

“Promoting more women to top management positions is a normal, long-term management task. Women to the Top, however, has provided us with additional inspiration, new networks and renewed energy to continue our work.”

Annika Wijkström, Executive Vice President of Swedbank, and godmother of Women to the Top.

FINAL REPORT

Women to the Top

GENDER EQUALITY PROGRAMME: FINAL REPORT		
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1. Summary

Women to the Top (W2T) was a project involving Estonia, Denmark, Greece and Sweden set up to create a platform for the long-term, sustainable task of bringing more women into top management, and to expedite progress in this area. The project targeted potential top managers and employers in the public and private sectors, as well as recruitment consultants.

The project was funded by the European Commission within the framework of the Programme relating to the Community Framework Strategy on Gender Equality (2001-2005).

Background

The reason for the project was the imbalance between women and men in managerial posts in Europe. Top-level management (directors and chief executives) is the most male-dominated category in the European workforce. To challenge this situation and to boost skills and sustainability in the work of procuring more women managers, W2T used a number of strategies based on new research findings and good HR practices:

- 1 Commitment of executive management
- 2 Gender theory to raise awareness of the role gender plays in organisations
- 3 Collect, develop and disseminate tools and methods
- 4 Networks and training for change agents and recruiters
- 5 Networks, career planning and mentoring schemes for potential top managers
- 6 Measurable action plans linked to business plans
- 7 Follow-up
- 8 Alternative role models

W2T applied a gender perspective. This heightens awareness of the role played by gender in working life. W2T also emphasised both the human rights perspective and the value adding effects of gender equality.

Results

- Twenty-three large employers took part in the project and in the various activities, including seminars and a network for change agents. Fifteen of the employers adopted measurable action plans to increase the number of women in senior positions. The Swedish Equal Opportunities Ombudsman will follow up the plans in 2007.
- Eight networks for 220 female top management candidates were created. The candidates took part in activities such as career planning, seminars, workshops, training and counselling. They also produced a checklist with valuable advice for women wishing to advance in their careers.
- Thirty-five of the candidates took part in mentorship programmes. Mentorship as a way to promote women managers has been established in Estonia.
- Twenty-five recruitment firms took part in focus groups and seminars. By analysing their internal processes, they discovered areas that can be improved. The consultants produced a set of recommendations to help other recruiters become more systematic and gender-neutral in their selection and presentation of candidates.
- A seminar in each country introducing leadership and organisation theory with a gender perspective, attended by 317 participants in all.

- A seminar in each country focusing on tools and methods for change, attended by 273 participants.
- A transnational conference to take stock of lessons learned and identify needs for further development, attended by 249 participants from 15 countries.
- The website www.women2top.net, in five languages, represents a sustainable platform for women, recruiters and employers who did not have a chance to take part in the project. The information includes the latest research findings and useful links, practical and instructive examples, checklists and tools, among them – the ‘Gender Key’ and index consisting of nine indicators of gender equality suitable for use in benchmarking and annual reports. There are also articles challenging common myths and arguments concerning why both women and men are needed at the top.
- Another platform is the Swedish book *Det ordnar sig*, which was translated into three languages. This textbook in organisation theory with a gender perspective is the first of its kind to become available in Estonia and Greece. The English translation will make it accessible to an even wider audience.
- The project had a publicity plan to heighten public awareness about the need for more women in management and to show non-stereotyped images of male and female managers. There were 155 references to the project in newspapers, magazines, websites, radio and TV.
- Three national surveys were undertaken. One concerned female representation at the top and another the characteristics and qualifications of recruitment-firm clients. The third constituted a poll of the general public concerning the importance of gender equality to employees and customers.

Sustainability

As a result of W2T, major processes of change have been initiated. Many participants state that they have become more aware about issues relating to gender equality at the workplace. There are also signs that the project leads to new approaches on the part of companies and recruitment consultants. The action plans with their measurable targets clearly signal that change processes have started.

Various networks are actively supporting the change process. Whatever form the networks may survive in, their existence reflects the fact that unique contacts have been established at various levels in companies and organisations, and between actors, countries and individuals. These contacts would never have been established without the aid of the European Commission and the national partners, and the extensive practical effort of all the people involved in the project. This also illustrates the importance of bringing in outside experts to help companies introduce change processes.

The guidance, examples and good practices that can be found on the website provide a sustainable platform for efforts to bring more women into decision-making positions in the European Union. The European Commission has an important role in ensuring the dissemination of information about www.women2top.net.

Lessons learned

We have seen that structured and transparent processes for recruitment and promotion are good for women as they ensure that professional skills rather than gender determine who is suitable. W2T has also shown that gender equality is a success factor for both women and men. When the talents of women and men are merged into a culture that puts skills,

professionalism and good results first, the result need not be a redistribution of power and resources. Instead, women and men working together can create a win-win situation and a bigger cake to share.

2. Main objectives and target groups

The reason for the project was the imbalance between women and men in management posts in Europe. Executive-level management (directors and chief executives) is the most male-dominated category in the European workforce.

Main objectives:

- raise the awareness of key actors and initiate activities at company level
- build a sustainable platform for increasing the number of women in top management in Estonia, Denmark, Greece and Sweden

Target groups

- decision-makers in the private and public sector with a focus on banking, finance, information and communication technologies, preferably with establishments in more than one of the partner countries
- potential top managers
- international recruitment and executive search firms
- the media

By top management, we mean directors and chief executives.

3 The W2T method

W2T has a gender perspective. This involves an awareness of the role played by gender in working life. Organisation theory and management literature has been dominated by the view that gender does not matter. This conceals the fact that what is seen as good leadership is based on male norms. Both men and women explain the different conditions that they experience at work as being the result of particular circumstances and individual choices. This attitude maintains existing structures, and transfers responsibility for bringing about change onto the individual woman. Employers play an important role in ensuring that skills and suitability determine who is to become the senior manager – not gender. W2T also emphasises both the human rights perspective and the value adding effects of gender equality.

The W2T method incorporates the following elements:

3.1 Commitment of executive management

Research shows that the commitment of executive management is more important than the choice of methods. This is why W2T focused its efforts on involving executive management in various activities such as training, dialogue, mentorship and actions plans.

3.2 Gender theory to raise awareness of the role gender plays in organisations

Many people today experience an ‘equality paradox’. Companies have bold plans and policies, and equality is often seen as something that has already been achieved. Daily decisions however are slaves to tradition and do not tally with these policies. Knowledge and

attitudes have to be discussed and critically assessed, which is why W2T emphasised the need for training and awareness-raising.

3.3 Collect develop and disseminate tools and methods

The W2T method builds on the realisation that there are no miracle cures. Instead it has been shown that those organisations that invest most successfully in women managers use several methods simultaneously. Therefore the W2T method includes a range of strategies to boost skills and sustainability in the task of increasing the number of women managers, applying new findings and practices from gender research, organisation theory and Human Resource methodology.

Tools and methods are disseminated at seminars and at the website www.women2top.net. The site is for women who want to move onwards and upwards in their careers, and for employers and recruiters who are interested in having access to the full pool of talent. The website has developed through ongoing contact with employers, employees and the project's broad network of researchers, experts and professionals.

3.4 Networks and training for change agents and recruiters

Building networks among change agents not only makes it easier to learn from each other but also accelerates the process within each organisation. Each organisation appoint project leaders to run and coordinate W2T work within the organisation. The project leaders form a network, so as to learn from one another and improve their skills and perseverance. They met to discuss tools for investigation and analysis, action plans and other ways of bringing more women to the top, such as recruitment practices, management and career development and programmes for work – life balance.

Recruitment to high positions is often carried out by executive search consultants or other recruitment firms. Consultants can choose to simply carry out the assignment as defined by the client, but a consultant who wants to beat the competition will do more – will 'go the extra mile'. This can also be done from a gender perspective. W2T consultants have focus group meetings, training in anti-discrimination law, and analyse their internal processes to become better and more systematic at selecting and presenting candidates.

3.5 Network, career planning and mentoring schemes for potential top managers

Even if progress is slow, there are more senior women managers today than ever before, and many women are interested in pursuing a career. In W2T employers appoint management candidates who are willing and able to take on senior positions. Ten candidates form networks and go through training including activities such as career planning, seminars, mentorship, workshops and counselling.

3.6 Measurable action plans linked to business plans

To ensure that the work of obtaining more female top managers is sustainable, it is essential to survey and analyse the present situation and make measurable long-term plans. The plans should be linked to the business plan to give them weight and ensure priority. This means that the issue of women at the top is no longer seen as a 'women's issue' or a 'soft' issue, but a strategy for business efficiency.

3.7 Follow-up – essential to long-term success

Management must follow up the W2T objectives in the same way as it follows up other objectives. This means the plans must be a part of the regular follow-up and control procedure. W2T has developed an index for measuring the level of equal opportunity in an organisation to be used in following up equality plans, in annual reports and in benchmarking.

3.8 Alternative role models

Descriptions of managers are often gender stereotyped. W2T promotes alternative descriptions of male and female managers and actively use the media to alert the public to the value-adding effects of gender-balanced leadership. We also want to make employers more aware that women in top management creates good publicity, and encourage them to promote their candidates and action plans in the media.

4. Main input to the project

4.1 Financial input:¹

The total budget for the project was € 624 895 and we expended € 597 532, which is 96% of the budget.

4.2 Physical input

The project team comprised Marie Trollvik, project manager, and Kerstin Kristensen, project assistant. Ida Larsson worked as a trainee.

The Steering Committee comprised the project team, Ülle-Marike Papp and Riina Kytt from the Estonian partner, and Kim Benzon Knudsen, Lea Drews and Karen Sjørup of CeLi. The Greek partner was represented by Fotini Sianou and Maria Tsoliaki. Fotini Bellou replaced them at the final steering committee meeting.

For other experts, consultants and subcontractors remunerated, see annex.

4.3 Project partners

The Office of the Equal Opportunities Ombudsman, JämO, Sweden was the project promoter. JämO is a public, non-profit national authority charged with ensuring compliance with the provisions of the Equal Opportunities Act by educating, informing and advising the public.

The transnational partners were:

CeLi, the Danish Research Centre on Gender Equality at Roskilde Universitetscenter. The Centre initiates, collects and disseminates inquiry and study reports, research findings and documentation relating to gender equality with a view to activating, extending and enhancing the level of debate and general knowledge about gender issues among the public and decision-makers.

The Ministry of Social Affairs in Estonia is a government body whose duties and functions are prescribed by law or designated by the Government of the Republic under the law. The Ministry's sphere of operation includes the drafting and implementation of plans aimed at resolving social issues which are the concern of the state, management of public health

¹ Summary of expenditure Annex 1.

protection and medical care, employment, the labour market and working environment, social security, social insurance and social welfare, promotion of the equality of men and women and coordination of activities in this field, and the preparation of corresponding draft legislation.

The Research Centre for Gender Equality (KETHI), Greece. KETHI is a legal entity under private law, supervised and funded by the General Secretariat for Equality at the Ministry of the Interior, Public Administration and Decentralisation. It aims to conduct social research on gender equality issues, to improve women's status and enable women's advancement in all areas of political, economic and social life, within the framework of the policies defined by the General Secretariat for Equality.

5. Project activities in each country

The four partners applied the W2T methods to varying degrees. Sweden, having the largest part of the budget, made use of all the methods, while the others used a mix of methods. All partners held seminars on gender theory and tools for change and disseminated the book on gender and leadership. All initiated networks or other activities for potential top managers, and all had a media focus.

Activities country by country:

5.1 Denmark

In Denmark, only 4 percent of the CEOs and 7 percent of the board members in private companies are women. The situation in the public sector is not encouraging, either. This should be considered against the fact that Denmark has the highest female activity rate/labour market participation in the world. The absence of female managers therefore points to a systematically poor use of resources and a severe loss of talent.

W2T in Denmark chose to focus on central agencies such as trade unions for managers and national employer organisations, and also on the recruitment industry, with a view to raising awareness about the gender perspective and contributing to initiatives at company level to get more women into top management.

Project activities

- Focus group made up of recruitment firms resulting in checklists for recruiters and female top management candidates
- Seminar on gender and leadership
- Seminar on lessons learned and good advice
- Network of potential top managers in cooperation with trade unions
- Translating and adjusting website to Danish conditions
- Promotion and distribution of the book *Det ordnar sig* (Danish version).

5.2 Estonia

W2T was the first initiative to deal with the problem of creating a more balanced representation of women and men in top management in Estonia. The project is undeniably relevant, since only 5.6% of the TOP500 companies are run by women (2001).

Given this background and Estonia's limited awareness of gender issues, the project's major challenge was to change thinking patterns and increase awareness of power relations both in society and in companies/organisations by transferring knowledge and European best practice. A major component of the project was the launching of mentoring schemes to help women develop professionally and climb the corporate ladder.

The main target group was Estonia-based companies (co-)owned by Swedish or international capital.

Project activities in Estonia

- Creating a database and establishing an informal network of 100 female top managers
- Selection and invitations to companies to take part in mentoring programmes.
- Implementing mentor programmes in five companies.
- Seminar on gender and leadership
- Two seminars on mentorship
- A survey into women in top management positions. Its findings were presented at conferences, on the website and via the Gender Equality Department.
- Translation, publication and distribution of the book *Det ordnar sig*
- Translation and adjustment of website

5.3 Greece

Despite a solid legislative framework providing for equal treatment between Greek women and men, and numerous measures to promote women in political, economic and social life, women's participation is still low. As former Minister of Interior and former European Commissioner Vasso Papandreou announced in 2003², women employers make up 3,9% of the overall number of employers. Moreover, KETHI, having implemented projects within the framework of the 4th and 5th Community Action Programmes, found that job segregation, salary inequality, and direct and indirect obstacles to obtaining higher management positions in enterprises or trade unions still prevail. Although it is generally acknowledged in the community at large that women's participation in the labour force should increase (to 60% by 2010, as agreed at the Lisbon summit) women still encounter a glass ceiling when applying for management positions.

