

The CALIPER project:
Linking research and innovation for gender equality



WP3_Helpdesk session on internal engagement

20th January 2022

Smart Venice



SMART VENICE_{SRL}

RESEARCH, PROJECTS AND IDEAS
FOR SMART TERRITORIES
AND NETWORKS



Agenda

1st part

20 mins

Reflect on the causes of the problem
Exercise using Mural

2nd Part

20 mins

Change agents: definitions and organizations'
positioning
Presentation and exercise with Mural

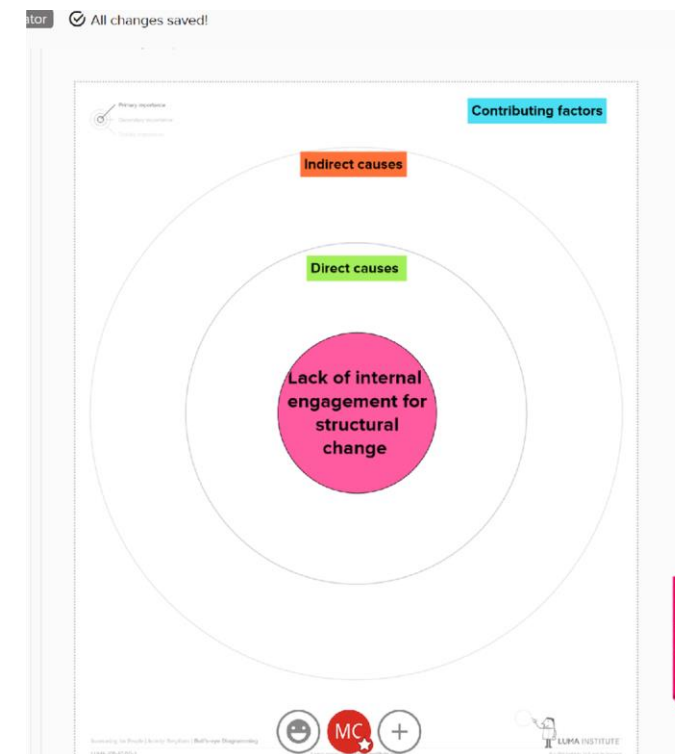
3rd Part

20 mins

Reflect on the different profiles of change agents
Exercise with Mural and final discussion

1st Part: Reflect on the causes of the problem

- ✓ Use the link provided via email
- ✓ Focus on the problem “lack of internal engagement” and reflect on the causes at different levels:
 - Direct causes
 - Indirect causes
 - Contributing factors
- ✓ Use sticky notes of different colours as indicated in the link.
- ✓ Time for the activity: 10 minutes



2nd Part: Change agents

Who is a **change agent**?

“The individual or group that undertakes the task of initiating and managing change in an organisation” (Lunenburg, 2010)

The **GEP WG** is a key change agent. Other change agents include:

- ✓ **Active individuals, acting on personal motivations:** Somebody who recognises unequal relations in their own organisation and works to change them
- ✓ **Dynamic informal groups and networks:** Existing or new groups, associations or networks pushing for change
- ✓ **Committed equality officers/gender focal points:** Institutional change agents with a sanctioned agenda and a specific mission to change existing conditions
- ✓ **Supportive institutional figures:** People whose actions or non-actions are crucial to GE (top management, middle managers, HR officers, PIs)

2nd Part: Types of change agents

Primary change agents

- ✓ People who – because of their role and/or personal motivation – are in the forefront of the change effort
- ✓ People devoting significant time, on a regular basis, to institutional change towards gender equality

Other change agents

- ✓ People supporting change and devoting some time to it (out of different motivations and in different capacities: HR, PI, etc.)
- ✓ People supporting other “compatible causes” (for ex., young researchers in PhD or Postdoc associations), allied to GE

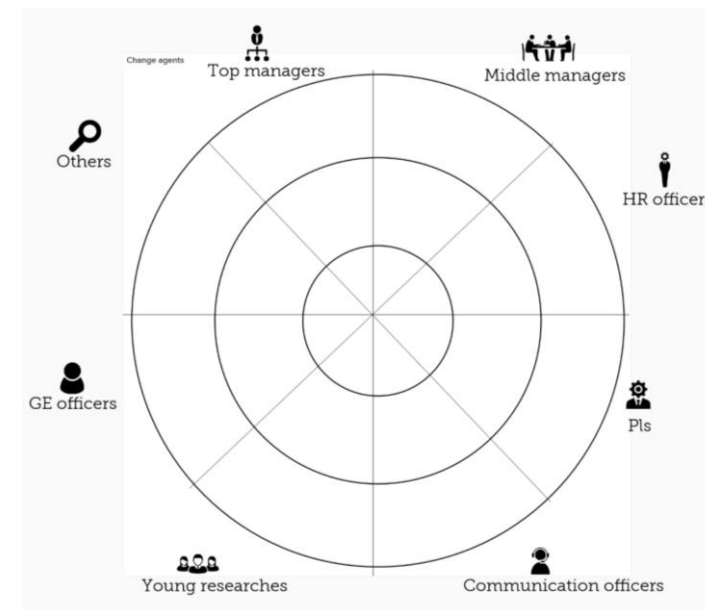
2nd Part: Position your Organization

- ✓ Use the link provided via email
- ✓ Position your organization in the line:
where would you place your organization along the line?
Indicate in which position your organization is regarding the presence of strong change agents and the kind of change agents you can identify in the organization (if any)
- ✓ Time for the activity: 5 minutes



3rd Part: Reflect on the different profiles of change agents

- ✓ Use the link provided via email
- ✓ Focus on the different profiles of change agents
(top managers, middle managers, HR officers, PIs, communication officers, young researchers, GE officers, others)
- ✓ Use sticky notes of blue colour to indicate **positive aspects** of involving a specific profile and possibly how to do it (referring to the used arguments incentives, concrete actions undertaken) and sticky notes of yellow colour to indicate **resistances** encountered in involving specific types of profiles.
- ✓ Time for the activity: 10 minutes
- ✓ Final discussion and wrap up on lessons learnt



References

- Slides 4 and 5 include contents of the GE Academy training on “Internal change agents” held on the 28th and the 29th October 2021 by the trainer Lorena Pajares
- Lunenburg, F. C. (2010). Managing change: The role of the change agent. *International journal of management, business, and administration*, 13(1), 1-6.



Thank you