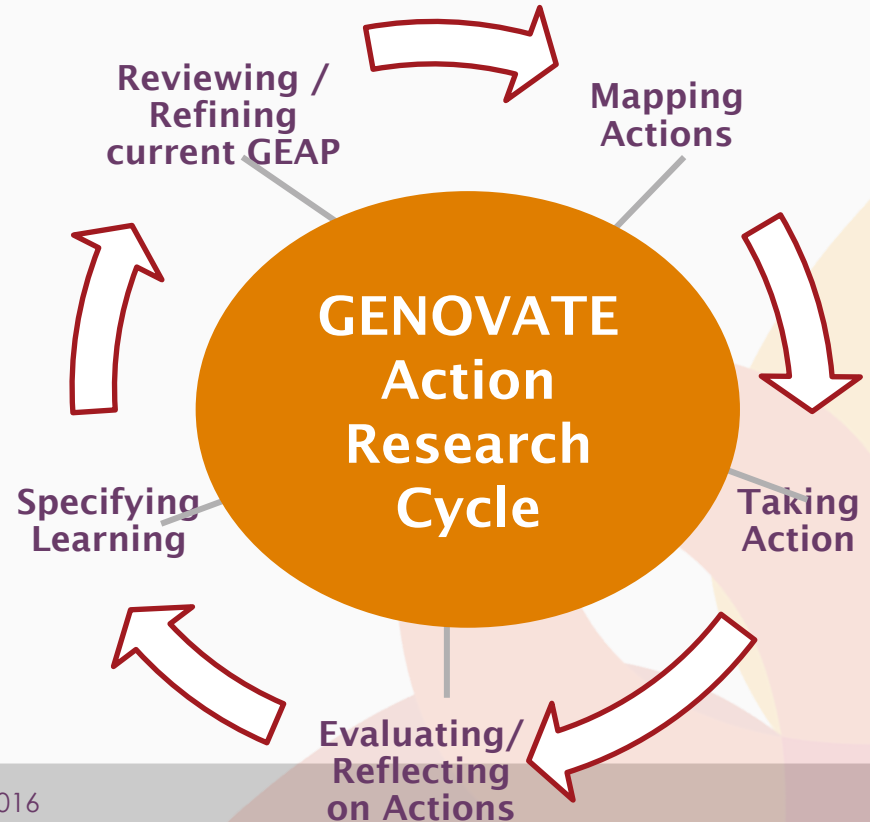
- Difference in career paths for men and women academic researchers
- New impetus in Europe in the 1990s since the Lisbon Treaty
- Creation of European Research Area
- Research excellence requires accessibility, resources and advancement opportunities for the best researchers, irrespective of gender
- Innovation demands the diversity of perspective and input that is possible from a truly diverse research pool
- **Research evidence recognise the gap that continues to exist between principle, policy and practice – policy-practice-outcome gap**

# GENOVATE Goal and Aims



## Approach

- Implementation of Gender Equality Action Plans [GEAP] in 6 European Universities
- Ongoing participatory evaluation
- Action research
- Contextualised approach
- Social model of gender equality implementation underpinned by Gender Change Academy framework