Thus, in implementing W2T, KETHI concentrated on private and public employers, potential women top managers and entrepreneurs, and recruitment companies.

Project Activities

- 'Vocational Development Training' for potential top managers
- Entrepreneurial counselling for women wishing to set up their own businesses
- Seminar on gender and leadership
- Seminar on tools and methods
- A survey of recruitment companies
- Television campaign
- Meetings with ten recruitment firms who also took part in the seminars
- Translation, publication and distribution of the book *Det ordnar sig*

² Eleftheoreotypia, 25/1/20030

5.4 Sweden

Sweden, too, needs to put greater effort into getting more women into executive positions, in both the private and the public sector. In Sweden several initiatives have recently addressed the problem of the lack of women in decision making positions, among them the project Jämt på Toppen (Equal at the Top) and a Government instructed Commission (SOU 2003:16) that collected data about women and men at managerial level. Women to the Top built on experiences and data from both initiatives.

A special challenge for W2T in Sweden was what might be termed ‘gender equality rhetoric’. A lot of people have the idea that men and women already enjoy equal opportunity and that it is just a matter of time before we see as many women as men in top management. Decision-makers know which words to use and have nice plans for promoting women, but still choose men for top positions.

Target groups were private and public employers, potential top managers, recruitment firms and the media.

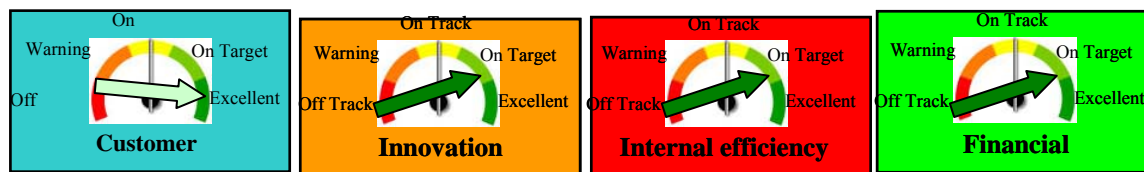
Project Activities³

- Selection of companies and invitations to participate
- Network for project leaders
- Network for top management candidates
- Mentorship programme
- Action plans
- Focus groups for recruitment and executive search consultants.
- Seminar on gender and leadership
- Seminar on tools and methods
- Development of tools, checklists and website
- ‘PR workshop’ and publicity plan
- Distribution and promotion of the book *Det ordnar sig*
- Organisation of transnational conference

³ Project Schedule Sweden Annex 3

6. Results

Women to the Top used a balanced scorecard for measuring and following up the progress and goal fulfilment of the project. The scorecard shows the key success factors, the 15 targets in the project, sorted by focus area, and the indicators used to measure goal fulfilment.



Key success factor			
Attract the target group and raise awareness	Develop methods and a sustainable platform	Internal efficiency	Cost efficiency
Targets			
1a Employer networks 1b Action plans 2 Networks for potential top managers 3.Focus groups for recruiters 4 Mentorship 5 National seminars 6 Transnational conference 7a Visits to website 8 Information brochures 9 Media coverage	10a Collect/publish tools, methods, research 10b Translate book 11 Survey in Estonia 12 Document and publish learning examples 13 Checklists for employers, recruiters, individuals	14 Good cooperation between the partners	15 a Keep to budget 15 b W2T worth the effort
Key performance indicators			
No. of action plans networks, seminars and participants Participant satisfaction No. of visits to website Views on usefulness No. of brochures produced & disseminated No. of articles/programmes	No. of tools & translations Survey completed Examples documented No. of checklists Views on usefulness of the tools	Reports on schedule Activities on schedule	Budget deviation Results of audit External and internal evaluation



Targets focusing on activities for the main target groups

Result: Well above target

6.1 Networks and training for employers

Ten Swedish employers received consultation and training, took part in an employers' network and adopted action plans aimed at increasing the number of women in senior positions.

Results: *Excellent – well above target*

Sweden: Fifteen private and public enterprises took part. They were: ABB, Cloetta Fazer, Folksam, Förenings sparbanken, City of Göteborg, Hägglunds Drives, IBM, The Västra Götaland police authority, NCC, SEB, the Swedish Broadcasting Company, the Sweden Customs, Volvo Cars, The County of Västra Götaland/University Hospital Sahlgrenska, and Öhrlings PriceWaterhouseCoopers. Five of the organisations represented the public sector, and the others various fields such as banking, insurance, IT and manufacturing.

Twenty project leaders were appointed. These formed a network that held seven meetings, and which will continue to meet after the project ends. Project leaders also took part in a PR workshop and a meeting with a recruitment consultant. In addition, they helped produce tools for employers and supplied a number of learning examples for the website.

Each company has adopted measurable action plans.⁴ JämO will follow up the plan in January 2007.

The CEOs and leadership teams were involved in W2T on several occasions. They held regular meetings with their candidates and project leaders, and the mentors were either CEOs or executive directors. About fifty senior executives from the participating organisations took part in the first seminar and the transnational conference.

The CEOs also met for a lunch organised by the project 'godmother', Annika Wijkström, the Executive Vice President of Swedbank, and by Claes Borgström, the Swedish Equal Opportunities Ombudsman. They decided to meet again in January 2006 to follow up the progress of the action plans.

6.2 Networks for potential top managers

Twenty Danish, 100 Estonian, 50 Greek and 10 Swedish (potential) top managers in network/forum.

Results: *Well above target*

Denmark:

A large number of potential top managers took part in training, debates and networking at both seminars. In all, 51 of them signed up for interdisciplinary networks hosted by CeLi in cooperation with the Danish Society of Engineers (IDA) and the Danish Association of

⁴ Example of action plans Annex 5,6,7 and 8

Lawyers and Economists (DJØF). These two trade unions organise a large proportion of managers and were thus a key target group in our bid to reach candidates and employers and to keep the issue on their agenda.

The potential top managers have formed three networks according to interest and profession. One network for Women in Top Management, one for Women in Human Resource Management and one for Women in Project Management. The members will share experiences, get inspiration on company management and use each other as sparring partners. The networks will continue operating after the project ends.

Estonia:

Estonia started out by creating a database of a hundred women managers. Eighty of them took part in the first seminar and constituted an informal network. The network was invited to a workshop organised as part of the EU project 'Mass Media in the (Re)Distribution of Power', nine members of the network attended. Nine also attended the presentation of the book *Det ordnar sig* (Estonian version).

Greece:

Seven women underwent 'Vocational Development Training', a counselling process conducted in three organisations, Amel, Elgeka and the Municipality of Athens. KETHI's human capacity counsellors provided the training and each candidate attended eleven training sessions.

KETHI also set up a network comprising thirty women who want to set up their own businesses. The network was given counselling at KETHI's counselling centre for entrepreneurship in Athens.

Sweden:

The participating companies appointed 28 potential top managers who formed a network. The women were selected by top management, and had already advanced in their careers to some extent. The network met on seven occasions and was led by leadership consultants who helped the candidates formulate and achieve their objectives. The meetings had a clearly defined gender perspective; a lead theme was women's conditions in organisations and ways of breaking through the glass ceiling. Other aims were to build lasting networks with other men and women and to pave the way for more women in top management. The network helped produce a checklist for women wanting to take charge of their careers, see http://www.women2top.net/uk/women/check_women.htm

6.3 Focus groups for recruitment firms

Ten Greek and five Swedish recruitment firms took part in networks/focus groups tasked with finding ways of helping to increase the number of women in senior management.

At least 80% found the activities useful.

Results: *On target*

Denmark:

Denmark had originally not planned to contact recruitment firms, but subsequently decided to do so instead of working with employers. Recruiters are important actors, as they are the first 'filter' top candidates have to pass through.

Four recruitment firms, JMI Executive, Lysgaard, Rekruttering & Rådgivning, Laigaard & Partners and SAM International, took part in a focus group along with a representative from the Confederation of Danish Industries. A number of them also took part in national and transnational conferences. The result of the focus group was a list of recommendations for recruitment consultants and a list of recommendations for potential top managers who might be selected by recruitment firms.

Greece:

Ten recruitment companies took part in seminars and research and some attended the transnational conference. The firms were: Manpower, ICAP, PriceWaterhouseCoopers, Deloitte & Touche, Contax AE, Vision Management Consultants, In Group Solutions, Crème De La Crème Resources, Job Centre and Select.

KETHI had separate meetings with the directors and HR managers of each company, at which they presented and promoted the project. These executives acknowledged the importance of mentioning their gender equality approach in their company brochures, and promised to urge their board of directors to consider incorporating information to this effect in the next brochure.

Sweden:

The five recruitment firms that took part were InterSearch, Heidrick & Struggles, Manpower, Mercuri Urval and Transearch. After separate meetings with each firm, the consultants met at four focus group meetings. They also underwent training in discrimination law and took part in the seminars and the transnational conference. In all, 17 consultants were involved in meetings and ten took part in the focus groups and conferences.

Each firm analysed their internal processes from a gender perspective. The result was a 'recommendation for recruitment' <http://www.women2top.net/uk/recruiters.htm>, directed at other recruiters. Eight of the consultants held two mini-seminars focusing on this recommendation at our second seminar.

6.4 Establishing mentorship programme in Estonia

Results: *Well above targets*

Estonia selected five Swedish/internationally (co-)owned companies, which appointed ten mentors and ten mentees. The companies were: Eesti Ühispank (SEB Group), Hansapank (Swedbank), PriceWaterhouseCoopers, Fazer Eesti, and IBM Eesti. Nine mentors (men) and nine mentees took part in the programme. The mentees were women starting their management careers. After extensive discussions with the participating companies focusing on the selection of mentors and mentees, four events took place in 2004.

9 August: Matching seminar. The actual matching took place at the first seminar on mentoring on 19 August, with the help of an expert on mentorship programmes, Catharina Alpkvist from the County Administrative Board of Östergötland, Sweden.

4 October: A mentee meeting was arranged to discuss the initial steps in a collaborative relationship aimed at encouraging women to assume an active role as mentees. It was

emphasised at the meeting that the mentor-mentee relationship is free of hierarchies and fully development-oriented.

29 October: Seminar on Mentoring and Leadership with Jack Borgström and Sabina Sjölander of the Business Leadership Academy, Sweden.

15 December: Progress of mentor-mentee cooperation. Due to the year-end rush, the initially planned meeting was replaced by written or oral (telephone) feedback. In one case, the mentor-mentee relationship had to be suspended because the mentor had been assigned to a post in Moscow.

In February 2005 the Estonian version of *Det ordnar sig* was presented for 32 people.

Sweden:

Each of the 28 top candidates had a mentor from one of the other companies. The mentor helped the candidate to achieve her goals, bring her skills to the fore and extend her professional contacts. Sixteen of the mentors were men. The mentors were appointed by top management and had a special responsibility for championing both the candidates and the project in their own management group.

The pairs met on a regular basis and the whole group met on three occasions: at the mentorship training session, at the halftime follow-up and at the final meeting. The mentors also took part in the first seminar and the transnational conference. The project manager matched the pairs in cooperation with the companies' project leaders.

6.5.1 National seminars on leadership with a gender perspective

All partners used the same concept and lecturers from the Stockholm Business School.

Target group: 50 Danish, 100 Estonian, 50 Greek and 50 Swedish decision-makers.

At least 80% found the seminar useful.

Results: *On target*

Denmark:

The first national seminar, 'Women to the Top', was held on 17 November with 63 women taking part. The speakers were Camilla Funck Ellehave of the Copenhagen Business School and Pia Höök of the Stockholm Business School.

The evaluation showed that the participants were satisfied. The proposition that participants had learned something of use to them in the future received a 3.7 rating on a 5-point scale. The statement that they had gained a new insight into the importance of gender equality to organisations/management was given a 3.3/3.1 rating.

Estonia:

The first national seminar was held on 3 June with 80 participants. The speakers were Ülle-Marika Papp, head of the Department for Gender Equality at the Ministry of Social Affairs; Marie Trollvik, JämO; Sophie Linghag and Charlotte Holgersson of the Stockholm Business School, and Tiina Raitviir and Ivi Proos, researchers, Estonia. Discussions and debates on increasing the number of women in top management positions were initiated.

The seminar was given high marks. The average rating for “willingness to start thinking about gender structures and gender aspects in the company/organisation” was 4.5 (on a 6-point scale).

Greece:

The first seminar took place on 30 September with 55 participants. The speakers were Marie Trollvik, Maria Tsolaki, Assistant Coordinator in Greece, Antigoni Limperaki, Professor at Panteion University, and Anna Wahl and Charlotte Holgersson of the Stockholm Business School.

The evaluation showed that the seminar had had a favourable influence on the participants (3-4 on a ??-point scale) in terms of enhancing their insight into the impact of gender equality on leadership issues.

