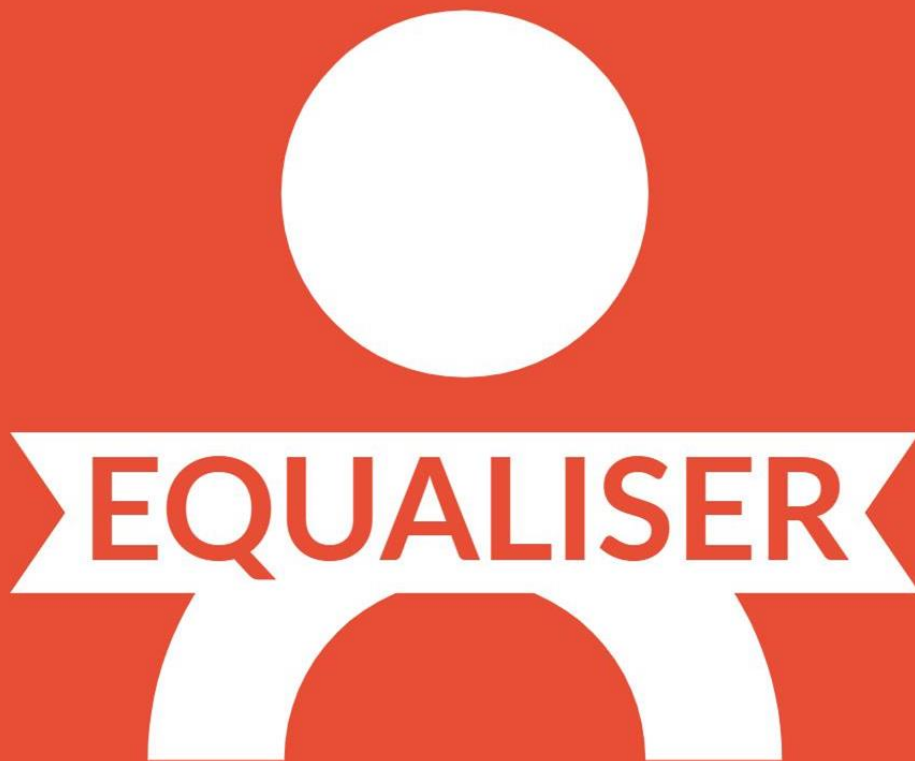


CLOSING THE GENDER GAP IN THE MODERN WORKPLACE



CULTURE OF
INCLUSION IN
ENTERPRISES



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EQUALISER PROJECT

ABOUT THE PROJECT

The EQUALISER project strives to promote **gender equality** in the modern **workplace** by assisting private firms in implementing gender mainstreaming strategies.



ABOUT THE PROJECT

EQUALISER aims to:

1. Raise awareness about workplace gender inequalities
2. Inform about the needs and gaps in organizational structure, processes, and practices contributing to this issue
3. Encourage decision-makers to make gender mainstreaming a continuous organizational process
4. Integrate a long-term change in the business culture, with fewer stereotypes and discriminatory behaviors
5. Create a safe and secure environment in which all employees can thrive and grow



THIS PRESENTATION

The material presented is part of **EQUALISER project** and seeks to support the employees of an enterprise in their working context.

The material is developed in order to help the target group overcoming **gender knowledge gaps and stereotypes** in order to transform the working environment and change the relationship dynamics in the workspace.



MODULES

Module 1: Gender Equality Fundamentals: Unveiling Terms, Definitions, and Key Understandings

Module 2: Exploring Paths: Gender Equality in Culture -Attitudes, Beliefs, and Norms

Module 3: Breaking Barriers: Tackling Stereotypes and Fostering Positive Workplace Relationships

Module 4: Unmasking Injustice: Confronting Gender-Based Verbal Violence in the Workplace

Module 5: Unmasking Injustice: Confronting Gender-Based Physical Violence in the Workplace

MODULES

Module 6: Balancing Act: Women as Employees and Caregivers

Module 7: The know-how: A practical guide to fighting workplace gender inequality