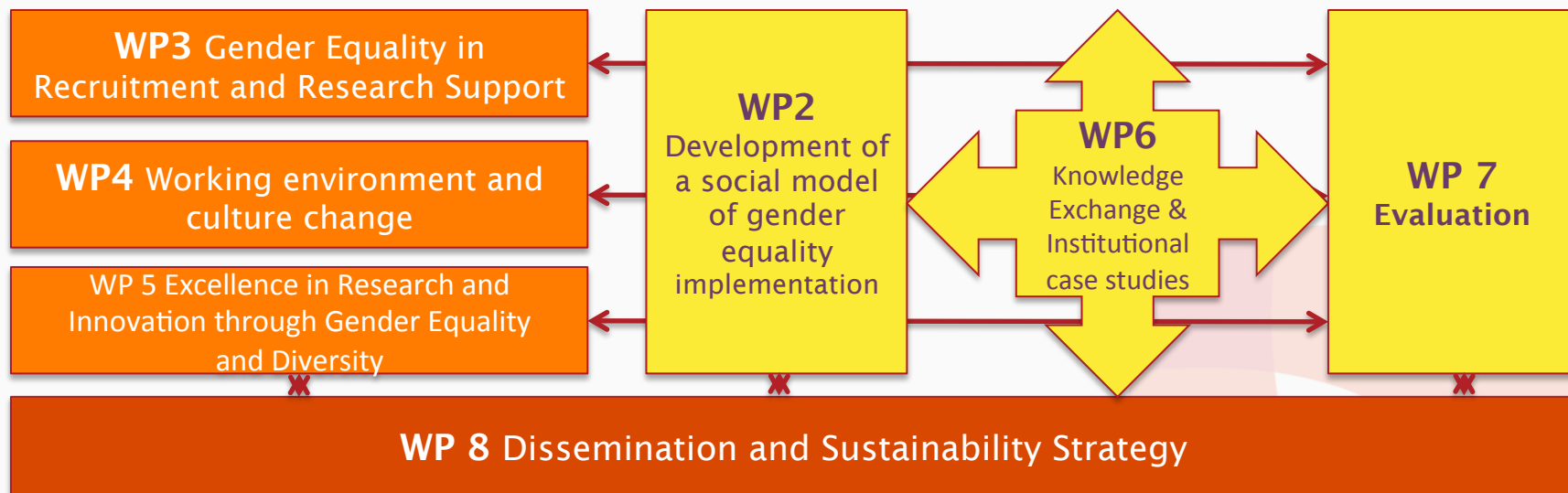


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## GENOVATE Gender Equality Action Plans (GEAPs)

- Common challenges for researchers, identifying **three common areas for intervention**:
  - recruitment, progression and research support;
  - working environment, work-life balance and institutional culture; and
  - the increasingly important domain of standards and diversity in research excellence and innovation
- Above addressed through individually tailored GEAPs, and by:
  - building on existing structures and policies
  - or
  - developing new systems and practices

## WP 1 Management



Sustainable gender competent leadership, structures, organisational cultures, attitudes and practices for research and innovation



Consortium level:  
Development and  
Implementation of  
Eight Work  
Packages (WPs)



Institutional level:  
Implementation of  
Gender Equality  
Action Plans  
(GEAPs)



The GENOVATE  
Model for Gender  
Equality in  
Transforming  
Research and  
Innovation



**Collaborative and Developmental Evaluation**

# Levels and forms of change

## ALPHA LEVEL CHANGE

- Gradual, incremental, **planned** approach to change that cumulate over a period of time which focuses on changes to particular arenas within the university

## BETA LEVEL CHANGE

- Gradual, incremental **emergent** approach to change that develops over a period of time to cumulative and comprehensive change in the university

## GAMMA LEVEL CHANGE

- Revolutionary, transformational and comprehensive **planned** attempt to create change across the whole university. Paradigm shift.

*Adapted from Golembiewski/McAuley 2010*

# Models of change

- Any approach to managing change will do...
- As long as it:
  - Animates people and gets them moving and experimenting
  - Provides a direction
  - Encourages closer attention to what is happening
  - Facilitates respectful interaction
- Factors affecting choice of model:
  - Type of change
  - Institutional ethos
  - Phase of change
  - Simultaneous multiple changes
  - Preferences and skills of change manager

*Karl Weick*





# What is the GENOVATE Model of Gender Equality for Research and Innovation?

- Underpinned by the Change Academy Model [CAM] principles [Jackson, 2004] and the social equality approach [Archibong et. al. 2010]
- Informed by data collected and analysed throughout the GENOVATE project
- Aims to provide a framework for holistic understanding of the issues, processes and outcomes of gender inequality



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## Key features of the GENOVATE Model

- Draws from **specific but diverse cases** giving a whole-institution perspective on the issues and activity of all GENOVATE Work packages;
- Reflects **real world gender equality change** in the GENOVATE institutions;
- Emerges from the **on-going documentation** of the implementation process at ground level for each GENOVATE project team; and
- Provides **details of the process of implementation** and the potential barriers and innovative responses that can be encountered during the process.



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# The Development of the GENOVATE Model

Stage 1: **Consultation via Guided Reflections** (both verbal and written), at micro and macro institutional levels;