Sweden:

The first seminar took place on 5 May, with 119 people from the networks, executives teams, recruitment firms and the media taking part. The speakers were Anna Wahl and Sophie Linghag of the Stockholm Business School and the two CEOs who acted as ‘godmother and godfather’ of W2T in Sweden. The seminar was highly rated by the participants, who gave an average score of 4 on a 6-point scale to “willingness to change the situation in the company/organisation as regards gender structure and gender aspects”. The proposition that “the seminar has changed your insight into the way gender equality affects leadership” received a 3.3 rating on a 6-point scale.

6.5.2 Second national seminar.

**Target group: 50 Danish, 100 Estonian, 50 Greek and 50 Swedish decision-makers.
At least 80% found the seminar useful.**

Results: *on target*

Denmark: The second national conference, ‘Women in Top Management – This Way!’, took place on 10 January 2005 with 80 participants. The theme was experience of promoting gender balance in top management and good advice. The speakers were: Karen Sjørup, leader of the Danish Research Centre on Gender Equality; Mia Bacher Olsen, Vice-President of the Danish Society of Engineers (IDA); Elisabeth Kjeldsen chair of the Danish Association of Lawyers and Economists’ (DJØF) Good Working Life Committee; Peter Horn, Managing Director of Peter Horn & Co. and Chief Editor of Executive Magazine; Lisbeth Lollike, General Manager of the State Employers’ Authority; Marie Trollvik and Lotte Nystrup Lund, consultants at Rambøll Management; and Aase Hoeck, head-hunter and Manager of LederService.

Participants felt that they learned something of use to them in the future (3.2 on a 5-point scale) and gave the conference as a whole an average rating of 3.3 on a 5-point scale.

Estonia organised four national seminars, see 3.4 above.

Greece:

The second national seminar ‘Women Are Everywhere: In Which Positions?’ took place on 14 November 2004 with 40 participants. The speakers were Antigoni Limperaki, Professor at Panteion University; women speaking about their counselling experiences; Mari Eirini, Head of the KETHI Counselling Unit; Tzeni Tsimikli, Senior Manager, Human Resources

Department, Deloitte; Nikolaus Koromilas, HR Director at Elgeka; and Maria Liapi, Researcher, Diotima.

The evaluation showed that the seminar had a considerable impact. Women who had experienced counselling were especially satisfied and grateful for the help they received from KETHI's counsellors. The importance of the seminar was demonstrated by a request from the participants for further similar initiatives in the future. The participants also acknowledged that they had become more aware of the difficulties involved in pursuing equality in managerial positions and expressed appreciation of the tools and methods proposed for breaking through the glass ceiling.

Sweden:

The second national seminar took place on 9 November and attracted 103 participants. The theme was tools and methods for Women to the Top. The speakers were Göte Bernhardsson, County Governor of Västra Götaland, Krister Jacobsson, County Police Chief of Västra Götaland, and Ylwa Elvin Nowak, psychologist and author of a book on women's and men's careers. In addition, a large number of the project participants took part as leaders of workshops and mini-seminars.

The evaluation showed that the participants had acquired new knowledge (3.7 on a 6-point scale). Overall, the seminar was rated highly, at 4.7 on a 6-point scale.

6.6 Transnational conference

Taking stock of lessons learned and identifying further development needs.

Results: *On target*

The conference 'Women to the Top: Towards Mixed Management' took place in Stockholm on 24-25 January 2005. On the opening day, the networks of the four countries met to work across borders, discuss experiences and sum up the various lessons learned. Eighty people took part in a workshop, followed by a communal dinner.⁵

In all, 249 participants from 15 countries attended the second day to listen to speakers including

- Lise Bergh, State Secretary, Swedish Ministry of Justice
- Luisella Pavan-Woolfe, Director, European Commission
- Denise Kingsmill, UK business leader,
- Michael Kimmel, State University of New York, Stony Brook
- Eva Agevik, Business Division Director at the Swedish Ministry of Industry
- Anna Wahl, Stockholm School of Economics
- Annika Wijkström, Executive Vice President, Swedbank
- Claes Borgström, Equal Opportunities Ombudsman, Sweden

Project managers and participants from the four countries shared their experiences concerning methods and lessons learned during a round table discussion.

⁵ A summary of the conference can be found at the website

6.7 Website

Fifteen thousand visits to website. At least 80% of users found the website and tools useful and simple

Results: *Below target at present, but target will definitely be reached in 2005*

The website www.women2top.net opened on 31 March 2004 and the Swedish version was completed in November. The English, Greek, Estonian and Danish versions were completed in March 2005. Some 7,000 visits were made to the website between April 2004 and February 2005. As the website was only accessible in all languages at the end of the project we did not want to promote it earlier. Most of the visits during 2004 were made by Swedish users. The target of 15,000 visits will definitely be reached in 2005 following the promotion at the transnational conference and distribution of postcards and brochures.

A questionnaire to the Swedish networks in December showed that 64% had made use of the website. Of these, 100% found that the website is a useful tool for employers who want more women managers.

6.8 A total of 12,500 information brochures printed and distributed

Results: *On target*

We produced 6 500 postcards carrying the website address and the text “Changing management – are you prepared?” So far we have distributed half of them, mostly in Sweden. The rest will be distributed in the spring of 2005.

We have produced and distributed 1,000 copies of a fact sheet about the project in English.

Estonia produced an information folder, comprising a printout of the tools and checklists

KETHI produced 1,000 leaflets for the promotion of the project and distributed them to all the companies involved, to all on the KETHI mailing list, to the participants in both seminars and to Greek companies in the ICAP lists.

Sweden printed 3,000 leaflets for home distribution, focusing on the tools, checklists and website, and a booklet, *Trappan* (‘The Stairway’), about action methods and gender neutral recruitment.

6.9 At least 45 media references to W2T

References to W2T in newspapers, magazines, on websites and on radio/TV: Denmark 10, Estonia 5, Greece 10 and Sweden 20. Five (potential) top managers from each country introduced themselves at seminars or in the media⁶

Results: *Well above target*

The project has a publicity plan, involving the participating companies. The result was well above target: 155 media references instead of 45. There were references to W2T in 75 newspapers and magazines and on 60 websites, 6 radio programmes and 4 TV programmes.

⁶ List of articles, TV and Radio programmes Annex 2

Fourteen top candidates, 8 mentors and 13 project leaders were presented in the media or at conferences.

Denmark: Seven web articles, 9 articles in newspapers and one programme on TV, totalling 17 references. Two (potential) top managers were presented at the second national conference.

Estonia:

Three articles, 2 radio programmes, totalling 5 references. One article featured one of the participants in the mentoring programme. A mentee and a mentor were presented at the transnational conference.

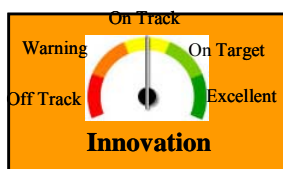
Greece: Four articles. Interviews with two of the managers from Manpower and PriceWaterhouseCoopers were published in two newspapers. The AMEL (Athens Metro) corporation publicised its good practices in the company newsletter, which was distributed to all passengers for a month during 2004. Manpower (Athens) will also describe its own experience of W2T at the company's website. In addition, we produced a television commercial promoting W2T, which can be viewed at the Greek website.

Sweden: A total of 120 references, including 61 articles in newspapers/magazines, 52 web articles, 4 radio programmes and 3 TV programmes. In addition, 8 articles were published about the survey and conferences without explicitly mentioning W2T.

Five articles were about recruiters, 9 about the survey.

Nineteen articles appeared on the participants' own websites and/or in their internal magazines.

Thirteen top management candidates, 7 mentors and 8 project leaders were presented in the media, and 5 at conferences.



Targets with an innovative focus: developing knowledge and methods and building a sustainable platform
Result: Well above target

6.10.1 Collecting and publishing tools, methods and research from each partner.

Results: *On target*

The following items can be found in five languages at the website

- A toolkit for employers on how to get more women to the top. The tools are: Gender Surveys, Action Plan, Career Paths, Recruiting Managers, Management Development, Mentors and Coaches, Work-Life Balance.
- Tools for women, comprising: Checklist for Women who want to take Charge of their Careers, Myths about Women and Leadership, Techniques of Domination.
- Recommendations for recruiters

- The Business Case for Women in Top Management – a collection of arguments from research and surveys, supplemented by quotations from companies in W2T.
- Links to databases and other sites about women and leadership
- Glossary with W2T relevant words and concepts

These items are in English and/or one of the other languages:

- The Gender Key – metrics for measuring the progress of gender equality work in organisations. A useful index for annual reports and benchmarking.
- About W2T– a presentation of the project
- Fact sheet
- Women In Macroeconomic Centres Of Decision-Making In The European Union
- A list of English-language literature on women, leadership and organisations
- PowerPoint presentation from the seminar on Gender and Leadership
- Recruiters’ advice to women
- Documentation of the transnational conference
- Action plans from four Swedish companies.

These items are only available in Danish:

- Recruiters’ checklist
- Presentations from national seminars.

These items are only available in Estonian:

- Survey of women’s representation in top management in Estonia.

These items are only available in Greek:

- Survey of firms that engage the services of recruitment companies and of the men and women who apply for the jobs.

These items are only available in Swedish:

- Twenty-two learning examples from Swedish employers
- Action plans from Swedish Companies
- In Focus, a presentation of W2T managers and best practice
- Checklist with advice from a well-known Swedish businesswoman
- A quiz with facts about women, men and leadership
- A list of literature on women, leadership and organisations
- Survey on the importance of equality for employees and customers
- Press releases and list of articles
- Female networks

6.10.2 Translating the book *Det ordnar sig*

Results: *On target*

The book has been translated into English, Estonian and Greek. The Swedish publisher *Studentlitteratur* will publish the English version as soon as the draft has been revised.

Denmark:

The Danish version was translated and published by a Danish publisher. The Danish project team adapted the book to the Danish context, replacing Swedish with Danish data. All the Danish participants at the first national conference received a copy. The cost of the English translation was shared between CeLi and the publisher, *Studentlitteratur*.

Estonia: The book was published by the Ministry of Social Affairs and 1,000 copies were distributed free of charge to individuals, employers and universities.

Greece: The book was translated and supplemented by an introduction on the Greek situation by Professor of Economics Antigoni Limperaki. The book has been published by KETHI (5,000 copies) and distributed free of charge to project participants, universities and companies.

6.11 Survey of women's representation in top management in Estonia

Results: *Well above target*

Estonia: Tiina Raitviir carried out a survey of female chief executives. The results were disseminated during the first national seminar in Tallinn and at the transnational conference.

The survey was based on an analysis of Estonia's Top500 companies (2001) and was published in the major business daily Äripäev (in 2002). Since change is slow in coming, more recent figures would not make any great difference. In 2001, in the Top500 companies, the proportion of female chief executives was 5.6% (compared to 4% in 2000). In the Gazelle Top, which listed the 600 fastest growing companies (in terms of turnover and profit in 1999-2001), the proportion of female chief executives was 11.1%. Most of the companies in this list are small or medium-sized.

Thus, generally speaking, the proportion of female chief executives in Estonia was 5.6–11.1% in 2001.

Greece: Although Greece originally had no plans to conduct a survey, it soon discovered that more knowledge was needed. KETHI carried out a survey of the special characteristics of firms' 'clients', of 10 recruitment offices and of the men and women who apply to them. The findings of the study were presented at the second seminar, and published on the website in Greek.

Key findings:

Ten private recruitment companies were approached. The results showed that the companies represented the most dynamic and innovative part of the private sector. According to the survey, women in senior positions make up roughly 30% of the total managerial staff. Although this figure appears high, in reality these female managers have negotiated a lower salary package and consequently are underpaid and dissatisfied. Perhaps the most encouraging finding is that the current labour market situation is beginning to benefit women. A greater number of women, with better qualifications and more experience than before, are currently demanding higher positions. This augurs well for the immediate future, and the change process is described in the survey as a 'lift' moving up rather than as 'a step-by-step' development.

Sweden, too, had originally not planned any surveys. However, a public opinion poll was carried out on the importance to employees and customers of equal opportunity in companies, as a means of creating publicity about the business case for gender equality. The results were extensively covered by the media, and were also published on the website.

Key findings:

Eighty per cent felt it was very important or fairly important that an employer should be a certified Equal Opportunity Employer (EOE), i.e. offer women and men the same terms with regard to pay, promotion and the reconciliation of work and family life.

- The second most important customer requirement was that companies offered products and services suitable for both women and men (63%).
- Sixty-one per cent felt it was very important or fairly important for employers to maintain an even gender balance in senior managerial positions.
- Least importance was attached to the proposition that the company one buys from as a consumer should offer its male and female employees the same terms and career prospects. Here, too, however, a majority (54 per cent) felt this to be a very important or fairly important demand.
- In general, women were more favourably disposed than men to gender equality. The same discrepancy was found in attitudes to the private and public sector, which may be partly explained by the larger proportion of women employed in the public sector. Older people found the issue more important than younger people.

6.12 Fifteen good examples

Two Danish, five Estonian, two Greek and six Swedish organisations were posted on the website as good examples, and have agreed to present instances of their best practice in the media

We have renamed ‘best practice’ ‘learning examples’ as one can also learn a lot from an unsuccessful example!

Results:

Denmark: Has contributed two learning examples from the website of the Ministry of Gender Equality concerning job advertisements and interviews.

Estonia: Could not find any good examples among their companies so far.

Greece: Could not find any good examples to publish at the website so far.

Sweden: Twenty-two learning examples from participating organisations and others, as well as a number of action plans, have been published at the website. We also collected arguments from top management in the participating organisations about why women managers are vital to them. The best quotations were published in the form of a moving ‘banner’ at the website.