Module 8: Empowerment Avenue: Navigating Gender Equality & Human Rights

Module 9: Leading the Way: Women in Positions of Power

Module 10: Take action: Your role in fighting gender workplace stereotypes



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MODULE 9

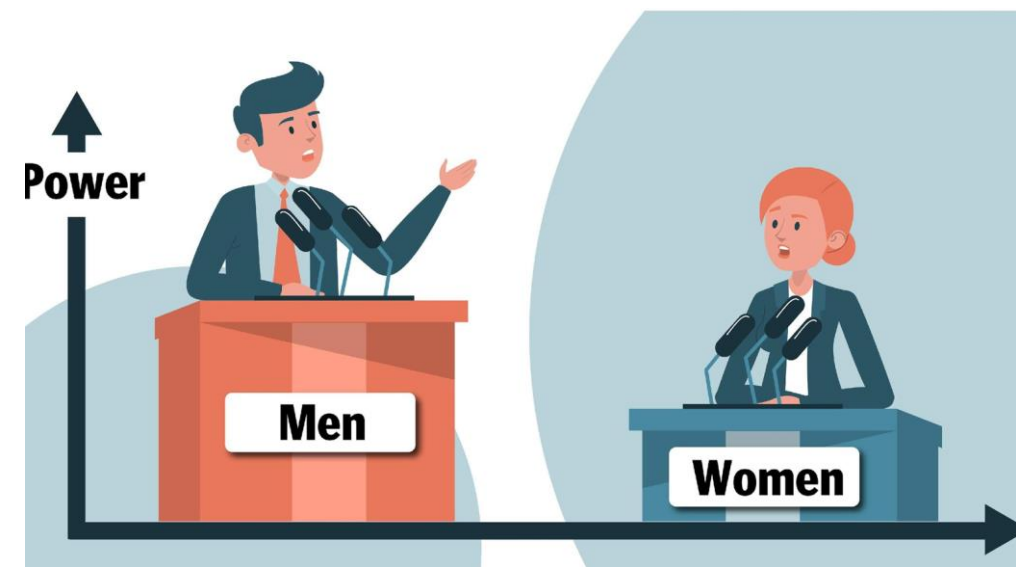
Leading the Way: Women in Position of Power



MODULE 9 - TOPICS OUTLINE

- 01** Understanding Leadership
- 02** A Guide for Leadership Skill Development
- 03** Understanding the Glass-Ceiling Effect
- 04** A Guide to Break the Glass-Ceiling
- 05** Activities (1-2)
- 06** Conclusion - Summary
- 07** References

Leading the Way: Women in Position of Power



According to LinkedIn data, men still outnumber women in senior leadership roles across all industries. Specifically, in 2023 women held **32.2%** of senior **leadership positions** which is 10% lower than their overall representation in the workforce of 41.9%.

In addition, only six countries (Rwanda, Cuba, Nicaragua, Mexico, New Zealand, and the United Arab Emirates) have 50% or more women in a position of power in politics such as in a parliament, and only **32%** of women hold **parliamentary seats** in Europe.

Leading the Way: Women in the Position of Power



As a result, this module aims to:

- ✔ Help employees to learn about women's leadership, and the challenges and opportunities they face in such positions
- ✔ Help employees feel empowered when they aspire to reach a leadership job position
- ✔ Help employees develop the essential skills and knowledge to excel in leadership business roles
- ✔ Help employees seek gender diversity, equality, and inclusion in their workplace.

TOPIC 1: Understanding Leadership

WHAT IS LEADERSHIP ??

Leadership is a set of behaviors that facilitate the alignment of people to their collective direction, in order to execute strategic plans and to continually renew an organization



TOPIC 1: Understanding Leadership

Leadership Style	Description	Traits
1. Transformational Leadership	Emphasizes change and transformation and strive to inspire their followers	Focus on the future, change, and people
2. Delegative Leadership	Focuses on delegating initiative to team members. A very hand-off leadership style	Do not micromanage or get too involved with feedback and guidance
3. Authoritative Leadership	Chart a course and encourage those around them to follow. A very hands-on leadership style	Mentoring, providing feedback, guidance and motivation
4. Transactional Leadership	Often referred to as managerial leadership, which relies on rewards and punishments and emphasizes structure.	Goal setting, organizing, setting priorities and responsibilities
5. Participative Leadership	Referred to as democratic leadership as leaders listen to their employees and involve them in the decision-making process.	Inclusive, good communicators, team players
6. Servant Leadership	Put the needs of employees always first and emphasize creating strong bonds .	Ethical decision-making, creative, problem-solving, loyal, empathetic

LEADERSHIP STYLES AND TRAITS

So...

which leadership style is the best??

