

FORSKNINGSRAPPORTER
RESEARCH REPORTS



HANKEN

OPENING UP NEW OPPORTUNITIES IN GENDER EQUALITY WORK

JEFF HEARN, ANNA-MAIJA LÄMSÄ, INGRID BIESE,
SUVI HEIKKINEN, JONNA LOUVRIER,
CHARLOTTA NIEMISTÖ, EMILIA KANGAS,
PAULA KOSKINEN, MARJUT JYRKINEN,
MALIN GUSTAVSSON AND PETRI HIRVONEN



Jeff Hearn, Anna-Maija Lämsä, Ingrid Biese, Suvi Heikkinen,
Jonna Louvrier, Charlotta Niemistö, Emilia Kangas, Paula Koskinen,
Marjut Jyrkinen, Malin Gustavsson and Petri Hirvonen

**OPENING UP NEW OPPORTUNITIES
IN GENDER EQUALITY WORK**

Forskningsrapporter från Svenska handelshögskolan

Hanken School of Economics
Research Reports

76

Helsinki 2015

Opening Up New Opportunities In Gender Equality Work

Original title: Tasa-arvon mahdollisuuksia avaamassa: *NaisUrat*-hankkeen loppuraportti

© Hanken School of Economics and the authors, 2015

Jeff Hearn, Anna-Maija Lämsä, Ingrid Biese, Suvi Heikkinen, Jonna Louvrier,
Charlotta Niemistö, Emilia Kangas, Paula Koskinen, Marjut Jyrkinen,
Malin Gustavsson and Petri Hirvonen

Translated by Katja Kangasniemi with the assistance of Ingrid Biese



Hanken School of Economics

ISBN 978-952-232-281-4 (printed)

ISBN 978-952-232-276-0 (PDF)

ISSN-L 0357-5764

ISSN 0357-5764 (printed)

ISSN 2242-7007 (PDF)

Editia Prima Ltd, Helsinki 2015



**Euroopan unioni
Euroopan sosiaalirahasto**

Vipuvoimaa
EU:lta
2007–2013

List of authors

- Ingrid Biese, Postdoctoral researcher, Hanken School of Economics, Project Manager
- Malin Gustavsson, Managing Director, Ekvalita Ab, Person responsible for the project at Ekvalita Ab
- Jeff Hearn, Professor of Management and Organization, Hanken School of Economics, Person responsible for the project at Hanken School of Economics
- Suvi Heikkinen, PhD student, Jyväskylä University School of Business and Economics, Project researcher
- Petri Hirvonen, M.Sc. (Econ), Jyväskylä University School of Business and Economics, Research Assistant
- Marjut Jyrkinen, Acting Professor, Gender studies, Helsinki University, Member of the steering group
- Emilia Kangas, PhD Student, Jyväskylä University School of Business and Economics, Research Assistant
- Paula Koskinen, PhD Student, Hanken School of Economics, Deputy Project Manager
- Jonna Louvrier, Postdoctoral Researcher, Stanford University, (previously Hanken School of Economics), Project researcher
- Anna-Maija Lämsä, Professor, Management, Jyväskylä University School of Business and Economics, Person responsible for the project at Jyväskylä University
- Charlotta Niemistö, Postdoctoral researcher, Hanken School of Economics, Project researcher

Translated by Katja Kangasniemi with the assistance of Ingrid Biese

ACKNOWLEDGEMENTS

This text is the English language translation of the Final Report of the *NaisUrat* Research and Development Project on Women's Careers, funded by the European Social Fund [ESR].

Many people and organizations have contributed to the *NaisUrat* project. First of all, we would like to thank our funder, the ESF [ESR] operational programme in Mainland Finland, for providing us with the opportunity to develop and realize the project. We would also like to thank the Ministry of Health and Social Affairs for the advice and support they have provided throughout these months. In particular Irmeli Järvenpää, Mari-Elina McAteer, Anne Nyström and Outi Viitamaa-Tervonen deserve a big thank you.

We would like to thank the eight organizations that participated in the *NaisUrat* project: Akava Special Branches, Attorneys at law Borenium Ltd, City of Kauniainen, KSF Media, Ministry of Agriculture and Forestry, Samfundet Folkhälsan, Silta Ltd, and Suomen Asiakastieto Ltd. Our collaborations have been very fruitful, and indeed without these organizations the project would not have been possible.

We would also like to thank our own organizations, Hanken School of Economics, Jyväskylän University School of Business and Economics, and Ekvalita Oy, for all the support and hard work that this project has entailed, and a special thank you goes to Hanken's Mathias Björklund and Johanna Wikström as well as Satu Pölkki at the Jyväskylän University School of Business and Economic for expert assistance.

During the project we have had the pleasure of hearing fantastic speakers at our seminars. We owe a big thank you to Tarja Arkio, Akava; Maria Carlsson, Attorneys at law Borenium Ltd; Minna Hiillos, Aalto University Executive Education; Marjo Kivistö, Microsoft Finland; Arto Koho, Ministry of Social Affairs and Health; Antti Palola, The Finnish Confederation of Salaried Employees (STTK); Peter Peitsalo, Miessakit ry association; Satu Pulkkinen, Accenture Management Consulting; Päivi Sillanaukee, Ministry of Social Affairs and Health; as well as all those who presented on behalf of the eight participating organizations.

We would like to thank the members of our steering group: Tarja Arkio, Akava; Casper Herler, Attorneys at law Borenium Ltd; Marjut Jyrkinen, University of Helsinki; Pauli Juuti, Pauli Juuti Oy; Marjo Kivistö, Microsoft Finland; Jukka Lehtonen, Hanken

School of Economics; Leena Linnainmaa, FinnCham; Marcus Lång, City of Kauniainen; Anu Sajavaara, Service Sector Employers (PALTA); and Arto Sivonen, Ekvälita Ab; as well as the deputy members Kristiina Brunila, University of Helsinki; Niilo Hakonen, Confederation of Finnish Industries (EK); Liisa Husu, Örebro University; Joonas Miettinen, Akava; and Marko Tanninen, Ekvälita Ab. They have been an essential part of the project, and have provided important support at every stage.

Finally, there are numerous other people who contributed to the project and the report, in the Ministry, the three main partner organizations, the eight participating organizations, and beyond, and we thank you all.

12 December 2014

The authors

CONTENTS

1 INTRODUCTION.....	1
1.1 Background	1
1.2 Objectives of the report	2
2 CAREERS, WOMEN AND GENDER EQUALITY	4
2.1 Women's career challenges	4
2.2 How to promote women's careers in organizations?	8
2.3 Four perspectives on equality work	13
3 PROJECT OBJECTIVES, IMPLEMENTATION AND RESULTS	17
3.1 Project objectives.....	17
3.2 Collaboration and activities	18
3.2.1 The participating organizations	19
3.2.2 Development methods	21
3.2.3 A group of pioneers as a catalyst for change.....	22
3.2.4 Seminars, workshops, and communication.....	24
3.2.5 Research.....	25
3.3 The participating organizations' development targets and results.....	26
3.3.1 Akava Special Branches	28
3.3.2 Attorneys at law Borenus Ltd	29
3.3.3 City of Kauniainen	31
3.3.4 KSF Media.....	31
3.3.5 Ministry of Agriculture and Forestry	32
3.3.6 Samfundet Folkhälsan	33
3.3.7 Silta Ltd.....	33
3.3.8 Suomen Asiakastieto Ltd	34
3.4 In principle, everything is in order.....	35
3.5 Using career guidance to support women's careers.....	36
3.6 Drama as a development tool when working with gender equality issues	39
4 CHALLENGES AND OPPORTUNITIES OF EQUALITY WORK	41
4.1 Legitimization of equality work	41
4.2 The support of top management and resistance to change	43
4.3 The loneliness of gender equality work.....	45
4.4 Networking and learning from others.....	46

5	DISCUSSION	47
5.1	Project evaluation.....	47
5.2	Recruiting and engaging the organizations	49
5.3	The role of men in promoting women’s careers and gender equality.....	50
5.4	Final summary	53
	REFERENCES	55

APPENDICES

Appendix 1	The steering group, the steering group meeting schedule and the project team	63
Appendix 2	Seminar programmes.....	66
Appendix 3	Newsletters.....	71
Appendix 4	Presentations and other events related to <i>NaisUrat</i> project.....	94
Appendix 5	Feedback forms	98
Appendix 6	Checklist for the initial meeting.....	104
Appendix 7	<i>NaisUrat</i> equality questionnaire and cover letter	106
Appendix 8	Interview set 1	115
Appendix 9	Interview set 2.....	118
Appendix 10	List of publications.....	121

TABLES

Table 1	The participating organizations' development themes	28
---------	-----------------------------------------------------------	----

FIGURES

Figure 1	Four perspectives on equality work (Lämsä and Louvrier 2014: 35).....	14
Figure 2	Process chart.....	19

1 INTRODUCTION

1.1 Background

Finland is often portrayed as one of the world's most equal nations: Finnish women were the first in the world to receive full political rights; Finland has been governed by a female president as well as a female prime minister; women are employed full-time, and constitute almost half of the employees on the Finnish labour market (Naiset ja miehet Suomessa 2014). In international gender equality comparisons, Finland, which does not have a strong housewife culture, indeed ranks among the most equal nations. For example, in the *Global Gender Gap* reports, commissioned by the World Economic Forum, Finland has variably ranked either second or third (Global Gender Gap Report 2014). Women's high participation rate in working life and their participation in education, from primary to higher education, are top notch, and it does not come as a surprise that in this country, 38 per cent of working-age women, and 27 per cent of working-age men, have a higher education degree (Pietiläinen 2013).

Finland's overall ranking in the *Global Gender Gap* report is based on various criteria. However, alongside good achievements, a more detailed examination of the report reveals that there is still room for improvement, as jobs and tasks are clearly divided in men's and women's jobs and tasks, women face more career obstacles, and there are pay gaps between men and women that tend to increase in favour of men with age and as one advances in the organizational hierarchy (Pietiläinen 2013).

The promotion of gender equality is also important in terms of knowledge exploitation. In order for society, organizations, and individuals to thrive and succeed, it is important to take advantage of all knowledge available, and it is therefore problematic if one does not make full use of women's know-how, especially considering that contemporary women are more highly educated than men. Achieving equality is a prerequisite for securing competitiveness, innovation and growth (Global Gender Gap Report 2014), and is thus beneficial to society, organizations, and individuals alike.

The promotion of gender equality is also a sign of organizations bearing their social responsibility (Lämsä and Louvrier 2014). Gender equality is an integral part of the value system and objectives of Finnish society as a whole, and of working life in particular. The primary focus of the *NaisUrat* project addressed in this report is the activities of organizations in Finnish society. Organizations are expected to respect and

promote gender equality legislation and the principle of non-discrimination. In other words, in order to be accepted, valued, and respected, an organization must respond to the surrounding society's demands and expectations by respecting and promoting universally accepted equality principles. If the organization does not operate accordingly, the legitimacy of the organization's activities decreases (Palazzo and Scherer, 2006); its reputation as a good, valued employer providing equal employment opportunities for both men and women suffers, and as a result, recruitment is rendered more difficult, labour turnover increases, and women are faced with more obstacles in their careers.

1.2 Objectives of the report

This report deals with the NaisUrat research and development project, the main themes of which were the promotion of women in management positions (challenges and opportunities); equal opportunities in the workplace, particularly taking into account the challenges arising from work-family reconciliation; making gendered structures more visible; and promoting change. This is the final report of the project, and it aims to highlight the research and development carried out on women's careers and gender equality work. The report describes what kind of development work the participating organizations engaged in, the development method they adopted, as well as the results they obtained. In the light of the accumulated experience and survey data, it then goes on to assess the challenges and opportunities of promoting equal careers in organizations. Throughout the report, examples of working methods employed during the project are provided, and the development work, as well as the results, of the participating organizations is described.

The report is structured as follows: the next chapter explores women's career opportunities, ways of promoting women's careers in organizations, and work-family reconciliation. In addition, the chapter examines the theoretical model of equality work and its four perspectives, developed during the *NaisUrat* project. Chapter 3 describes objectives of the project and implementation, including the development method used: problem-based learning. In addition, the chapter describes how the project progressed, as well as the participating organizations' respective development objectives and results. Chapter 4 deals with key challenges and opportunities for working with gender equality that were identified during the project. The final chapter, which contains the project evaluation, discusses the identified directions of future development. Detailed

information about the project events, project organization, and publications can be found in the Appendices.

2 CAREERS, WOMEN AND GENDER EQUALITY

2.1 Women's career challenges

Research on women's careers has been conducted internationally since the 1970s, but case studies can be found as early as the 1960s (see Powell and Graves, 2003). In Finland, this area of research did not become established until the late 1990s and early 2000s (Lämsä et al. 2007). This was approximately 10-15 years later than it did internationally, and around the same time the gender equality debate reached working life. Although the Finnish Equality Act has been in place since 1987, discussions about women's career opportunities began to increase in organizations only in the 2000s. The subject most often found its way to the Finnish workplace through diversity discussions (see Hearn et al. 2009), following the example of international companies' diversity management and practices. Diversity management emphasizes the strengths of the differences between people, such as sex, and how these can be used (Ely and Thomas 2001). Within diversity management, promoting women's positions and backing up gender equality initiatives and programmes are therefore authorized and justified, primarily in terms of the benefits to the organization.

Most of the research on women's careers has centered on the so-called glass ceiling phenomenon. The *glass ceiling* is a metaphor for an invisible barrier that prevents women from advancing in the organizational hierarchy (Morrison et al. 1987). The reasons behind the glass ceiling, and especially why women do not advance to senior management positions, have been explained by a number of different factors: the women themselves, organizations, cultures, and societies (Powell and Graves 2003; Puttonen 2006). The traditional image of a successful career is an upward progressing path (Ekonen 2014), generally associated with masculine values (Collinson and Hearn 1994, 2006; Mavi, 2001; Schein, 2001; Hearn, 2006). A person pursuing a management career has traditionally been depicted as a white heterosexual middle-class man, with specific qualities suitable to the task, such as rational decision-making, autonomy, competitiveness, agency, ambition, and leadership skills (Wajcman 1998). This tacitly accepted management theory that is used in practice has strongly influenced both research and work in the organizational world (Ryan and Haslam 2007; Lämsä et al. 2014). Adopting such a perspective has meant that women have not been considered as suitable and competent for leadership positions as men.

The challenges in women's career development can be illustrated using the concept of homosociality. This refers to the phenomenon of favouring one gender over another, that is, rather than spending time and collaborating with representatives of the opposite sex, a person prefers the company and support of his own sex. In working life, and particularly in management, the preferred sex is usually male, and it is in homosocial relationships that men agree on the norms and rules of being a 'man' (Connell 1995). In management, the idea of homosociality influencing the way work, careers, leadership and organizations are manifested is easily illustrated by asking the question: why does a man always choose a man? Ely and Meyerson (2010), among others, have found in their study that a change in the dominant use of male power at work could facilitate women's and non-dominant men's access to different levels of the organization.

Holgersson (2013) has studied homosociality in the recruitment of CEOs. The research shows that homosociality affects women's opportunities to be selected for top management positions in two different ways. First of all, men are assessed differently than female candidates in the recruitment process. Secondly, men's different social interactions in the work context, as well as during their free time, contribute to the visibility of men, and thus the likelihood of being selected. The candidates' work experience and measurable achievements are typical evaluation criteria when selecting managers. Therefore, for example, line managers, whose performance is often easier to measure, are more highly valued than managers employed in support functions. According to statistics, women are often employed in the organizations' support functions, such as human resource management and communications (Keskuskauppakamarin naisjohtajaselvitys 2014). The emphasis on line management in recruitment and promotions is believed to be disadvantageous for women, as it may lead recruiters to think that qualified female managers are not available. For example, in the companies listed on the Helsinki Stock Exchange, the most common explanation of the absence of women on the companies' board of directors is that qualified women are not available (Keskuskauppakamarin selvitys 2011). In addition, as a result of homosociality, and the fact that men are primarily selected for leadership positions, women are less visible to people making recruitment decisions than men.

In recent debates on women's careers, it has been suggested that there might be a crack in the glass ceiling or that it at least has risen higher. The number of women has indeed increased in middle management and immediate leadership positions, although not to

the same extent when it comes to top management and boards of directors (Keskuskauppakamarin selvitys 2011). According to Lehto (2009), a third of all managers in Finland are women. Women more often act as managers on lower levels in the hierarchy than men and mostly in female-dominated service and care sectors, while male managers are employed in the male-dominated industries as well as construction sectors. There are only a handful of women in the top management positions of large companies'.

Another metaphor is the *glass labyrinth*, which is argued to better reflect women's careers in contemporary society and working life (Eagly and Carli 2006). The glass labyrinth illustrates that women can advance to top positions, as some women have managed to do, but that the right path is hard to find. Ryan and Haslam (2007), in turn, have come up with the *glass cliff* metaphor that illustrates what happens to women when they break the glass ceiling. According to the glass cliff metaphor, women more often than men are recruited to leadership positions involving unusually high risks, uncertainties, and periodicity. Ryan and Haslam argue that the glass cliff is one of the problems faced by women when advancing in their careers, which increases the need for women to develop additional skills.

When it comes to career advancement and the complexity of tasks, women's and men's careers differ already in the early phases. Vuorinen-Lampila (2014) has examined female and male graduates from Finnish universities in the initial phases of their careers from a gender equality perspective. The study examines factors such as the duration of job search and unemployment, regularity of employment, current professional title, as well as the match between education and a person's tasks. The survey covers more than 2 000 university graduates who graduated three years prior to the study. The graduates represented both technical (Bachelors and Masters of Science, Engineering) and commercial (Bachelors and Masters of Science, Business Administration) fields, in which employees often advance to more demanding managerial and specialist positions. There were differences between the sexes in almost all the observed categories. Women had more often than men been unemployed, while men were more likely to hold a full-time job, as well as having a higher status job and becoming employed more quickly than women. Men's current positions also better reflected their education than did women's. Vuorinen-Lampila suggests that, based on the results of the study, entering the labour market is more difficult for highly educated women than it is for skilled men. Furthermore, women's employment is more volatile

than it is for men. The fact that women and men end up in different positions in working life is often justified by their typical educational choices. On the basis of Vuorinen-Lampila's study, however, there seems to be a clear difference: among men and women with the same degree, men often achieve higher professional status. The difference is similar in both male (engineering) and female-dominated (Bachelors of Business Administration) fields as well as within groups where the number of women and men is roughly the same (Masters of Business Administration) (ibid.).

Kauhanen and Napari (2006) have reported similar results. Kauhanen and Napari base their analysis on the Confederation of Finnish Industries' salary statistics for white-collar workers between 18 and 64 years of age. The study, analyzing statistics from 1980 to 2006, again shows that men's and women's careers differentiate right from the start. In addition, it is observed that female employees typically carry out less demanding tasks than men in the beginning of their careers. In Kauhanen and Napari's study, the education background of the sexes proves to be one of the most important factors contributing to the differentiation. The study nevertheless reveals that, although education is one of the background factors that explains gender differences in professional status, education alone does not explain everything. Also after taking into account the level of education, women are more likely to start their careers on a less demanding level, while men are more likely to undertake more demanding tasks from the very beginning of their careers.

Many studies show that women's career development problems are generally not explained by women's lack of interest or motivation, but rather by organizations' gendered structures and practices, as well as traditional career paths that are poorly suitable for many women (for example, Acker 1990; Mainiero and Sullivan 2005; Jyrkinen and McKie 2012; Ekonen 2014). Ekonen's (2014) study of Finnish men and women's management careers in the middle management of high technology companies shows that women experience direct and indirect discrimination during their careers. Women feel that their sex has a negative impact on their advancement possibilities. Men, on the other hand, do not share this experience. In particular, many studies show that the implicit management theory that is used in practice and that favours male leadership, gender stereotypes, and work-family reconciliation results in career obstacles for women (for example, Oakley, 2000; Heilman, 2001; Lämsä 2004, 2009; Hearn 2006; Lämsä and Ekonen 2007; Ryan and Haslam 2007; Niemistö 2011; Ekonen 2014; Heikkinen et al. 2014; Kangas and Lämsä 2014; Lämsä et al. 2014). It is

therefore important to try to change attitudes, structures, and practices, which is something the *NaisUrat* project has tried to do.

2.2 How to promote women's careers in organizations?

Successful promotion of women's careers calls for goal-oriented and professional management, and there are a variety of measures that an organization can take to do so (Ragins et al. 1998; Puttonen 2006). Women's careers can be positively influenced, for example, by facilitating work-family balance issues, and through mentoring and career planning (Metz 2005; Puttonen 2006). In addition, careers can be promoted by offering women demanding line management positions, minimizing gender-based prejudices, and making senior management responsible for women's career development (Ragins et al. 1998, 40). In addition, the promotion of women's careers is affected by versatile networks, the means organizations have developed to recognize capable employees, nurturing women's skills and career development (McCarty et al. 2004), as well as tasks providing visibility, such as expatriate terms (Hearn et al. 2009). Lämsä and Hiillos (2008) find that receiving a particularly difficult task in the early stages of a career, and performing well, is a major catalyst for women's career advancement later on in their careers. Such tasks may boost a woman's confidence and make the woman visible in the organization as a potential future talent.

Gilbert et al. (1999) have developed a practical diversity management model that can be applied to women's career management and promotion. Gilbert et al. suggest that the first step is senior management's commitment to diversity management, as well as making it a part of the HR strategy and goal setting. Management must clearly demonstrate and justify the need for development in the organization, in terms of benefits, employer reputation and company values. This is also a way to achieve middle and especially immediate managers' approval, commitment, and support, and through them, the rest of the organization's approval. This way any feelings of injustice that might arise, particularly among men, can be avoided (Puttonen 2006). Once management is fully committed, changes in an organization's operations and management are mostly carried out through human resource functions, including successful change management, career planning, and mentoring, as well as recruitment, remuneration, evaluation, and work-family practices.

Change can also be achieved by increasing training and information, as well as other forms of communication of gender equality and equal treatment. These measures can,

for example, help promote women's careers, reduce factors that slow down and inhibit careers, and increase organizational commitment. Preventing gendered age discrimination is equally important for women's careers. According to Jyrkinen and McKie (2012), female managers experience both age and gender discrimination at different stages of their careers, for example, being treated as a girl or the negative consequences of having care responsibilities.

Kautto's (2008) broad survey of the members of The Finnish Association for Human Resource Management examines the use of management practices in promoting women's careers. In this study, career planning, in addition to a better work-family balance and mentoring are considered very useful. Systematic monitoring of women's career development and the promotion of networking is also considered useful. In terms of financial results, senior management's attitudes and activities are mentioned as particularly useful: management should get involved and actively create opportunities for women. Management should also communicate on the matter, and ensure that development goals are met in practice. In addition to developing human resource management practices, the importance of women's own attitudes and ambitions is emphasized. According to human resource management professionals, organizations benefit from conscious promotion of women's managerial careers. The respondents see positive publicity as the biggest advantage on an organizational level. Furthermore, the promotion of women is believed to increase the qualified staff's commitment as well as the number of qualified female candidates in recruitment situations.

Kautto's (2008) study reveals that, although the human resource management experts appreciate the development of an equal organization, not even close to all of the studied organizations have a statutory gender equality plan, even though the size of the organization calls for it. In addition, the study makes it clear that senior management in quite a few Finnish organizations regard women's career promotion as important, and expect the organizations to benefit from it, but only a few are actually doing it. According to Kautto, the best results are obtained when the organization's senior management develops a goal-oriented plan or programme to promote women's careers. The survey also shows that men are less concerned with the organizations' gender equality situation than are women, and men more often than women are of the opinion that the organization's senior management prioritizes women's careers. Men also recognize fewer factors that slow career development down than do women, and believe

that men and women receive the same salary. In this respect, the respondents' views are clearly gendered, and the senior executives have a more positive view of the situation than do others (Kautto and Lämsä 2009.)

Work-family reconciliation is one of the factors that affects women's career development the most (Niemistö 2011; Heikkinen et al. 2014). There are, nevertheless, a number of gendered expectations regarding work-family balance that are commonly thought to have a negative effect on a woman's career (Rothbard 2001; Daly et al. 2008). It is, for example, easily assumed that work is somehow voluntary for women, and a woman's salary is normally considered to be the secondary source of income in the family. Through social change, women have come to be strongly present in the labour market, but have not given up their household and care responsibilities (Lewis, 1996; Stokoe and Smithson 2005; Lehto and Sutela 2008). The traditional breadwinner model is still prevalent.

As women are often considered to be mainly responsible for family care, they are thought to benefit from flexible work-life balancing strategies (Daly et al. 2008). The notion that work-family integration does not involve men is still strong. In the future, however, the male role is likely to be increasingly connected to more caring and nurturing roles (Varanka et al. 2006). The work-family relationship is indeed expected to become more similar for both men and women, which makes it necessary to examine at the work-family relationship out the perspectives of both sexes (Heikkinen et al. 2014).