6.13 Checklists for employers, recruiters and individual women

Result: *On target*, see 6.10.1.



Targets with the focus on the internal efficiency of partners and promoter

Result: On target

6.14 Good co-operation between the partners.

At least 80% of activities completed on schedule

Result *On target*

In planning and coordinating their joint activities, the four partners communicated on a daily or weekly basis. To ensure efficient communication, we shared an Internet ‘project site’ with joint documents, timetables, etc. Despite the change of project leaders in Denmark and Greece, we managed to launch all the scheduled activities (and a few other besides), and 80 per cent of them were completed on time. The remaining 20 percent were required for flexibility and for dealing with unexpected situations.



Targets with the focus on cost efficiency

Result: On target

6.15.1 Keeping to the budget

Result: *On target*

We have only spent 96% of the estimated budget. The main reason is that the final activity – the transnational conference – came at the end of the project and we wanted to be sure we had enough money left for this important event. Later, when it turned out that we had budgeted above actual expenditure, there was no time left to plan and implement additional activities.

Looking at unused funds as a percentage of budgeted funds, only Heading 3 differs from the other headings in that it falls below 90 %. This heading includes travel and board. At the transnational conference we had invited a number of European delegates and offered to defray the cost of these items. Several of them originally accepted the invitation but later cancelled, including a number of delegates whose travel costs would have been expensive. Total expenditure on travel, therefore, was lower than anticipated.

We made several small changes under some of the budget posts, without exceeding the ten percent that we can transfer. The main reason for the changes is that Sweden had 50 percent more participants than planned, owing to the considerable interest shown by employers. Sweden also had far more network meetings than planned – at least seven meetings for each network instead of three. Swedish expenses for conference facilities, etc, increased, but we managed to fit everything into the budget.

6.16 Unexpected results

W2T attracted a lot of interest. We received calls and e-mails from individuals and employers wanting to be part of the initiative, as well as students and journalists doing research on gender and leadership. Four papers about W2T were produced at Swedish universities.

We presented W2T and its methods at 15 external seminars, attended by almost 900 employers, (potential) managers and students. Three project leaders, two top candidates and three recruitment consultants presented W2T at a further nine conferences.

Our cooperation with the Key Ratio Institute began more or less as informal talks. In April 2004 we presented our ideas at a seminar. A set of proposed indicators were referred for consideration to a large number of companies and experts during the summer and autumn. The result was the 'Gender Key', comprising nine gender equality indicators suitable for use in benchmarking and annual reports. A manual is available for downloading at the website. The index was presented at the second seminar and mentioned in several of the news articles.

7 Effects of the project

In chapter 7, 8 and 9 we evaluate the effects of the project, the added value offered and the extent to which the project has reached the main objectives. In chapter 8 we evaluate effects concerning the objective to raise the awareness of key actors and initiate activities at company level. In chapter 9 we discuss dissemination of the project outputs and visibility of the project. In chapter 10 we evaluate the success of W2T in building a sustainable platform for increasing the number of women in top management.

7.1 Strategies for monitoring and evaluation

The national project managers followed up the work undertaken in the networks on an ongoing basis by documenting the processes and meetings. At each seminar the participants filled in conference evaluations.

The transnational Steering Committee monitored the progress at each meeting by following up the balanced scorecard and the timetables and by putting together the final self-evaluation at their last meeting. An interim report was sent to the European Commission in August 2004.

In Sweden, a steering/reference group advised on the implementation of the project and monitored progress at national level⁷. Estonia also had an advisory group with members from the research community and the Women's Training Centre and experts from the Department for Gender Equality.

The website records the number of visits to each page and the visitor's nationality. The Swedish participants also rated the usefulness of the website.

In Sweden, a questionnaire was sent out in December 2004. Sixteen (of 20) project leaders and 18 (of 28) top management candidates responded.

Ulla Eriksson Zetterquist of the Göteborg Business School evaluated the Swedish part of the project⁸. Her continuous, process-oriented evaluation focused on the qualitative aspects of the achievement of the stated objectives and outcomes.

The external audit was carried out by KPMG Assurance, Stockholm.

The following section makes clear which parts are from the self-evaluation by the Steering Committee and which belong to the external evaluation.

7.2 The choice of target groups

The W2T target groups were decision-makers in the private and public sector, potential top managers, recruitment and executive search firms and the media. We found the target groups

⁷ Members of the Swedish steering/reference group: Karin Aldskogius and Ewa Fors Norén, Ministry of Industry, Anita Harriman, Office of the Equal Opportunities Ombudsman, Pia Höök, Stockholm Business School, Jack Borgström, Näringslivets Ledarskapsakademi, and Patrik Westander, Westander PR and Publicity.

⁸ External evaluation by the Göteborg School of Business Annex 4. The complete report in Swedish can be downloaded at <http://www.hgu.gu.se/item.aspx?id=5469>

appropriate, and saw no indication that important actors had been missed. As the recruitment industry has not been targeted in this kind of initiative before, we were particularly happy to establish contacts with these firms. Consultants influence the recruitment of managers to a great extent, and are clearly a group that should be targeted in future projects.

We sought synergy effects by making use of networks within companies and focusing on well-known companies that could act as role models for others. We succeeded in enrolling large, well-established employers who already had a record of promoting women managers to a certain extent, as well as international companies with operations in two or more of the countries. The Estonian companies all had a Swedish subsidiary taking part in W2T, as did two of the Greek.

We were worried that it might be difficult to attract companies, but in the event the opposite was true: in Sweden, we had to turn down a number that wanted to take part. We believe that many employers want to be perceived as socially responsible and willing to cooperate with national authorities.

In Denmark, several projects were directed at employers. Cooperation with the trade unions brought different perspectives to W2T and led to a new focus and heightened awareness among the two unions involved. It also resulted in inter-union collaboration on networks for women (*self evaluation*).

7.3 Effects for employers

As a result of W2T, a major process of change has been initiated in 15 major organisations in Sweden. This is a unique initiative and a unique outcome. Directly involved in the change process are 15 CEOs, 20 project leaders who act as prime movers at the internal level, the two mentors in the senior management groups of each organisation, and the 28 top candidates. Another direct result is the action plan drawn up by each organisation.

The project is based on a high-quality approach involving the participation of, say, six people in key posts in each organisation (the CEO, top management candidates, project leaders and mentors) and also addressing different groups such as the media, recruiters and the website. This broad-based approach has made the project fairly difficult to oversee, but at the same time it ensures proper impact in all the organisations involved. The fact that six people at different levels in each organisation are well prepared for what is to come means the process of change has a much greater chance of succeeding.

Many participants state that they have become more aware about issues relating to gender equality at the workplace. There are also signs that the project leads to new approaches on the part of companies and recruitment consultants. Certain companies, for instance, are reported to have made changes in their recruiting practices after taking part in the seminars, and now stipulate that there must be at least one woman among the three final candidates in top management recruitment. In some cases, then, companies have moved from awareness of the need to change to an actual willingness to institute change

In two – thirds of the organisations W2T has relied on the efforts of a prime change agent, who sees to it that the project gets underway at the workplace and becomes established on the management agenda. One problem here is that the project then becomes dependent on a single

person. What happens when this person leaves the company's employment? How is the project to gain a firmer foothold in the activities of the participating companies?

External follow-up is vital in pursuit of this goal, preferably twice a year or more. Regular follow-up ensures that people remain aware of the project (*external evaluation*).

According to the questionnaire, 73 % of the participants think that W2t has already affected the organisation. Some answers:

- "W2T is sort of a searchlight that has given us new focus."
- "Our CEO has become committed to getting more women managers."
- "Changing organisational culture takes more than a year. The effects will be evident later. Our participation has made the directors focus on the issue, and the focus will continue, thanks to the action plan."
- "The process has accelerated thanks to W2T. Partly because we have made the commitment and the external timetable, partly because of the media publicity."
- "One candidate has taken a major career jump. That might have happened anyway, but the project has made her visible." (*questionnaire*).

The action plans signal very clearly that change processes have started. An analysis of the 15 action plans shows that all have set measurable targets for increasing the number of women at different managerial levels in the organisation by between 3 and 12 percentage points over the next two years. All are planning to improve their managerial recruitment processes.

A summary of the most common activities in the action plans:

Quality assured management planning from a gender perspective	All
Quality assured recruitment process from a gender perspective	All
Strategies for communicating and following up the action plans	All
Mentorship and coaching	5
Leadership programmes for women	5
Networks for women	4
Equal representation in leadership programmes and project groups	5
Making women managers visible as role models	3
Imposing demands on executive search/recruitment consultants	2

It is too early to assess the outcome but if the above goals are reached, either fully or partially, W2T as a project has had a major impact on the organisations that took part.

Estonia and Greece also reports effects at company level. Initially, the Estonian companies did not show much interest in gender issues, but the seminars and mentorship programmes acted as an eye-opener. Also, the fact that many international companies had gender equality issues on their agenda, as became evident at the transnational conference, helped to boost interest.

Up to now, very little has been done to promote women to executive positions in Greece, but W2T has shown that the ground is ready for moves in this direction. This could be discerned from the willingness of companies to take part in the project and set aside time every week for the vocational development training programmes (*self evaluation*).

7.4 Effects for women

The effects for the individual women who took part in W2T activities can only be evaluated after a period of time. JämO will follow up the Swedish action plans in January 2007, and will then check whether the 28 candidates have come further on the career ladder. JämO will also check the representation of women in the top executive teams of the 15 organisations, compared to the situation in January 2005. We hope that follow-ups can be carried out in the other countries, too. In the meantime, the evaluation will have to build on interviews with the participants and the steering committee.

7.4.1 Networks for top candidates

In Estonia, W2T was the first initiative to tackle the problem of women's inadequate representation at top management levels, particularly in light of their generally higher educational levels compared to those of men. The Estonian network is a database of a hundred women managers who form an informal network and a pool of speakers and role models. The network was invited to events and will be involved in future projects and training events addressing gender equality issues.

Given that Estonia is a small country and the network is intertwined with other networks of women with similar interests and ambitions, it is hard to define the full benefit of belonging to this particular informal network. Being on the list of female managers, however, ensures good access to information both on what is being done to promote gender equality and other programmes and projects addressing the under-representation of women in top management. This is a long-term effect of the project.

In Denmark, the three W2T networks have only just started, but the initiative is very promising as it is the first Danish interdisciplinary network for women focusing on *top* management. It is also the first network involving collaboration between two of the largest unions for potential top managers.

The aim of the Swedish network for top management candidates was to create forums for mutual exchanges of experience, for mutual support and for the development of strategies to overcome career barriers. The work in the top candidate network was relatively complicated as the members had different degrees of experience. Some acted as managers for several hundred people while others had very little leadership experience or training. They naturally had different needs and it was hard to find a level that satisfied everyone. Also, some of the candidates expressed doubts as to whether their executives would in fact promote them or other women in the future. They would like to see a more active interest from top management and from the institutions behind the project, for instance as speakers at network meetings (*self evaluation*).

The questionnaire showed that half the candidates think W2T has enhanced their career prospects to some extent. Some comments:

- "Become more visible."
- "I see new possibilities as a result of the career analyses."
- "Better understanding of the importance of gender will help me in the future."
- "Greater insight and consciousness."

Some comments from the other half:

- “Whether or not I can move up depends on my own ability to deliver results and whether the company has the courage to appoint women to positions where no women have been before.”
- “The best part was the mentorship and the networking with the others, but I don’t think this will lead me to any higher positions.”
- “I still think that the opportunities and conditions for women to combine work and family in a balanced way are too limited. The price that many women in the network pay for their careers is too high. This makes me sad.”
- “We have had too little leadership and personal development in the programme.” (*questionnaire*)

The questionnaire also showed that expectations of the network exceeded the actual outcome. The objectives of the project and the candidates’ own part in it were not clear to all. Also the term ‘top management candidates’ created unrealistic expectations both on the part of the candidates and of others concerned (*questionnaire*).

According to the interviews carried out by the external evaluator, the various discussions about gender and leadership at the network meetings helped change the way the participants view themselves, their career opportunities and the obstacles impeding them. For many this can be a painful experience, which was evident from people’s reactions to the project content and the frustration that many of the candidates expressed.

One reason could be that organisations in which women advance often have an aware and supportive executive, i.e. men in senior positions. As this is not the case in all organisations, it will probably be important in future projects to consider participants’ situations in terms of organisational culture. Another source of frustration, as described is that gender knowledge or awareness is not easily conveyed or absorbed.

Some of the top management candidates stated in their replies to the questionnaire that the programme contained too little information about leadership. The theme area of gender in organisations, however, is about leadership, as it discusses the respective positions of women and men in organisations and what managers should bear in mind in this connection. Some participants wanted more specific aspects to be discussed, such as how women can lead other women, or the differences if any between dealing with women and dealing with men. These questions are answered through working with the book, ‘It will be all right’.

As regards missing areas of knowledge, the participants would have benefited considerably from a deeper understanding of organisational change, why this is so difficult to achieve, what kind of opposition people tend to encounter and how this can be dealt with. Sweden has a long tradition of research on these issues within the framework of what is known as Scandinavian institutionalism. By combining this research tradition with issues relating to gender in organisations, this type of change could have a more powerful impact (*external evaluation*).

7.4.2 Mentorship

In Sweden, mentorship is a widely acknowledged method for broadening networks and making women more visible in their organisations. Swedish W2T therefore used mentorship as a supplement to its other activities, providing each candidate with a mentor from one of the other organisations. We also saw the mentor programme as a way of involving more people from top management.