Best leadership lies in guiding others to success- in ensuring that everyone is performing at their best, doing the work they are pledged to do, and doing it well

-Bill Owens-



TOPIC 1: Understanding Leadership

Exploring Gender Traits in Leadership Perception

MALE LEADERS

1. Task-oriented
2. Directive and Assertive
3. Passionate and Competitive
4. Strict
5. Lean on IQ and cater to reasoning
6. Trust Data
7. Make inclusive leaders

FEMALE LEADERS

1. People-oriented
2. Democratic and Collaborative
3. Creative
4. Compassionate
5. Lean on EQ and cater to emotions
6. Trust Instinct
7. Make transformational leaders

***These traits are of course subject to change based on the personal characteristics and traits of each leader despite their gender*

TOPIC 1: Understanding Leadership

COMMON BARRIERS AND CHALLENGES FOR LEADERSHIP

- 1. Overcome Imposter Syndrome** - Many leaders, especially new ones, or employees who aspire to become leaders lack confidence, doubt themselves, and feel that they do not deserve to have an executive role.
- 1. Gender and Diversity Bias** - Discrimination or prejudice based on gender can impede the progress of aspiring leaders, particularly in industries traditionally dominated by males.
- 2. Lack of Mentorship** - The absence of mentors or sponsors offering guidance and actively supporting career growth can pose obstacles for employees striving to navigate the path to leadership.



TOPIC 1: Understanding Leadership

COMMON BARRIERS AND CHALLENGES FOR WOMEN TO BECOME LEADERS

- 1. Work-Life Balance Struggles** - Juggling heightened responsibilities and time commitments that come with leadership roles while maintaining a personal and family life can be demanding, discouraging some from pursuing leadership positions.
- 1. Skills Shortfalls** - Inadequate access to leadership development programs or formal education can hinder employees' ability to acquire the essential skills and knowledge necessary for leadership roles.
- 1. Challenging Organizational Culture** - Workplace cultures that fail to endorse or acknowledge leadership potential can dissuade employees from pursuing leadership positions.
- 1. Absence of Role Models** - The lack of visible role models who share similar backgrounds or experiences can create difficulties for employees in envisioning themselves as future leaders.

TOPIC 2: A Guide for Leadership Skill Development

ESSENTIAL LEADERSHIP SKILLS

- ❖ **Self-awareness:** Be able to understand themselves. Assess strengths, weaknesses, values, and biases shaped by their background. Reflect on their identity and grow self-awareness to enhance leadership.
- ❖ **Communication:** to inspire and convey ideas and vision clearly through active listening, oral and written communication, and effective public speaking.
- ❖ **Decisiveness** – to improve efficiency and make quick decisions. It encompasses research, problem-solving, and goal-setting.
- ❖ **Flexibility** – adapting to evolving situations, embracing feedback, and exhibiting skills such as negotiation and adaptability.
- ❖ **Positive Attitude** – to foster a constructive workplace atmosphere is essential to entail skills like conflict resolution, empathy, and demonstrating respect.
- ❖ **Relationship-building** – cultivating cohesive teams by fostering collaboration, resolving conflicts, and demonstrating strong interpersonal skills.
- ❖ **Problem-solving** – to excel in recognizing and addressing workplace challenges through critical thinking and analytical abilities.