The social and cultural environment is becoming more equitable in terms of parenting and it puts pressure on organizations to consider the work-family relationship more broadly, rather than simply being something women have to deal with. A culture where fathers are present and participate more in care responsibilities, as well as a more nurturing kind of masculinity, seems to be gaining a foothold (Holter 2007; Eräranta and Moisander 2011). These changes do not, however, seem to have had a particular effect on work practices (Eräranta and Moisander 2011). Especially management and executive tasks seem to have remained untouched by the new currents. Traditional masculinity, long working hours, and full commitment are qualities that are still often related to management, and this stereotypical image might not accommodate a nurturing and attentive kind of fatherhood. Since nurturing continues to be heavily gendered, a more equal distribution of parental leave between men and women, as well as men's greater involvement in parenting, is still not a reality in the workplace.

Women continue to be, almost unilaterally, absent from work life due to nurturing, for example, taking care of the family's small children (Lammi-Taskula and Salmi, 2014). In addition, studies show that women experience gendered ageism at different stages in their careers, and reconciling work and family often proves difficult for women (Hearn et al. 2009; Niemistö 2011; Jyrkinen and McKie 2012).

The even distribution of parental leave between men and women is one factor that enhances gender equality in working life and, at the same time, allows men to become more active and nurturing fathers. It is thus equally important to reform both organizational practices and culture in order to better take into account both parents' responsibilities in the family, and not only at the infant stage. Reconciling work and family, as well as other areas of life, is one of the key issues in human resource management, even if it is often absent in human resource strategies (Grzywacz and Carlson 2007; Perry-Smith and Blum, 2000). Reconciling work and family practices can be a way to engage employees in organizations (Bardøla and Waters 2006; Blair-Loy and Wharton 2002), to improve a company's image as an employer and to attract new talented individuals (Batt and Valcour 2003), as well as a solution for reducing staff turnover (Poelmans et al. 2003). Studies have demonstrated that there is a connection between an organization's labour market flexibility and both organization-level and individual-level productivity (Eaton 2003; Dex et al. 2001). In addition to labour market flexibility, there needs to be a change in organizational values and attitudes, as well as leadership that supports work-family reconciliation.

Factors that promote women's career development:

- Recognizing and observing gender equality legislation and recommendations
- Top management's positive attitude and support
- Development of an organizational culture that appreciates diversity and equal opportunities
- Raising awareness and increasing visibility, coupled with clear and credible arguments
- Influencing women and men's attitudes and behaviour
- Women and men's involvement in development work
- A concrete plan/ programme, with specific objectives, to promote women's careers, the implementation of which is monitored and evaluated on a regular basis on different organizational levels
- Managers' commitment to the objectives; evaluating managers' performance and rewarding them for achieving objectives
- Management training tailored for women
- Making women's career development part of the human resources strategy
- Gender-sensitive human resource management practices; development and continuous monitoring as well as using them in decision-making

Promotion of diversified networking

Official mentoring, coaching, and career guidance

Career management (for example, the proportion of women in succession plans, ensuring visibility to young women)

Recruitment

Development and training

Allowing for work-family reconciliation at different stages in the career

Flexible working methods (time and place)

Scheduling meetings

Reporting on diversity and gender equality issues is also increasingly associated with responsible business practices. Several organizations have already adopted the Global Reporting Initiative (GRI), a guideline often used in sustainability reporting. According to the GRI guideline, social responsibility reporting should include a verbal description of ways to ensure employees' equal treatment. For organizations with more than 30 employees, it should also include a summary of the main points of the gender equality plan as well as its objectives. Although sustainability reporting has been largely voluntary so far, future EU-directives obligate large public companies employing more than 500, as credit institutions, and insurance companies, to report also non-financial information (see www.tem.fi). Also smaller organizations are under pressure to make their equality and diversity practices visible. In other words, diversity and equality issues will constitute an important part of the written follow-up and reporting of operations in the future, which in practice means that companies as well as other organizations are obliged to include their employee, social, and human rights policies in their annual reports.

2.3 Four perspectives on equality work

There are regulations concerning gender equality both in the Finnish Constitution and in the legislation on the equality between men and women. The Equality Act came into force in 1987, and has since been revised several times. The Act prohibits discrimination on the basis of gender and obliges organizations to promote gender equality (Laki naisten ja miesten välisestä tasa-arvosta 1986). The 2005 Act obligates employers with a staff exceeding 30 employees to create an annual gender equality plan. Furthermore, employers are responsible for ensuring that the equality plan, developed in cooperation with the staff, fulfills the requirements of the Equality Act, and that the plan covers, in particular, for example, remuneration and other terms of the employment relationship.

Gender equality is usually defined as women and men having equal opportunities to express themselves and to participate in social activities. In other words, *women and men have equal opportunities, rights, and responsibilities in the different spheres of life, including employment* (see minna.fi). From this perspective, employers need to ensure that the sexes are treated equally by the organization's practices and procedures. Sometimes, however, an assessment method sets a certain group at a disadvantage, leading to indirect discrimination and thus creating an obstacle to equality. This calls

for reducing the barriers that prevent the realization of equal opportunities, which, in turn, leads to acknowledging differences between individuals. In recent years, attention to diversity, including, for example, the differences between women, has been emphasized in equality discussions (for example, McCall 2005).

In addition to equal opportunities, it is also necessary to assess the *equality of the final outcome*, calling for an evaluation of men's and women's actual conditions, for example, whether they are equally represented in management positions, and whether they receive the same pay for the same work.

The European Institute for Gender Equality (EIGE) compiled the first comparative gender equality index of the European Union countries in the summer of 2013. According to the index, equality signifies both an equal distribution of resources as well as equal treatment and opportunities between men and women (Gender Equality Index). This definition is broad and combines the above-mentioned aspects of equality, that is, equal opportunities and equal outcome.

Gender equality work can have different premises. In the *NaisUrat* Project, a theoretical model describing four different perspectives on gender equality work (Lämsä and Louvrier 2014) was developed. The model is based on two dimensions which form the basis of a four-field model of equality work. The model's vertical dimension looks at the target of gender equality work: is it organizational structures or individual employees? The horizontal dimension is, in turn, linked to how gender differences are viewed. Do we assume that men and women are fundamentally the same, or are there differences between the sexes? These dimensions lead to four different perspectives on equality: Meritocracy, Liberal equality, Radical equality and the Valuing differences approach (Figure 1).

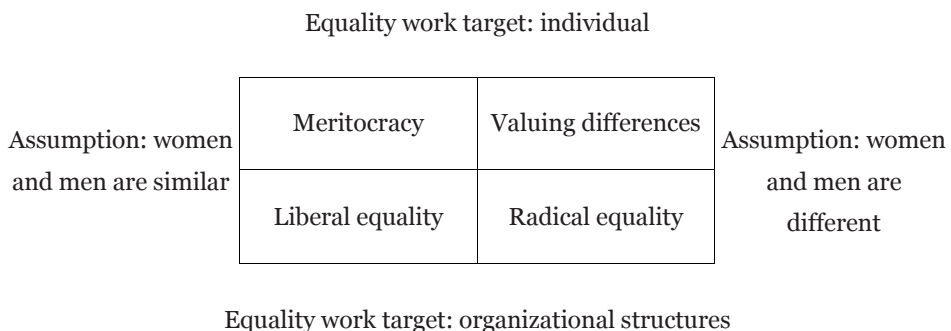


Figure 1 Four perspectives on equality work (Lämsä and Louvrier 2014: 35)

The first perspective, Meritocratic equality, is based on the fundamental assumption that men and women are essentially the same and an individual's skills define his or her career development. The only difference that is of interest to organizations, and affect individual's placement in the workplace, is competence. Thus, the answer to the question as to why there are so few women in management positions is that they lack the appropriate skills. Furthermore, it can be concluded that, although Finnish women today have higher levels of education than men, women's career choices result in a lack of management experience and training required for top organizational positions. From this perspective, the promotion of women's careers is done by ensuring that, in addition to training and developing skills, women are able to accumulate enough suitable experience, including experience in business management. In fact, it is expected that women will gradually become more present in top management as their competence levels increase. Examples of the possible applications of the Meritocratic perspective include women's leadership training and mentoring for women, in pursuit of knowledge and skills they are considered to lack.

The second perspective, Liberal equality, stresses the idea that women and men are similar, and it is the organizational structures and practices that face more equality challenges than individuals. Liberal equality aims to ensure that everybody receives exactly the same treatment by organizations. Liberal equality work is also often associated with wage equality, i.e. the same wage for the same work, regardless of gender. To this end, organizations need to implement an accurate and comprehensive monitoring and reporting system of salaries, by gender and according to the tasks, and actually base their decision-making on the reported data. Liberal equality work is often accomplished through reviewing management processes in order to completely rule out discrimination in the organization. Liberal equality also leads an organization to develop its recruitment and assessment practices, and regarding for example vacancies, it is guaranteed that women and men have equal opportunities to participate in the selection process.

The third perspective on gender differences is a Valuing differences approach. Here, the gender approach adopted in equality work takes into account diversity and the differences between men and women. The differences are seen as valuable and useful when it comes to, for example, promoting creativity, productivity and tailoring services to various customer groups. The Valuing differences approach aims to create organizations that are open to diversity, in which the female sex is not seen as a

weakness, but rather interesting and value-adding through its difference. In practice, success is measured and evaluated on the basis of how well a company has managed to recruit and retain representatives of the minority gender. The management and staff's gender and other diversity structures come to reflect the customer/ user base, and the organizational culture is developed toward a culture that appreciates both sexes, one that wants to learn from differences, and that perceives diversity as useful. Such development efforts are backed up by employee attitude training, as well as goal-oriented change management.

The fourth perspective, Radical equality, is based on the idea that there are significant differences between men and women, and equality is promoted focusing on the organization's structures and practices. From this perspective, different groups' specific characteristics and circumstances are taken into account when carrying out equality work. For the organization to be truly inclusive, certain groups' needs are catered to by offering appropriate, specific conditions for career development and participation in the labour market. What practices can Radical equality work produce? The quota thinking, for example, is based on the Radical equality assumption. According to this school of thought, due to organizational and structural barriers and prevailing values, women do not have the same opportunities for career advancement as men, nor do women have access to the same networks as men, which may put them at a disadvantage. Therefore, changes are called for in organizational as well as social strategies, practices and structures. Adopting this perspective calls for a dismantling of the organization's former practices, structures and assumptions, for example, concerning work-family balance, and formulating new values, attitudes and practices to replace the old.

When carrying out equality work, it is important to bear in mind that the work is always based on one or another of the four perspectives, each of them addressing only a part of the cause of inequality and the equality development opportunities. For example, Meritocracy-based equality work addresses only one part of the equality problem, and Radical equality another. Moreover, the perspectives are often closely linked. In practice, it is important to remember that in order to promote gender equality, there is a need for different types of equality initiatives and work. For this reason, the *NaisUrat* project did not limit research and development to only one perspective, and likewise the organizations involved approached equality work from different angles, depending on the organization's situations and needs.

3 PROJECT OBJECTIVES, IMPLEMENTATION AND RESULTS

3.1 Project objectives

The *NaisUrat* research and development project, partly funded by the European Social Fund, was carried out between 1 February 2013 and 31 January 2015 (project number S12200). The rest of the project funding was provided by the eight participating organizations, as well as Hanken School of Economics (coordinating), Jyväskylä University School of Business and Economics, and Ekvalita Ab, with these three organizations also responsible for the implementation of the project. The funding authority was the Ministry of Social Affairs and Health, and the project was included in the ESF [ESR] operational programme in Mainland Finland, its national section, priority axis 1, developing entrepreneurship and businesses as well as the skills of personnel and work organizations. The priority axis also promotes equality at work in general and equal opportunities for both sexes at work in particular.

The aim of the *NaisUrat* project was to promote gender equality at work, focusing especially on developing women's career opportunities, as well as work-family balance, and to develop practices that can be used in future gender equality initiatives. In addition, the aim was to increase awareness and debate within the participating organizations, as well as in Finnish society at large. Apart from generating new research data, particularly on gender stereotypes, research was conducted, based on existing research as well as data produced during the project, to support the participating organizations' development work, and to be made available to the larger public.

The *NaisUrat* project also adhered to the Equal Pay Programme launched in 2006 and coordinated by the Ministry of Social Affairs and Health. The aim of the programme is to provide women and men with equal opportunities to progress towards more demanding tasks. Another goal of the programme is that roughly half of all management positions in Finland are to be occupied by women by 2020. Today, the average hourly wage of a regularly employed woman equals 83 per cent of a man's salary throughout the labour market (Tilastokeskus, Ansietasoindeksi 2013), and both the government and the labour organizations are committed to promote equal pay, mainly in order to reduce the gender pay gap down to a maximum of 15 per cent by 2015. Although Finnish women are on average more highly educated than men, and

increasingly recruited to demanding expert roles, the gender pay gap has not decreased at the same rate.

The three main themes of the *NaisUrat* project were the following:

1. Increasing the share of women in management positions: challenges and opportunities
2. Promotion of equal opportunities in the workplace (women and men) with particular attention to challenges in work-family reconciliation
3. Making gendered structures visible and promoting change

The project focused on these themes primarily on the organization level in order to promote sustainable change in the organizational culture of the participating organizations, as well as encourage cooperation between the organizations. The other levels of development were the individual level, to create support for individuals in their careers, as well as the societal and political level. On the societal and political levels, the idea was to work on the project themes by participating in wider social debates as well as encouraging discussion and cooperation between administrators, policymakers, and other social influencers.

3.2 Collaboration and activities

The *NaisUrat* project brought together three organizations: Hanken School of Economics, Jyväskylä University School of Business and Economics and Ekvalita Ab. The project also collaborated with fForum (female Forum), a project on promoting women's leadership and entrepreneurship at the Oulu University of Applied Sciences, and also funded by the European Social Fund. The projects produced a joint publication on the development of female leadership (Savela et al. 2013). Furthermore, the *NaisUrat* project had an active role in the “Gender Equality in Top Management – Changing Practices in Economic Decision-Making” project (TASURI) of the Ministry of Social Affairs and Health's Gender Equality Unit. This collaboration entailed steering group work, as well as joint presentations and lectures (For more information about the TASURI project, See: http://www.stm.fi/en/gender_equality/tasuri).

Eight different organizations were recruited to the *NaisUrat* project. Figure 2 illustrates the process and activities organized during the project.

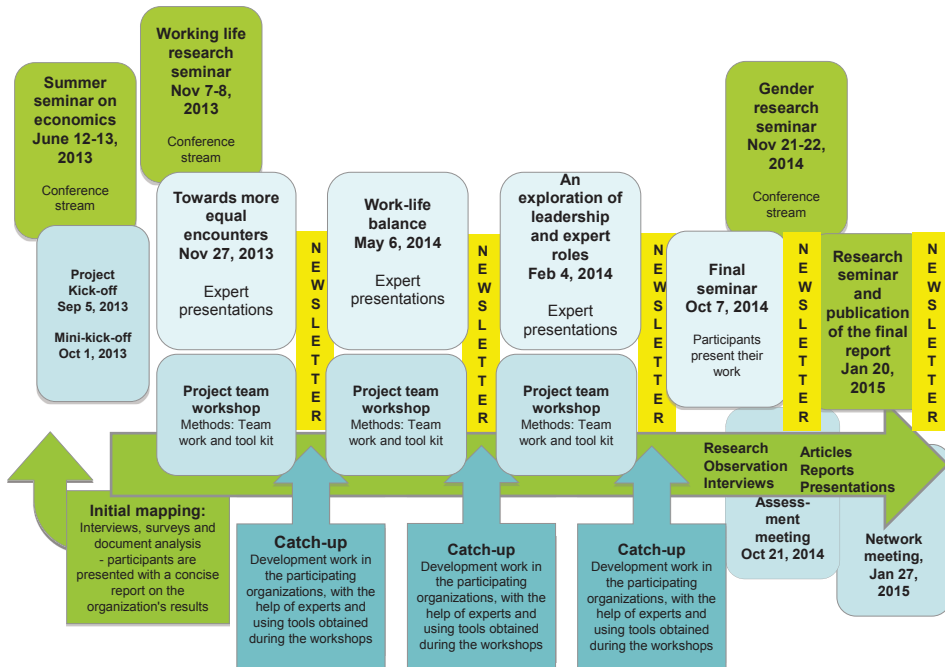


Figure 2 Process chart

A series of public seminars was organized as part of The *NaisUrat* project. The three first seminars focused on the three main themes of the project, while the fourth focused on the experiences and development work of the participating organizations. The fifth seminar contained presentations and discussions of the research conducted during the project. All in all, the project activities consisted of a) the participating organizations' development work, b) seminars and workshops, c) research, and d) newsletters, presentations and other communication.

3.2.1 *The participating organizations*

Eight organizations were recruited to the *NaisUrat* project:

Akava Special Branches is an interest group for people working in expert and supervisory positions in the culture, administrative, and well-being sectors. The Association has 24 independent member associations, with more than 28 000 members.

Attorneys at law Borenium Ltd, established in 1911, offers services in all areas of business law. The company employs approximately 200 people. Borenium has offices in

Helsinki, Tampere, St. Petersburg and New York. Net sales in 2013 totaled EUR 32.8 million.

Kauniainen is one of the four cities in the metropolitan Helsinki area. The City of Kauniainen was founded in 1906, and in 2014 the population was 9 030. The city employs about 700 people.

KSF Media is a Swedish-language media company operating in Finland. The company publishes the largest Swedish-language newspaper in Finland, *Hufvudstadsbladet*, as well as local newspapers *Västra Nyland*, *Hangötidningen-Hangonlehti*, *Borgåbladet*, *Östra Nyland* and *Loviisan Sanomat*. KSF Media was represented by the editorial staff of *Hufvudstadsbladet* in the *NaisUrat* project. All in all, KSF Media employs approximately 200 people and has a turnover of EUR 30 million.

The Ministry of Agriculture and Forestry steers the policy on sustainable use of natural resources. Legislative work is carried out as part of the Finnish Government and the EU institutions and decision-making. The Ministry's administrative sector comprises agriculture and horticulture, rural development, forestry, veterinary services, control of animal-based food, and fisheries. The Ministry is also responsible for hunting and reindeer husbandry, use of water resources, and land surveying. The Ministry of Agriculture and Forestry employs approximately 300 people and has a budget of approximately EUR 2.8 billion.

Folkhälsan is a non-profit social and health care organization founded in 1921 with the aim of promoting health and quality of life in Finnish society. **Samfundet Folkhälsan** makes up the core of the organization, responsible for the co-ordination of different sections, research, asset management, construction projects, as well as the organization's human resources management and development. Samfundet Folkhälsan employs approximately 200 people.

Silta Ltd offers outsourced payroll services, reporting, and operational HR services. Silta Ltd was founded in 2001 and employs about 280. The company has offices in Helsinki, Turku, Tampere, Pieksämäki and Tallinn, Estonia. Net sales in 2013 amounted to EUR 21.8 million.

Suomen Asiakastieto Ltd provides corporate, financial management, risk management, and sales and marketing information services in Finland. The staff

consists of about 150 sales, business knowledge and IT professionals. Net sales in 2013 were EUR 41.4 million.

3.2.2 Development methods

During the project, problem-based learning was used. This meant that the participating organizations' development efforts were based on situations and needs related to the project objectives that the members of the organizations had encountered in their daily work and had experienced as problematic and challenging. According to problem-based learning, collective learning and action is borne in the solutions that are sought and developed to solve real problems and challenges that the employees and the organization face (Poikela and Poikela 1997).

The objective of problem-based learning is to nurture collaborative learning. The members of a working community develop solutions to existing problem that they themselves have experienced. In other words, the *NaisUrat* project organizations developed solutions to problems and challenges related to gender equality issues and career development that they perceived as important in order to reach the project objectives. Problems and challenges were not pointed out by a consultant or researcher, but by the members of the organization. The consultant's and researchers' role was to support the development process, act as a discussion partner, and help knowledge creation.

Problem-based learning was developed in the 1960s. The method has been used especially in education, but is also familiar to organizational development specialists. It is considered an effective way to carry out development work in all types of organizations. According to the problem-based learning approach, development is achieved by asking open-ended questions that do not have right or wrong answers. Participants work in groups seeking information and developing solutions to identified problems (Schwartz et al. 2001).

Problem-based learning deals with real challenges and problems organizations have. Development, and learning through development, thus becomes part of the participants' own work, and it is not perceived as a waste of time, or separate from the every-day work. As participants engage in the development and learning processes, they are also more committed to the change and to the implementation of the new practices developed during the project. The *NaisUrat* project thus generated solutions

related to the participants' own work and work contexts, and there were no pre-designed nor pre-given development ideas or consulting services.

The problem-based learning in the *NaisUrat* project was also combined with knowledge creation through research, for example the surveys conducted in the participating organizations. The method was thus coupled with an exploratory approach (Hakkarainen et al. 2001), that is, producing data based on the operational context in order to assess, develop, and strengthen the organizational culture, practices, and attitudes. In practice, this meant using theoretical and empirical data, as well as increased interaction through the development work.

The participating organizations organized so-called catch-up events in their organizations to share the knowledge obtained during the seminars and workshops. These events contributed to the development of the organizations' policies and routines, but also challenged deeper organizational learning at different levels, and triggered change in organizational culture and values. Through problem-based learning, learning and development has a lasting effect, if the members of the organization are involved in making the change happen and developing the solutions to enable this change.

3.2.3 A group of pioneers as a catalyst for change

When using a problem-based approach, a group that identifies the problem and starts the development work in the organization, is key. In each participating organization there was thus a *NaisUrat* team, whose members took part in the seminars and workshops, whilst coordinating the change in the workplace. The following story describes one participating organization's experiences of working to bring about change:

We entered the NaisUrat project with a very open mind. Gender equality and women's careers were not thought of as a very significant deterrent in the company, even though over half of the company employees are women. Generally speaking, we have thought of the company as gender equal. During the NaisUrat project, we found that the concept of gender equality isn't just about a female perspective, but has many different aspects and shades.

The decision to take part in the project was made around the same time when we were setting up the organization's development group in the autumn of 2013. The group consisted of nine voluntary members of the organization that were interested in developing the work community. Their first tasks included reflecting on the development and implementation of issues that had been raised in an organizational survey. The personnel survey raised the general issue of equal treatment, or rather the lack thereof. The staff felt that in some cases the principle of equal treatment was not realized. In practice, this meant office facilities or equipment, such as phones or laptops. In addition, the survey showed that the encounters between people and meeting procedures suggested inequality in the workplace.

We concluded that equality cannot be realized merely by stating it, or the by desire to be equal, which naturally is the premise for equality at work. Gender equality also has to be managed, and it has to be made visible. Everybody must share an understanding of the importance of their own actions in achieving equal treatment. We decided to come up with common rules for the working community, and every member of the organization could have a say.

In February 2014, the group members prepared, in collaboration with an external facilitator, a plan on how to get the whole organization to participate in the rule-making. In the first phase, workshops were organized, and questions, such as what is a good working environment like and how to develop our own working community, were reflected upon. The identified development needs then gave rise to a set of rules. A total of eight workshops were held in May, and they were attended by about 2/3 of the staff. Before the holidays we conducted a vote: each employee could pick three rules that were important to him or her. The final rules were released during a staff training day in August.

The NaisUrat seminars were attended by the development team members as well as elected officials. On a yearly basis, we prepare a gender equality plan, which is largely based on the annual equality survey results, and the plan format has remained structurally unchanged for several years. Every year we also face the same challenge: how could equality be achieved in practice? We got help from the NaisUrat project, as a result of which we have re-evaluated the contents of our plan. We did not have time to fit all of it in the current plan, but we are much more aware of the definition of gender equality nowadays.

Our biggest equality concern was the fear to be defined as 'women from a feminist movement'. In expert organizations, like ours, equality is often achieved mainly through expertise and know-how. Equality between men and women is talked about only to a limited extent; in fact, it is mentioned only in terms of recruitment. However, gender equality is much more. We all have different personalities and various roles both at work and outside of work, and individuality is respected and valued in an equal work community. Early next year some legislative changes are expected as the Non-Discrimination Act, if implemented, will bring significant changes. In our organization, discussion and development stimulated by the NaisUrat project are leading us in the right direction, contributing to a thriving workplace, as well as helping to bring about equality through exploring new perspectives.

3.2.4 Seminars, workshops, and communication

During the project, four thematic seminars and one research seminar were organized. The seminar themes reflected the main themes of the project, and included 'An exploration of leadership and expert roles', 'Work-life balance', 'Towards more equal encounters', and 'Putting gender equality on the agenda – experiences of career development'. During the research seminar, the project researchers presented the results of their research and round table discussions on questions of gender equality were organized. The final report of the project was also launched during the research seminar. The agendas of all the project seminars can be found in Appendix 2.

The theme seminars were divided into two parts. The morning was open to the public and the speakers included researchers and experts from companies and other organizations. The afternoon workshop was open only to the participating organizations. During these workshops, participants worked in teams of four to five people per organization, integrating the new learnings from the morning into their own development projects. Between the seminars, the participants organized catch-up events in their respective organizations, in order for other members of the organization to benefit from the learning and development processes.

The morning sessions that were open to the public contributed to the societal and, in part, also political debate. Between 60 and 100 people took part in each seminar, giving the participants an opportunity to network. The workshops – which also facilitated networking between organizations – and catch-up events focused on the organizational development.