In Estonia, mentoring is not new, either, but W2T was the first programme to focus on women managers in the private sector. The gender perspective contained in the programme

makes all the difference in the Estonian case, along with the practice of involving men in supporting women's career aspirations and viewing the lack of women at the top as a loss of talent.

The involvement of the companies was based on interviews with their HR managers and where possible with their top managers. The idea of participating in a mentoring programme to support female managers' career aspirations was completely new to all of them. The interviews helped identify the critical need for training on the basics of mentoring and gender, prior to the actual matching procedure.

Examples of areas developed in the programme were career planning; teamwork and management; staff and feedback; negotiations (including salary negotiations), chairing meetings, and presentation skills; management by objectives, and recruitment.

All mentees were satisfied with the progress of cooperation and advancement in areas defined with the mentor at the start of the programme. They identified their goals and the problems undermining their possibilities for advancement. They now believe more in their own prospects and potential for climbing the career ladder. Many expressed the view that projects like W2Top should be replicated for many more (young) women, thereby encouraging them to develop confidence in their abilities and take charge of their careers

The matching process is very critical in a mentoring programme. Both in Sweden and in Estonia, time was too short for a high-quality matching process requiring a careful analysis of profiles and the needs of the individual mentee. We would have preferred to let the candidate go through the programme and identify career goals and learning objectives before being allocated a mentor. This was not possible in a 15-month project. Nevertheless, we are satisfied with the results of the programme. In Estonia, only one of the pairs split up, due to the mentor moving out of the country. In Sweden, only two of 28 mentoring relationships were broken off. In our opinion, the results so far have been very satisfactory, thanks to the good work and ambitious efforts of all involved.

The two programmes are still running and the evaluation will be carried out in the spring of 2005, when seminars will be held to evaluate and conclude the programme (*self evaluation*).

7.4.3 Vocational training for women

Instead of networks and mentorship, Greece applied the 'Vocational Development Training' method. Although specialising in women's unemployment and entrepreneurship, KETHI had never before offered this type of service. This kind of counselling, empowering women to break through the glass ceilings that prevent them from occupying senior positions, is new in Greece. The training took place on the companies' own premises as this was considered time-saving for the participants. It also helped the employers to use the programme as a special bonus for their employees.

We found that women in middle management in particular needed guidance and support to move up in the company. Initially, women joined the programme to improve their leadership skills, but they gradually became more interested in gender issues. The participating women felt that this process could be very important for their career prospects and their chances of reaching top positions. Some also reported that they were now better equipped to deal with obstacles. The fact that the training proved effective was demonstrated by the rapid promotion

of two of the candidates. The remainder all had a clear picture of their next job position after the completion of training.

The directors and HR managers from the companies were supportive of the project and willing to help women further their careers. All involved were very satisfied with the programme and requested further programmes of the same kind (*self evaluation*).

7.4.4 The project leaders

Overall, the project leaders were very satisfied with W2T, although it had involved more work than expected. Some organisations had appointed two project leaders, which was a good idea as they could then share the workload.

Networking within the group was proactive. The participants share the same kind of work (HR or line management). A lot of learning and benchmarking took place, such as sharing experiences of gender equality work and good HR practices.

On the whole, the project leaders seemed to be people who had a secure role in their respective organisations. This gave them the leeway to work actively as change agents. Asked how they thought the work of W2T should continue, they felt that other companies and groups should be brought into any future project in this field. And definitely more men (*external evaluation*).

As for their own development, according to the questionnaire all the project leaders had enhanced their skills in terms of understanding how to get more women into leading positions, either greatly or to some extent. They stated that they had developed both new ideas about activities and new perspectives, and had become more focused and gender conscious. Some had started to read literature on gender and leadership of their own accord. A number of the project leaders felt they had been given confirmation that their company was moving in the right direction as regards gender equality (*questionnaire*).

Future projects should stress the importance of a gender balance among the project leaders. Although we asked the employers to appoint both men and women, 19 of the 20 project leaders were women. This shows that gender equality is still regarded as a women's issue.

An unintended effect of W2T was that the project leaders themselves became more visible. Consequently, the JämO follow-up should check whether they, too, have experienced any career moves.

7.5 Focus groups for recruiters

We learned a great deal about systematic methods for the searching, advertising and selection practices used by professional search and recruitment consultants. The consultants for their part gained new insights into the reasons why they should put more effort into identifying women candidates for executive positions. Together we worked out ways to include a gender perspective in the recruitment process.

We found that some consultants already had a high awareness of gender, while others were quite 'gender-blind', putting the lack of female managers down to inadequacy on the women's part. We also found that many consultants lacked a basic grasp of the laws concerning discrimination and gender equality. The training in anti-discrimination law

provided during W2T provided much new information about laws and current practice. All the consultants appreciated this, and the largest firm decided to train its entire recruiting staff.

The consultants also appreciated the open dialogue at the focus group meetings. Most found that they had gained a better insight into the importance of the gender perspective in managerial recruitment, and that they could apply this new knowledge in their own firm. Some firms carried out internal analyses of their practices and processes. The tangible results are the three checklists. This set of recommendations is unique, as far as we know, and likely to be of great interest to other recruitment firms and to anyone else wanting to become better and more systematic at selecting and presenting candidates.

Some consultants have acted as ambassadors for W2T. Three consultants presented W2T at conferences and two used W2T in their advertisements to attract new customers. This shows that the recruitment industry, too, is anxious to be seen as a partner intent on searching out the best people, regardless of sex. Gender equality, in other words, is a key success factor.

We also pressed the umbrella body for executive search consultants to add a gender perspective to their ethical code, but without success. A board representative explained that they do not see any need to explicitly mention gender as a factor in search and recruitment.

In Greece, research among the recruitment companies provides a solid basis for the further development of methods for getting more women into top management. The practice of networking with the recruitment firms has led to the establishment of good contacts that can be used in future projects (*self evaluation*).

8 Dissemination of results

8.1 The seminars and the transnational conference

The nine seminars and the transnational conference led to different reactions among the participants. Most report that they have become more aware of the impact of gender on organisations and leadership and have acquired a better understanding of methods for change. For those who lacked a gender perspective prior to W2T, the seminars acted as an eye-opener. Some felt provoked, others took it as a useful aid to career planning. Still others felt the project had given them the kind of basic knowledge they could use in the task of changing structures and organisational culture. Those who were already aware of the gender perspective also reacted differently. Some found that the seminars led to a shared focus and understanding. Others felt frustrated when they heard that so many senior (male) decision-makers were unaware of the gender perspective.

In Estonia for instance, feedback shows that half the participants started to consider gender aspects in their organisations after the seminar on gender and leadership. The seminar discussions showed that Estonian society, including the participating women managers themselves, does not unanimously support the idea of having more female managers and refuses to acknowledge that there are barriers preventing women from developing their potential and talents to the full. It is still natural to blame women themselves on the grounds that they prefer not to strive for managerial careers.

Before the seminar, the participants did not know what position to take on this issue. They initially considered the problem “your own business”. Afterwards, they were able to see the problem as structural and not simply individual.

The second seminar was very different in character, involving the presentation of tools and practical examples. This put the participants in a more optimistic frame of mind as it offered them specific ways of launching a change process.

The transnational conference represented a wonderfully inspiring conclusion to a successful project. Several excellent speakers offered a variety of perspectives and experiences. Judging by the many reactions, by both e-mail and telephone, the participants were of the same mind. A sample of the comments:

- “I want to congratulate you and your team for the perfect organisation! It was really worthwhile attending the conference.” Austrian delegate
- “Thanks so very much for the wonderfully organised conference. Our delegation was very happy to have participated. And the networking will definitely go on; ideas for new meetings are right there; and the discussion topics in the group have become more enlightened.” Estonian project coordinator
- “We have become a bit wiser since the conference. Some of the managers in our group realise now that we are not joking. When they met colleagues from the other European branches of their company, talking about these things, they really understood that this is a subject of great importance for their business.” Greek delegate
- “Two exciting days in Stockholm- absolutely the best conference I have experienced within the field of women and management! Good speakers with new and different angles.” Danish recruitment consultant
- “Thanks for an excellent conference, interesting to get the perspectives from the other countries too. Our HR director also found it very good and inspiring.” Project leader, Swedish company

The authors of *Det ordnar sig* argue that awareness does not automatically lead to change. But it is a prerequisite for bringing the gender equality issue onto the agenda and gives us a common language that enables us to describe and question the present situation. Our experience of W2T fully confirms this view. Participants have become more aware both of the impact of gender and of methods for change, and the seminar evaluations were overall very good. We also find that using the same seminars/lecturers in all countries was a good idea as it generated a great deal of discussion and reflection among both the researchers and the steering committee. We unhesitatingly recommend the same method to others (*self evaluation*).

8.2 Translation and distribution of the book

The book *Det ordnar sig* was the first Swedish textbook in organisation theory with a gender perspective. It also summarises the field of gender research and therefore represents a good introduction for new readers. The book was translated into four languages and distributed to all participants in W2T, which made it a valuable platform for the participants as well as others in the future.

The translation of the book raised several unexpected problems. Publication of the English version was delayed, as the authors were not satisfied with the translation. Nor did we manage to find a translator with expertise in both gender and leadership, and the Swedish authors themselves had to go through the translation. In doing so, they also discovered parts that needed revising to adapt the text more fully to an international public.

This also caused problems for the Estonian version. Estonia needed the English-language version before completing the translation from Swedish. Given that the topic is a new one, appropriate terms are often missing in the Estonian language. For instance there is no word for gender. The final Estonian-language version of the book is a joint effort involving many people: translators, editors and gender experts. Thus W2T has also contributed to new words and concepts in the Estonian language!

Estonia held a seminar to promote the book, which has already been distributed extensively and become popular. It will also be introduced to and disseminated among the 300 civil servants and local government officials working with Phare training, and be presented to the Estonian Association for Personnel Development.

Greece also experienced problems with terminology, but not to the same extent. In Greece, the book will be promoted among universities, colleges and employers, and thus provide a sustainable platform for knowledge about gender, organisations and leadership in the future. We also book reviews in business magazines, etc, to focus further attention to the book (*self evaluation*).

8.3 Efficiency of the media strategy

As noted in chapter 6.9, the project had a publicity plan. We wanted to promote both good role models of women managers and best practice from companies, and therefore worked hard to involve employers and participants in media contacts. Several candidates, mentors, project leaders and recruiters have been interviewed and portrayed in the media. With our 155

media references, we had a far greater impact in the media than we had ever dared hope for. However, we noted major differences in how women managers were described. In Sweden and Denmark, the need for more women on company boards and in executive management has been a subject of debate. Therefore it was fairly to get the media interested in our conferences, survey and candidates. Articles about the project were either favourable or neutral. The fact that the European Commission supported the project was also seen as a plus.

Greece and Estonia found it harder to obtain publicity – a sign that the lack of women managers is not really perceived as a problem in the public consciousness. In Estonia, W2T even received some unfavourable publicity. One newspaper used a picture of a naked woman high up in a crane to illustrate ‘women in high positions’. In another article entitled Being Born a Woman is No Obstacle to Your Career, the author challenged the views expressed by the Swedish lecturers at the first seminar about the pervasiveness of gender discrimination. However, noting the statistics provided by the Swedish speakers, she concluded that it is harder for women to climb the corporate ladder and that Estonia is no different from other European countries in this respect.

The media write about women’s career ambitions, but still send conflicting messages about their ability to advance. Society is not fully ready for more women in top management positions, it is sometimes claimed. Prejudicial statements such as “Women managers lose their femininity and become like men” or “Women managers do not take proper care of their children” still flourish. However, the general conclusion is that we are moving in the right direction (*self evaluation*).

9 Sustainability

In this chapter we evaluate the success of W2T in building a sustainable platform for increasing the number of women in top management. First the *external evaluation*:

The goal of building a platform for W2T has been achieved in full measure. It is not of course possible at this stage to gauge the sustainability of this platform, but certain tendencies and critical project areas are already evident and will be discussed below.

9.1 Survival of the networks

Various networks are actively supporting the change process that started in W2T. Whatever form they may survive in, their existence reflects the fact that each company has established unique contacts at various levels in the organisation. These contacts would have been impossible to establish without the aid of the European Commission, the national partners and the extensive practical effort of the project managers have put into the project. This also illustrates the importance of bringing in outside people to help companies introduce this type of change process. A number of networks have been created within the W2T framework. They include one bringing together the 28 women selected as top management candidates. Subgroups have also been set up here, both as part of the work of the focus groups and via participants' own contacts. Many of the top candidates describe their network as the most important practical outcome of the project.

The CEOs of the 15 Swedish organisations have also set up their own network. The project leaders are operating a further network. For a network to survive, it must have both funding and someone responsible for running it. Swedbank has invited the CEOs to a follow-up lunch in a year's time. The project leaders plan to meet in the autumn of 2005. The top management candidates will be meeting in the spring of 2005 and possibly in the autumn as well.

The lack of available funding for the networks, however, raises the question of their survivability after 2005. Some of the participants may be expected to keep in contact, but this is likely to be due to personal interest rather than to the project itself (*external evaluation*).

In Denmark the three networks will continue, supported by the trade unions.

The Estonian partner will keep contact with the informal network of 100 managers and invite them to programmes, projects and other initiatives, promoting women in economic decision-making as role models and as speakers. We will also keep up contacts with the networks of employers and HR professionals. The mentors/mentees will be promoted as role models in other projects related to the advancement of gender equality in Estonia.