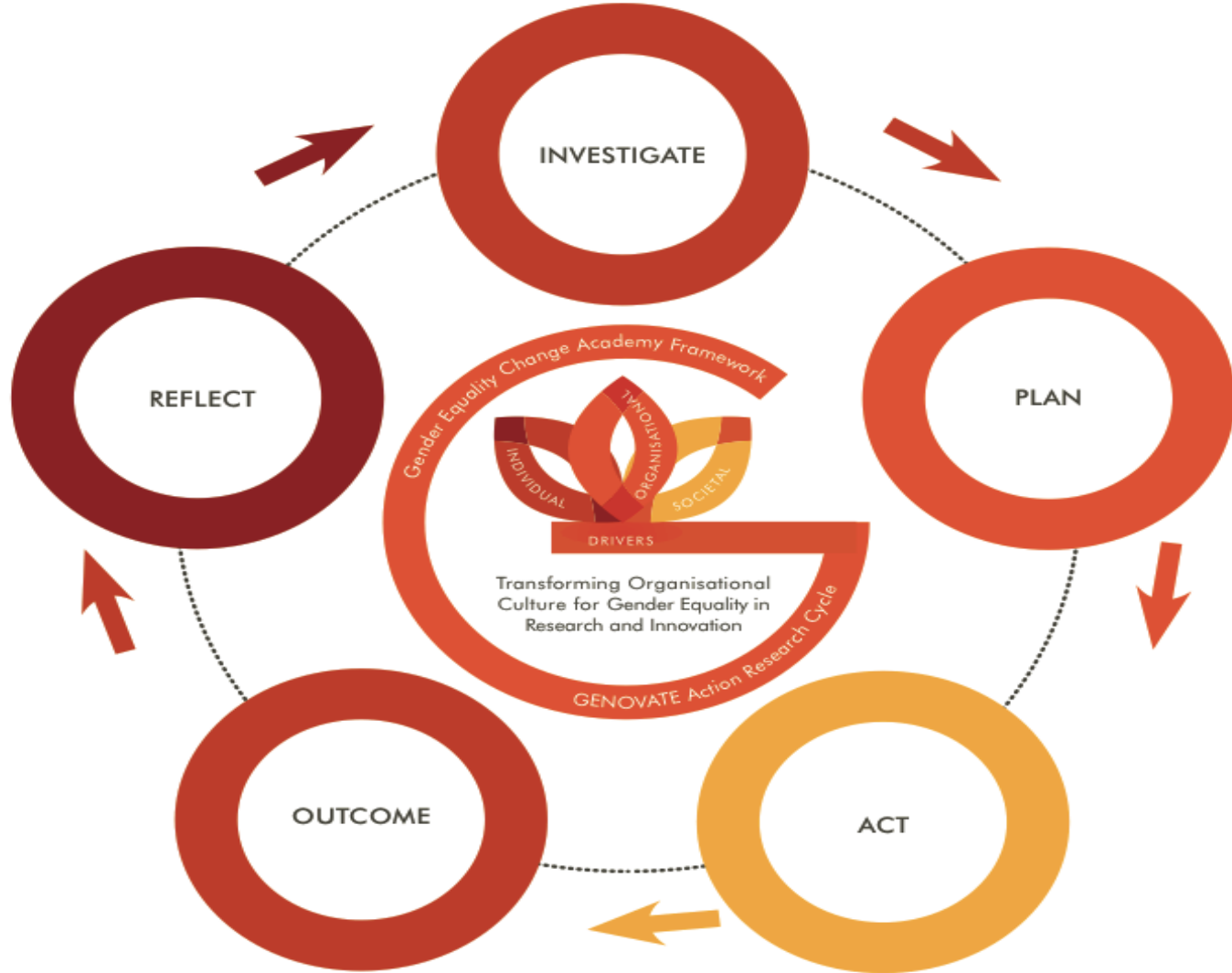
Stage 2: **Establishment of the GENOVATE Community** (online platform) utilised for gathering written institutional and personal reflections;

Stage 3: **Contextualising institutional practices**, analysis and synthesis of the findings of the GEAP implementation and Work package activities;

Stage 4: **Six 'Stop and Share' Knowledge Exchange Sessions** for mutual learning between project partners occurred throughout the duration of the project;

Stage 5: **Presentations and Consortium discussions** at annual GENOVATE Conventions;

Stage 6: **Regular virtual meetings** between Trnava University and University of Bradford to fine-tune the Model.







## The Central Tenets of the GENOVATE Model

- The Gender Equality Change Academy Framework
- The GENOVATE Action Research Cycle
- Drivers

## Phases of the GENOVATE Model

- Investigate
- Plan
- Act
- Outcome
- Reflect



## Interactive Model

<http://www.genovate.eu/Model/>

## Accessible / Mobile version

<http://www.genovate.eu/resources/genovatemodelforgenderequalityintransformingresearchandinnovation/>



- ✓ A structured approach to de-biasing organisational cultures, systems and structures

- ✓ Integration of structures, processes and outcomes

- ✓ Social thinking ethos

- ✓ Balancing top-down / bottom-up approach in organisational transformation

- ✓ Experiential process, holistic and versatile in promoting synergies



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