In accordance with the communication plan drawn up for the project, a website (**www.urat.fi**) and a Facebook group were established, and four newsletters were distributed to the seminar participants and target organizations. For communication purposes, the project also had an e-mail list of key people. In addition, the people working on the project gave several presentations around Finland and abroad. They were also interviewed by the media. The project and its results were a subject of lectures at the Jyväskylä University School of Business and Economics and the Faculty of Social Sciences. A list of presentations and lectures can be found in Appendix 4. The project contributed to the societal and political debate on gender equality and women's careers, and the lectures and presentations can be seen as an opportunity to influence future decision-makers and experts alike.

3.2.5 Research

The development work was backed up by research data. An important part of the data was generated through an analysis of the participating organizations and their equality work. In addition to the analysis, a relatively large amount of interview material on challenges and opportunities of equality work was collected during the project. This material will be utilized as a basis for future studies. An extensive literature analysis of gender stereotypes of women managers was also carried out. The main results of this study were reported in articles published in the Finnish journals *Hallinnon Tutkimus* (Lämsä et al. 2014) and *Yritysetiikka* (Kangas and Lämsä 2014). Finally, the researchers involved in the project have continued their research on women's career development, and have also published the results of their research in academic journals (see Appendix 10).

The analysis carried out in each of the project's participating organizations included a document analysis (an analysis of the organizations' equality plans and other related documents), 4–6 interviews with key people in the organization (see Appendix 8), and a gender equality survey (see Appendix 7). In two organizations, the questionnaire was partially modified to meet the organizations' specific needs. In addition, the collection included observation during workshops and other activities, as well as a series of three interviews in each organization. One key person from each organization was interviewed three times during the project on issues of gender equality and organizational development.

The interviews provided a rich data set on gender equality work and its challenges, while also fulfilling an important development task. During the interviews, participants had the opportunity to reflect, engage in critical thinking, and discuss the progress of their development work. In the midst of the hectic pace of working life, where the focus is often mainly on results, the interviews provided the participants with valuable time to reflect, as well as providing them with a sparring partner to discuss the organization's development work and gender equality issues with. At the end of the interview, the participants often expressed how helpful it had been to them.

The research data was thus produced using a number of data sets (document analysis, a survey, interviews and observation data), and this data was used to put together reports that were presented to the participating organization. A total of three research articles on the gender stereotypes of women managers and organizing gender equality work (Kangas and Lämsä 2014; Lämsä and Louvrier 2014; Lämsä et al. 2014) and one newspaper article (Lämsä 2014) were published during the project. In addition, three conference streams were organized at national research conferences (in June 2013, at the University of Jyväskylä's Summer seminar on economics, in November 2013 during the Working life research conference at the University of Tampere, and in November 2014, at the Gender research conference organized by the Helsinki School of Economics and Hanken), in addition to the project's own research seminar (in January 2015, at the University of Jyväskylä). The project and its results were presented at all these events, as well as at other national and international conferences (Appendix 4). The publication and presentations provided a way for *NaisUrat* to take part in the societal debate and thus contribute to the project objectives, especially on a societal level, but to some extent also on a political level.

3.3 The participating organizations' development targets and results

In accordance with the project objectives, the organizations worked to promote women's career development and to create a more gender equal working environment, focusing on areas of development based on the three main themes of the project. The areas of development were *An exploration of leadership and expert roles*, *Work-life balance* and *Towards more equal encounters*. Previous research and experience of organizational development and change have shown that it is difficult for organizations to achieve result in several different areas simultaneously, especially in a relatively

short period of time. Therefore, the organizations were encouraged to focus on one area and do it properly rather than focus on all three.

An analysis, consisting of a questionnaire, interviews, and a document analysis, was carried out during the project in each participating organization, and was used to pinpoint and conceptualize each organization's development themes. The response rate of the questionnaire varied greatly (between 15 and 75 percent). However, it showed that employees in the participating organizations did not generally experience great inequality between the sexes. In fact, the organizations that participated in the project had already done quite a bit of work around gender equality compared to many other similar organizations in Finland.

However, despite this, the questionnaire revealed that gender inequality still was a reality in the organizations. This often involved career development, equal opportunities for career advancement, salary issues, and work-family reconciliation, all of which were close to the project themes. The results showed that the female employees experienced slightly more gender inequality than did the male employees. In addition, the results showed that employees were generally not very well informed regarding gender equality practices and initiatives. Many did not, for example, know whether or not their employer had a gender equality plan, or its impact on organizational behaviour and practices. The questionnaire showed that although various measures had been taken to promote gender equality in the organizations, there was still a lack of equality-thinking and transparency in everyday practices.

Table 1 illustrates the participating organizations' development themes, which were formulated on the basis of each organization's own needs, in accordance with the problem-based learning method.

Table 1 The participating organizations' development themes

	Towards more equal encounters	An exploration of leadership and expert roles	Work-life balance
Akava Special Branches	X	X	X
Attorneys at law Borenus Ltd		X	X
City of Kauniainen	X		
KSF Media	X	X	
Ministry of Agriculture and Forestry	X		X
Samfundet Folkhälsan	X		
Silta Ltd	X	X	
Suomen Asiakastieto Ltd	X		

3.3.1 Akava Special Branches

The Akava Special Branches' development theme was related to their human resources strategy. The objective at the beginning of the project was integrating the organization's equality and non-discrimination plans with the organization's overall strategy, as part of the future human resource plan. The organization thus wanted to incorporate gender equality in the human resource strategy, seeking also to set an example to member organizations. In addition, Akava Special Branches wanted to develop an instrument as well as a format of enquiry to monitor the realization of equality and parity; to acquire organizational experiences concerning equality and parity planning and the practical implementation of these; and finally to find good models for work-life reconciliation in order to support well-being.

Measures to achieve these objectives included monitoring the implementation of gender equality and parity. The organization followed up on statistics of the organization's gender structure, for example employment, wages, advancement, recruitment practices, working hours, tasks, and the number of people in managerial positions. During the project, instruments were developed to monitor these statistics, and a gender equality plan, to be used as a concrete tool in the gender equality work, was drafted. Akava Special Branches is a small organization that is not required by law to have a gender equality plan. The organization nevertheless wanted to create one as part of the project. Equality was actively promoted during the project, both internally and externally. During the project, and through gender equality issues, the organization began to draw attention to a wider set of diversity issues. Although the development

work was carried out in a good spirit, challenges included the commitment of the staff as well as the practical implementation of development needs.

3.3.2 Attorneys at Law Borenius Ltd

Attorneys at law Borenius Ltd's objective at the outset of the project consisted of promoting gender equality and diversity. The company's increased turnover rate of young employees, and a disproportionately high proportion of men in management positions, had led the company to reflect on gender issues already prior to the *NaisUrat* project. Previously, the company had worked on a project known as The Crowded Years Initiative, which allowed the company to identify development areas also in the field of gender equality. This pilot project was aimed to help the organization identify opportunities to retain especially young women in the organization. The *NaisUrat* project became a natural continuation of the The Crowded Years Initiative as the company pursued a plan for making the promotion of women's careers, as well as facilitating work-family balance, a permanent part of their strategic human resource management. In addition, the company wanted to focus on consistent profiling of especially senior female experts' (Senior Associate upwards) career development within and outside the company. Getting involved in the *NaisUrat* project was also influenced by the company's intention to promote responsible management and to improve its image as a responsible employer.

At Borenius, concrete development measures included creating, sharing, and further developing support mechanisms for The Crowded Years Initiative. In addition, the *NaisUrat* project helped create guidelines and support practices to support women's careers, mainly directed to employees returning from parental leaves, as well as plan for training to support women's business skills and careers. In order to maintain a dialogue with employees on parental leave, a practice was implemented in which employees are regularly contacted during their absence, if they so wish. Significant tangible progress included changing the time of the weekly meeting so that parents can pick their children up from daycare on time. In addition, a children's room was designed in the facilities to accommodate temporary care needs. The company also wanted to dig into diversity issues by studying the prevailing international situation in the sector, as well as assessing whether there is unconscious unequal treatment related to gender or diversity in the company.

During the project, it became clear that in order to achieve equality and to promote women's careers, there is an absolute need for top management support and commitment, as well as committed immediate managers. When a senior executive publicly expresses his or her commitment to the promotion of equality, and gender equality targets are made public and justified, the chances of success are significantly improved. Top management's commitment keeps equality top of mind.

The company also found that a change in leadership and management practices is important. During the *NaisUrat* project, the company started to develop its concept of leadership based on the following basic premise: when people are treated equally, they have more resources to do their work. Although implementation of the idea was initially quite challenging, it became evident that taking small steps in goal-oriented change management, in addition to the immediate manager's commitment, was especially crucial. The company has come to the conclusion that turning words into action is largely a question of leadership, and success in people management is the key to change.

The company's global operating environment, as well as the customer-oriented nature of the sector, was a challenge in promoting women's careers and gender equality at work – operations in different time zones puts pressure on being flexible. A further challenge of equality work was legitimizing the importance of the matter in different ways to different people; it had to be done on the target group's own terms: some members of the organization needed numerical data, while others could be influenced emotionally.

This development work at Borenius will continue after the *NaisUrat* project ends, and the progress in gender equality will be monitored as an integral part of the gender equality plan and sustainability strategy. During the project, the following results were achieved in the areas of women's career development and measures to support both men and women in reconciling work and family: apart from an increase in the proportion of women in management, a decrease in female employee turnover as well as an increase in the number of male workers on parental leave, the company was able to successfully implement practices to better balance work and family. The company also put pressure on management to set an example in reconciling work and family (for example picking children up from daycare as a discussion topic in the workplace). The most challenging issue from the company's perspective remained measuring

unconscious assumptions and stereotypes, an issue the company plans to address in 2015.

3.3.3 *City of Kauniainen*

At the beginning of the project, the City of Kauniainen set the following targets: to promote men and women's equal opportunities for career advancement, supervisors' increased awareness of the matter, and increased transparency on remuneration as well as work load issues. The key development theme was integrating gender equality in the work of the various municipal agencies and policy makers, as well as commitment to gender equality work in top and middle management.

In Kauniainen, the awareness of gender-related issues was raised by organizing a variety of debates and workshops for both officials as well as policy makers. In addition, a survey of the salary levels was conducted within a selected group, i.e. the teaching staff. Gender equality work is a challenge in Kauniainen as it is so strongly attached to certain individuals. It makes the gender equality work very vulnerable as well as making it difficult to create wider interest in gender issues in the organization. In addition, it was observed that, even though the statutory equality plan has been developed and is in place, in practice gender equality thinking is often forgotten. The problem is that the plan is not concrete enough in order to constitute an everyday tool for the city's employees.

3.3.4 *KSF Media*

The idea behind KSF Media's development work was to achieve a fair workplace, which in practice would mean equal treatment for all employees, regardless of sex, age, or form of employment. The company set out to examine the distribution of work and overtime, especially in terms of gender, age, and employment status, in addition to technical and social factors, in order to shed light on possible problem areas. In addition to the initial analysis and questionnaire, KSF Media wanted to conduct internal surveys as well as surveys targeted at former employees.

During the project, the organization has worked on a new equality plan, while also implementing large-scale organizational culture changes on many different levels in the organization. Concrete practical improvements achieved through the collaboration between the project team and management, included re-formulated job descriptions,

an internal checklist to facilitate the induction of new employees, and to ensure the flow of information in the organization. In addition, management has addressed the issue of overtime in order to avoid uneven workload distribution.

While the organization was faced with the challenges of a simultaneous large-scale organizational change, as well as redundancies, the above actions to improve gender equality and to promote fair treatment have for example increased the proportion of women in the organization's management team, the gender distribution of which now is 50/50.

3.3.5 Ministry of Agriculture and Forestry

At the outset of the project, the Ministry of Agriculture and Forestry had as a goal to promoting the ministry's gender equality and non-discrimination plan objectives, especially in terms of work-life balance. In addition, the aim was to get expert support on drafting, interpreting, and communicating a staff survey, and, where appropriate, support in the implementation of the development plan. The aim was also to increase the visibility of the equality and non-discrimination work and communication in the organization, as well as gain new insights in the field.

The organization's concrete development work related to work-life balance, and in particular to working hours as well as arrangements for working off site. At the Ministry, gender issues are examined and assessed annually through a survey on well-being, and during the *NaisUrat* project, questions concerning equal encounter were added to the annual gender equality survey. During the project, a separate equality and non-discrimination query was also carried out. The concrete results of the project included implementing a successful staff event, during which the project survey results were worked on in a new participatory and creative way: using drama. In addition, communication of the equality principles, policies, and practices increased, the intention being that these be systematically monitored also in the future. In terms of reconciling work and family life, the most useful and concrete practices turned out to be flexible time, the possibility of working off site, as well as enjoying leave in place of holiday pay, which both women and men experienced as very useful.

3.3.6 Samfundet Folkhälsan

At the beginning of the project Folkhälsan examined their personnel plan, which they found problematic as policies were dealt with in separate plans in different parts of the organization. This makes practical implementation of the personnel plan difficult. Folkhälsan's development work during the *NaisUrat* project was closely related to how knowledge in the different parts of the organization could be better used to create tools for implementing the gender equality plan. Therefore, Folkhälsan's focus was on gender equality in the organization and human resource work, with particular focus on the daily encounters between people in the organization, as well as the respect for and the appreciation of diversity.

In concrete terms, the organization's development targets related to turning the gender equality plan into a user-friendly tool. During the project, set objectives, key functions, and responsibilities were added to the gender equality plan. In addition, the organization wanted to pilot a questionnaire on bullying and sexual harassment, which was carried out in combination with the *NaisUrat* questionnaire. Further development tasks included continuous monitoring of equal opportunities through risk assessment and staff surveys, and allocating responsibility for monitoring equal opportunity in the organization to the HR and safety units.

3.3.7 Silta Ltd

Silta Ltd joined the *NaisUrat* project in order to examine the organization's structures, and career development practices. In addition, the aim was to develop communication and solidarity between different employee groups. It was also recognized that the company, operating in a female-dominated field, needed to enhance the employees' appreciation of their own work. The fundamental idea behind Silta Ltd's development efforts was raise the profiles of the company experts both internally, through raising awareness and appreciation of their knowledge, as well as externally, for example by updating job titles to better reflect the employees' levels of expertise.

As a result of the project, Silta Ltd. launched a talent programme, and various employees' success stories were recorded for internal use, to improve self-esteem and self-knowledge in a sector dominated by women. The organization also worked on the its values in order to promote organizational culture change, and the core values were included development discussion as well as in the customer service policy. Silta was

willing to change its organizational culture in order to better support its employees, and to increase the appreciation and development of knowledge. The management team and other managers became an integral part of the change, and also the communication, which was considered strategic in increase employees' understanding of the importance of their work, was developed to be more open, positive, and supportive. Finally, training in services, customer service, as well as human resource policy issues was offered to company employees, and mentoring is currently being incorporated in the company's talent programme: talentti@silta.fi.

While many of the organization's development objectives have both been clarified and implemented during the *NaisUrat* project, the inspiration to continue the development work has increased as new problem areas have been found. The company is, for example, increasingly aware of the fact that there are no disabled people among their employees, although the work could very well be carried out from a wheelchair.

3.3.8 Suomen Asiakastieto Ltd

Based on an annual survey of wellbeing, Suomen Asiakastieto Ltd had become aware of the fact that many of their employees experienced unequal treatment. The plan was thus for the project to address this by creating new rules to promote fair and equal treatment.

The company implemented a programme that enabled all employees to take part in the creation of a new set of rules as well promoting organizational culture change. The *NaisUrat* project contributed to the development efforts, focusing especially on gender issues. As there is a conscious desire to manage gender equality and do so in a more transparent manner, management was also made part of the change and of achieving greater gender equality.

On a practical level, the gender equality work was carried out in workshops, with almost the whole staff participating, jointly reflecting on development areas and creating a new set of rules. One concrete area of improvement achieved during the project was updating and implementing the gender equality plan on various organizational levels. As in many other participating organizations, the challenges included stigmatizing gender equality workers as 'troublesome'. Expert organizations are indeed often led with a strong meritocratic attitude (that is almost blind to gender issues).

3.4 In principle, everything is in order

A common observation, on the basis of the project development work and survey data, was that it was challenging for the organizations to get started with their gender equality and promoting women's career development. In the following story, an HR Director of one of the participating organizations describes the challenges of doing gender equality work in the organization, as well as the attitude change the project brought about:

I've felt the need to deny that women are in need of special projects in order to succeed. I would like to believe that the most qualified applicant is chosen for the job, wages are fair and so on. But the snake has entered the garden, and its first name is Doubt.

I was immediately interested in the opportunity to participate in the NaisUrat project, and yet, I knew that we would be presented with questions to which we do not have answers. I also knew that we would experience despair, pain, fatigue and be fed up. The first challenge in the project was that I had to describe the current state of gender equality in critical terms. How does one describe and summarize the current state, which is basically okay and yet not okay? A bit like a disease, where the symptoms are treated rather than the disease itself. We had to find our own organizational disease.

As a part of my duties as HR Director, I've learned to present the bright side of things to the staff, the CEO, team members, colleagues, and customers alike. I have learned to explain, above all, that things are quite good after all and that we'll keep our heads above water, as highlighting the drawbacks would have meant that I had to fear for my own job. If you've discovered that things are wrong, and you admit it, why haven't you tried to change them in the past?

The project objectives were set on several levels. We wanted to strengthen the self-esteem of the members of the organization; we wanted them to feel they're doing a valuable job. In addition, we found that there were issues concerning communication, transparency, and trust. Also women's career development provoked thoughts. At this point, I'm still occasionally not sure whether the problem is the female-dominated sector or the organizational culture.

Earlier in the spring we had already launched the organization's code of conduct, which linked very well with the project. We put the project to good use in launching

our operating principles – joy, curiosity, talent, responsibility, and trust – in order to develop a universally appreciative and equal organizational culture. We held workshops in teams, we gathered success stories, and the icing on the cake was launching a success video, in which our employees talk about operating policies.

In the heart of the project were the principles by which we want to internally encourage the experts of our female-dominated organization to demonstrate their skills externally. The job title never-the-less did not correspond to the contents of the job: I had dreamt of changing the title 'Salary planner' to 'People expert in working life'. With the project, however, the title was changed to 'Salary expert' to better reflect the complexity of the task, and to communicate the expertise of the female-dominated field to outsiders.

I have become more feminine during this project. I have come to acquire a new awareness of the prevailing structures that sustain inequality in our organization, in working life, and in society as a whole. My eyes have been opened by the workshops that I took part in with other project participants, as well as personal conversations with key project members.

3.5 Using career guidance to support women's careers

Changes in working life, in which the responsibility over one's career is increasingly shifting to the individual, suggest that in the organization, the individual has a significant responsibility over his or her career development. For example, Ekonen's (2014) study of Finnish men's and women's leadership careers pointed out that careers are increasingly becoming personal projects. The importance of social relations and networks is emphasized during career development, careers are multi-directional, and career development needs to be supported by successful work-family balance. As careers change, varied expertise is called for, and the required expertise is not limited to mastering one's profession. Things like reputation, networks, and awareness of values are equally important. From an individual's point of view, good career skills help clarify one's work identity, contribute to employability, and increase the chances of employment. Good career skills ensure expertise and professionalism in an ever changing organizational environment, and are a sign of responsible HR management.

Arthur and colleagues (1995) have introduced the concept of an "intelligent career", which pinpoints the necessary skills to manage changing careers. According to them,

career skills consist of three ways of knowing. The first area, “knowing-why” is related to an individual's values and needs, as well as career motivation and identity that link the individual and the organization together. The second area, “knowing-how” includes work-related skills and knowledge. From an organizational perspective, it is essential to distribute these individual competencies throughout the organization. The third area, “knowing-whom”, consists of social networks, as well as interaction within them, relationships based on trust, and reputation in social relationships. This area may, if distributed to the entire organization, constitute common social capital. Jones and DeFillippi (1996) have further developed Arthur et al.'s (1995) intelligent career ways of knowing with “what”, “where” and “when” skills. “Knowing-what” is about being aware of industry opportunities, threats and requirements. “Knowing-where” refers to where an individual can find necessary training and development opportunities in his or her line of business. “Knowing-when” refers to knowing how to time one's career choices correctly.

In three of the *NaisUrat* project's participating organizations, personal career guidance was provided to support career skills. The method served the project objectives at the individual level and helped the participants outline their own career path. The method used in the project was based on an autobiographical approach of promoting women's career consciousness (Lämsä and Hiillos 2008), narratives (Ricoeur 1983, 1991), as well as career anchors (Schein 1993). The method, adapted for the project, originally developed by Lämsä and Hiillos (2008), builds on the fact that everybody has some relevant career related principles, to which a meaningful career development is anchored, and which is important to stick to. An individual is drawn to these principles and feels compelled to direct his or her career according to them. They reflect long-term expectations of work performance and results, without taking into account professional or occupational sector per se (Schein, 1993). The principles determine what a person expects of his or her job and career and what motivates him or her.

Applying the method to career guidance offered employees support in clarifying and developing their career skills. Apart from seeking to outline past choices, the current career situation and possible future directions, the historical and autobiographical approach tied career choices to other areas of life. The participants outlined concrete career guidance objectives related to issues like motivation to advance to more demanding positions or choosing a job that matches her values. In addition, the

participants looked for assurance regarding their own career plans as well as ideas for reconciling work and family.

The adopted career guidance method draws on the idea that people have a narrative relationship with their surrounding world. Stories are a way to understand and convey information – people learn by telling and listening to stories. Stories also help understanding one's self and one's relationship with other people. In addition, through stories, one can come to understand the both the possibilities and limitations of one's reality and surroundings. A person's perception of his or her career and the factors affecting it are thus constructed through narratives (Ricouer 1983, 1991; Squire, 2008). Telling oneself and others about career events and activities makes it easier to make sense of past career experiences and to learn from them. A person can structure his or her career in multiple ways, but one needs to break free from the stories provided externally and formulate a personal story, anchored in one's own experiences, feelings, identity, values, and morality. Only if one's career story is one's own, is it possible to take responsibility for one's actions and choices.

In terms of organizational and individual productivity, job satisfaction, and motivation, it is important for employees to be able to construct a meaningful career path as well as coherently define one's tasks and areas of responsibilities. Especially in times of uncertainty and change, being able identify one's anchors helps to better navigate change.

Those who chose to receive career guidance as a part of the *NaisUrat* project were first asked to completed a preliminary assignment. It consisted of a self-assessment of the career anchors (Schein 1993), a written assignment, as well as a "Career as a journey" assignment. The self-assessment of career anchors was done by filling out a questionnaire. The written assignment consisted of both a verbal and visual task, in which participants sketched a drawing or otherwise visualized the flow of their own professional careers. They were also asked to reflect on possible turning points in their life and career. In the "Career as a journey" assignment participants visualized their career as a journey. The current situation represented one stop along the way, and stopping provided participants with the opportunity to assess the past journey, and what is yet to come. Participants used two symbolic suitcases: The first suitcase was meant for things, events, and values that the person was ready to leave at this stop. The other suitcase was for the things, events, and values that were still considered necessary and important for the future jobs and career development. The participants described

the contents of both suitcases in their own words. In the following career guidance stage, the career counsellor studied the preliminary assignments, which were discussed in a personal meeting between the participant and the counsellor. Finally, each participant received a personal written feedback report.

3.6 Drama as a development tool when working with gender equality issues

During the *NaisUrat* project, drama was used as a development tool. In essence, drama is about having fun, but it is also an effective way to develop expertise, communication, and new perspectives. Gluck and Rubenstein (2007) have suggested that drama is an especially powerful tool for illustrating and shedding light on issues concerning on human behavioural styles. In the *NaisUrat* project, drama was used to deal with questions of gender equality, work-life balance, and wellbeing at work. Drama uses techniques borrowed from improvisational theatre, which in organizational development is metaphorically appropriate since the ability to be spontaneous, flexible and quick-thinking, accepting of difference, and having the will to find alternative solutions is crucial in both improvisational theatre as well as in organizational and corporate reality.

There are a number of ways in which drama can be used. Participants can participate in the actual improvisation and act out different roles and simulated situations in order to visualize and experience different scenarios. However, in the *NaisUrat* project professional actors were used to portray the situations, as previous experience has shown that participants are often reluctant to act, and they may be reluctant to participate in a “drama workshop” altogether if they are worried they may have to act themselves. In addition, professional actors have the ability to create situations that are very realistic, illustrate reactions and convey real feelings so that the participants feel they are experiencing these situations themselves and thus effectively learn. The actors were provided with a scenario and created an improvised dialogue for that situation. Participants were able to be involved in directing the dialogue when they wanted them to test different scenarios. For example, if an actor said or did something that triggered a negative reaction in the other actor, participants could suggest that the first actor change his or her wording in order to trigger a different response.

Drama turned out a very practical way to illustrate different situations between individuals and how different words or actions may be interpreted or misinterpreted in

different ways. The diversity of interpretations was demonstrated through acting a variety of situations that helped show, for example, how certain things that may have seemed appropriate before might be discovered to be completely inappropriate in the light of different individuals' interpretations. The drama workshop was a very positive and effective way of changing attitudes and practices, a prerequisite for cultural change in organizations. The take-away from the drama workshop was that the members of the organizations were able to experience for themselves problems and possible solutions, and continue their organizational development work with new insights.