9.2 Change processes in organisations

The participating organisations emphasise how important it is for this type of project to be initiated and carried forward by external parties. They themselves have neither the resources, the contacts nor the expertise to pursue such efforts. As the projects within the various organisations are often dependent on individual enthusiasts or prime movers, it is essential that external parties be given responsibility for following up the action plans that the companies have formulated. Otherwise, these plans – like others before them – may well become yet another carefully prepared document put away in a file or a drawer and forgotten.

To the outsider, this shows the importance of building up structures than can provide the employers with the support they need in this endeavour.

To ensure that the newly-initiated change process picks up speed, there appears to be a need for an outside party independent of the companies and public administrations. Some form of project follow-up must be established to ensure that W2T does not become just another large-scale project in which numerous people have invested a lot of time and energy and built up a store of knowledge about change of this kind, to no avail (*external evaluation*).

9.3 The website

At the outset of the project, we thought we could fill the website with material simply by collecting existing tools from each country. It proved not to be that simple. There were no sets of tools, we had to collect bits from several different sources, add the gender perspective and then present the whole in a language attractive to our target group. We also had to create new tools, such as the 'Gender Key'. The job of collecting best practices – or learning examples, as we prefer to call them (as even failures can teach us something) – has involved plenty of hard work. Now, however, everything is in place, with more tools, checklists and examples than originally planned. The result is a unique website that we are very proud of, developed through ongoing communication with employers, employees and the project's broad network of researchers, experts and professionals. JämO has assumed responsibility for updating the website for a minimum of two years, and the remaining postcards, brochures and folders produced during the project will be disseminated in 2005. In this way we will continue to spread information about both the project and the website.

In Estonia, web materials will also be posted at the 'Virtual Centre of Expertise', a database on gender equality to be established by the Ministry of Social Affairs as part of the Phare Twinning Project 'Development of administrative capacity of national authorities in the field of gender mainstreaming'. Estonia will also do a follow-up of the survey into women's representation and publish it at this website.

To disseminate the Greek results further, KETHI is currently updating its website to make the research findings available. Electronic messages including current developments will be e-mailed to the companies on a regular basis (*self evaluation*).

The guidance, examples and good practices that can be found at the website are an important source of support both for the companies that were involved in the project and for those that were unable to participate on this occasion. The guidance and checklists provided there are unique in many respects. The information includes the latest research findings, practical and instructive examples, lessons learned, and, not least, checklists that not only women pursuing careers may find useful but also recruiters and employers, each in their separate way (*external evaluation*).

9.4 Other follow-up activities

In Estonia, the positive impact of the mentorship programme derives largely from successful mentor-mentee relationships and the prospect of repeating the mentoring programme in the future in the same or other companies. There is a further potential for creating linkages with a business mentoring programme launched in late 2004 and run by the national business support organisation, thereby drawing attention to the gender perspective and the need for efficient use of the female talent pool.

In Greece, KETHI is contemplating a programme that would involve approaching business associations and other public and private forums with a view to launching training events similar to those conducted in W2T. Until such time as funding for this type of initiative is allocated out of the regular budget, KETHI's Department of European and International Relations will be seeking both public and private sponsorship for the events.

In Sweden, JämO will follow up the action plans in 2007. We will be looking at goal fulfilment of the plans, and the lessons learned by the companies, and will also follow up the career development of the top candidates and project leaders.

In Sweden, a proposal for a follow-up project is also taking shape. The project would monitor progress in the W2T companies and support them in the implementation of their action plans. It would also support a further ten employers in the search for more women managers, using the W2T method. Researchers would monitor the process, focusing in particular on change processes and the added value of gender equality to participating organisations (*self evaluation*).

10 Transnational cooperation and European added value

10.1 Transnational cooperation

The Steering Committee held four meetings. At the first, in Copenhagen, we set up a project administration and worked on the project plan and timetable. We sketched out the vision, mission, strategies and targets that would make up the project scorecard. We also discussed target groups and which companies to recruit.

At the second meeting in Tallinn, we drew up a detailed programme for the first national seminar and discussed the translation and publication of the book. In addition, we discussed the website, tools and learning examples, as well as our media strategy and how to handle this in each country.

At the third meeting, in Athens, we planned the transnational conference and went through the website material. At the fourth meeting, held in Stockholm, we evaluated the project and prepared the final report.

The steering committee meetings gradually developed into arenas not only for the discussion of details about project implementation but also for deeper reflections concerning women's conditions and career opportunities in each country. We have summed up some of these discussions as 'lessons learned' in the final chapter of this report.

We find that in several respects transnational cooperation is a better way of helping women into decision-making positions than national projects alone. First of all, each partner is given access to new data and tools from several different countries, tried and tested by the others. Transnational encounters also generate new perspectives and questions that help each of us progress.

Countries that have come far within a particular area have shared knowledge with countries that have not yet done so. We believe that this has accelerated the process of bringing more women into decision-making positions in all our countries. Estonia, in particular, found this to be the case, with the support it received from Sweden in the form of lecturers and experts in the mentorship programme. Now that the method has been established, it will hopefully lead to further mentorship programmes for women in the future.

By coordinating its activities with others, each partner has saved effort and resources. In particular, we found that using the same model and the same speakers at the seminars, was not only very efficient but also prompted new discussions and ideas in the steering committee and among the researchers.

This was Estonia's first experience of such a project, and thus represented a good opportunity to practice working as a project promoter with an eye to the future.

10.2 European added value

The networks and activities launched in Estonia, Greece, Denmark and Sweden represent considerable value and are expected to lead to more women decision-makers in European economic life. The book and the website may also have a wider impact on the European Community.

As a result of W2T, one of the few textbooks on organisation theory from a gender perspective is now available in English and two other languages. The book represents a good introduction to gender theory and gives the reader an insight into the latest research findings in the field of gender and leadership. It also serves as a practical guide on how the theory can be put into practice.

The tools and good practices developed in W2T are available to all EU citizens through the website. As the tools have been tested and found valid in such disparate countries as Estonia, Greece and Denmark, we are convinced of their considerable usefulness to the rest of Europe. If asked, the project managers will naturally be happy to share their experiences from Women to the Top at conferences, etc.

Whether or not the website becomes known to a wider European public, however, depends on the European Commission's willingness to promote it. The Commission has an important role in the dissemination of information about the results and websites of Women to the Top and other projects relating to the Community Framework Strategy on Gender Equality.

11 Lessons learned

11.1 The time aspect and need for external bodies

The Swedish evaluator interviewed a number of participants who stated that they themselves are not in a position to undertake the kind of work that W2T involves. To do so, they would have to allocate resources for the purpose, and someone with the right initial contacts would be needed to set the wheels in motion. They therefore feel the task of carrying the work forward should be entrusted to an external organisation/authority. With an external body demanding results on a regular basis, companies are forced to make proper use of the individual enthusiast's expertise in their own organisation.

W2T functioned as just such an external body, but only for 15 months. This is too short a period for the task of implementing and following up a process of profound change in gender structure and organisational culture in large enterprises, many of them international, such as the W2T participants. A reasonable time frame for such a project would be at least three years, with a follow-up after another two.

A different model for funding a project of this kind might be to finance a 15-month project that would be evaluated after a year. If the Commissions then finds that the project has a potential for long-term results, funds could be granted for another two years.

11.2 Pursuing a career while acting as an agent of change

Several of the participating women expressed frustration over their situations. This had many different causes. One reason may be that organisations in which women move up often have an aware and supportive executive, i.e. men in senior positions. As this is not the case in all organisations, it will probably be important in future projects to consider participants' situations in terms of organisational culture.

Another source of frustration, as described by Anna Wahl at the first seminars, is that gender knowledge or awareness is not easily conveyed or absorbed. One of the tasks for the top candidates was to present proposals to their own executive teams about what changes were required in order to facilitate advancement by women. Some of the women explained that presenting such proposals in their organisations would not be a wise career move, as it might act to their detriment. A woman seeking advancement must first and foremost consider her own situation and deal with it. She may be an agent of change as well, but if so this is primarily a side-effect of her day-to-day actions. These women have been selected for advancement and this must be their prime consideration (even if they are conscious of their roles as models and their duty to support other women pursuing careers).

An understanding of gender in organisations and how leadership works may be a practical tool that they can use in their work. Once they have achieved the position they aspire to, these women will hopefully have greater scope – in terms of both responsibility and experience – to become active agents of change (*external evaluator*).

11.3 The commitment of top management

The importance of involving top management cannot be stressed often enough. At the transnational conference, the network for top candidates were to summarise their experiences by giving advice to their CEOs on how to get more women into senior management. The plan

was to provide recommendations concerning useful methods and actions. After much discussion, the network members decided to offer just one piece of advice: Make up your minds! If you decide that you want women at the top, simply demand this of the organisation and make sure the matter is always on the agenda. We guarantee that you will reach your goal, just as you reach other business targets!

11.4 Profitability

The ‘business case for gender equality’ has been a lead theme throughout W2T. The arguments in favour of more women at the top were presented in an article on the website and have been discussed in networks and at seminars. We find the arguments fruitful when approaching women and men in business life. The arguments are:

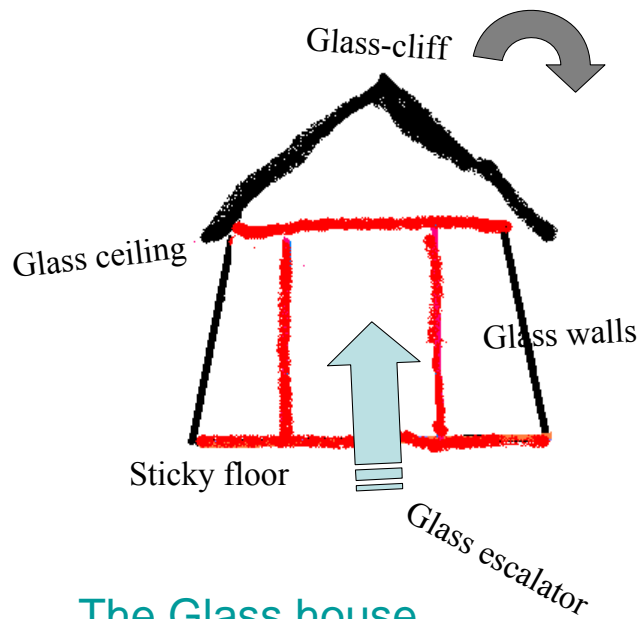
- Correlation between women in management and profits
- Accessing the full talent pool
- Investing in diversity
- The customer perspective
- Minimising risks and costs
- Aiming to be the employer of choice

The *external evaluator* writes: For the companies’ part, the key issue is profitability, which they depend on for their survival. This, however, does not need to conflict with the argument that women in top management is a human rights issue. One CEO stated that the women he had appointed to key posts had proved considerably more skilful than men in corresponding positions. He had never come across a woman who did not excel in her work, but had met many men in high positions who were not the ones best qualified for their jobs. As profitability is a basic measure of performance in a company, it is fair to assume that those women pursuing a career are particularly good at the company’s core activities. Working with core activities – generating profitability – is essential for anyone wishing to advance. The lack of women in top management is not due to any lack of skill but to the inability of companies to make proper use of the expertise and resources available to them within their organisation. The fact that women are not reaching the highest positions thus becomes a matter both of human rights and wasted resources.

11.5 The Glass House

W2T had frequent discussions about the ‘glass ceiling’, meaning the invisible barriers that prevent women from reaching high positions. In the course of the project, we came to understand that there is also a ‘sticky floor’ (a tendency to keep women in low-status, low-paid jobs at the base of hierarchies). We also talked about ‘escalators for men’ (rapid advancement with the aid of other men in the network), and ‘glass walls’ (the professions that women choose do not lead to the top). In addition, we discovered the ‘glass cliff’, given its name by researchers who found evidence that in the corporate and political world women in high places are in a riskier or more precarious job situation.⁹ All in all – an entire glass house with invisible barriers.

⁹ <http://www.esrc.ac.uk/ESRCContent/news/september04-1.asp>



The Glass house

It is important for individual women to be aware of the invisible barriers, to be able to develop their own strategies and to not feel they are lacking in competence or personal skills if they do not get on in the careers. It is also important for recruiters and managers at all levels to become more aware of these issues. The authors of *Det ordnar sig* argue that awareness does not automatically lead to change. But it is a prerequisite for bringing the gender equality issue onto the agenda and gives us a common language that enables us to describe and question the present situation.

We want to give the metaphor of the “glass house” a new meaning. Many organisations have high qualitative processes for identifying potential managers and good principles for non-biased recruitment. The problem is that the majority of top managers still are recruited through informal processes and networks. Today this appears primarily to favour men since the majority of managers are men and they tend to choose other men.

Just sticking to existing procedures and rules could easily change this pattern. By ensuring that information about career paths and vacant positions is made available and that the mechanism of the promotion system is transparent companies can make it easier for individuals to take charge of planning their careers. Thus the “glass house” could take on a new meaning: The house has walls and ceilings that you can see through and a solid structure built on of principles and routines guiding the process of recruitment and promotion to ensure that professional skills rather than gender determine who is suitable.

To succeed also in breaking through the walls and ceilings, it is vital that the question of mixed management is seen as an issue for women *and* men.

11.6 What’s in it for men?

At the transnational conference, Michael Kimmel of the State University of New York, Stony Brook, described his theory that those in privileged positions are unable to see that they are

privileged. Therefore, he said, today's gender-based power structure must be made visible to men.