TOPIC 2: A Guide for Leadership Skill Development

Strategies for Developing Leadership Skills

First steps

1. Begin by **evaluating** your current **leadership strengths, weaknesses, style, and values**. **Seek feedback** from peers, supervisors, and team members to pinpoint areas for improvement. Constructive input can be valuable for growth.
2. Establish **clear leadership goals** and objectives. Determine the type of leader you aspire to be. Well-defined goals will steer your development journey.
3. Secure a **mentor or coach** who can offer guidance, share insights from their experiences, and provide leadership development advice. Additionally, broaden your **professional network** by participating in industry events, joining associations, and connecting with fellow leaders.
4. Proactively pursue leadership opportunities, volunteer for projects, and embrace new challenges. **Ask for more responsibilities** and show initiative to demonstrate key leadership skills.

TOPIC 2: A Guide for Leadership Skill Development

Strategies for Developing Leadership Skills

Improve Key Competencies

- ❖ Invest in your leadership growth by enrolling in courses, attending workshops and seminars, and reading leadership literature and articles. Keep abreast of the **latest trends in leadership**.
- ❖ Increase your **Emotional Intelligence (EQ)** by enhancing your capacity to comprehend and empathize with others' perspectives and emotions. Effective leaders possess empathy and can connect with their team members.
- ❖ Enhance your **communication abilities**, encompassing both verbal and non-verbal aspects. Master the art of expressing your ideas clearly and actively listening to others.
- ❖ Boost your **organizational and time management skills** to increase efficiency in your leadership role. This will create more time for strategic thinking and mentoring.
- ❖ Cultivate expertise in **conflict resolution** and effective **problem-solving**. Learn how to skillfully manage and resolve conflicts.

Some leaders are
born women

-Geraldi Ferraro-



Topic 3: Understanding the Glass-Ceiling Effect

WHAT IS THE GLASS CEILING- EFFECT?

A **social barrier** that prevents women despite their level of education, experiences, and skills, from advancing to positions of power and responsibility and being promoted to higher managerial positions *due to their gender*.

Research studies demonstrate that only 1 manager out of 3 in the EU is a woman and even fewer hold senior management positions.



Source: Ifsa_eegais (managers)

Topic 3: Understanding the Glass-Ceiling Effect



WHY IT HAPPENS?

A. Situational Factors

- ❖ The **“male-oriented” organizational culture and related biases**, that promote the idea of men being more disciplined, committed, and therefore suitable for executive company roles.
- ❖ Based on the **social role theory, beliefs** that managers should have more “masculine” traits (e.g. being authoritarian, independent, and competitive) undermine the capabilities of women managers who is usually been seen as more sensitive, empathetic, and team player.
- ❖ **Societal gender role stereotypes** imply that women face a greater work-life conflict since they prioritize family responsibilities and motherhood.
- ❖ **Implicit perception** that a woman manager is a serious candidate for a promotion if she already occupies a managerial position and participates in the development activities of the company.

Topic 3: Understanding the Glass-Ceiling Effect



WHY IT HAPPENS?

B. Interpersonal Factors

- ❖ Women seem to be assigned **positions with lower visibility**, limiting their opportunities to connect with high-ranking individuals and develop social networks
- ❖ Queen bee syndrome - This syndrome illustrates how some female executives who have risen to the top believe they have had to work hard to get there. They believe that other **women should work just as hard** to achieve success.
- ❖ The **lack of** high-level organizational **mentors** for women employees undermines their career progression, as they lack an important source of information

Topic 3: Understanding the Glass-Ceiling Effect

Glass Ceiling Effect Examples

- ❖ Being passed up for a promotion to a management position because a woman is **pregnant** or looking to start a **family**
- ❖ Being **excluded** from important, **decision-making** executive meetings
- ❖ **Lacking** the proper resources and tools to succeed at your job
- ❖ Being **reassigned** to different projects so male coworkers have better opportunities
- ❖ Being **excluded from leadership training workshops** or networking events
- ❖ Being subjected to degrading and **disrespectful comments** based on your gender

Topic 3: Understanding the Glass-Ceiling Effect



CONSEQUENCES

- ❖ Widening the gender pay gap
- ❖ Affects career trajectory
- ❖ Impacts, health and well-being
- ❖ Incompatibilities between professional and family roles (inter-role conflict)
- ❖ Undermines personal characteristics like self-efficacy, confidence, optimism, and energy
- ❖ Stress increase
- ❖ Lack of work engagement
- ❖ Increase of intentions to quit or change workplace
- ❖ Reduce of job satisfaction