4 CHALLENGES AND OPPORTUNITIES OF EQUALITY WORK

Drawing on the project's research and development findings, the aim of this chapter is to discuss and make visible the challenges and opportunities organizations face in their gender equality work.

4.1 Legitimization of equality work

In the participating organizations, as well as in organizations in general, gender equality work is often not seen as strategic. Equality is usually seen as a question of justice, fairness, and well-being, and unrelated to the financial bottom line. At the same time, however, studies have shown that societal equality tends to improve well-being (Wilkinson and Pickett 2009), that would include well-being at work, and that well-being, in turn, is likely to increase productivity. In addition, gender equality has been recognized to contribute to a company's financial viability (Catalyst 2007), as well as the economic success of society as a whole (Global Gender Gap Report 2014).

The fact that gender equality work is not perceived as strategic or strategic enough creates a set of different challenges for people working with gender equality issues. The findings of the *NaisUrat* project suggest that gender equality professionals need to continuously legitimize their work. The legitimization of equality work is not only needed at the start, but may also still be needed after the work has received the support of top management. As the organizations involved in the project can be considered to represent either pioneers of gender equality promotion or at least more interested in gender equality issues than the average workplace, it is likely that the need for legitimization is even greater in many other organizations. From the gender equality worker's point of view, the constant need to justify one's work is likely to be frustrating, creating an extra burden and reducing motivation.

It is thus pertinent to ask from where the motivation to start working with gender equality stems in the organizations participating in the *NaisUrat* project. The participants of the project expressed several reasons why their organizations wanted to work with gender equality issues. One common reason was the legislation around gender equality and diversity at work. Since 2005, the Finnish Equality Act requires employing organizations with 30 employees or more to draft an equality plan, as well as revise it yearly. This in itself should be enough of a reason for organizations to prioritize

gender equality. However, it became evident during the project that a gender equality plan alone does not guarantee that organizations efficiently work towards greater gender equality in practice.

Based on this, one can conclude that if it is not possible, or desirable, to justify gender equality other than through legislation, the promotion of equality is fairly inefficient and remains separate from other activities. Gender equality is thus promoted only because it is an obligation required by the law. According to Kautto's (2008) study of human resource management professionals, all Finnish workplaces do not have gender equality plans, even though they are obligated by law (Kautto and Lämsä 2009). However, all the organizations in the NaisUrat project, that were obligated to have a gender equality plan, had one.

What motivated the participating organizations to do gender equality work? In some organizations equality work started as a response to a concrete problem identified in the organization, for example alarming results in a survey of employee well-being, or the difficulty to keep young women on the payroll. For example, one organization found that female employees often failed to return from their maternity leaves as they felt combining their work and parenting responsibilities was simply too difficult. Practical challenges like these helped identify problem areas and thus legitimized the gender equality work. A positive corporate image, or attracting and retaining talented individuals were other examples of issues that justify gender equality work. Another argument was that if a company mainly recruits men, it misses out on half of the talent pool.

The findings of the project suggest that an organization's equality work has to be justified in many different ways. Legislation provides an important and binding argument, but the law in itself is not sufficient motivation to carry out purposeful and systematic gender equality work. It can be concluded that, apart from the legislation, other arguments are needed, and other arguments are considered credible only if gender equality is considered to contribute to the organization's activities and performance. The arguments used to justify gender equality work are that it either reduces disadvantage or that it increases advantage in an organization. A similar conclusion was reached in a survey of CEOs in the Finnish industry: the primary rationale behind leaders' decision-making is related to the resulting operational benefits (Kujala et al. 2011). In the study, business-related benefits was a stronger

argument than, for example, one related to fairness or obligation (for example following the legislation).

The advantage/disadvantage argument described above may have one believe that the risk of disadvantage would lead to action. However, the advantage arguments put gender equality in a more positive light, which encourages a more proactive approach. This entails target-oriented and professional leadership, and connecting gender equality work to the organization's values, as well as the human resource strategy, and that it is perceived as important in terms of performance.

In terms of future gender equality projects, this means that if promotion of equality remains unconnected to the company's performance, the project's chances of success decrease – or the results easily remain isolated without involving a deeper cultural change. Based on the findings of the project, one might conclude that combining equality with issues such as well-being, knowledge, or responsibility, will lead to successful results. However, as long as gender equality is not considered part of the business, the role of external actors – for example gender equality projects – remains crucial. Therefore, gender equality legislation and projects such as *NaisUrat* play an important role in helping put gender equality on the agenda.

4.2 The support of top management and resistance to change

All the participating organizations had the support of top management to join the *NaisUrat* project. The project showed, however, that in practice the actual support varied between the organizations, which also affected their results. In an ideal situation, the organizations would have conducted their gender equality work in a goal-oriented and systematic manner, continuing to do so throughout the project; they would have the support of the senior managers; and their work would stem from the organizations values, in which gender equality was already included. The organization's top management's genuine support would allow for necessary resources to be allocated to the project, and they would be instrumental in keeping gender equality on the agenda for the all the members and levels of the organization. The support of top management would also have a symbolic significance. Management could use symbolic actions to help others commit to change, such as public displays of gender equality work, allocation of resources, as well as simply being role models in issues like work-family balance. For the participating organizations, the support of management sometimes did help achieve the project targets, but sometimes it was superficial or

minimal: top management was officially committed to the project while the rest of the management team often was either not aware or not interested in the gender equality work that was being done.

Although the support of top management is crucial for the progress of gender equality work, it does not in itself guarantee success. There is a considerable body of research that shows that there generally always is a resistance to change in organizations (Jermier et al. 1994; Thomas et al. 2004; Thomas 2008). Resistance has been defined by Shepherd and Pringle (2004) as any contact that serves to maintain the status quo when faced with having to change that status quo. Traditionally, resistance has been considered a group phenomenon – the employees' resistance to the change imposed by management. It is important, however, to recognize that resistance is also an individual phenomenon, and not only about concrete actions and behaviour, but also about identities and meanings (Thomas et al. 2004).

One form of resistance that was experienced in the *NaisUrat* project was not showing interest in a colleague's work, for example, pretending to check one's mobile phone when results of the project were being presented. There are many types of resistance: individual or organizational, subtle or overt (See Thomas and Plaut 2008). Resistance to gender equality work not only took many forms in the participating organizations, but different aspects of the gender equality work were also resisted. Some resistance was directed towards the idea of gender equality itself, some resistance could be seen as more directly related to the gender equality work, and some resistance related to the identities the gender equality work produced.

Equality means different things to different people, in different situations and at different times. As a consequence, different views may have existed in these organizations, giving rise to discussions and debates over which type of equality should be promoted. It is important to recognize the different views and to understand that different equality challenges call for different approaches. Much of the resistance and power struggles that take place in organizations around gender equality work may be related to different views of equality. Previous studies have shown that resistance is related to the assumption that gender equality work is too time consuming, not strategic enough, too costly, and too far from the employee's core tasks (Sjoberg, 2011). Based on the findings of the *NaisUrat* project, it can be concluded that the genuine and visible commitment of top management is an effective way to reduce resistance to change, and promoting gender equality work through target-oriented leadership.

4.3 The loneliness of gender equality work

Women leaders have been found to describe feelings of loneliness in their professional roles (Bell and Nkomo, 2001). The individuals working to increase the number of women leaders in organizations have this in common with the female leaders themselves. Correspondingly, the findings of the *NaisUrat* project show that gender equality professionals are often alone in their work roles, and have few opportunities to exchange ideas with others working with similar tasks, and have no professional networks to support them within or outside the organization. In the *NaisUrat* project, loneliness naturally gave the gender equality workers the freedom to design their equality projects as they wished, to be creative, and to work in their own terms. However, in a context where this work was resisted, loneliness could be detrimental to the work. They also often had to continuously justify the work they were doing, which added to the feeling of loneliness. In addition, many dreaded the time when the *NaisUrat* project would come to an end as uncertainty over whether they would have continued support for the project loomed. In a meeting where no one wanted to hear about the progress that had been made in the gender equality work, or where the work was potentially openly criticized, it may have been easier for the gender equality worker to simply not include the project on the agenda, rather than wasting time and effort on something that no one expected, or perhaps were even against. In such a context, the support of colleagues and networks as well as institutionalized contexts for gender equality work would have been very helpful.

During the project, it was observed that gender equality workers must be highly committed and engaged in order to be able to handle this loneliness. In addition, it was found that gender equality and equality work is still very often perceived as a women's issue, and the sole responsibility of the HR department. The findings of the project show that the objectives and motives of people promoting equality generally stemmed from somewhere else than from any possible status this work may bring them, the appreciation of the organization, or other types of external rewards. Instead, what seemed to motivate the workers was their personal conviction – a belief that they are doing a valuable and meaningful job, despite the silences and resistance they experience in meetings or when they talk to others about gender equality.

The findings show that speaking of and promoting gender equality was often considered a sensitive issue. It is likely that, because resistance was apparent even within the *NaisUrat* project, much gender equality work is simply not getting done in

many organizations. As gender equality greatly benefits organizations, both organizations and individuals may actually be losing by allowing gender equality work to be done in a context that so greatly depends on the personal conviction of an individual.

4.4 Networking and learning from others

Although the *NaisUrat* project was tailored to the organizations' needs, making it possible for them to work issues specific to their situations, the project was also multi-client project that allowed the participating organizations to network, benchmark, and learn from each other.

As was noted above, during the project we found that individuals working with gender equality issues in organizations are quite lonely in their roles and their work, and we wanted to take advantage of the collegiality created between the project participants and turn this into a long-term connection and form of support for them that would not end when the *NaisUrat* project ended. We noticed in our evaluation meeting that a connection had formed between the participants in the previous months and that this could potentially be a source of inspiration and motivation for them in their continued work on gender equality and women's careers. The goal was therefore to set up a network that would provide them with continued support in the future. The aim was to organize regular meetings so that members of the organizations could continue to meet. The idea was that the organizations take turns organizing these events, and thus continue the tradition of the *NaisUrat* project.

We noticed that it is important that events or meetings like these always have a theme, with, for example, invited experts so that the participants feel that the meetings add value. After hearing the invited guest, participant can then exchange experiences and ideas. Meetings could include visits to other organizations working with similar challenges, and participants could also consider inviting representatives of other organizations, who also work with gender equality issues, to the meetings. It is important that the meetings are organized regularly, although not too often. An appropriate timetable is four meetings per year. During the project it was observed that discussions are more open and supportive if the group is relatively small.

5 DISCUSSION

5.1 Project evaluation

All in all, the *NaisUrat* project can be considered a successful one. The involved organizations brought with them exciting thoughts and ideas to the project which they shared with the project team and each other, and the dialogue was been both helpful and inspiring. All the organizations have worked in different ways to increase gender equality in their organizations and to further women's careers.

During the *NaisUrat* project, it was observed that many of the participating organizations consider gender equality simply one issue among many others, and part of something else like well-being or attracting and retaining talented employees. Gender equality issues are thus often combined with other issues. This is also a way to make gender equality issues more strategic and to get them on the agenda in organizations. This is a way to justify doing gender equality work, but it also creates a risk of dilution. The rhetoric used in relation to equality in the participating organizations – many organizations preferred talking about diversity rather than gender equality – was one of the main challenges in the project. Some organizations had clear diversity policies, while in other organizations the idea of diversity was less clear.

Diversity as a concept and opportunity, however, seemed attractive to many of the participating organizations, and diversity management may indeed provide opportunities to improve gender equality. In such a case, it is important to clearly define the different groups that are subject to diversity management (Lämsä et al. 2013). Diversity management is nevertheless weighed down by the same challenges as gender equality work. Like gender equality, diversity is often not integrated in the organizations' strategic management in Finland (Colliander et al. 2009), which makes promoting diversity in a professional and business-like manner challenging.

The stigmatization of 'women's' projects is an important issue when working with a project like *NaisUrat*. From the start, the project team felt that simply the name of the project would be problematic when recruiting organizations, and quite right, some of the organizations explained that they would have to call the project something else, that they could not launch a project internally that appeared so women-centered. Therefore, "Nais" (woman) was not included in the name of the campaign site – it was simply

called “Urat” (careers). This reluctance to explicitly talk about women’s careers was also apparent in the rhetoric of the participating organizations. Although the participants were aware of the issues and challenges regarding women’s careers, they wanted to include both men and women in equality issues and create solutions for both sexes, and not only for women. This was an accepted way to legitimize the project and the issue in general in the organizations.

As gender equality is a prerequisite for furthering women’s careers, becoming more gender equal as an organization is critical. This entails a change in organizational culture, and in order to achieve that, the commitment of top management is crucial. In the *NaisUrat* project, we had the commitment of top management in all the organizations, and members of top management were always present during the recruitment process if not also represented in the actual project teams. However, it became apparent during the project that there is a gap between formal and actual commitment. Simply because top management is committed and has expressed a need for the project, it does not necessarily mean that all members of the management team, and through them all departments in an organization, are committed to the work. Also, there were situations where top management may have been committed, but not the immediate superior, which made carving out time for the project difficult, to say the least. So while the catch-up sessions were a central part of the process in order to implement gender equality objectives in the organization, some development groups found organizing events to spread the new thinking in their organizations challenging.

Apart from challenges and problems, the project also had a positive impact. None of the participating organizations saw equality work as a project that starts and ends with *NaisUrat*: they will continue the development work they have been doing during *NaisUrat*, and continue working with gender equality and women’s careers. Not only has the *NaisUrat* project encouraged and facilitated a dialogue between organizations, it has also brought practitioners and academics together so that both parties can benefit from each other. Another challenge during the project was the questionnaire, the number of surveys regularly conducted in the organizations. It was discovered that timing the questionnaire carefully was key to obtaining representative samples. Despite the challenges, the time invested in the questionnaire proved to be useful, as this type of research and information proved to be a suitable tool to initiate and support gender equality work. Out of this perspective, the project format of combining research and development was a successful one.

5.2 Recruiting and engaging the organizations

The first challenge of the project was to find and recruit eight organizations to join *NaisUrat*. Recruiting organizations had to be swift, as originally the project was only to be 22 months (later it was prolonged to 24 months), which is a tight schedule to try to promote organizational culture change. The strict rules for what companies can join ESF projects, made the task even more challenging. We looked for organizations that had already done some work on gender equality, in order for the collaboration with them to be fruitful in developing tools for gender equality work during the short period of time that was available. In addition, putting together a group of organizations that were somewhat on the same level in their thinking and work on gender equality would make the discussions and cooperation between the organizations more meaningful and beneficial during the project.

Why did the organizations join a research and development project on gender equality? During the recruiting process, it was important to create and convey an understanding of the ways in which gender equality is essential for organizations, for example concerning issues of well-being, productivity, and attracting and retaining talented individuals. It was also important to make it clear that the development and learning processes would be part of the organization and its employees' daily work and reality. Gender equality would be integrated in their daily tasks, thus creating a real, relevant, and concrete setting to work with gender equality issues. A problem-based learning approach was adopted in the project, and organizations sought solutions to existing problems or challenges. This helped the recruiting process and the result was a good group of eight organizations that together with the *NaisUrat* project group created a platform that not only gave the organizations an opportunity to work with gender quality issues, but where the organizations and the project group together could gather and create new knowledge around the challenges and possibilities concerning women's careers and gender equality work.

The commitment of the organizations' project teams was good, and even though they had the support of top management it was observed that this did not always mean concrete support nor did it lead to visibility in the organization's everyday work. When planning projects like *NaisUrat* in the future, this needs to be taken into account, and more time needs to be allocated to selling the project, negotiating with the organizations, and committing the whole management team to the project. This way

the whole organization can be involved in the change, and a real impact can be made on the organizational culture.

Except for time and effort invested in the project, the *NaisUrat* project was, in practice, free of charge for the participating organizations. This was both an advantage and a disadvantage. It was an advantage as it would have been practically impossible to recruit eight organizations in such a short amount of time if they had been charged to participate. However, it was observed that if a project is not budgeted and if, for example, time with a consultant is not invoiced, organizations tend to not prioritize the project, plan meetings as efficiently, nor commit to the work as readily as they would in a project that was a part of the budget.

5.3 The role of men in promoting women's careers and gender equality

Women are the clear focus in the promotion of their careers, both individually and collectively. Women have been the driving force in promoting women's careers and in the development of gender equality policies. Also the *NaisUrat* project showed that the promotion of gender equality is gendered – most women feel ownership of the matter and consider it important. At the same time, men are also involved and implicated in many ways, as spouses, fathers, and other family members; colleagues and trade union members at work; managers and employers; policy-makers; active citizens; customers and clients; and so on. Accordingly, we can ask: what role can men have in the promotion of women's careers and gender equality? How can we get men involved? And what career and gender equality policies and practices need to be developed for men? Since the mid-1990s there have been various interventions in the United Nations, the European Union, on both national and local levels on men and gender equality (see for example, Varanka et al., 2006). Recently, The Study on the Role of Men in Gender Equality report (2013) was published drawing on expertise from all EU member states and beyond.

Men and men's relation to employment and career have implications not only for women, but for men themselves (Hearn 2009, 2015). If there are to be more women in management, there will be fewer men there. Getting the question of fewer men in management onto workplace policy agendas, or at least on the table for discussion, is often difficult. Targets, both in specific workplaces and nationally, can be set for such changes, including what is a minimum acceptable mass of women and a maximum acceptable mass of men in management. In some workplaces there is regular change in

management positions. In others, such positions are more fixed. It is unlikely that many men wish to move from management to lower level positions. However, male managers might move 'temporarily', by, for example, job exchanges, retirements, accepting demanding expert tasks after management positions, or becoming expatriates, as well as sabbaticals, as ways of opening up career positions for women. Changes in the workplace and organizational growth can also provide opportunities to change the existing situation.

Men's cultures, amongst men, in workplaces affect women's careers. Therefore, these cultures need to be open to explicit examination, discussion, and change. Some men's cultures are specifically antagonistic to women, and also harmful to some men. Many organizational cultures remain dominated by conventional forms of masculinity, and that's why studying for example different men's (by age, class, ethnicity etc.) culture and relations to equal opportunities policies represents a window of opportunity for change (Hearn and Collinson 1994).

Men have an important role in promoting women's careers, but how can they be more involved them in gender equality work? There are many ways to involved men in solving these issues, and many reasons for men to change current gendered career structures and arrangements. One reason is how current career models limit not only women but men themselves. For example, as work-family reconciliation is traditionally considered a women's issue, men's wishes and expectations concerning family matters easily get excluded from the discussion. In general, fairness arguments and the desire to ensure colleagues, subordinates, and other parties a satisfactory life are important reasons. It is also important to recognize the differences between men and take them into account both on an organizational and a societal level (Collinson and Hearn 1994).

Sometimes, perhaps often men resist the promotion of women's careers and gender equality or seeing it simply as only "women's business"; some men are supportive; sometimes, men take more ambiguous positions. Thus it is important to address the resistance of many men to the promotion of women's careers and gender equality; the *responsibilities* of men in taking part in the promotion of women's careers and gender equality; and the process of *reaching out* to other men who are less interested and less involved in these issues. *Resistance* to involvement in change comes from men for a wide variety of reasons: patriarchal practices, sexism, maintenance of power, complicity in current arrangements, definition of gender equality as 'women's business' and not the 'main or most important issues', preference for men and men's company.

Men need to confront this in other men. The *responsibilities* of men range across the full range of organizational and career arenas and issues: recruitment, selection, promotion, appraisal, gender pay gap, family and work/life, sexuality, violence, bullying and harassment, education and training, and management. *Reaching out* concerns making contact with men, individually and collectively, who may seem uninterested or even actively hostile around these issues and arenas. This involves raising what might appear to be unusual questions into men's arenas – team meetings, trade unions, management, workgroups, and so on. In all these ways, men can become involved in equality work, in their immediate workgroup, in the larger organization, in trade unions, in management and training. Men's involvement in promoting women's careers is neither a zero sum game, but nor is it a win-win situation.

More specifically, men in workplaces can be asked where they stand in terms of, for example, racism and anti-racism, sexism and anti-sexism, feminism and anti-feminism, and gay, queer and transgender issues. This may mean acknowledging ambivalence and dilemmas rather than pretending that there is some 'pure' position. It necessitates avoiding the idea of some men being 'more advanced' or 'further on' than other men. Men can be asked what they are doing and how long-term any commitment is. It is important to see nothing as 'too trivial', whilst recognising the possibility of changing the whole 'set' of the organization.

Cooper and Lewis (1998; Cooper 2000) outlined key steps for a broad 'agenda of change', including: 'integrating work-family issues into core thinking and strategic planning in organizations'; 'more diversity in decision-making'; 'rethinking of notions of time'; 'developing flexibility and autonomy'; 'redefining careers'; 'new approaches to management'; 'redefining success'. These themes have equally important implications for men as for women. Changing men's own careers involves developing the range of flexible working, family-friendly and care leave policies, and supporting men to use these. Greater participation in care leave and childcare may lead men towards more egalitarian relationships with both partners and colleagues at work.

Explicit attention needs to be given to such issues in in-house training. For men, training might address such issues as: male identity; how men's prejudices were encouraged; the good and bad things about being a man; how men's attitudes and behaviours can change; how the organization reproduces dominant 'male' values; and ways of changing the organization in these respects. Women should have at least as much resources as men for career training and related activities. Training budgets

could be distributed to women/men in *inverse* proportion to the number of women/men in management in the organization. Finally, we can ask: how do such questions look for men of different ages, ethnicities, classes? Thus organizational and managerial policies and practices on careers need to be developed not just around gender, but also around age and ageism, racism, sexuality, harassment, bullying, violence and violation.

5.4 Final summary

This report has dealt with *NaisUrat*, a research and development project funded by the European Social Fund and carried out in eight organizations. The main themes of the project were increasing the number of women in management positions (challenges and opportunities); promoting equal opportunities in the workplace, particularly taking into account the challenges of work-family reconciliation; making gendered structures visible; and promoting change. The objective of this report was to highlight research, as well as development work done in the project, on women's careers and on gender equality. The report has assessed the equality work opportunities and challenges in organizations, and discussed the future directions of equality work.

Equality has not yet been achieved in any country, so there is plenty of work yet to be done, even in countries like Finland, which in many respects are the pioneers of gender equality (Global Gender Gap Report 2014). In Finnish society, gender issues pose a challenge in the work context, where in particular women's career challenges and the gender pay gap – favouring men – call for action. In this report, we have highlighted how promoting women's careers is done and can be done, particularly at the organizational level. Here, organizations have a central role, and the work carried out within organizations is important groundwork for promoting gender equality. It is crucial to bear in mind that the participating organizations' equality work is at very different development stages, and this affects the scope and results of the interventions in the organizations. The *NaisUrat* project showed that organizations can do a lot to achieve gender equality, if employees are motivated and change is driven in a goal-oriented manner.

It can be concluded that organizations have to legitimize gender equality work using a wide array of arguments that address different target groups. It is important to incorporate gender equality work into the strategic management, especially human resource strategy, in order for it to become pro-active and long-term. Linking gender

equality with an issue that is of importance to the organization and contributes to performance appears to be an effective way to justify the work. The commitment of top management is a basic requirement for the promotion of gender equality, but alone does not guarantee success. Also goal-oriented change management is needed. In addition, it is important to involve men. Based on the *NaisUrat* findings, it seems that the key to obtaining equality in the workplace is to facilitate and promote ways in which not only women but also men can better reconcile work and family/ personal life. In addition, professional and targeted diversity management, as well as responsibility management, can provide opportunities to promote gender equality. Finally, it is helpful to set up cooperation networks that support mutual learning and enable wide-ranging discussions on gender equality issues between organizations.

REFERENCES

- Acker, J. (1990): Hierarchies, jobs and bodies: a theory of gendered organizations. *Gender and Society*, 4:2: 139–158.
- Arthur, M.B., Hall, D.T. and Lawrence, B.S. (1989): Generating new directions in career theory: the case for a transdisciplinary approach. In M.B. Arthur, D.T. Hall and B.S. Lawrence (eds.): *Handbook of career theory*. Cambridge, Cambridge University Press.
- Arthur, M.B., Claman, P.H. and DeFillippi, R.J. (1995): Intelligent enterprise, intelligent careers. *Academy of Management Executive*, 9:4: 7–20.
- Batt, R. and Valcour, M. (2003): Human resources practices and predictors of work-family outcomes and employee turnover. *Industrial Relations*, 42:2: 189–220.
- Bell, E.L. and Nkomo, S. M. (2001): *Our separate ways: black and white women and the struggle for professional identity*. London, Harvard Business School Press.
- Blair-Loy, M. and Wharton, A.S. (2002): Employee's use of work-family policies and the workplace social context. *Social Forces*, 80:3: 813–845.
- Catalyst (2007): *The Bottom Line: Corporate Performance and Women's Representation on Boards*. Available: <http://catalyst.org/knowledge/bottom-line-corporate-performance-and-womens-representation-boards>. Accessed 1 Dec 2014.
- Colliander, A., Ruoppila, I. and Härkönen, L-K. (2009): *Yksilöllisyys sallittu: moninaisuus voimaksi työpaikalla*. Jyväskylä, PS-kustannus.
- Collinson, D.L. and Hearn, J. (1994): Naming men as men: Implications for work, organization and management. *Gender, Work and Organization*, 1:1: 2–22.
- Collinson, D.L. and Hearn, J. (eds.) (1996): *Men as Managers, Managers as Men: Critical Perspectives on Men, Masculinities and Managements*. London, Sage.
- Connell, R.W. (1995): *Masculinities*. Berkeley, CA, University of California Press.
- Cooper, C.L. (2000): Towards short-term contract cultures: the future impact on women in management. In M.J. Davidson and R.J. Burke (eds.): *Women in management: Current Research Issues II*. London, Sage.
- Cooper, C.L. and Lewis, S. (1998): *Balancing your career, family and life*. London, Kogan Page.