For women, the past 30-40 years have meant a revolution – one that they themselves have conducted. They have taken their place in the employment market. And they have continued to run things at home. Men have largely gone on stamping around on the same old turf, with the same old male ideals. A 'real' man shouldn't do anything feminine; he should be big, strong, successful and daring.

“It's a good idea to remind men that they, too, stand to gain from gender equality,” he said. “When men and women share the household work and parental duties, the whole family feels better, both mentally and physically. Many men seem to think that when women stand to gain something, men stand to lose. But that's not the way it is. Women's careers benefit men's. Women bosses are more likely to accept that men take parental leave and spend more time with their families”.

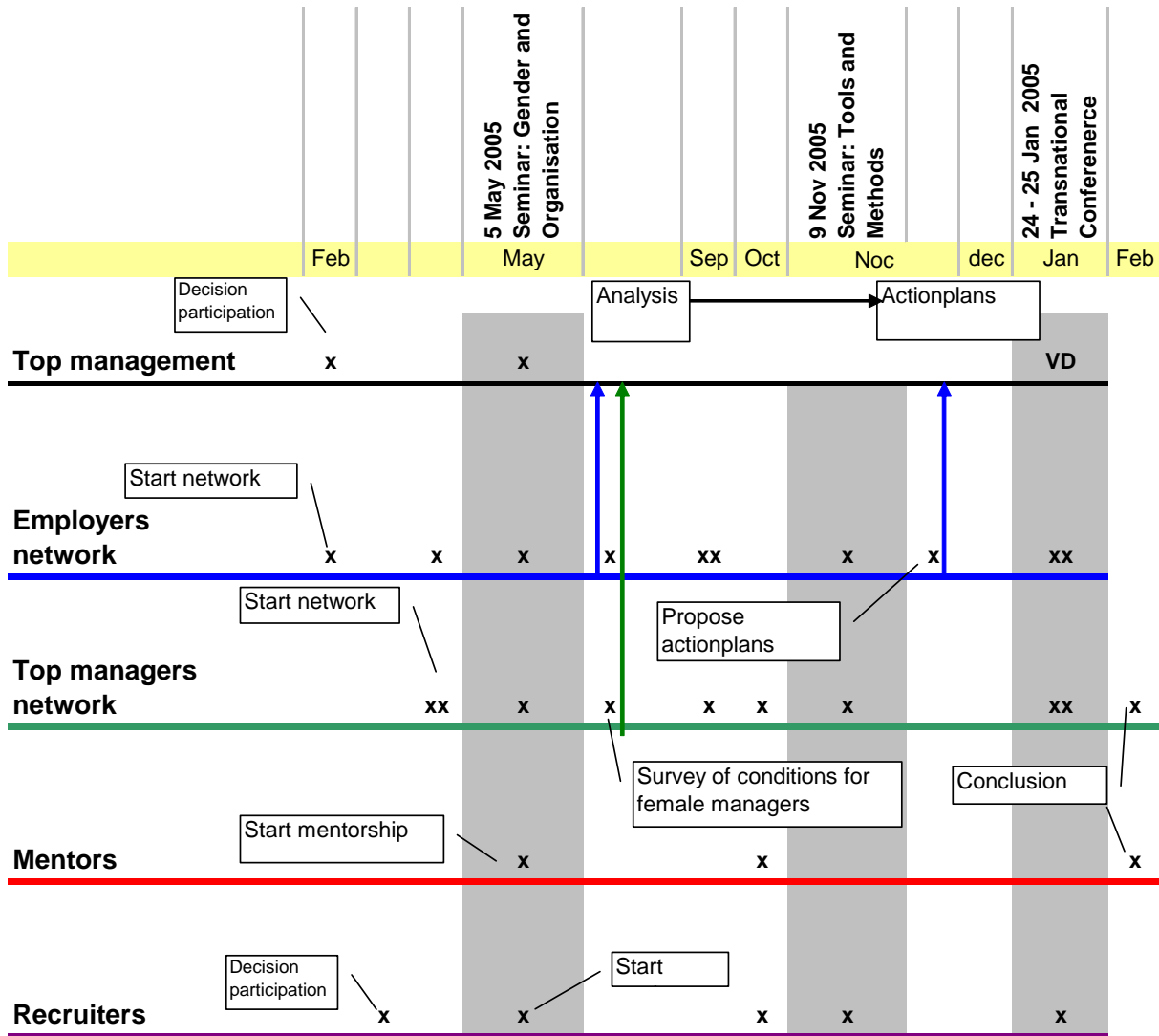
Women to the Top has shown that gender equality is a success factor for both women and men. When the talents of women and men are merged into a culture that puts skills, professionalism and good results first, the result need not be a redistribution of power and resources. Instead, women and men working together can create a win-win situation and a bigger cake to share.

Annexes

1. Flowchart
2. Summary of evaluation by Göteborg School of Business
3. Examples of action plans

Annex 1

Flowchart



Annex 2

From Awareness to ... ?

An Evaluation of Women to the Top (W2T)

21 February 2005

Ulla Eriksson-Zetterquist,

**GRI (Gothenburg Research Institute),
Gothenburg School of Economics and Commercial Law, Göteborg University**

English translation of the W2T evaluation's discussion and conclusions, chapters 7-9

7 Discussion and reflections from the evaluation

7.1 The importance of external organisations

The interviewed representatives of the private and public sectors state that they themselves are not in a position to undertake the kind of work that W2T involves. To do so, they would have to allocate resources for the purpose, and someone with the right initial contacts would be needed to set the wheels in motion. They therefore feel the task of carrying the work forward should be entrusted to an external organisation/authority.

Giving an external body responsibility for coordination, continuation and follow-up is also deemed vital. This enables companies to avoid competing with one another. It also means that they do not become dependent on one or two enthusiasts or prime movers among their staff. With an external body demanding results on a regular basis, companies are forced to make proper use of the individual enthusiast's expertise in their own organisation.

7.2 Personal dependency

Internally, W2T has relied on the efforts of a prime mover among the staff of the organisation/company concerned, who sees to it that the project gets underway at the workplace and becomes established on the management agenda. One problem here is that the project then becomes dependent on a single person. What happens when this person leaves the company's employment? How is the project to gain a firmer foothold in the activities of the participating companies?

External follow-up is vital in pursuit of this goal, preferably twice a year or more. Regular follow-up ensures that people remain aware of the project. Otherwise, in the words of one top manager, it will be forgotten by the time the Equal Opportunities Ombudsman institutes a follow-up two years from now. In this connection, the executive lunch for CEOs initiated by Annika Wijkström will help people to remember the project.

7.3 Profitability

For the companies' part, the key issue is profitability, which they depend on for their survival. This, however, does not need to conflict with the argument that women in top management is a human rights issue. One CEO stated that the women he had appointed to key posts had proved considerably more skilful than men in corresponding positions. He had never come across a woman who did not excel in her work, but had met many men in high positions who were not the ones best qualified for their jobs. As profitability is a basic measure of performance in a company, it is fair to assume that those women pursuing a career are particularly good at the company's core activities. Working with

core activities – generating profitability – is essential for anyone wishing to advance. The lack of women in top management is not due to any lack of skill but to the inability of companies to make proper use of the expertise and resources available to them within their organisation. The fact that women are not reaching the highest positions thus becomes a matter of human rights and wasted resources rather than a matter of company profitability.

8 Project outcome

As a result of W2T, a major process of change has been initiated in 15 major companies and public administrations in Sweden. This is a unique initiative and a unique outcome. Directly involved in the change process are 15 CEOs, the project leaders who act as prime movers at the internal level, the two mentors in the senior management groups of each organisation, and the 28 top candidates. Another direct result is the action plan drawn up by each organisation.

Various networks are actively supporting this change process. Whatever form they may survive in, their existence reflects the fact that each company has established unique contacts at various levels in the organisation. These contacts would have been impossible to establish without the aid of the EU, the Swedish Equal Opportunities Ombudsman and the extensive practical effort that the two project leaders, Marie Trollvik and Kerstin Kristensen, have put into the project. This also illustrates the importance of bringing in outside people to help companies introduce this type of change process. Another source of support is the W2T website. The guidance, examples and good practices that can be found there are an important source of support both for the companies that were involved in the project and for those that were unable to participate on this occasion. The guidance and checklists provided there are unique in many respects. The information includes the latest research findings, practical and instructive examples, lessons learned, and, not least, checklists that not only women pursuing careers may find useful but also recruiters and employers, each in their separate way.

Thus the goal of building a platform for W2T has been achieved in full measure. It is not of course possible at this stage to gauge the sustainability of this platform, but certain tendencies and critical project areas are already evident and will be discussed below.

8.1 The Swedish steering group's questions to the evaluator

The questions formulated by the steering group may thus be answered as followed:

1. **Can the networks and website live on after the project, i.e. do they constitute a sustainable platform?**

The W2T project has created a platform in the shape of networks and a website, but to be sustainable these need funding. Some lesser parts of the networks are likely to survive for a while in the form of personal relations, but not all.

2. **An overall view of the project: Did we have the right approach or could we have done something differently in order to achieve our objectives?**

The project is based on a high-quality approach involving the participation of, say, six people in key posts in each organisation (the CEO, top management candidates, project leaders and mentors) and also addressing different groups such as the media, recruiters and the website. This broad-based approach has made the project fairly difficult to oversee, but at the same time it ensures proper impact in all the organisations involved. The fact that six people at different levels in each organisation are well prepared for what is to come means the process of change has a much greater chance of succeeding.

3. **Have the participants revised their views of themselves or of their career opportunities/obstacles?**

The various talks on gender in organisations have helped change the way the participants view themselves, their career opportunities and the obstacles impeding them. As was pointed out in the

talk on 5 May, this can be a painful experience, something that was evident from people's reactions to the project content.

4. Have we missed any important target groups or areas of knowledge?

One aspect given insufficient attention is that awareness about gender in organisations is very much a question of leadership. Some of the top management candidates stated in their replies to the questionnaires from December 2004 that the programme contained too little information about leadership. The theme area of gender in organisations, however, is about leadership, as it discusses the respective positions of women and men in organisations, what managers should bear in mind in this connection, and so forth. Some participants wanted more specific aspects to be discussed, such as how women can lead other women, or the differences if any between dealing with women and dealing with men. These questions are answered through working with the book, 'Det ordnar sig'. As regards missing areas of knowledge, the participants would have benefited considerably from a deeper understanding of such things as organisational change, why this is so difficult to achieve, what kind of opposition people tend to encounter and how this can be dealt with. Sweden has a long tradition of research on these issues within the framework of what is known as Scandinavian institutionalism (see for instance Brunsson and Olson, 1990, Czarniawska and Sevón, 1996, Erlingsdóttir and Lindberg, 2005). By combining this research tradition with issues relating to gender in organisations, this type of change could have a more powerful impact.

5. Will the project lead to a change of approach by companies or recruitment consultants?

Many participants state that they have become more aware about issues relating to gender equality at the workplace. There are also signs that the project leads to new approaches on the part of companies and recruitment consultants. Certain companies, for instance, are reported to have made changes in their recruiting practices after taking part in the seminars, and now stipulate that there must be at least one woman among the three final candidates in top management recruitment. In some cases, then, companies have moved from awareness of the need to change to an actual willingness to institute change. This, however, is only a beginning.

9 Sustainability of the project outcome

9.1 Long-term sustainability

The participating organisations emphasise how important it is for this type of project to be initiated and carried forward by external parties. They themselves have neither the resources, the contacts nor the expertise to pursue such efforts. As the projects within the various companies and public administrations are often dependent on individual enthusiasts or prime movers, it is essential that external parties be given responsibility for following up the action plans that the companies have formulated. Otherwise, these plans – like others before them – may well become yet another carefully prepared document put away in a file or a drawer and forgotten. To the outsider, this shows the importance of building up public structures that can provide the companies and public administrations with the support they need in this endeavour.

To ensure that the newly-initiated change process picks up speed, there appears to be a need for an outside party independent of the companies and public administrations. Some form of project follow-up must be established to ensure that W2T does not become just another large-scale project in which numerous people have invested a lot of time and energy and built up a store of knowledge about change of this kind, to no avail.

9.2 Survival of the networks

A number of networks have been created within the W2T framework. They include one bringing together the 28 women selected as top management candidates. Subgroups have also been set up here, both as part of the work of the focus groups and via participants' own contacts. Many of the top candidates describe their network as the most important practical outcome of the project, as they see it. The CEOs of the 15 companies and organisations have also set up their own network. The project leaders are operating a further network. During the project, this group has discussed practical issues concerning gender equality at the workplace and organisational change. For a network to survive, it must have both funding and someone responsible for running it. Förenings-sparbanken has invited the CEOs to a follow-up lunch in a year's time. The project leaders plan to meet in the autumn of 2005. The top management candidates will be meeting in the spring of 2005 and possibly in the autumn as well. The lack of available funding for the networks, however, raises the question of their survivability after 2005. Some of the participants may be expected to keep in contact, but this is likely to be due to personal interest rather than to the project itself. If there is a general interest in keeping the networks alive, resources and commitment will need to come from some other quarter than from those who took part in W2T.