TOPIC 4: A Guide to Break the Glass-Ceiling Effect

EMPLOYEE GUIDE TO BREAK THE GLASS-CEILING EFFECT

- 1. Be self-aware** - Having a clear understanding of your career objectives and strengths serves as the cornerstone for effective career planning. This awareness empowers you to set well-defined goals and make informed decisions regarding your career trajectory, enabling you to navigate barriers more effectively.
- 2. Education and skill development** - Ongoing learning and skill enhancement increase your competitiveness as a candidate for promotions and leadership positions. The more qualifications you acquire, the more challenging it becomes for others to deny you opportunities based on stereotypes or biases.
- 3. Networking** - Cultivating a robust professional network grants you access to valuable advice, prospects, and support. Mentors can assist you in navigating workplace obstacles, advocating for your career progression, and providing insights gleaned from their own experiences.



TOPIC 4: A Guide to Break the Glass-Ceiling Effect

EMPLOYEE GUIDE TO BREAK THE GLASS-CEILING EFFECT

4. **Enhancing visibility** - Ensuring that your accomplishments are visible to decision-makers and colleagues guarantees that your contributions are acknowledged. This can result in an increased number of opportunities and a more compelling case for career advancement.

5. **Building credibility** - Maintaining a track record of consistently producing high-quality work and being reliable establishes a reputation that makes it challenging for others to question your capabilities or qualifications.

6. **Skills in negotiation** - Proficiency in negotiation techniques can assist you in attaining improved compensation, job positions, and career prospects. This skill is crucial for ensuring that you're not hindered by unfair treatment.



TOPIC 4: A Guide to Break the Glass-Ceiling Effect

EMPLOYEE GUIDE TO BREAK THE GLASS-CEILING EFFECT

7. **Show your interest in advancement** - Express interest in higher roles and take more responsibilities to illustrate your dedication to progressing in your career. This positions you as a proactive contributor to the organization's achievements.

8. **Challenge stereotypes and bias** - Confronting workplace stereotypes and biases plays a pivotal role in fostering a fairer environment. When individuals actively address bias, it can lead to a change in attitudes and behaviors among colleagues and superiors, promoting greater equality.



ACTIVITIES

Activity 1 – “Unleash your Leadership Potential” Workshop

This activity aims to:

- ❖ Introduce the concept of the glass-ceiling effect and its effects
- ❖ Equip employees with knowledge and skills to shatter the glass ceiling effect



The “Unleash your Leadership Potential” workshop is a 2.5 - 3 hours interactive session aiming to empower employees, especially women, with the knowledge, skills, and confidence to break through the glass ceiling and advance their careers.

ACTIVITIES

Activity 1 Guidelines

Activity 1 Title: “Unleash your Leadership Potential” Workshop

Topics Covered: Definition of, causes of, implications of the glass-ceiling effect and real-world examples and strategies to break it via discussion panel with successful leaders

Skills Gained: Deep knowledge regarding the phenomenon of the glass ceiling in the workplace, practical knowledge on how to break this effect

Duration: 2.5- 3 Hour approximately

Venue: Organizations/Company Premises or partner organization premises

Requirements:

Computers or smartphones

Video presentation equipment

Conduct with successful leaders

Paper, pen and a glass

ACTIVITIES

Activity 1 Content

“Unleash your Leadership Potential” Workshop

Energizer (10 min): Participants should participate in rounds saying a word that comes to their mind related to the glass ceiling effect as fast as possible. If a participant says the same word or a word with the same meaning as someone else then it gets eliminated. Participants only have 3 minutes to say as many words as possible and the person/s who will not be eliminated is the winner/s of the activity.

Presentation (30 mins): This presentation can be used to: a. Discuss the concept of the glass ceiling and its impact on career advancement, b. share relevant statistics and examples, and c. Discuss the importance of self-awareness in breaking through the glass ceiling.