- Daly, K., Ashbourne, L. and Hawkins, L. (2008): Work-life issues for fathers. In K. Korabik, D.S. Lero and D.L. Whitehead (eds.): Handbook of work-family integration. London, Academic Press.
- Dex, S., Smith, C. and Winter, S. (2001): Effects on family-friendly policies for business performance. Working paper 22/2001, Research papers in management studies. University of Cambridge.
- Eagly, A.H. and Carli, L.L. (2007): Women and the labyrinth of leadership. Harvard Business Review, 85:9: 62.
- Eaton, S. (2003): If you can use them: flexibility policies, organizational commitment, and perceived performance. Industrial Relations, 42:2: 145–167.
- Ekonen, M. (2014): Keskijohdossa toimivien naisten ja miesten tarinat uristaan korkean teknologian alalla. No 148, Publications of Jyväskylä School of Business and Economics. Jyväskylä, Jyväskylän yliopisto.
- Ely, R.J. and Meyerson, D.E. (2010): An organizational approach to undoing gender: The unlikely case of offshore oil platforms. Research in Organizational Behavior, 30: 3–34.
- Ely, R.J. and Thomas, D.A. (2001): Cultural diversity at work: the effects of diversity perspectives on work group processes and outcomes. Administrative Science Quarterly, 46: 229–273.
- Eräranta, K. J. and Moisander, J. (2011): Psychological regimes of truth and father identity: challenges for work/life integration. Organization Studies, 32:4: 509–526
- Gender Equality Index. The European Institute for Gender Equality EIGE. Available: <http://eige.europa.eu/content/gender-equality-index>. Accessed 20 Oct 2014.
- Gilbert, J.A., Stead, B.A. and Ivancevich, J.M. (1999): Diversity management: a new organizational paradigm. Journal of Business Ethics, 21:1: 61–76.
- Global Gender Gap Report (2014): World Economic Forum. Available: <http://reports.weforum.org/global-gender-gap-report-2014/economies/#economy=FIN>. Accessed 5 Nov 2014.
- Gluck, J. and Rubenstein, T. (2007): Applied Drama in Business. In A. Blatner (ed.) Interactive and improvisational drama: varieties of applied theatre and performance. Lincoln, Universe.
- Grzywacz, J. and Carlson, D. (2007): Conceptualizing work-family balance: implications for practice and research. Advances in Developing Human Resources, 9:4: 455–471.

- Hakkarainen, K., Lonka, K. ja Lipponen, L. (2001): Tutkiva oppiminen. Älykkään toiminnan rajat ja niiden ylittäminen. Porvoo, WSOY.
- Hearn, J. (2006): Men and masculinities in management. In A-M. Lämsä (ed.) *Naiset ja johtajuus*. NASTA-projektin opetusaineisto. Available: <http://www.jyu.fi/economics/naisjohtajuus/Etusivu.htm>. Accessed 30 Oct 2014.
- Hearn, J. (2009): Men, gender equality, and gender equality policy. In M. Özbilgin (ed.): *Equality, diversity and inclusion at work: a research companion*. Cheltenham, Edward Elgar.
- Hearn, J. (2015): Men and gender equality policies. In F. Bettio and S. Sansonetti (eds.): *Visions for gender equality*. Brussels, European Network of Gender Equality Experts (ENEGE).
- Hearn, J. and Collinson, D.L. (1994): Theorizing unities and differences between men and between masculinities. In H. Brod and M. Kaufman (eds.): *Theorizing Masculinities*. Newbury Park, CA, Sage.
- Hearn, J., Piekkari, R. and Jyrkinen, M. (2009): Managers talk about gender. What managers in large transnational corporations say about gender policies, structures and practices. *Hanken research series* 69:2009.
- Heikkinen, S., Lämsä, A-M. and Hiillos, M. (2014): Narratives by women managers about spousal support for their careers. *Scandinavian Journal of Management*, 30:1: 27–39.
- Heilman, M.E. (2001): Description and prescription: How gender stereotypes prevent women's ascent up the organizational ladder. *Journal of Social Issues*, 57: 657–674.
- Holgersson, C. (2013): Recruiting managing directors: Doing homosociality. *Gender, Work and Organization*, 20:4: 454–466.
- Holter, Ø.G. (2007): Men's work and family reconciliation in Europe. *Men and Masculinities*, 9:4: 425–456.
- Jermier, J.M., Knights, D. and Nord, W.R. (eds.) (1994): *Resistance and power in organizations*. London, Routledge.
- Jones, C. and DeFillippi, R.J. (1996): Back to the future in film: combining industry and self-knowledge to meet the career challenges of the 21st century. *Academy of Management Executive*, 10:4: 89–103.
- Jyrkinen, M. and McKie, L. (2012): Gender, age and ageism: experiences of women managers in Finland and Scotland. *Work, Employment and Society*, 26.1: 61–77.

- Kangas, E. and Lämsä, A-M. (2014): Naisjohtajiin kohdistuvia sukupuolistereotyyppioita ylläpitävät organisatoriset käytännöt. *Yritysetiikka*, 6:2.
- Kauhanen, A. And Napari, S. (2006): Työurat Suomessa – onko sukupuolella merkitystä? Helsinki, Elinkeinoelämän tutkimuslaitos ETLA.
- Kautto, H. (2008): Naisten johtamisurien edistäminen organisaatioissa henkilöstöjohtamisen ammattilaisten näkökulmasta. Jyväskylän yliopisto, Taloustieteiden tiedekunta, Johtaminen, pro gradu tutkielma.
- Kautto, H. and Lämsä, A-M. (2009): Naisten johtamisurien edistäminen henkilöstöjohtamisen ammattilaisten näkökulmasta. *Työn Tuuli*, 33–37.
- Keskuskauppakamarin selvitys (2011): Miehet johtavat pörssiyritysten liiketoimintoja, naiset päätyvät tukitoimien johtoon 2011. Available: http://kauppakamari.fi/wp-content/uploads/2012/01/Naisjohtajuusselvitys_2011.pdf. Accessed 5 Sep 2014.
- Keskuskauppakamarin naisjohtaja selvitys (2014) Naiset ottavat vastuuta johtoryhmissä. Available: <http://kauppakamari.fi/wp-content/uploads/2014/11/keskuskauppakamarin-naisjohtajaselvitys-2014.pdf>. Accessed 30 Nov 2014.
- Kilian, C.M., Hukai, D. and McCarty, C.E. (2005): Building diversity in the pipeline to corporate leadership. *Journal of Management Development*, 24:2: 155–168.
- Kujala, J., Lämsä, A-M. and Penttilä, K. (2011): Managers' moral decision-making patterns over time: A multidimensional approach. *Journal of Business Ethics*, 100:2: 191–207.
- Laki naisten ja miesten välisestä tasa-arvosta 1986. Available: <http://www.finlex.fi/fi/laki/smur/1986/19860609?search%5Btype%5D=pika&earch%5Bpika%5D=tasa-arvosta>. Accessed 6 June 2014.
- Lammi-Taskula, J. and Salmi, M. (2014) Isät, työ ja perhe. In P. Eerola and J. Mykkänen (eds.): *Isän kokemus*. Tampere, Hakapaino.
- Lehto, A-M. (2009): Naiset valtaavat esimiespaikkoja. *Hyvinvointikatsaus*, 3. 14–19.
- Lehto, A-M. and Sutela, H. (2008): Työolojen kolme vuosikymmentä. Työolotutkimusten tuloksia 1977–2008. Helsinki, Tilastokeskus. Available: http://tilastokeskus.fi/tup/julkaisut/tiedostot/isbn_978-952-467-930-5.pdf. Accessed 3 Dec 2014.
- Lewis, S. (1996): Rethinking employment: an organizational culture change framework. In S. Lewis and J. Lewis (eds.): *The work-family challenge*. Rethinking employment. London, Sage.

- Lämsä, A-M. (2004): Hitaasti huipulle – naisten urakehityksen ongelmia. In L. Uski and P. Hassinen (eds.): Taloustieteellisiä puheenvuoroja. Jyväskylän yliopisto, taloustieteiden tiedekunta. Julkaisuja N:o 143.
- Lämsä, A-M (2009): Johtajan työn ja perheen suhde – sukupuolella on väliä. In P. Juuti (ed.): Yllätyksellinen maailma – Miten toimit ja löydät mahdollisuudet? Johtamistaidon opisto. Tampere, Esa-Print.
- Lämsä, A-M. (2014): Stereotyyppit haittaavat naisten urakehitystä. Sanomalehti Kaleva (alakertaosaston asiantuntijakirjoitus) 30.07.2014, K2.
- Lämsä, A-M. and Ekonen, M. (2007): Naisten johtamisurien erityispiirteitä. In A. Virtanen (ed.) Taloustieteitä 40 vuotta. Jyväskylän yliopiston taloustieteiden tiedekunnan historiaa. Jyväskylän yliopisto, taloustieteiden tiedekunta. Julkaisuja N:o 169.
- Lämsä, A-M. and Hiillos, M. (2008): Career counselling for women managers at mid-career: Developing an autobiographical approach. *Gender in Management: An International Journal*, 23:6: 395–408.
- Lämsä, A-M. and Louvrier, J. (2014): Työpaikan tasa-arvo on vastuullisuutta. *Yritysetiikka*, 6:1: 28–39.
- Lämsä, A-M., Vanhala, S., Kontoniemi, N., Hiillos, M. and Hearn, J. (2007): Naisjohtajuuden tutkimus Suomessa historiallisesta näkökulmasta. *Liiketaloudellinen Aikakauskirja – The Finnish Journal of Business Economics*, 56:3: 294–321.
- Lämsä, A-M., Kangas, E., Hirvonen, P., Heikkinen, S., Biese, I. and Hearn, J. (2014): Naisten johtamisiin kohdistuvat stereotyyppit. *Hallinnon Tutkimus*, 4. 332–351.
- Lämsä, A-M., Vartiainen, T. and Heikkinen, S. (2013): Monimuotoisuuden johtaminen organisaatiossa. In V. Korhonen and S. Puukari (eds.): *Monikulttuurinen ohjaus- ja neuvontatyö*. Jyväskylä, PS-kustannus.
- Mainiero, L.A. and Sullivan, S.E. (2005): Kaleidoscope careers: An alternate explanation for the “opt-out” revolution. *The Academy of Management Executive*, 19:1: 106–123.
- Mavin, S. (2001): Women’s career in theory and practice: time for a change? *Women in Management Review*, 16:4: 183–192.
- McCall, L. (2005): The complexity of intersectionality. *Signs*, 30:3: 1771–1800.
- Metz, I. (2005): Advancing the careers of women with children. *Career Development International*, 10:3: 228–245.

- Morrison, A. M., White, R. P. and Van Velsor, E. (1987): *Breaking the glass ceiling: Can women reach the top of America's largest corporations?* Reading, MA, Addison-Wesley.
- Naiset ja miehet Suomessa (2014). Helsinki, Tilastokeskus.
- Niemistö, C. (2011): *Work/Family reconciliation: corporate management, family policies, and gender equality in the Finnish context.* No 236, Publications of the Swedish School of Economics and Business Administration. Helsinki, Edita.
- Oakley, J.G. (2000): *Gender-based barriers to senior management positions: Understanding the scarcity of female CEOs.* *Journal of Business Ethics*, 27:4. 321–334.
- Palazzo, G. and Scherer, A.G. (2006): *Corporate legitimacy as deliberation: A communicative framework.* *Journal of Business Ethics*, 66:1: 71–88.
- Perry-Smith, J.E. and Blum, T.C. (2000): *Work-family human resource bundles and perceived organizational performance.* *Academy of Management Journal*, 43:6: 1107–1117.
- Pietiläinen, M. (ed.) (2013): *Työ, talous ja tasa-arvo.* Helsinki, Tilastokeskus.
- Poikela, S. and Poikela, E. (1997): *Ongelmaperustainen oppiminen.* *Aikuiskoulutuksen maailma*, 6: 24–26.
- Poelmans, S., Nuria Chinchilla, N. and Caradona, P. (2003): *The adaptation of family-friendly HRM policies. Competing for scarce resources in the labour market.* *International Journal of Manpower*, 24: 128–147.
- Powell, G.N. and Graves, L. (2003): *Women and men in management.* Thousand Oaks, CA, Sage.
- Puttonen, T. (2006): *Naisten johtamisuriin vaikuttavat tekijät.* Jyväskylän yliopisto, Taloustieteiden tiedekunta. Working Paper N:o 328/2006.
- Ragins, B.R., Townsend, B., and Mattis, M. (1998): *Gender gap in the executive suite: CEOs and female executives report on breaking the glass ceiling.* *The Academy of Management Executive*, 12:1: 28–42.
- Ricoeur, P. (1983): *Time and Narrative.* Volume 1. Chicago, The University of Chicago Press.
- Ricoeur, P. (1991): *Life quest of narrative.* In D. Wood (ed.): *On Paul Ricoeur. Narrative and Interpretation.* London, Routledge.

- Rothbard, N.P. (2001): Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46: 655–684.
- Ryan, M.K. and Haslam, S.A. (2007): The glass cliff: exploring the dynamics surrounding the appointment of women to precarious leadership positions. *Academy of Management Review*, 32:2: 549–572.
- Samapalkkaisuusohjelmalla kurotaan palkkaeroja. Available: <http://www.stm.fi/tasa-arvo/samapalkkaisuus>. Accessed 20 Oct 2014.
- Savela, T., Lämsä, A-M. and Kärki, S. (2013): Menestyksen reseptit. fForum – naisten yrittäjyyttä ja johtajuutta edistämässä. ePooki 19. Oulu, Oulun seudun ammattikorkeakoulun tutkimus- ja kehittämistyön julkaisut.
- Schein, E.H. (1993): *Career anchors: Discovering your real values*. San Francisco, CA, Jossey Bass.
- Schein, V.E. (2001): A global look at psychological barriers to women's progress in management. *Journal of Social Issues*, 57: 675–688.
- Schwartz, P.L., Webb, G. and Mennin, S. (2001). *Problem-based learning: Case studies, experience and practice*. London, Routledge.
- Sjoberg, K. (2011): Change in the line or alongside. In K. Lindholm (ed.): *Gender mainstreaming in public sector organisations. Policy implications and practical applications*. Lund, Studentlitteratur.
- Smithson, J. and Stokoe, E.H. (2005): Discourses of work-life balance: negotiating 'genderblind' terms in organizations. *Gender, Work and Organization*, 12:2: 147–168.
- Squire, C. (2008): Experience-centred and culturally-oriented approaches to narrative. In M. Andrews, C. Squire and M. Tamboukou (eds.): *Doing narrative research*. Los Angeles, CA, Sage.
- The Study on the Role of Men in Gender Equality, prepared for European Commission, edited by E. Scambor, K. Wojnicka, N. Bergmann, Consortium led by L&R Social Research, with Dissens, abz*austria, INBAS, written by S. Belghiti-Mahut, N. Bergmann, M. Gärtner, J. Hearn, Ø. G. Holter, M. Hrženjak, R. Puchert, C. Scambor, E. Scambor, H. Schuck, V. Seidler, A. White ja K. Wojnicka (2013): Brussels: European Commission. http://ec.europa.eu/justice/gender-equality/files/gender_pay_gap/130424_final_report_role_of_men_en.pdf
- Thomas, K.M. (2008): *Diversity resistance in organizations*. New York, Taylor & Francis.

- Thomas, K.M. and Plaut, V.C. (2008): The many faces of diversity resistance in the workplace. In. K.M. Thomas (ed.) Diversity resistance in organizations. New York, Taylor & Francis.
- Thomas, R., Mills, A. and Helms Mills, J. (2004): Introduction. Resisting gender, gendering resistance. In R. Thomas, A. Mills and J. Helms Mills (eds.): Identity politics at work. Resisting gender, gendering resistance. London, Routledge.
- Tilastokeskus, ansiotasoindeksi (2013) Suomen virallinen tilasto (SVT):
Ansiotasoindeksi [Online]. Available: <http://www.stat.fi/til/ati/2013/01/>.
Accessed 30 Nov 2014.
- Varanka, J., Närhinen, A. and Siukola, R. (2006): Men and gender equality. Reports of the Ministry of Social Affairs and Health 2006:75. Helsinki.
- Vuorinen-Lampila, P. (2014): Gender segregation in the employment of higher education graduates. *Journal of Education and Work*. DOI: 10.1080/13639080.2014.934788.
- Wajcman, J. (1998): *Managing like a man: women and men in corporate management*. Cambridge, Polity Press.
- Waters, M.A. and Bardoel, E.A. (2006): Work-family policies in the context of higher education: Useful or symbolic? *Asia Pacific Journal of Human Resources*, 44:1: 67–82.
- Williams, J. (2000): *Unbending gender: why work and family conflict and what to do about it*. Oxford, Oxford University Press.
- Wilkinson, R. and Pickett, K. (2009): *The spirit level. Why greater equality makes societies stronger*. London, Allen Lane.

APPENDIX 1 THE STEERING GROUP, THE STEERING GROUP MEETING SCHEDULE AND THE PROJECT TEAM

The steering group:

Expert Tarja Arkio, Akava (Chairperson); substitute Researcher Joonas Miettinen, Akava

Head of Industrial Relations Anu Sajavaara, PALTA (Vice Chairperson); substitute Expert Niilo Hakonen, EK

Project Manager Ingrid Biese, Hanken School of Economics; substitute PhD Student Paula Koskinen, Hanken School of Economics

Managing Director Malin Gustavsson, Ekvälita Ab

Professor Jeff Hearn, Hanken School of Economics; substitute, Associate Professor Denise Salin, Hanken School of Economics

Partner Casper Herler, Attorneys at law Borenius

Emeritus Professor Pauli Juuti

Professor (acting) Marjut Jyrkinen, Helsinki University; substitute Professor Liisa Husu, Örebro University

HR Manager Marjo Kivistö, Microsoft Finland

Docent Jukka Lehtonen, Hanken School of Economics; substitute Professor Kristiina Brunila, Helsinki University

Vice President, Leena Linnainmaa, FinCham

Trade union representative Marcus Lång, City of Kauniainen

Professor Anna-Maija Lämsä, Jyväskylä University School of Business and Economics; substitute PhD Student Emilia Kangas, Jyväskylä University School of Business and Economics

PhD Student Suvi Heikkinen, Jyväskylä University School of Business and Economics

Communications Officer Arto Sivonen, Ekvälita Ab; substitute Marko Tanninen, Ekvälita Ab

Ministry of Social Affairs and Health's representatives, expert members: Programme Coordinator Irmeli Järvenpää, Project Coordinator Mari-Elina McAteer, Project Manager Mia Teräsaho

The Steering Group Meeting Schedule:

27 March 2013 at 10:00–12:00

3 June 2013 at 13:00–15:00

20 August 2013, at 10:00–12:00

15 January 2014, at 10:00–12:00

18 June 2014, at 10:00–12:00

17 November 2014, at 10:00–12:00

26 January 2015, at 10:00–12:00

The Project Group:

Professor Jeff Hearn, Hanken School of Economics –Project Director

Postdoctoral Researcher Ingrid Biese, Hanken School of Economics – Project Manager

Professor Anna-Maija Lämsä, Jyväskylä University School of Business and Economics
– Person responsible for the project at Jyväskylä University

Managing Director Malin Gustavsson, Ekvälita Ab – Project Consultant, Person responsible for the intervention process

Paula Koskinen, Hanken School of Economics/Ekvälita Ab – Deputy Project Manager / Expert

Suvi Heikkinen, Jyväskylä University School of Business and Economics – Researcher

Postdoctoral researcher Jonna Louvrier, Hanken School of Economics – Researcher

Emilia Kangas, Jyväskylä University School of Business and Economics – Researcher

Postdoctoral researcher Charlotta Niemistö, Hanken School of Economics – Researcher

Associate Professor Denise Salin, Hanken School of Economics – Researcher

APPENDIX 2 SEMINAR PROGRAMMES

2a Kick-off

05 September, 2013

12:00 Opening words, Professor Jeff Hearn

NaisUrat Project presentation, Project Manager Ingrid Biese

NaisUrat themes, Research Assistant Emilia Kangas

Organizations present themselves, lead by Expert Paula Koskinen

Recruitment: The goal being a more diverse workplace, Human Resource Manager
Marjo Kivistö, Microsoft Finland

13:40 Coffee break

Teamwork, Equality and Diversity Consultant Malin Gustavsson and Human Resources
Manager Marjo Kivistö

Next steps, Malin Gustavsson and Ingrid Biese

15:00 Event ends

2b Towards more equal encounters

27 November, 2013

08:30 Morning coffee

9:00 Welcome! Equality Consultant Malin Gustavsson, Ekvälita Ab

What is an equal encounter? Different meanings of equality, Researcher Jonna
Louvrier, Hanken

Stereotypes of women in leadership, Professor Anna-Maija Lämsä, Jyväskylän
University School of Business and Economics

Equality as a part of workplace practices, Senior Manager Satu Pulkkinen, Accenture

Closing words, Project Manager Ingrid Biese, Hanken

12:00 Seminar ends

2 c An exploration of leadership and expert roles

04 February, 2014

08:30 Morning coffee

9:00 Welcome! Project Manager Ingrid Biese, Hanken

Men, Masculinities and Organizations: Business as Usual? Professor Jeff Hearn,
Hanken

10:00 Break

Women's careers – experiences from women's competence development, Dr Minna
Hiillos, Aalto University Executive Education

Injecting equality into white-collar workers' career development, Chairman Antti
Palola, STTK

12:00 Seminar ends

2d Work-life balance

06 May, 2014

08:30 Morning coffee

9: 00 Welcome! Professor Anna-Maija Lämsä, Jyväskylän University School of Business
and Economics

The role of the spouse in female and male leaders' careers, Researcher Suvi Heikkinen,
Jyväskylän University School of Business and Economics

10:00 Break

Fathers at work – well-being and equality, Development Manager Peter Peitsalo,
Miessakit ry Association

The Crowded Years Initiative, Attorney, Master's of Law, LL.M. Maria Carlsson,
Borenius

11:50 Closing, Project Manager Ingrid Biese, Hanken

12:00 Seminar ends

2e Putting equality on the agenda – sharing career development experiences

07 October, 2014

The event is hosted by Researcher, PhD Charlotta Niemistö, Hanken

08:30 Morning coffee

9:00 Greetings from the steering group, Chairperson of the NaisUrat project steering
group Tarja Arkio, Akava

A consultant's perspective on career development, Malin Gustavsson, Ekvälita Ab

Case Studies:

Suomen Asiakastieto Game Builders (“Pelinrakentajat”)

Samfundet Folkhälsan: An encounter at Folkhälsan (“Kohtaaminen Folkhälsanissa”)

10:15 Break

10:30 Case Studies:

Akava Special Branches: The equality plan as a support of the human resource strategy

KSF Media: From local championship to the Olympics

City of Kauniainen: Equality and appreciation

11:30 Light lunch

12:15 Case Studies:

Attorneys at law Borenius: The Crowded Years continue in the organization

Silta Ltd: Daring to recognize talent

Ministry of Agriculture and Forestry: A boost for well-being!

13:15 Break

13:30 Interview with the Ministry of Social Affairs and Health Permanent Secretary Päivi Sillanaukee, interviewer Charlotta Niemistö

Promoting gender equality: Research findings of the NaisUrat project, Project Manager Ingrid Biese, Hanken and Researcher Suvi Heikkinen, University of Jyväskylä School of Business and Economics

The leadership network as an enabler, Financial Officer Arto Koho, Ministry of Social Affairs and Health

Thank you! Project Manager Ingrid Biese, Hanken

15:00 Event ends

2f NaisUrat Project Research seminar

20 January, 2015

9:00 Welcome!, Professor Anna-Maija Lämsä

Equality work and promoting women's careers in organizations, Project Manager Dr Ingrid Biese and Researcher Suvi Heikkinen

Motherhood and leadership, Professor Anna-Maija Lämsä

Gender, age, and generations, Professor Jeff Hearn and Dr Charlotta Niemistö

12:00 Lunch

13:00 Round table discussions:

The changing significance of parenting at work, Researcher Suvi Heikkinen

Equality projects – challenges and opportunities, Project Manager Ingrid Biese

The release of the final report, Project Director Professor Jeff Hearn and Professor
Anna-Maija Lämsä

15:00 Seminar ends

APPENDIX 3 NEWSLETTERS

3a Newsletter 18.12.2013

TASA-ARVOISEMPI KOHTAAMINEN

Ruudullasi on nyt toinen Urat-utiskirje. Utiskirjeitä ilmestyy vielä kolme – yksi jokaisen seminaarin jälkeen. Ensimmäinen teemaseminaari järjestettiin 27.11.2013 Hankenin tiloissa. Seminaarin teemana oli ”Tasa-arvoisempi kohtaaminen” ja sitä oli kuuntelemassa yli 70 eri alojen edustajaa. Paikalla oli ihmisiä liike-elämästä, järjestöistä, ministeriöistä ja yliopistoista ja tutkimuslaitoksista. Tasa-arvoista kohtaamista pohdittiin kolmen esityksen kautta. Hankenin tutkija Jonna Louvrier puhui tasa-arvon eri merkityksistä, Jyväskylän yliopiston professori Anna-Maija Lämsä puhui naisiin kohdistuvista stereotyyppioista ja Accenturen Senior Manager Satu Pulkkinen kertoi organisaationsa tasa-arvotyöstä. Esityksistä löytyy lyhyet tiivistelmät tässä uutiskirjeessä.

