GENOVATE
Transforming Organisational Culture for Gender Equality in Research and Innovation
GENOVATE Model for Gender Equality in Transforming Research and Innovation

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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

- Innovative sustainable strategies for change
- Excellent research & innovation = Equal opportunities for women and men
- Knowledge exchange on gender-competent management
- Disseminate approaches for tackling gender inequalities
- Involve key stakeholders
- Benefits of gender equality and diversity to excellence in research and innovation
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
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

WP 2 Development of a social model of gender equality implementation

WP 3 Gender Equality in Recruitment and Research Support

WP 4 Working environment and culture change

WP 5 Excellence in Research and Innovation through Gender Equality and Diversity

WP 6 Knowledge Exchange & Institutional case studies

WP 7 Evaluation

WP 8 Dissemination and Sustainability Strategy

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)

Collaborative and Developmental Evaluation

The GENOVATE Model for Gender Equality in Transforming Research and Innovation
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

Karl Weick

Factors affecting choice of model:
- Type of change
- Institutional ethos
- Phase of change
- Simultaneous multiple changes
- Preferences and skills of change manager
THE STORY OF ENGAGEMENT
COMMUNICATING VISION AND STRATEGY

Wow, what a great view.

Here is the new strategy, what do you think?

How we understand what it means?

Now we're going to get started.

Here goes.

Vision - cut costs, increase sales, share values!

What else, now?

We're starting to make some progress.

Let's look at the big picture.

The gap of what is.

Vision - KAOS!

O.T.E. or 0.

The journey of change.

You are simply not good enough!

Must pull harder!

The orders work.

Engagement.

领导ship values.

Nighttime vigil.

Why should I engage? They never work.

Illustration by Julian Burton http://www.delta7.com/
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
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.
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

✓ Experiential process, holistic and versatile in promoting synergies

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