ACTIVITIES

Activity 1 Content

“Unleash your Leadership Potential” Workshop

Career Strategies Activity (1 hour): Participants will be divided into break-out rooms. The moderator will tell them a strategy name for breaking the glass ceiling effect and they should come up with a concrete idea of why this strategy is useful, how it can be implemented, setting a timeline, etc. The strategies can be derived from this presentation. Then each employee or team should present their idea and at the end, the other participants should exchange points of improvement, opinions, and suggestions.

Panel Discussion (30- 1 hour minutes depending on guest speakers): Invite successful leaders, especially those who have broken through the glass ceiling, to share their experiences and insights. Allow participants to ask questions and engage in a dialogue

Reflection (10 mins): Participants should reflect on their learning experience in an open discussion, expressing their interest, questions, and needs for any additional training.

ACTIVITIES

Activity 2 – “Leadership Skills Development “ Role-Play Scenario Game

This activity aims to:

- Provide employees with hands-on experience, for leadership skills development in a safe and interactive environment.



The “ Leadership Skills Development” is a 3 hours interactive simulation game workshop allowing participants to practice leadership skills in a controlled setting, learn from their experiences, and apply those lessons to their roles within the organization.

ACTIVITIES

Activity 2 Guidelines

“Leadership Skills Development “ Role-Play Scenario Game

Topics Covered: Definition of leadership, key leadership skills and their importance

Skills Gained: Deep knowledge and understanding of the importance of leadership skill development, and acquiring some leadership skills by practicing on a safe environment

Duration: 3 Hour

Venue: Organizations/Company Premises or partner organization premises

Requirements:

Scenarios - <https://newayscenter.com/7-strong-leadership-scenarios/>
(They can be adapted to the organization setting)

Timer

ACTIVITIES

Activity 2 Content

“Unleash your Leadership Potential” Workshop

Introduction (30 min): Explain the purpose of the leadership simulation game and its importance in developing leadership skills. Then, provide an overview of the scenario and the roles participants will assume. Describe the fictional scenario or workplace situation that each participant will be placed in. This could be a challenging project, a crisis, or a team-building scenario.

Main Activity – Role-play-scenario (1-2 hours): Allow participants to immerse themselves in the scenario and their assigned roles. Encourage them to make decisions, delegate tasks, and address challenges as they arise.

Set specific challenges or obstacles to test their leadership skills, such as time constraints, limited resources, or conflicts within the team. Use a timer to mark different phases of the game, simulating time pressure.

Reflection Activity (1 hour): Discuss and analyze all decisions made in the gameplay, such as communication, problem-solving ability, and choices. Share insights and encourage dialogue to exchange opinions, lessons learned, and experiences. Then ask participants to share what they learned via this activity.

CONCLUSION

In conclusion, the underrepresentation of women in positions and career roles with power underscores a pressing need for change. Understanding the complexities of leadership, including its definition, styles, and qualities, is essential to addressing this disparity.

Leadership styles, while diverse, often reflect both gender-neutral and gender-specific traits. Recognizing and embracing these differences can lead to more inclusive leadership practices. However, it is crucial to remember that leadership is not solely determined by one's biological gender; rather, it should be assessed based on individual skills and competencies.

Moreover, leadership is fraught with common barriers and challenges, such as bias, discrimination, and stereotypes. Developing essential leadership skills is vital for navigating these obstacles successfully.

Finally, the glass ceiling effect exerts a profound impact on women employees, resulting in adverse consequences across multiple domains, including their professional performance, mental well-being, and physical health. The emergence of this effect is influenced by a combination of situational and organizational factors, yet a multitude of strategies exists to dismantle its barriers effectively.

SUMMARY

You have learned:

- ❖ The lack of women in positions and career roles with power
- ❖ The definition of leadership
- ❖ The various leadership styles and their traits
- ❖ The different leadership qualities among the biological genders
- ❖ Common barriers and challenges to becoming a leader
- ❖ The essential skills for leadership roles
- ❖ Strategies to develop leadership skills
- ❖ The importance of knowing and breaking the glass ceiling effect
- ❖ The definition, cause, and consequence of the glass ceiling effect
- ❖ Strategies to break the glass ceiling effect

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