Näiden lisäksi uutiskirjeestä löytyy myös Hankenin Associate Professor Denise Salinin kirjoitus Hankenin opiskelijoiden stereotyyppisistä oletuksista nais- ja miesjohtajiin liittyen. Seuraava seminaari järjestetään Hankenin Maxen-salissa 4.2.2014. Tilaisuuden ohjelma julkaistaan tammikuun alussa.

Hyvää joulua!

ANNE-MARIE SLAUGHTER JA SHERYL SANDBERG: SAMALLA ASIALLA, ERI
LÄHTÖKOHDISTA

Jonna Louvrier, tutkija, Hanken

Vuoden sisällä Princetonin politiikan ja kansainvälisten suhteiden professori Anne-Marie Slaughter, ja Facebookin operatiivisen toiminnan johtaja Sheryl Sandberg, julkaisivat suurta huomiota herättäneet tekstit naisten tasa-arvon puolesta. Kummatkin olivat samaa mieltä siitä, että sukupuolten välisen tasa-arvon kehitys on työelämässä jämähtänyt paikoilleen. Naisia on aivan liian vähän johtavissa asemissa kaikilla yhteiskunnan eri alueilla. Ja tämä on ongelmallista, kummankin mielestä.

Se miten asiaan pitäisi puuttua kuitenkin jakaa näiden kahden naisen mielipiteet täysin kahtia. Sheryl Sandberg keskittyy asioihin joihin yksilö voi vaikuttaa. Hänen mielestään naisten pitäisi ottaa enemmän tilaa, puhua enemmän, uskoa osaamiseensa. Slaughter taas uskoo, että niin kauan kuin ajatellaan, että tasa-arvo toteutuu kunhan naisten uskaltavat ottaa enemmän tilaa, langettaa tasa-arvon epäonnistumisen yksilöiden niskaan. Ja että näin tasa-arvoa ei tulla saavuttamaan.

Sandbergin ja Slaughterin keskeinen ero on siinä, mihin he keskittyvät. Sandberg keskittyy yksilöön, Slaughter rakenteisiin. Kun heidän eri fokukset yhdistää tasa-arvotutkijoita ja feministejä useamman vuosikymmenen kiinnostanut kiista siitä ovatko naiset ja miehet perustavanlaatuisesti erilaisia vai samanlaisia, saadaan neljä eri tasa-arvon käsitystä.

Meritokraattisen tasa-arvon perusajatus on, että pelkästään yksilön osaaminen määrittelee urakehityksen. Ainoa ero joka kiinnostaa yrityksiä ja ainoa ero joka

vaikuttaa siihen miten ihmiset yhteiskunnassa ja työelämässä sijoittuvat on osaaminen. Se että naisia on niin vähän johtavissa tehtävissä johtuu tästä näkökulmasta lähinnä osaavien naisten puutteesta. Historiallisesti korkeakoulutettuja naisia on ollut vähemmän, tänään naisilla on kuitenkin Suomessa korkeampi koulutustaso kuin miehillä, mutta naisten uravalinnat voi vielä johtaa siihen että heillä ei välttämättä ole sitä johtajuuskokemusta jota yritysten huipulla vaaditaan.

Kun olettamuksena on että naiset ja miehet ovat samanlaisia, mutta fokusoidaan rakenteisiin niin voidaan puhua liberaalista tasa-arvosta. Liberaali tasa-arvo tarkoittaa että varmistetaan että organisaation käytännöt kohtelee kaikkia täysin samalla lailla. Tällainen tasa-arvo työ on esimerkiksi HR-prosessien läpikäyntiä ja tarkistamista, että ne ei syrji ketään. Konkreettisenä esimerkkinä esimerkiksi varmistetaan että avoimet työpaikat ilmoitetaan sellaisissa medioissa että sekä naiset että miehet saavat yhtäläiset mahdollisuudet tietää avoimesta työpaikasta.

Jos oletetaan että naiset ja miehet ovat erilaisia, ja keskitytään rakenteisiin, niin voidaan puhua radikaalista tasa-arvosta, tai positiivisesta diskriminaatiosta. Olettamuksena on, että jotta lopputulos olisi tasa-arvoinen, on joitain ryhmiä pakko auttaa, luoda heille sopivimmat edellytykset kilpailla ja osallistua. Esimerkiksi naiskiintiöt voivat olla radikaalia tasa-arvoa – nähdään että naisilla ei ole samoja mahdollisuuksia saada hallituspaikkoja osaamisestaan huolimatta, koska naisilla ei ole samoja verkostoja.

Neljäs tasa-arvokäsitys perustuu erojen huomioimiselle ja yksilö-fokukselle, tätä voi kutsua erot rikkautena-näkökulmaksi. Tämä on näkökulma, joka aloitti koko monimuotoisuusjohtamisen kehityksen. Monimuotoisuusjohtamisessa ajatus oli, että tasa-arvotyö ei enää keskity syrjintään ja tasa-arvoon, vaan erot nähdään arvokkaina ja liiketoiminnalle hyödyllisinä.

Epätasa-arvon juuret ja syyt ovat moninaisia. On tärkeää että tunnistamme ne perusolettamukset joista lähtöisin tasa-arvotyötä teemme. Hyvä olisi, jos tasa-arvotyötä tehtäisiin eri lähtökohdista. Pelkät rakenteelliset muutokset eivät aina riitä, vaan tarvitsemme myös aloitteita jotka kannustavat yksilöitä käyttämään rakenteellisten uudistusten mukana tuomia uusia mahdollisuuksia.

NAISIIN KOHDISTUVAT STEREOTYPIAT JOHTAMISURILLA

Professori Anna-Maija Lämsä ja tutkimusavustaja Emilia Kangas, Jyväskylän yliopiston kauppakorkeakoulu

Erot naisten ja miesten urakehityksessä ovat edelleen huomattavat Suomessa huolimatta naisten miehiä korkeammasta koulutustasosta. Naisten on miehiä vaikeampi edetä uralla, erityisesti johtamistehtäviin. Maailman Talousfoorumin vuoden 2013 selvityksen mukaan suomalaisen työelämän keskeinen tasa-arvon ongelma kulmineituu naisten miehiä huonompiin mahdollisuuksiin edetä päätöksentekijöiksi organisaatioissa. Tutkimusten mukaan sukupuolten välisen epätasa-arvon juuret ovat rakenteissa, erityisesti stereotyyppiset olettamukset hidastavat tasa-arvon toteutumista työelämässä.

Monenlaisia stereotyyppiä

Tämän tutkimuksen tarkoituksena oli selvittää stereotyyppien vaikutusta naisten urakehitykseen. Vastaamme kahteen asettamaamme tutkimuskysymykseen: 1)

Millaisia stereotyyppioita tutkimuksessa on havaittu kohdistuvan naisiin johtamisurilla? 2) Millaisia seurauksia stereotyyppioilla on havaittu olevan johtamisurilla toimiville naisille ja organisaatioille? Tutkimus on sisällönanalyysi. Emme tehneet omaa empiiristä tutkimusta, vaan selvitimme, mitä tutkimuksessa on aikaisemmin selvitetty stereotyyppioiden vaikutuksista naisten johtamisiin. Analyysimme kohteena oli 105 tieteellistä artikkelia.

Tulokset osoittavat, että johtamisuraa tekeviin naisiin kohdistuu stereotyyppinen uskomus naisten puutteellisista ominaisuuksista johtamisessa. Tällöin naisiin liitetyt feminiiniset piirteet katsotaan uraa rajoittaviksi ominaisuuksiksi, koska johtamisuran uskotaan kuuluvan määrätynlaisille maskuliinisille miehille. Toinen stereotyyppia johtamisuraa tekevistä naisista on uskomus yksin pärjäämisestä. Nainen onnistuu johtamisen maailmassa yksinään, jos pystyy omaksumaan androgyynin johtamistyylin. Kolmas stereotyyppia on uskomus naisjohtajan ylivertauisuudesta miesjohtajaan nähden. Tässä stereotyyppiassa kuvataan johtajina toimivien naisten vahvuudeksi positiivinen, feminiininen johtajuus. Tällaista johtajuutta tarvitaan tulevaisuuden matalahierarkkisissa tiimityötä korostavissa työpaikoissa.

Stereotyyppiat rajoittavat mahdollisuuksia

Naisjohtajalle tai sellaiseksi haluavalle syntyy stereotyyppioiden vuoksi monenlaisia seurauksia. Nainen kohtaa sukupuoliserjintää johdon valintaprosesseissa, koska hänet arvioidaan miestä epäpätevämmäksi. Naisen omat uskomukset kyvystään voivat myös pohjautua stereotyyppioihin. Näin nainen voi itse rajoittaa omia uramahdollisuuksiaan. Erityisesti nuori nainen kärsii negatiivisista stereotyyppioista. Stereotyyppiat aiheuttavat stressiä, joka työntää naista sopeuttamaan johtamistaan maskuliinisempaan suuntaan. Naisjohtaja on myös yksinäinen; hän edustaa miesvaltaisessa johdossa oman sukupuolensa erityisyksilöä. Tämä tekee hänestä ulkopuolisen muun ryhmän jäsenen keskuudessa.

Tutkimuksemme perusteella voi päätellä, että johtamisen alalla käsitys sukupuolesta perustuu edelleen pääosin dikotomiaan: Naisten uskotaan olevan feminiinisiä ja miesten maskuliinisia. Koska johtaminen mielletään tavallisesti miesten maskuliinisuudeksi, seuraukset ovat johtajina toimiville ja johtamisuraa suunnitteleville naisille kielteiset. Naisen ongelmaan tarjotaan ratkaisuksi joko androgyynin tai maskuliinisen johtamistyylin omaksumista. Oletus johtamisen maskuliinisuudesta jää kuitenkin tällöin kyseenalaistamatta. Naisjohtajien ylivertauisuuden korostaminen esitetään vasta-argumenttina johtamisen miehisyteen. Vasta-argumentissa nais- ja miesjohtaja asemoituvat toistensa kilpailijoiksi. Tutkimustulokset eivät vahvista ideaa monenlaisista nais- ja miesjohtajista.

DEFINING SUCCESS. YOUR WAY. TASA-ARVO OSANA TYÖPAIKAN KÄYTÄNTÖJÄ

Ingrid Biese, projektipäällikkö, Hanken

Satu Pulkkinen, Senior Manager Accenturelta piti alustuksen NaisUrat -hankkeen ensimmäisessä seminaarissa. Hän kertoi, miten Accenture on ottanut tasa-arvo kysymykset osaksi työpaikan käytäntöjä.

Accenture on globaali konsulttiyritys, jolla on 266 000 työntekijää 120 maassa. Heistä 90 000 on naisia, eli 36 prosenttia. 40 prosenttia uusista rekrytoituista henkilöistä on naisia, mutta Accenture Leadership ryhmässä vain 17 % on naisia ja Accenture Global Management Committee -ryhmässä luku on 22 %. Accenturessa mietitään, miten

pystyttäisiin, ei vain houkuttelemaan naistyöntekijöitä, mutta myös pitämään heidät. Yhdeksi Accenturen haasteeksi Satu Pulkkinen mainitsee sen, etteivät naiset usein enää palaa äitiyslomiltaan takaisin töihin. Accenturessa pyritään sekä antamaan naisille mahdollisuuksia edetä organisaatiossa, että rekrytoimaan naisia suoraan johtotehtäviin. Myös monimuotoisuuskysymyksiä pohditaan ja työstetään jatkuvasti organisaatiossa. Accenturen arvoihin kuuluu, että yksilöä kunnioitetaan ja käytäntöjä sekä prosesseja luodaan niin, että päätöksenteko olisi tasa-arvoisempaa ja reilumpaa. Tällä tavalla Accenturessa pyritään luomaan ympäristö, kulttuuri sekä ohjelmia, jotka auttavat naisia löytää omat henkilökohtaiset lähestymistapansa työhön ja menestykseen. Näihin kuuluu mm. naisiin suunnattuja mentorointiohjelmia sekä naisverkostoja. Sen lisäksi pyritään luomaan kehitys- ja arviointikäytäntöjä, jotta naisilla ja miehillä olisi samat mahdollisuudet edetä organisaatiossa.

Esityksessä tuli esiin, että Accenture pyrkii luopumaan näkemyksestä ja ajattelumallista, jossa jokaisen henkilön, sekä naisen että miehen, onnistuminen organisaatiossa on pelkästään yksilöperusteinen. Accenturessa on ymmärretty, että on olemassa rakenteellisia asioita, jotka estävät naisten urakehitystä, ja joita täytyy sekä tunnistaa että muuttaa. Tutkimuksessa on todettu, että naisilla on miehiä vaikeampaa neuvotella esimerkiksi ylennyksistä tai palkankorotuksista. Accenturessa onkin tehty periaatepäätös, ettei kenenkään tarvitse itse pyytää ylennystä, vaan jokaisen työntekijän kanssa keskustellaan asiasta säännöllisesti. Tällainen käytäntö voi mahdollistaa sen, että kaikilla on samat mahdollisuudet edetä organisaatiossa. Accenturessa on tehty paljon tasa-arvon edistämiseksi, mutta paljon on vielä tehtävää, toteaa Senior Manager Satu Pulkkinen. On silti hienoa, että Accenturessa ymmärretään, että on luotava niin henkilökohtaisia kuin rakenteellisiakin ratkaisuja, jotta saadaan tasa-arvoisempi organisaatio ja organisaationkulttuuri.

A "STRONG MILITARY TYPE OF LEADER" OR A "B*****"? STUDENT EVALUATIONS OF MALE AND FEMALE LEADERS

Denise Salin, Associate Professor, Hanken

A lot of previous research has shown that employees expect men and women – including male and female leaders – to behave differently in the workplace. Men are expected to be agentic, that is to be assertive and driven, whereas women to a higher extent are expected to be communal, that is to be warm and show concern for relationships. Female leaders who are competent and assertive do not conform to this stereotype and are as a result often disliked for their gender-incongruent behaviour.

To test if strong female leaders are still evaluated more negatively than their male counterparts 160 Hanken students were asked to rate an authoritarian and a participative leader on different dimensions. Half of the students got a description where the authoritarian leader was male and the participative leader female and the other half a description where the authoritarian leader was female and the participative leader male. With the exception of the names (male or female name) and pronouns (he or she) the stories were identical word by word.

This study analyzed the differences in how the male authoritarian leader and the female authoritarian leader were rated. Interestingly, male students rated the male leader higher on effectiveness and female students rated the female leader higher. Students thus saw the leader of the same sex as more competent. However, when asked how willing they were to work for the leader and if they would recommend this person for a higher managerial position both male and female students expressed a preference for

the male leader. Also, in class discussions the students held very different images of the male and female leader, although the stories had been identical. The male leader was described as “old school” and a “strong military type of leader”, whereas much more derogatory terms, including the “b-word” were used to describe the woman. When comparing the male and female participative leader, the gender differences were much less pronounced.

The results of this study are in line with previous research. However, many students and employees seem to be convinced that such stereotypes are a thing of the past and that such stereotypes no longer prevail in countries that do well in international rankings of gender equality. Therefore, it is of importance to note that business school students in Finland in 2013 still react so differently to male and female leaders. Making students aware of their own stereotypical way of thinking enables in-depth and engaging discussions about the role of gender stereotypes in work life.

Minihaastattelu kohdeorganisaatioille

Teemme uutiskirjeeseemme minihaastatteluja kaikista kohdeorganisaatioista vuorollaan, näin saamme myös aktiivisessa kehitystyössä olevien organisaatioiden jäsenten äänen kuuluviin uutiskirjeissämme. Ensimmäisenä haastatteluvuorossa ovat Silta Oy:n henkilöstöjohtaja Jaana Hagelin ja Suomen asiakastieto Oy:n henkilöstöpäällikkö Leena Nordström.

Miten projektin aloittaminen on sujunut omassa organisaatiossanne mielestänne?

Jaana Hagelin, Silta Oy: Kiitos, oikein hyvin ja vauhdikkaasti. Projektissa mukana olevat siltalaiset ovat erittäin innostuneita ja yhteistyö sujuu. Tunnumme kaikki olevamme mukana tekemässä hyvää ja uskomme aidosti edistävämme tasa-arvoa Suomessa. Ulkopuolisen sparraajan saaminen mukaan omaan projektiimme on ollut erittäin tervetullutta, olemme saaneet uusia ajatuksia ja näkökulmia heti ensi tapaamisestamme lähtien. Ensimmäinen workshop marraskuussa tuli myös sopivaan aikaan, koska olimme pienessä suvannossa ja mietimme oman projektimme miten olisi hyvä edetä. Workshop päivän aikana saimme taas uusia ideoita ja niitä työstämme nyt uudella energialla eteenpäin.

Leena Nordström, Suomen Asiakastieto Oy: Projekti yrityksessämme on lähtenyt mukavasti käyntiin. Tasa-arvo tai samanarvoisuus työyhteisössä on monen kiinnostuksen kohteena. Samanarvoisuus nousi henkilöstökyselyn kehittämiskohteeksi, minkä vuoksi projekti on saanut erityistä painoarvoa.

Miltä projekti tuntuu tällä hetkellä ja mitkä ovat ajatuksenne projektin jatkosta?

Jaana Hagelin, Silta Oy: Uskon, että puhun koko Sillan Naisurat ryhmän puolesta sanoessani, että tunnumme tekevämme merkityksellistä työtä, emme vain Sillalle, vaan koko suomalaiselle työelämälle. Sillan projektiryhmän jäsenet ovat erittäin iloisia siitä, että Naisurat-ryhmässä on niin paljon erilaisia näkökulmia ja lähestymistapoja tasa-arvoon, paljon sellaista asiaa, joka voisi jäädä huomaamatta. Jo pelkkä projektissa mukana oleminen on tuonut asiallemme nostetta. Sillan Naisurat-projektin tarkoituksena on Sillan uusien toimintaperiaatteiden kautta lisätä henkilöstön omaa ammattitilpeyttä ja arvostusta naisvaltaisessa yrityksessämme. Naisurat-projekti on toki tuonut mukanaan myös muita tasa-arvoon liittyviä kysymyksiä huulillemme ja

tulemme mm. tarkistamaan tasa-arvosuunnitelman. Odotamme innolla seuraavia workshoppeja ja muita tapaamisia.

Leena Nordstöm, Suomen Asiakastieto Oy: Suunnitelmia on kovasti tehty. Pelinrakentajat ovat innostuneena kehittäneet erilaisia tapoja vaikuttaa samanarvoiseen työilmapiiriin. Lisäksi tasa-suunnitelma sai uutta potkua ja ideoita seminaarista.

3b Newsletter 14.2.2014

ASiantuntijuuden ja johtajuuden syventäminen

Sarjassaan toinen Naisurat-seminaari järjestettiin Hankenilla 4. helmikuuta 2014 teemalla: "Asiantuntijuuden ja johtajuuden syventäminen". Seminaariin ilmoittautunut yli sata ihmistä, joista vain 9 oli miehiä. Heistä yksi myös kertoi esityksiä kommentoidessaan, että hän oli saapunut paikalle hieman vahingossa, tajuamatta että seminaari keskittyi sukupuolten väliseen tasa-arvoon. Miksi miehiä oli niin vähän? Miksi miehet niin usein ovat aliedustettuina tilanteista joissa edistetään sukupuolten tasa-arvoa? Olettamuksena näyttää usein olevan, että sukupuolten tasa-arvo keskityy naisten olosuhteiden parantamiseen. Miehiä, maskuliinisuutta ja miehistyä ei useinkaan problematisoida, vaikka se on oleellinen osa tasa-arvotyötä, kuten seminaarin ensimmäinen esiintyjä Hankenin Professori Jeff Hearn hyvin kuvasi esityksessään "Men, Masculinities and Organizations: Business as Usual?". Jeff Hearn muun muassa kuvasi eri motivaatioita joille miesten osallittuminen tasa-arvotyöhön voi perustua, ja alleviivasi että miehet tulisi nähdä heterogeenisenä ryhmänä. Seminaarin toinen puhuja Aalto Executive Educationin Minna Hiillos puhui omiin kokemuksiin perustuen – niin henkilöstöhallinnon ammattilaisena, äitinä ja nyt johdon kehittämisen ammattilaisena, naisten kompetenssien kehittämisestä. Minna Hiillos on nähnyt monia uraa tekeviä nuoria naisia. Hän antoi kuulijoille vinkkejä siitä miten naiset, ja naisten esimiehet, voivat vaikuttaa naisten urakehitykseen. Hänen mielestään naisten kannattaisi olla itsevarmempia ja määrätietoisempia. Esimiesten tulisi tukea naisia kriittisissä vaiheissa ja antaa haasteita jo ihan uran alkuvaiheissa. Myös naisverkostoja voisi Hilloksen mielestä käyttää paljon enemmän. Seminaari päättyi STTK:n puheenjohtajan Antti Palolan esitykseen. Palola puhui työelämän tasa-arvosta niin omiin kokemuksiinsa perustuen, kuin kuvaten STTK:n linjauksia esimerkiksi perhevapaisiin liittyen. Antti Palola on omien sanojensa mukaan takinkääntäjä tasa-arvokysymyksissä, sillä viisi vuotta sitten hän ei esimerkiksi kannattanut kiintiöitä. Tänäpäin hän uskoo, että valinnanvapautta korostavalla tyylillä emme saa tarpeeksi edistystä aikaseksi. Oli miten oli, hän on mies joka "on tullut kaapista ulos tasa-arvon puolesta", kuten Jeff Hearn asian ilmaisi. Tasa-arvotyölle on arvokasta että uskallamme kääntää takkia, mieltä uudestaan, ja tulla ulos. Julkisesti ilmaista näkemyksemme tasa-arvon puolesta.

Näistä esityksistä löydät tässä uutiskirjeessä tiivistelmät. Seuraava seminaari järjestetään 6.5.2014 Hankenin Maxen salissa. Tuolloin teemana on työn ja yksityselämän tasa-paino. Laita päivämäärä jo nyt muistiin!

MEN, MASCULINITIES AND ORGANISATIONS: BUSINESS AS USUAL?

Professor Jeff Hearn, AcSS, Hanken School of Economics

Careers, organisations, leadership and management are far from gender-neutral. So, in promoting women's careers, there is a key question: how should we approach this and

what should we focus on: on women? Gender? Gender difference? Gender equality? Career structures? Career paths? Or even men? It is a commonplace in both career development in organisations and in research on careers, to focus either on careers without thinking much about gender or on women's careers, through mentoring, training or management development of women, but what is less common is seeing men and men's careers as gendered and as problematized.

In bringing men into gender focus, in thinking about men as gendered, there are two main questions: how to think about men in relation to women's careers and gender equality? (men as 'objects'); and what can men do to support women's careers? (men as 'subjects'). In short, men are just as gendered as women. This means naming men as men [Jalna Hanmer], but also recognising unities and differences amongst men [Jeff Hearn & David Collinson]. Also, men are not essentially one thing, and men can be seen as different kinds of collectivities not only as individuals! Moreover, in many organisations man/men/male is still a model for management, and a norm for what is the formal and official ways of doing things in organisations [Joan Acker, Patricia Yancey Martin]. It means changing leadership, with broad tendencies for men to use transactional leadership, based on formal position, rather than transformational leadership. In many versions of leadership "core elements of masculinity" sustain uneven gender relations [Jackie Ford], even if some forms of men's leadership may appear less heroic, but still powerful. There is also the possibility of men's non-oppressive, even profeminist, leadership.

So, what have men to do with women's careers and gender equality in workplaces? There are many different ways of being men in workplaces: not one masculinity, but many masculinities. These concern relations between men and women, and also relations between men. Masculinities are not fixed, but shift over time and place. Workplaces are places where various masculinities are (re)produced, for example, as authoritarian, paternalistic, careerist, or informal masculinities/managers [Collinson & Hearn], as well as other positions, such as father-managers [Hearn & Charlotta Niemistö], and new trends, such as towards more caring masculinities at work.

Men and men's careers affect women's careers and their promotion in many ways. Men can promote or impede women's careers, can provide individual and collective support, and can initiate organisational interventions, and so on. Men can also have huge impacts on women's careers, by simply doing nothing, as with so-called non-events [Liisa Husu], which may only be realized many years later. This can be done as managers, team leaders, colleagues, and also as friends, family, and partners. The impact can still be very important if men are not present and out of sight, even in all-women organisations or teams. This can involve both supporting women's promotion in what might be called mainstream career paths, and working for changing the form of careers.