9.3 Pursuing a career while acting as an agent of change

At the concluding conference on 25 January 2005, Marie Trollvik spoke of the frustration that many people had expressed during the project, regarding their situations. This frustration had many different causes. It was mostly expressed by female top management candidates in different connections. One reason discussed by Ely (1995) is that organisations in which women advance often have an aware and supportive executive, i.e. men in senior positions. As this is not the case in all organisations, it will probably be important in future projects to consider participants' situations in terms of organisational culture. Another source of frustration, as described by Anna Wahl at the conference on 5 May, is that gender knowledge or awareness is not easily conveyed or absorbed. One of the project tasks for the top candidates was to present proposals to their own senior managers concerning what changes were required in order to facilitate advancement by women. Some of the women explained that presenting such proposals in their organisations would not be a wise career move, as it might act to their detriment. A woman seeking advancement must first and foremost consider her own situation and deal with it. She may be an agent of change as well, but if so this is primarily a side-effect of her day-to-day actions. These women have been selected for advancement and this must be their prime consideration (even if they are conscious of their roles as models and their duty to support other women pursuing careers). An understanding of gender in organisations and how leadership works may be a practical tool that they can use in their work. Once they have achieved the position they aspire to, these women will hopefully have greater scope – in terms of both responsibility and experience – to become active agents of change.

Annex 3 Action Plans

Action plan Women to the Top in the Swedish Board of Customs.

The plan is valid from 1 January 2005 to 31 December 2006.

The plan has been jointly developed by the management of the Board of Customs and the relevant union organisations.

Background:

The Board of Customs' reasons for taking part in W2T include the following:

“An even distribution of the sexes in top management is beneficial to the Board's activities and outcome. Obtaining different perspectives on important matters and achieving a balance of skills is of the utmost importance to the organisation.” (Quote from senior management)

The Board management has discussed the question of whether the gender ratio among managers should reflect the gender ratio in the organisation as a whole or whether the goal should be a 50/50 split. The conclusion reached was that the organisation should strive towards a 50/50 split, on the understanding that this goal can only be achieved by stages.

In the reorganisation process recently completed, all managers were awarded five-year contracts. This makes it difficult for the Board to increase the proportion of female managers in the short term.

Survey:

In connection with the reorganisation of the Board of Customs as of 1 July 2004, senior management expressly directed that a joint effort should be made to bring more women to the top.

The distribution of women and men in the Board of Customs as a whole is fairly evenly balanced: 46% women and 54% men.

Prior to 1 July 2004, the proportion of female managers was 31%. As a result of the reorganisation, this figure rose to 36%.

The survey was carried out following the reorganisation, in September 2004, and encompassed the managerial positions filled in this process. In most cases, managers were also required to undergo a test procedure under the auspices of the National Service Administration.

The survey showed that the proportion of women in the Board of Customs is 46%.

The proportion of female managers overall is 36%.

The highest executive team also has 36% women.

In the Law Enforcement process, the proportion of women is 32% and of female managers 23%.

In the Trade Support process, the proportion of women is 62% and of female managers 54%.

The proportion of women among CR (Competence and Resource) Managers is greater than the proportion of women among Operational Managers

Goal:

The goal is to increase the proportion of women in management to 40% by 31 Dec. 2006.

How:

Women are to be given the opportunity to achieve greater prominence in the organisation through joint efforts on everyone's part to strike a gender balance in working groups and projects, etc.

The Board's recruitment group is to comprise both women and men.

The final candidates for managerial positions are to include at least one member of the under-represented sex.

When recruiting, the Board is to encourage the under-represented sex to apply for the position, and the recruitment process is to be followed up in this respect.

Follow-up:

The Action Plan for W2T is to be integrated into the Gender Equality Plan and also into the Board's work pursuant to its policy objectives and public service delivery agreement.

The various Board of Customs processes are to be instructed to formulate their own action plans in pursuit of the goal specified above.

Follow-ups are to be conducted annually in accordance with the directives governing the Gender Equality Plan.

A special follow-up and evaluation is to be conducted after 31 December 2006 in preparation for the Equal Opportunities Ombudsman's scheduled follow-up to the W2T project.

The Action Plan has been communicated to the union organisations and sanctioned by the Board of Customs executive.

Responsibility for the follow-up will follow the same procedure as for the Gender Equality Plan.

Contact person: Ann-Christine Held Tullverket

FöreningsSparbanken's Action Plan for Women to the Top

The plan is to be effective from 1 January 2005 to 31 December 2006 and applies to the **Swedish part** of Swedbank group (FöreningsSparbanken) . This plan supplements the Gender Equality and Diversity Plan adopted by the Swedbank Group Management on 10 September 2004.

The plan has been jointly developed by the W2T Steering Group, the candidates taking part in the W2T project, the Gender Equality and Diversity Committee (incorporating union representatives) and HR staff responsible for management succession planning.

The plan will be followed up by the Swedish Equal Opportunities Ombudsman in the spring of 2007, with a status review scheduled for 31 December 2006.

A specific person or function will be responsible for each measure undertaken. Specific individuals or functions are available to provide support to responsible officers or managers.

The various measures will be followed up by the group-wide Gender Equality and Diversity Committee. This is a joint committee chaired by Swedbanks Director of Personnel.

Group Management is to follow up the established goals in both the short and the long terms.

Aims of the plan:

- To increase the proportion of women in senior positions in Swedbank
- To help achieve the goals of W2T

A survey was carried out on 30 June 2004, to determine the following:

- The number of female and male employees respectively at Swedbank
- The gender distribution at various managerial levels
- Which occupations are female-dominated and which are male-dominated
- The number of women and men respectively in the Potential Bank and among top management candidates.
- The distribution of parental leave by gender
- The relative proportion of women and men in Swedbank management training programmes (per 31 December 2004).

Following the survey, the Steering Group for Women to the Top decided to take action in four specific areas to bring more women into senior positions in the bank.

Local skills supply planning

- The planning of skills and competence requirements for the coming three-year period is to be carried out locally
- An even gender distribution is to be sought in occupational roles
- All employees are to have their own career plans, which are to be drawn up in conjunction with their personal development discussions.

Local and regional succession planning

- Management succession planning for the coming three-year period is to be carried out by the immediate superior
- An even gender distribution is to be sought at the various managerial levels
- Career plans are to be drawn up in conjunction with personal development discussions
- Women wishing to advance in their careers in Swedbank can take part in training such as the Management Development Programme for Women and/or receive individual guidance and coaching.

The Potential Bank – a database

- The Potential Bank is to be updated continually
- Potential managers are to be assessed on a gender-neutral basis
- Succession planning for strategic positions
- Individual career plans for employees in the Potential Bank
- Active use is to be made of the Potential Bank when managers are being recruited, to ensure that both women and men are considered.

Managerial appointments

- At least one woman and one man are to be included in the final round when managers are to be appointed
- An 'Advisory Group for Managerial Selection' is to be set up to assist the CEO in the appointment of persons responsible for reporting to Group Management members.
- Search and recruitment companies are to be required to include an equal number of women and men among the final candidates
- Follow-ups are to be carried out.

Contact person: Helena Hammar

NCC Building and Construction Company Action Plan for Women to the Top

The plan applies from 1.2.2005 to 31.1.2007 for NCC AB in Sweden.

The plan has been drawn up in collaboration with the Gender Equality Group, and the Business Area Manager of NCC Construction.

The aim of the plan is to increase the number of women in leading positions in NCC AB.

Goals

Executive teams

The number of women in the executive teams at business area level and at regional level shall within two years be at least equal in ratio to the total number of female employees.

(In 2004, the proportion of women in the executive teams was 17% and the proportion of female employees 20%)

In at least half of the executive teams, there shall be at least one female manager at line/production level.

Managerial posts

The number of female business managers/divisional managers shall increase to 15 within two years. (In 2004 there were 5.)

The number of female site managers shall increase to 30 within two years. (In 2004 there were 8.)

The proportion of women in administrative manager/administrative specialist posts shall increase by 5 percentage points. (In 2004, the women's share was 6% and the men's 23%.)

Advancement opportunities

The proportion of women who agree with the statement in the Human Capital Index questionnaire that "I have the opportunity to develop my knowledge and skills" shall increase to 70% within two years.

(In 2004, a total of 63% found the statement true)

Action plans

Action plans setting out what is to be done in order to achieve the goals are to be drawn up in each business area and region.

To secure the widest possible support for the plans, they are to be communicated via the same channels as are used for the gender equality plans.

Follow-up

Each business area and region is to follow up its own goals and action plans. Responsibility for follow-up at company level rests with the CEO.

Action plan Women to the Top - The City of Göteborg

Background

The City of Göteborg applies a management concept sanctioned by the City Council and calling for efforts to achieve a gender balance among the city's 1,700 managers. The City also has a general action plan applying to all the managers in the local government organisation, and the action plan for *Women to the Top* has been incorporated into this document. The W2T plan describes in greater detail the measures that are to be taken and followed up so as to achieve the short-term target of reducing the proportion of male administrative and company heads to 80 per cent by August 2005.

Survey, step 1

Level:	Total:	Women %	Men %
1. Administrative and company heads	69	14	86
2. Section heads	approx. 400	46	54
3. Unit heads	approx. 1200	58	42

Non-Swedish background

Just over 12 % of the managers are of non-Swedish origin, and none at all at senior management level (administrative and company heads).

Changing jobs

Some 200 managers a year either quit or switch to new posts, usually without a successor having been lined up.

Number of employees/manager

A total of 145 managers are responsible for more than 50 employees, while 60 managers are responsible for over 100 employees.

Manager Satisfaction Index (MSI)

The MSI rate is 64 (for administrative and company heads 84), which according to Statistics Sweden is well up to the mark. High priority factors include workload/pace of work, climate/culture, powers or authority, and resources. The men are more satisfied than the women, and older managers more satisfied than younger. Managers in the educational sector account for lower rates than other managers in several respects.

Survey, step 2

The Project Steering Group has decided to add further depth to the survey by the following means:

- A description of various types of administrative and company management jobs and of the gender distribution among both employees and managers. To be completed by August 2005.
- The proposed commissioning of a study from Göteborg University, to include interviews with the executive committees that appointed administrative and company heads over the past year. Union representatives and internal/external consults would also be included in the study. The aim is to identify the reasons and processes that led

to women and men respectively being chosen for the posts concerned. To be completed by December 2005.

- The head of the City's Centre for Manager Selection and Development has been instructed to study whether it would be possible to scrutinise the entire recruitment process, including such factors as the job requirement profile and differences in attitude/approach (assessors) and outcome (candidates).

Action Plan

1. Securing recruitment procedures

In connection with the procurement of a new HR system, the recruitment process is to be examined, along with the recruitment tools that the system is supposed to provide. A special scrutiny is to be conducted to determine the extent to which a diversity and gender equality perspective informs all parts of the process and all training programmes.

Guidelines for the recruitment of administrative and company heads were recently formulated. A special scrutiny is to be conducted to ensure that these guidelines take sufficient account of the diversity and gender equality perspective.

Goal: *The quality assurance of tools, models and guidelines is to be completed by 1 December 2005.*

Measure: *The evaluation of selected examples of recruitment processes showing the extent to which they have incorporated a diversity and gender equality perspective into all parts, models and training programmes.*

2. Disseminating new knowledge

The project has generated new knowledge that will be disseminated to the various forums available to us next year. The Project Leader is to draw up a plan. A special seminar for administrative and company heads is scheduled for the autumn to discuss the issue. The trainees' own managers are to help prepare this seminar. Women's chances of reaching the top in Göteborg are crucially dependent on the attitude and awareness of the City Council presidency, staff representatives and committee executives. The HR Director is to discuss with staff representatives how the new knowledge and insights that the project has yielded should be raised in these groups.

Goal: *To enhance knowledge and heighten awareness about the importance of a systematic approach in management training, of career discussions and of retaining skilled staff, in pursuit of a management recruitment process characterised by gender equality.*

Measure: *Question in the Manager Questionnaire 2005.*

3. Identifying names

Names are to be gathered by means of a round of talks with administrative and company heads for the purpose of establishing a basis for a more systematic pool of potential managers. The idea is for each administrative unit/company to have identified, in connection with the annual personal development dialogue, managers at levels 2 and 3 whom it considers should be included in the pool. One of the aims of this series of talks is to address both the need for more women in future appointments in senior management and the need for staff from non-Swedish ethnic backgrounds at all managerial levels in the organisation. The knowledge

acquired through participation in the Women to the Top project will provide a good basis for these talks.

Goal: *By the end of 2005, we will have identified at least 500 potential managers willing and able to enter managerial positions, and we will have begun work on building up an IT-based pool of potential managers. The pool should contain as many women as men and at least 50 people of non-Swedish origin.*

Measure: *The number of potential managers in the pool, specified according to gender and ethnic background (Swedes/non-Swedes).*

4. Network for potential candidates

In connection with the launching of a pool of potential managers, a network will be started for potential administrative and company heads, where both women and men can discuss obstacles and opportunities in their paths to the top.

Goal: *The network should hold its first meeting by the end of February 2006.*

Measure: *Questionnaire or interview with the network participants.*

5. Further benchmarking

Additional benchmarking with some of the companies that took part in the project. The Project Leader is to draw up a set of proposals for the Steering Group.

Communication plan

- The Communication Unit monitors the project and decides when it is time to announce new developments.
- A theme number of the City of Göteborg journal, *Vårt Göteborg*, presents the gender equality work being undertaken in the organisation as a whole, including the *Women to the Top* project.
- Ongoing information about the project in the *Mötesplats Ledare* (Managers' Forum) section of the City of Göteborg website, <http://www.goteborg.se/ledarskap>
- Discussions in the network dealing with managerial succession planning in the Västra Götaland region.