Men occupy very different positions in organisations, often with very different concerns about gender and gender equality: at the top, as privileged, in middle management, as team leaders, and in lower levels. So at each level, gender equality may or may not concern men for different reasons. In each position one can ask: why should they bother? Why should men become interested in, or avoid, gender equality? What should or could they do?

One obvious answer is the business case. There is now quite a lot of research on this. In their 2010 global survey of companies, McKinsey & Co found that those in the top quartile in terms of presence of women in executive committees had +47% average

return on equity, and +55% average earnings before interest and tax. But there are many other reasons too: self-development potential of employees; seeing it as managers' job to support all people including all women; the practice of ethical, fair, just leadership; talent development; democratic ways of working; promoting diversity. One in two Finnish men fully agree men benefit from more gender equality, and McKinsey & Co's 2013 survey of 1,400 men managers worldwide survey found 74% agree or strongly agree that diverse leadership teams with significant numbers of women bring better company performance. There are clear variations in to what extent men are interested in gender equality that impact on women's careers; put simply, one may contrast more egalitarian masculinities (which may be active, passive, ambivalent) and more inegalitarian masculinities [Marion Pajumets], with support for or antagonism against promoting women's careers. There are also many reasons why men can become interested in gender issues and gender equality: stopping privilege, recognizing differences amongst men, or prioritizing the costs of masculinity.

Importantly, men's relations to gender equality are not a new or a marginal issue. Finland has the longest government apparatus on men and gender equality, with the Sub-committee on Men's Issues in Council for Equality between Women and Men, established in 1988, after a 1986 working group. The Nordic Council of Ministers established a Men and Gender Equality programme 1995-2000. And also the UN has been active in this area. In 1995 the UN Platform for Action recognised that women's common concerns could be addressed only by working in partnership with men to the common goal of gender equality around world, followed up by the UN Assembly 2000 supporting men's joint responsibility with women for gender equality. There has been EU activity since 1995, with the recent 2013 Study on the Role of Men in Gender Equality, published by the European Commission, with a wealth of information and recommendations. Men and gender equality is not an obscure or marginal issue, but one taken up at the highest international levels.

Finally, or almost so, there are some specific key issues that need to be put on the table. First, there is the question of men's homosociality. It is an interesting paradox how one of the major ways for men to show heterosexuality is to prefer men's company: "men are attracted to, stimulated by, and interested in other men", "Men can and commonly do seek satisfaction for most of their needs from other men." [Jean Lipman-Blumen]. This may involve not just power and information passing between men, but also an emotional charge between men, as in imitation, emulation and intimate admiration between men, even if individual men are dispensable when they do not fit. Homosociality relates closely to cultural cloning: reproducing more people of the same, whether by gender, ethnicity, or organisational culture [Philomena Essed & David Theo Goldberg]. These can be seen as forms of resistance, by distance or persistence [Collinson].

Changing men's relations to women's careers is not just about "helping" women and women's careers, as if women's careers need to be like men's, and as if men are the norm, and women are the problem. It involves changing men, and how in many organisations men's ways of working are unquestioned as the formal, official, proper, managerial ways of doing business. Changing men's relations to women's careers, means men coming out publicly for gender equality.

NAISTEN URAT-KOKEMUKSIA NAISTEN KOMPETENSSIEN KEHITTÄMISESTÄ

Kooste KTT Minna Hiilloksen (Aalto University Executive Education) puheenvuorosta

Aalto Executive Educationin MBA-ohjelmista vastaava johtaja Minna Hiillos piti esityksen naisten urista, keskittyen erityisesti naisten kompetenssien kehittämiseen. Hän kertoi alkuun kolme omaa avainkokemusta. Ensimmäinen kokemus oli nuorena naiskonsulttina, jolloin hän tajusi, että maailma naiselle yritysmaailmassa voikin poiketa nuoren mieskonsultin todellisuudesta. Toinen kokemus oli äitiyden ja uran yhdistämisen haasteet ja toisaalta sen sosiaalisen maailman omakohtainen havainnointi, jossa pojat ja tytöt jo pieninä elävät. Miksi pojat on poikia ja tytöt on tyttöjä? Mistä ne erot syntyvät? Ja tuoreimpana kokemuksena havahtuminen siihen että, johdon kehittämiskoulutuksissa naiset ovat aina vähemmistönä. Naisten osuus koulutuksissa on melkein poikkeuksetta reilusti alle puolet, erityisen vähän naisia näkyy koulutuksissa näinä taloudellisesti haastavina vuosina. Hiillos pohtii, johtuuko naisten vähentynyt osallistuminen organisaatioiden säästöistä juuri naisten kohdalla vai naisten omasta uskalluksesta vaatia kouluttautumista haastavina aikoina. Hiilloksen yleinen tuntuma on myös, etteivät naiset ylipäättään osaa vaatia tarpeeksi korkeanlaatuista koulutusta itselleen. Toisaalta ne naiset, jotka havahtuvat oman kompetenssinsa kehittämiseen, havahtuvat siihen joko liian myöhään tai ihan viimeisillä hetkillä.

Keinoiksi naisten urien edistämiseen Hiillos mainitsee mm. varhaisten haasteiden antamisen, hyvien esimiesten tuen, esimerkilliset naisjohtajat ja naisten monipuolisen osaamisen kehittämisen. Naisten uraa voi merkittävästi edistää se, että hän saa uran alkumetreillä vastuullisia tehtäviä tai rooleja ja näin hän voi saada palkitsevia onnistumisen kokemuksia, jotka nostavat itsetuntoa. Naisen uraa voi edistää myös hyvä esimies. Hyvä esimies tunnistaakin Hiilloksen mukaan potentiaaliset naiset ja ikään kuin buustaa heitä eteenpäin. Hiillos myös uskoo esimerkkinä toimivien menestyneiden naisjohtajien voimaan, hän myös näkee, että tässä voisi olla Suomessa parannettavaa, ehkä naisilta puuttuu hieman sellaista hyvää toisten kannustamisen meininkiä. Naisten on kuitenkin oltava myös itse aktiivisia oman osaamisen kehittämisessä. Hiilloksen mukaan naisten tulisikin kehittää itseään laaja-alaisemmin ja ottaa enemmän vastuuta myös liiketoimintapuolelta. Liiketoimintaosaaminen on edelleen usein se alue, missä naiset häviävät miehille juuri kokemuksen puutteen vuoksi.

Tasa-arvoa toimihenkilöiden urakehitykseen

STTK:n puheenjohtaja Antti Palola piti virkistävän puheenvuoron tasa-arvotyöstä työmarkkinajärjestökentällä. Hän aloitti puheenvuoronsa jakamalla oman kasvutarinansa tasa-arvon edistäjäksi. Palola toteaa etteivät hänen lähtökohtansa pohjalaisyyntyisenä merikapteeni miehenä ehkä anna olettaa sitä, että hän on tällaisessa tilaisuudessa puhumassa tasa-arvoisista urista, mutta toisin on. Tänä päivänä 54-vuotiaana miehenä hän ymmärtää naisten työelämän todellisuutta ja siihen liittyviä haasteita ja haluaa olla aktiivisesti mukana kehittämässä tasa-arvoisempia uramahdollisuuksia. Palola puhui paljon samanpalkkaisuusohjelmasta ja otti aika kriittisen kannan sen aikaansaannoksiin – paljon on vielä tehtävää. Erityisesti hän alleviivasi tasa-arvosuunnitelman ja palkkakartoituksen yhdistämisen perään. Puheenjohtaja myös toi selkeästi esille STTK:n kannan vanhempainvapaaajärjestelmän tulevaisuudesta – STTK kannattaa perhevapaisiin 6+6+6 – mallia, jossa molemmilla vanhemmilla on oma kuuden kuukauden perhevapaa ja yksi vapaajakso olisi jaettavissa vanhempien kesken. Puheenjohtaja Palola itse myös kannattaa kiintiöitä, koska hän

näkee niiden olevan ainoita konkreettisia keinoja lisätä naisten osuutta johtotehtävissä. Yleisellä tasolla Palola näkee, että tulevaisuuden työelämä muuttuu tai ainakin pitäisi muuttua yhä joustavampaan suuntaan.

WORKPLACE BULLYING: AN IMPORTANT WORKPLACE ISSUE FOR BOTH MEN AND WOMEN

Denise Salin, Academy of Finland Research Fellow , University of Helsinki

Workplace bullying is a form of unethical treatment, which violates generally accepted norms of behaviour. It is about harassing, offending, or socially excluding someone or negatively affecting someone's work. Bullying can take many different forms and it can include, for example, unjustified criticism and shouting, withholding of relevant information, social isolation, and gossip and rumours. Many employees may occasionally experience negative treatment or conflicts in the workplace. However, negative treatment becomes bullying when the negative behaviour is systematically repeated and the person at the receiving end does not feel able to defend him or herself successfully. Employees can be bullied by superiors, colleagues, or even subordinates.

Research has shown that workplace bullying has many negative consequences. It affects the health of both victims and bystanders. Being subject to bullying is often associated with, for example, anxiety, sleeping problems, depression, and different stress reactions. Bullied employees report lower job satisfaction, higher sickness absenteeism, and higher intentions to quit. For organizations this translates to costs in the form of absenteeism, higher turnover of personnel, lower productivity, and possibly bad PR.

Contrary to common belief men and women report approximately equal exposure to bullying behaviour in the Nordic countries. Men are somewhat more often reported to be the bullies. However, women seem to be somewhat more likely to label their experiences as bullying than men are. This may partly be because women often occupy lower positions with fewer resources and therefore may experience the negative treatment as more threatening and find it more difficult to defend themselves successfully. Also, admitting victim status may be more taboo for many men.

Gender may also affect the form of bullying. Women report more social manipulation and isolation, whereas men often report work-related forms of bullying, for example, actions that make their work difficult or even dangerous. While women report being bullied both by other women and by men in approximately equal proportions, men typically report being bullied by other men only. Breaking traditional gender norms may also be a risk factor: men working in childcare or in the nursing profession have reported higher prevalence rates than their female counterparts, just as female police officers and business professionals have reported higher prevalence rates than their male counterparts. When it comes to health effects research has shown that bullying affects both women and men to the same extent.

While research acknowledges that personality factors may increase the risk of bullying, studies indicate that the work environment is an even better explanation of why bullying occurs. Poor leadership, role ambiguity, unclear goals, stress, and insecurity all increase the risk of bullying. To minimize the risk of bullying it is important that leaders clarify expectations and expected standards of behaviour, provide constructive feedback and information, and actively engage in conflict management. It is important that managers act as role models and exhibit professional behaviour themselves and intervene quickly if inappropriate behaviour occurs, thereby sending the message that the organization does not tolerate harassment and bullying.

For more information please see:

Einarsen, S., Hoel, H., Zapf, D. & Cooper, C. (Eds): Workplace bullying and harassment: Developments in Theory, Research and Practice. 2. Edition. London: Taylor & Francis.

Salin, D. & Hoel, H. (2013). Workplace bullying as a gendered phenomenon. *Journal of Managerial Psychology*, 28(3), 235-251

Minihaastattelu kohdeorganisaatioille

Teemme uutiskirjeeseemme minihaastatteluja kaikista kohdeorganisaatioista vuorollaan, näin saamme myös aktiivisessa kehitystyössä olevien organisaatioiden jäsenten äänen kuuluviin uutiskirjeissämme. Tällä kertaa haastatteluvuorossa ovat Akavan Erityisalojen Asiamies Sonja Mikkola ja Hufvudstadsbladetin Toimittaja Annika Rentola.

Minkälaisia uusia ajatuksia NaisUrat projekti on herättänyt oman organisaatiosi kehittämistarpeisiin liittyen?

Sonja Mikkola, Akavan Erityisalat: Tavoitteenamme on tehdä organisaatioomme tasa-arvo- ja yhdenvertaisuussuunnitelma ja yhdistää se uuteen henkilöstöstrategiaamme. Projekti on antanut uusia ideoita sille, millaisia asioita pienen organisaation tulisi huomioida tasa-arvotyössä ja miten ottaa huomioon yksilöiden erityispiirteet työpaikan tasa-arvosuunnittelussa ja – käytännöissä. Lain vaatimien teemojen lisäksi olemme saaneet hyviä kokemuksia tasa-arvotyön moniulotteisuudesta, ja näitä oppeja voimme heijastaa koko toimintakenttäämme.

Annika Rentola, Hufvudstadsbladet: Olemme heränneet miettimään mentorointiasioita syvemmin. Uusi ajatus on ehkä että meidän on selkeytettävä käsitteitä työnohjauksen ja mentoroinnin suhteen. Olemme myös nähneet että meillä on tämän asian suhteen organisaatiossa enemmän omaa osaamista kuin luulimme.

Miten NaisUrat projekti tukee teidän organisaation omia kehitystarpeita?

Sonja Mikkola, Akavan Erityisalat: Tavoitteenamme on tehdä organisaatioomme tasa-arvo- ja yhdenvertaisuussuunnitelma ja yhdistää se uuteen henkilöstöstrategiaamme. Projekti on antanut uusia ideoita sille, millaisia asioita pienen organisaation tulisi huomioida tasa-arvotyössä ja miten ottaa huomioon yksilöiden erityispiirteet työpaikan tasa-arvosuunnittelussa ja – käytännöissä. Lain vaatimien teemojen lisäksi olemme saaneet hyviä kokemuksia tasa-arvotyön moniulotteisuudesta, ja näitä oppeja voimme heijastaa koko toimintakenttäämme.

Annika Rentola, Hufvudstadsbladet: Saamme inspiraatiota muiden mukanaolijoiden kertomuksista. Voimme verrata muiden käytäntöjä omiimme ja miettiä miksi ne eroavat toisistaan ja mitä se tarkoittaa. Asioiden purku on kaiken uuden alku. Mahdollisuus selkeyttää yksittäisiä urakehityksiä oli hieno avaus ja lisä projektiin.

Työryhmäkutsu:

Sukupuolentutkimuksen päivät 2014 ”Raha, seksi ja valta”

21.-22.11.2014 Helsingissä

Aalto-yliopiston kauppakorkeakoulu & Hanken Svenska handelshögskolan

Raha, seksi ja/tai valta nousevat usein esiin kun pohditaan sitä, mikä on elämässä tärkeintä ja mikä maailmaa pyörittää. Tällainen näkemys toistuu niin arkipäivän kliseissä kuin akateemisissa teorioissa; yhtä lailla feministisissä kuin ’patriarkalisissa’ ajattelutavoissa. Viime aikojen mittavat sosiaaliset, kulttuuriset, taloudelliset ja poliittiset muutokset ovat tuoneet aihepiirin kasvavan huomion kohteeksi.

Konferenssi yhdistää rahan, talouden ja vallan analyysit kaikilla yhteiskunnan ja kulttuurin tasoilla sukupuolen ja seksuaalisuuden analyyseihin. Aihe on ajankohtainen ja sillä on pitkä historia feministisen käytännön, politiikan, tutkimuksen ja teoretisoinnin ytimessä. Tavoitteena on tarkastella esimerkiksi sukupuolen taloudellistumista ja talouden sukupuolittumista, eri näkökulmista erilaisissa konteksteissa.

Pääpuhujat

Professori emerita Silvia Gherardi, Trenton yliopisto, Italia

Professori emerita Diane Elson, Essexin yliopisto, Iso-Britannia

Dosentti, johtaja Leena-Maija Rossi, Suomen New Yorkin kulttuuri-instituutti, Yhdysvallat

Tärkeitä päivämääriä

17.4. 2014 Työryhmäehdotukset (400 sanaa)

30.4. 2014 Päätökset työryhmistä

12.9. 2014 Esitelmäehdotukset (300 sanaa)

30.9. 2014 Päätökset hyväksytyistä esityksistä

Lähetä ehdotuksesi sukupuolentutkimus2014@hanken.fi

Järjestäjät: Aalto-yliopiston kauppakorkeakoulu, Hanken Svenska Handelshögskolan ja Sukupuolentutkimuksen seura.

Lisätietoja: <http://wiki.aalto.fi/display/SPTP2014>

3c Newsletter 21.5.2014

TYÖN JA YKSITYISELÄMÄN TASAPAINO

Hei!

Työn- ja yksityiselämän yhteensovittaminen, ja niiden välillä tasapainon löytäminen on yhä useammin tapetilla. Raja työn ja vapaa-ajan välillä on useasti yhä häilyvämpi. Tämä voi olla positiivinen asia, mutta luo myös uusia haasteita. Kolmas Urat-seminaari keskittyi juuri työn- ja yksityiselämän tasapainoon. Professori Anna-Maija Lämsä Jyväskylän yliopiston kauppakorkeakoulusta avasi seminaarin ja kuvasi sitä kuinka työn ja yksityiselämän tasapainoa on tutkimuksessa lähestytty eri tavoin. Yksi tapa on nähdä suhde työn ja yksityiselämän välillä konfliktuaalisena. Ihmisen voimavarat ovat rajalliset. Toinen tapa on nähdä työ ja yksityiselämä toisiaan rikastuttavina asioina. Tutkimuksessa tämä toinen lähestymistapa on vielä harvinaisempi, mutta on nähtävissä, että moniroolisuus lisää hyvinvointia. Se, että henkilö osallistuu useampaan rooliin, on sekä isä tai äiti että työntekijä, oman alansa asiantuntija, on positiivinen asia ja se hyödyttää niin perhettä kuin työyhteisöäkin.

Seminaarin päätti NaisUrat-projektin johtaja, Dr. Ingrid Biese. Hän puhui yhdestä työn- ja yksityiselämän epätasapainon seurauksesta. Ingrid Biese tutki väitöskirjassaan naisia jotka jättivät menestyksekkään uransa tehdäkseen töitä omin ehdoin. Vaikka haaste löytää tasapaino työn ja yksityiselämän välillä sai naiset jättämään uransa, he eivät uudessa elämässään tehneet yhtään vähemmän töitä. Merkittävää tasapainolle ei siis ollut työn määrä, vaan se, että pystyy itse määrittelemään koska, missä ja miten työtä tekee. Uransa jättäneet naiset eivät viettäneet enemmän aikaa perheidensä kanssa, mutta yhdessä vietetty aika koettiin arvokkaammaksi sillä se oli itse valittua, siihen pystyi itse vaikuttamaan.

Lisää asiaa työn ja yksityiselämän tasapainosta löydät tästä uutiskirjeestä. Seminaarissa esityksen aiheesta pitivät tutkija Suvi Heikkinen Jyväskylän yliopiston kauppakorkeakoulusta, kehittämisspäällikkö Peter Peitsalo Miessakit ry:stä sekä asianajaja (OTM, LL.M) Maria Carlsson Asianajotoimisto Boreniuksesta. Heidän esityksistä löydät tiivistelmät. Lisäksi Emilia Kangas kirjoittaa isyydestä. Voit myös lukea kuulumisia NaisUrat-projektiin osallistuvista organisaatioista, tällä kertaa Maa- ja metsätalousministeriöstä ja Folkhälsanista.

Mukavaa lukuhetkeä, ja aurinkoista kesää toivottaa koko NaisUrat-tiimi!

VÄITÖSKIRJATUTKIMUS PUOLISON ROOLISTA NAIS- JA MIESJOHTAJIEN URILLA

Tutkija Suvi Heikkinen, Jyväskylän yliopiston kauppakorkeakoulu

Valta-osa aikaisemmasta työn ja perheen välistä suhdetta tarkastelevasta tutkimuksesta on keskittynyt eri organisaatiotasolle kuin johtotehtäviin. Johtajien työn ja perheen suhteen tarkastelu on jäänyt vähäiseksi, koska heidän on nähty olevan etuoikeutetussa asemassa organisaatioissa. Johtamistyön vaatimukset, kuten korkea sitoutuminen organisaatioon ja jatkuva tavoitettavuus, asettavat haasteita heidän työn ja perhe-elämän yhteensovittamiselle. Lisäksi aikaisemmat tutkimukset ovat todenneet, että johtajien asenteilla ja toiminnalla on vaikutusta alaistensa työn ja perhe-elämän yhdistämiseen. Johtajien on todettu vaikuttavan esimerkiksi siihen kuinka halukkaita

alaiset ovat käyttämään perhevapaita. Johtajilla on täten tärkeä rooli myös organisaation perheystävällisen ilmapiirin kannalta ja he näyttävät toiminnallaan esimerkkiä alaisilleen.

Heikkisen tutkimus on luonteeltaan laadullinen tutkimus ja sen pyrkimyksenä on selvittää suomalaisten nais- ja miesjohtajien puolisolille antamia merkityksiä uran näkökulmasta. Väitöskirja on artikkelimuotoinen, joka koostuu neljästä eri tutkimusartikkelista ja johdantoosesta. Tässä yhteydessä paneudutaan kahteen erilliseen tutkimukseen, jotka ovat osa väitöskirjakokonaisuutta. Tutkimuksessa käytetään narratiivista lähestymistapaa ja tutkimuksen aineistona on 58 suomalaisen johtajan tarinaa, jotka ovat haastattelujen ja kirjoitettujen tekstien muodossa. Tutkimuksen teoreettinen viitekehys muodostuu työn ja perheen välisestä suhteesta sekä sukupuolirooleista. Tutkimukseen osallistui 29 naista ja 29 miestä, jotka toimivat julkisella ja yksityisellä sektorilla pienien, keskisuurien ja suurien organisaatioiden johtotehtävissä.

Tutkimuksessa johtajien työn ja perheen suhdetta tarkastellaan uran näkökulmasta ja fokuoituen perheen alueella erityisesti puolisoon. Työ- ja perhekontekstiin johtamisuran näkökulmasta liittyy useita sukupuolisidonnaisia oletuksia, minkä vuoksi puolison, uran sekä sukupuolen näkökulman yhdistäminen tekee mielenkiintoisen lähtökohdan tutkimukselle. Naisten urien näkökulmasta perhe on nähty aikaisemmassa tutkimuksessa negatiivisesta näkökulmasta: tekijänä joka haittaa naisen sitoutumista organisaation ja häiritsee uraa. Miesten kohdalla perhe on puolestaan nähty uraa edistävänä tekijänä. On tuotu muun muassa esille, että perhe luo miehestä tasapainoisen henkilön. Lisäksi puolison on nähty tukevan miehen uraa monin eri tavoin. Aikaisemmassa tutkimuksessa menestyksekkääseen johtamisuraan on liitetty vahvasti ydinperheajatus: mies, joka tekee kodin ulkopuolista uraa johtotehtävissä ja nainen, joka on uran taustalla tukemassa miestä ja huolehtimassa kodista ja perheestä.

Tutkimuksen empiirisinä tuloksina esitellään viisi naisjohtajien puolisoloiden tyyppiä ja neljä miesjohtajien puolisoloiden tyyppiä, jotka tulee ymmärtää abstraktioina. Täten puolison tyyppi voi vaihdella tai esiintyä tarinassa useaan eri kertaan uran eri tilanteissa. Naisjohtajien puolisoloiden tyypit ovat: tukea antava puoliso, hankaloittava, ohjaava, joustava ja lisäarvoa tuova puoliso. Tukea antava puoliso kuvataan kerronnassa miehenä, joka kannustaa, rohkaisee ja auttaa naista uralla. Puoliso koetaan myös tärkeäksi uran taustalla olevana hiljaisena tukijana. Hankaloittava puoliso nähdään naisjohtajien tarinoissa uran kannalta negatiivisena. Hänen kerrotaan omaavan negatiivinen asenne naisen uraa kohtaan ja hänen on vaikea hyväksyä naisen uramenestys, korkea asema ja korkea tulotaso. Ohjaava puoliso rakennetaan kerronnassa siten, että puolison työtilanne ja ura ohjaavat naisen uravalintoja ja -polkuja. Tällöin miehen työ ja ura on asetettu naisen uran edelle. Joustava puoliso rakennetaan miehenä, joka on valmis joustamaan ja laittamaan naisen uran oman uransa edelle. Naisjohtajat kertovat, että tällöin puolison on tehnyt tietoisien valinnan kevyemmästä työurasta. Lisäarvoa tuova puoliso esiintyy aineistossa harvoin, mutta naisjohtajat kertovat kokevansa puolison tuovan sellaista välineellistä lisäarvoa esim. sosiaalista statusta tai taloudellista turvaa, jotka koetaan uran näkökulmasta positiivisina tekijöinä.

Miesjohtajien puolisoloiden tyypit kerronnassa ovat: tukea antava puoliso, kodista ja lapsista huolen pitävä puoliso, tasapainottava puoliso ja menestystä odottava puoliso. Miesjohtajien tarinoissa tukea antava tyyppi kerrotaan puolisona, joka rohkaisee ja tukee miestä urallaan. Puoliso kuvataan erityisesti kuuntelijana ja kriittisenä

palautteenantajana. Kodista ja lapsista huolen pitävä puoliso kerrotaan tarinoissa puolisona, joka huolehtii kodista ja lapsista. Naisella kerrotaan yleensä myös olevan oma palkkatyö, mutta hänen kerrotaan silti kantavan vastuuta yksin perheestä. Tasapainottavan puolison kerrotaan tarinoissa punnitsevan erityisesti miesjohtajan uravalintoja ja niihin liittyviä riskejä laajemmin perhe-elämän ja oman työnsä perspektiivistä. Miesjohtajat kertovat kieltäytyneensä esimerkiksi työtarjouksista jotka olisivat vaatineet muuttoa toiselle paikkakunnalle tai ulkomaille, koska kokivat sen haitallisena perheen näkökulmasta. Menestystä odottava puoliso oli ainoa miesjohtajien puolisoitten tyypeistä, joka rakennetaan negatiivisena uran näkökulmasta. Menestystä odottava puolison kerrotaan esimerkiksi odottavan taloudellista menestystä miehen uran kautta.

Nais- ja miesjohtajien kerronnassa on yhtäläisiä piirteitä erityisesti puolison tuen osalta. Puolison psykososiaalisen tuen kerrotaan olevan erityisen merkittävää uran näkökulmasta sekä naisten että miesten tarinoissa. Naisjohtajien kerronnassa tulee selkeästi esille uraa hankaloitava puoliso – tällaista ei ole tulkittavissa miesjohtajien kerronnasta. Tutkimuksen perusteella voidaan implikoida, että puolison rooli on johtajien urilla paljon monivivahteisempi mitä aikaisempi tutkimus alueella on todennut. Perheessä neuvoteltavat sukupuoliroolit näyttävät olevan avainasemassa onnistuneen uran ja perheen yhteensovittamisessa johtotehtävissä. Lisäksi käytännössä puoliset voivat tarjota sellaista tukea yksilön uralle mitä organisaatiot eivät pysty tarjoamaan. Tasa-arvon edistämiseksi organisaatioiden tulisi huomioida johtajien työ- ja perhe-elämän yhteensovittaminen molempien sukupuolien kohdalla.

Aiheesta lisätietoa:

Välimäki, S., Lämsä, A-M. & Hiillos, M. (2009) The spouse of the female manager: Role and influence on the woman's career. *Gender in Management: An International Journal* 24(8): 596-614.

Heikkinen, S. (2014) How do male managers narrate their female spouse's role in their career? *Gender in Management: An International Journal* 29(1): 25-43.

ISÄT TYÖELÄMÄSSÄ – MAHDOLLISUUS HYVINVOINTIIN JA TASA-ARVOON

Peter Peitsalo Miessakit Ry:stä puhui NaisUrat-hankkeen kolmannessa seminaarissa. Miessakit tekee miehiä tukevaa hyvinvointityötä jossa yksi tärkeä näkökulma on tukea miehiä isyyteen. Tämä on tärkeä asia myös NaisUrat-hankkeelle ja hankkeen tavoitteille koska jotta työ- ja yksityiselämä olisi tasa-arvoisempi, sekä naisille että miehille on luotava paremmat mahdollisuudet yhdistää työ ja perhe. Jotta naiset saisivat enemmän mahdollisuuksia edetä uralla, miesten täytyy saada enemmän mahdollisuuksia pitää perhevapaita sekä olla aktiivisia lastensa elämässä.

Peitsalo väittää, että tietoisuus isyyden hyvinvointivaikutuksista on lisääntynyt. Osallistuvalla isyydellä on selvä hyvinvointivaikutus. Hän kehottaa miehiä huolehtimaan itsestään enemmän, joka vuorostaan vaikuttaa parisuhteeseen ja naistenkin elämään myönteisellä tavalla. Sen lisäksi Peitsalo selittää kuinka joustavuus on tärkeää – sillä on positiivinen vaikutus työn laatuun sekä tuottavuuteen. Jos ihmisillä on joustavuutta, se mahdollistaa työn tekemisestä. Sen lisäksi, jos organisaatiot joustavat, työntekijätkin joustavat.

Peitsalo peräänkuuluttaa isyysystävällistä työkuultuuria. Perheystävällisyys nähdään yleensä naisten asiana, mutta miestenkin täytyy saada pitää perhevapaita ja työelämän on joustettava heidänkin elämäntilanteen mukaan. Peitsalo pohti myös syitä sille, miksi

miesten yhä on vaikea sitoutua tasa-arvotyöhön. Vaikka tasa-arvotyö koskettaa yhtä lailla miehiä kuin naisia, niin se aivan liian usein yhä nähdään naisten asiana. Ehkä on keksittävä uusi tapa puhua tasa-arvosta? Yksi tapa olisi keskittyä enemmän niihin moniin vaikutuksiin jota tasa-arvolla on jokaisen omaan elämään, ja työelämään laajemmin.

RUUHKAVUOSIPROJEKTI/THE CROWDED YEARS INITIATIVE

”We want to be a firm where having a life outside of work is not just possible but encouraged.”

Motivated employees are efficient employees. According to recent research in the field of motivation, focusing on your strengths, constantly striving to improve your performance and enjoying your work are the keys to work satisfaction. There are, however, times when motivation is impacted by lack of time. Each of us will experience times in our lives (what our firm calls the “crowded years”), when balancing work and private life becomes more difficult. This can be when starting a family, raising small children or caring for elderly parents.

In order to provide for a better and more flexible working environment for our employees that are living their crowded years, we have founded the Crowded Years Initiative™ (in Finnish: Ruuhkavuosisprojekti) which is funded by the Finnish Funding Agency for Technology and Innovation (TEKES). As part of the initiative, our firm promotes flexible working times, working from home and joint project leadership. We keep in contact with lawyers on family leave and provide all “returners” with a private mentor to facilitate their integration into the workplace. We train our support personnel in helping our lawyers with the specific challenges that the crowded years bring. We have an internal work-life balance team that coordinates the initiative and constantly monitors work-life balance indicators. Our ambition is not only to provide our employees with a better way to combine work and private life but to provide a good example to the market in general.

For more information please contact maria.carlsson (a) borenium.com

SUOMALAISEN MIESJOHTAJAN ISYYSDISKURSSIT

KTM Emilia Kangas, Jyväskylän yliopiston kauppakorkeakoulu

Kulttuuriympäristömme on muuttunut ja muuttuu yhä tasavertaisemman vanhemmuuden suuntaan. Yleinen ilmapiiri on ottanut viimeisten vuosikymmenten aikana askeleita aikaisempaa osallistuvampaa ja läsnä olevampaa isyyttä kohti. Isyyden muutos on osa suurempaa miehisyyden muutosta. Euroopan Komission (2012) tasa-arvoa käsittelevän raportin mukaan miehisyyden muutos on muutoksessa ja ”hoivaava maskuliinisuus” on valtaamassa alaa perinteiseltä ”leiväntuoja maskuliinisuudelta”. Näiden muutosten ei olla nähty erityisemmin vaikuttavan kuitenkaan talouselämässä toimivien pelisääntöihin tai käytäntöihin. Erityisesti johtaminen ja johtotason tehtävät vaikuttavat pysyneen uusien tuulien tavoittamattomissa. Maskuliinisuuden hegemonian negatiiviset vaikutukset naisiin ovat jo aika hyvin yleisellä tasolla tunnistettu, mutta organisaatioiden käytäntöjen ja rakenteiden rajoittavuus miesten kohdalla, erityisesti miesten, joilla on perhevastuita, alkaa nyt nousta pintaan (Euroopan Komissio 2012).

Onkin tullut aika antaa miehille puheoikeus omista kokemuksistaan ja ottaa selvää, samaistuvatko miesjohtajat henkilökohtaisella tasolla enemmän

organisaatiokulttuureissa tunnistettuun maskuliiniseen johtajuuteen ja isyyteen vai laajemman kulttuuriympäristön uudensuuntaisiin isyys- ja johtajuusrepresentaatioihin. Tämän tutkimuksen tarkoituksena on kuvata ja tulkita, millaisia diskursseja suomalaiset miesjohtajat rakentavat puhuessaan isyydestään. Tutkimuksen aineisto koostuu 29 miesjohtajan haastatteluista.

Diskurssianalyysin tuloksena aineistosta rakentui neljä isyysdiskurssia, nämä nimettiin seuraavasti: Ansaitsija-isyyys-, Uusi isyys-, Lapsen sitoutunut isyys – ja Sitoutumaton isyys diskurssi. Jokainen neljästä isyysdiskurssista rakentaa omanlaisensa miesjohtajan sosiaalisen sukupuolen. Maskuliinisimmat isyysdiskurssit olivat Ansaitsija isyys diskurssi ja Sitoutumaton isyys diskurssi, kun taas Uusi isyys diskurssissa miesjohtajien sosiaalinen sukupuoli oli selkeästi irti perinteisestä maskuliinisuudesta ja heidän isyytensä oli lähempänä perinteistä äitiyttä. Uusi isyys diskurssi oli myös tasa-arvoisin diskurssi, tasa-arvoisuus näkyi niin työssä kuin vanhemmuudessakin. Ansaitsija isyys diskurssi oli kauimpana tasa-arvosta, miesten kerronnassa oli viittauksia mm. naisten luonnolliseen hoivakykyn. Aineistollisesti vahvin diskurssi oli Ansaitsija -isyys diskurssi, mutta sille vastadiskurssiksi muodostunut Uusi isyys diskurssi oli melkein yhtä laaja.

Maskuliinisen maailman olemassaolo suomalaisten miesjohtajien diskursiivisissa käytännöissä tulee tämän tutkimuksen tulosten valossa sekä todistetuksi että kumotuksi. Ansaitsija-isyyys diskurssi uusintaa edelleen perinteisiä johtajuuden ja isyyden representaatiota sekä pitää näitä maailmoja toisistaan erillisinä. Perhe pidetään ulkona työelämästä. Perhe ei rajoita johtajuutta, mutta johtajuus määrittää perhe-elämää. Samaan aikaan Uusi isyys diskurssi kuitenkin todistaa, että tasa-arvoinen vanhemmuus, hoivaava- ja osallistuva isyys ovat saapuneet myös talous- ja organisaatioelämän keskuuteen. Organisaatioiden johdosta löytyy jo miehiä, jotka eivät enää halua mahdollistaa itseään perinteiseen maskuliiniseen johtajan rooliin. Tässä diskurssissa miesjohtajat konstruoivat itsensä tasa-arvoisiksi ja tasavertaisiksi vanhemmiksi. Näiden lisäksi tutkimuksessa rakentuu kuitenkin kaksi muutakin suomalaisen miesjohtajuuden isyysdiskurssia, jotka eri tavoin sijoittuvat näiden kahden päädiskurssin väliin ja reunaan. Isyys ja johtajuus voivatkin rakentua osaksi miesten identiteettiä eri tavoin, huolimatta yleisen ilmapiirin luomista totuuksista. Tämän tutkimuksen diskurssit todistavat kuitenkin että, osa miehistä samaistuu yhä edelleen niin perinteiseen maskuliiniseen johtajuuteen kuin isyyteenkin kun taas osa miehistä samaistuu niin johtajina kuin isinäkin uudempiin ja moniulotteisimpiin isyyden ja johtajuuden representaatioihin. Voidaan sanoa muutosten olevan alkaneen miesten monimuotoisemman isyyden ja johtamisen käytännöissä myös talouselämän puolella. Uusi isyys diskurssi tuo esiin miesjohtajia, joilla on aito halu olla tasavertainen vanhempi vaativasta työstä huolimatta. Samalla diskurssi nostaa esiin työelämän rajoitteet ja käytänteet, jotka osittain estävät tämän halun toteuttamista käytännössä.

Pro Gradu tutkielma kokonaisuudessaan osoitteessa:
<https://jyx.jyu.fi/dspace/handle/123456789/42709>

Minihaastattelu kohdeorganisaatioille

Teemme uutiskirjeeseemme minihaastatteluja kaikista kohdeorganisaatioista vuorollaan, näin saamme myös aktiivisessa kehitystyössä olevien organisaatioiden jäsenten äänen kuuluviin uutiskirjeissämme. Haastatteluvuorossa ovat Folkhälsanin

henkilöstöpäällikkö Cecilia Ehrnrooth ja Maa- ja metsätalousministeriön henkilöstön kehittämisspäällikkö Pirjo Inkinen.

Miten NaisUrat-hanke nyt etenee organisaatiossanne? Minkälaisia asioita pohditte tällä hetkellä?

Cecilia Ehrnrooth, Folkhälsan: Hanke etenee hitaasti, mutta varmasti. Tällä hetkellä henkilöstökyselyn kysymykset ovat valmiita, ja odotamme itse kyselyn toteutumista. Samalla jatkamme työtämme uuden tasa-arvosuunnitelmamme kanssa.

Pirjo Inkinen, Maa- ja metsätalousministeriö: Julkaisimme juuri viime viikolla intrassa henkilöstökyselyn. Kyselyllä edistetään ministeriön tasa-arvo- ja yhdenvertaisuussuunnitelman tavoitteita, lisätään tietoisuutta jo käytettävissä olevista työn ja yksityiselämän tasa-painoa edistävästä keinoista ja tuodaan johdolle näkyväksi henkilöstön ajatukset, kokemukset ja mahdolliset uudet ehdotukset tilanteen säilyttämiseksi tai parantamiseksi. Kyselyssä on kolme teemaa, työn ja yksityiselämän tasa-paino, tasa-arvo- ja yhdenvertaisuus sekä seksuaalinen häirintä. Henkilöstön kanssa kyselyn tuloksia työstetään Hyvinvoiva ja tasa-arvoinen työyhteisö -seminaarissa 29.8, jossa teemaan meitä johdattaa innostavalla ja hausalla tavalla tarinateatteriryhmä!

Miltä työn ja yksityiselämän välinen tasapaino näyttää organisaatiossanne?

Cecilia Ehrnrooth, Folkhälsan: Great place to work- tulosten mukaan henkilöstömme on sitä mieltä, että Folkhälsan tarjoaa hyviä mahdollisuuksia työn ja yksityiselämän tasapainottamiseen. Tämä myös käy ilmi riskikartoituksissa, joissa aina kysymme asiasta.

Pirjo Inkinen, Maa- ja metsätalousministeriö: Ministeriössä on käytössä monenlaisia työajan joustoja. Moni hyödyntää etätöitä, työaikaliukumia, kesätyöaika, saldovapaita tai esimerkiksi vaihtaa lomarahat vapaiksi. Haasteena on työmäärän jatkuva lisääntyminen! Joustojen koetaan tukevan työn ja yksityiselämän tasapainoa ja työhyvinvointia työuran monessa vaiheessa. Tyytyväisyys mahdollisuuksiin sovittaa yhteen työ- ja yksityiselämä on ministeriössä suurta. Joustot kannustavat henkilöstöä viime lokakuussa tehdyn työtyytyväisyyskyselyn mukaan myös työuran jatkamiseen.

NaisUrat-hankkeen tavoitteena on naisten urakehityksen ja tasa-arvoisemman työelämän edistäminen sekä uuden tutkimustiedon tuottaminen. Hankkeen painopiste on konkreettisessa johtamisen käytäntöjen kehittämisessä. Pääna toimii Euroopan sosiaalirahasto. Toteuttajina yhdessä osallistujaorganisaatioiden kanssa toimivat Hanken, Ekvälita Ab ja Jyväskylän yliopiston kauppakorkeakoulu. Hanke on osa hallituksen ja työmarkkinakeskusjärjestöjen samapalkkaisuusohjelmaa.

www.urat.fi

3d Newsletter 12.6.2015

TASA-ARVO AGENDALLE

Tässä tulee NaisUrat-projektin neljäs uutiskirje. Projekti alkaa lähestyä loppuaan, ja kuluneen syksyn aikana on tapahtunut paljon. Projektiin osallistuneet organisaatiot ovat jatkaneet kehitystyötään ja projektin tiimoilta järjestettiin organisaatioille oma palautetilaisuus, jossa käytiin läpi kehitysprojekteja ja tuloksia sekä jaettiin

kokemuksia, oppeja ja ajatuksia. Lokakuun 7. päivänä järjestettiin seminaari, jossa muun muuassa esiteltiin tutkimustuloksia ja jossa projektiin osallistuneet organisaatiot esittelivät omia kehityshankkeitaan ja niiden tuloksia. Esittelemme seminaarin tiivistelmän tässä uutiskirjeessä. Näistä saatte lukea kattavammin projektin loppuraportissa, joka lanseerataan projektin viimeisessä seminaarissa Jyväskylässä 20.1.2015. Kutsu tähän tilaisuuteen löytyy alemmaa tästä uutiskirjeestä.

Haluamme kiittää kaikkia kuluneesta vuodesta ja toivottaa itse kullekin oikein hyvää joulua ja menestyksekkästä vuotta 2015!

KESKEISIÄ TUTKIMUSTULOKSIA NAISURAT-PROJEKTISTA SEKÄ HAASTEITA TASA-ARVOTYÖSSÄ

NaisUrat-hanketta voidaan kaiken kaikkiaan pitää onnistuneena. Mukana olleet organisaatiot ovat tuoneet hankkeeseen jännittäviä ajatuksia ja ideoita, joita ne ovat jakaneet sekä meidän että toistensa kanssa, ja vuoropuhelu on ollut sekä hyödyllistä että inspiroivaa. Projektin aikana on kuitenkin myös tuotu esiin useita haasteita, jotka on hyvä ottaa huomioon suunniteltaessa ja työstettäessä vastaavia projekteja tulevaisuudessa.

Ensimmäinen suuri haaste työskenneltäessä tasa-arvokysymyksien parissa on tasa-arvo sinänsä. Ensinnäkin, monet organisaatiot eivät pidä sukupuolten tasa-arvoa itsessään riittävän strategisena kysymyksenä. Sukupuolten tasa-arvoa pidetään yleisesti naisten ongelmana. Sen lisäksi sukupuolten tasa-arvo koetaan monissa projekteihin osallistuneissa organisaatioissa vain yhdeksi tekijäksi monien muiden joukossa, osaksi jotakin muuta, kuten työhyvinvointia tai hyvien työntekijöiden palkkaamista ja pitämistä palkkalistoilla. Tasa-arvokysymykset on siis usein niputettu muihin asioihin. Tämä on samalla yksi tapa tehdä tasa-arvokysymyksistä entistä strategisempia ja saada ne asialistalle organisaatioissa. Mutta, sukupuolten tasa-arvon niputtamisessa muihin, monimuotoisuuden kaltaisiin kysymyksiin piilee se vaara, että sukupuolten tasa-arvokysymyksen painoarvo heikkenee, mikä puolestaan vaikeuttaa pääsyä käsiksi ongelman todelliseen ytimeen.

Projektin myötä havaittiin, että organisaatioiden tasa-arvokysymysten parissa työskentelevät henkilöt tuntevat usein jäävänsä melko yksin työssään. Vaikka he ovat usein innostuneita työstään, heidän mukaansa tasa-arvotyö on tasapainoilua tulosten saavuttamisen ja ”tasa-arvoihmiseksi” määrittelyn ja leimatuksi tulemisen välillä, millä voi olla kielteisiä miellelyhtymiä ja seurauksia. Tasa-arvotyötä tekevät eivät useinkaan saa tukea edes organisaation sisällä, saati sen ulkopuolella, esimerkiksi tukiverkkojen muodossa. Tämä luonnollisesti tekee tasa-arvotyöstä haasteellista.

Koska sukupuolten tasa-arvo on edellytys naisten urakehityksen edistämiseksi, on ratkaisevan tärkeää, että organisaatioista tulee entistä tasa-arvoisempia. Se puolestaan edellyttää organisaatiokulttuurin muutosta, joka on mahdollinen vain, jos ylin johto sitoutuu siihen. Projektin aikana selvisi kuitenkin, että muodollisen ja tosiasiallisen sitoutumisen välillä on juopa. Pelkästään se, että ylin johto on sitoutunut ja ilmaisee projektin tarpeellisuuden, ei välttämättä tarkoita, että kaikki johtoryhmän jäsenet, ja heidän kauttaan kaikki organisaatioyksiköt, ovat sitoutuneet työhön.

Organisaatiokulttuuria on mahdotonta muuttaa, jos sukupuolten tasa-arvoa pidetään vain naisten ongelmana, jos sen katsotaan kuuluvan ainoastaan HR-osastolle ja jos se ei kata koko organisaatiota – sekä miehiä että naisia kaikissa yksiköissä. Jotta organisaatiokulttuuri voisi muuttua, koko johtoryhmän on oltava sitoutunut muutokseen. Ylimmän johdon ja jokaisen johtoryhmän jäsenen on osallistuttava

aktiivisesti uuden organisaatiokulttuurin luomiseen ja osaltaan saada kaikki yksiköt – koko organisaatio – omaksuma se. Vain jos koko johtoryhmä on mukana, asia koetaan riittävän strategiseksi. Se on ainoa tapa vaikuttaa organisaatiokulttuuriin ja varmistaa, että organisaatioista kokonaisuudessaan tulee entistä tasa-arvoisempia ajatusmaailmaltaan, menettelytavoiltaan ja toiminnaltaan. Ja lisääntynyt tasa-arvo puolestaan on edellytys sille, että voidaan merkittävällä tavalla vaikuttaa naisten urakehitykseen kaikilla organisaatiotasolla ja kaikissa naisen uran eri vaiheissa.

KOHDEORGANISAATIOIDEN KEHITTÄMISKOHTEET

Akavan Erityisalojen kehitysteema liittyi henkilöstöstrategian luomiseen. Konkreettisina tavoitteina projektin alussa oli organisaation tasa-arvo- ja yhdenvertaisuussuunnitelman yhdistäminen organisaation liittostrategiaan, osaksi tulevaa henkilöstösuunnitelmaa. Organisaatiossa haluttiin siis liittää tasa-arvo konkreettisesti osaksi henkilöstöstrategiaa, ja tällä toiminnalla pyrittiin myös näyttämään esimerkkiä jäsenyhdistyksille. Lisäksi Akavan Erityisalat halusi kehittää mittariston ja kyselypohjan tasa-arvon ja yhdenvertaisuuden toteutumisen seuraamiseksi, hankkia organisaatiolle kokemuksia tasa-arvo-/yhdenvertaisuussuunnittelun käytännön toteutuksesta ja edistää tätä kautta tasa-arvo-/yhdenvertaisuusajattelua, löytää hyviä malleja työn ja perheen/yksityiselämän yhteensovittamiselle sekä tukea työhyvinvointia.

Asianajotoimisto Boreniuksen tavoite projektiin lähtiessä koostui tasa-arvon ja monimuotoisuuden edistämisestä. Yrityksen kohdalla lisääntynyt nuorten työntekijöiden vaihtuvuus ja suhteettoman suuri miesten osuus johdossa oli johtanut tasa-arvokysymysten pohdintaan jo ennen NaisUrat-projektia. Aiemmin yritys oli toteuttanut Ruuhkavuosi-projektin, jonka avulla oli tunnistettu yrityksen kehittämiskohteita myös tasa-arvoasioissa. Tämän pilottiprojektin avulla organisaatiossa pyrittiin löytämään mahdollisuuksia saada erityisesti nuoret naiset pysymään organisaatiossa. NaisUrat-projekti luotiin jatkumoksi Ruuhkavuosi-projektille tavoitellen suunnitelmaa, jolla naisten urien edistäminen sekä työn ja perheen yhteensovittamisen helpottaminen tehdään pysyväksi osaksi toimintaa ja strategista henkilöstöjohtamista. Lisäksi erityisesti senioriasemassa olevien naisasiantuntijoiden (Senior Associatesta ylöspäin) johdonmukaiseen urakehitykselliseen profilointiin talon sisällä ja sen ulkopuolella haluttiin panostaa. Boreniuksessa NaisUrat-projektiin lähtemiseen taustalla oli tavoite edistää vastuullista johtamista ja parantaa vastuullista työnantajankuvaa.

Projektiin lähtiessään **Kauniaisten kaupunki** määritteli tavoitteikseen naisten ja miesten yhtäläiset mahdollisuudet uralla etenemiseen, esimiesten tietoisuuden lisäämisen aiheesta sekä läpinäkyvyyden lisäämisen niin palkkauksessa kuin työn kuormittavuudessa. Projektin keskeinen kehittämisteema oli tasa-arvotyön jalkauttaminen kaupungin eri virastoihin ja poliittisille päättäjille sekä johdon ja keskijohdon sitouttaminen tasa-arvotyöhön.

KSF Median tausta-ajatuksena kehittämistyölle oli saavuttaa oikeudenmukainen työpaikka, mikä käytännössä tarkoittaa tasa-arvoista kohtelua kaikkien työntekijöiden kohdalla katsomatta sukupuoleen, ikään tai työsuhteen muotoon. Työn jakautumista ja työajan venymistä haluttiin tarkastella erityisesti sukupuolen, iän, työsuhteen muodon sekä teknillisten ja sosiaalisten tekijöiden näkökumista. Mahdolliset kipukohdat haluttiin tuoda päivänvaloon.

Maa- ja metsätalousministeriöllä oli projektin alussa tavoitteena edistää ministeriön tasa-arvo- ja yhdenvertaisuus-suunnitelman tavoitteita erityisesti työn ja yksityiselämän tasapainottamisessa. Lisäksi tavoitteena oli saada asiantuntijatukea henkilöstökyselyn laatimiseen, tulkintaan ja viestintään sekä tarvittaessa kehittämissuunnitelman toteuttamiseen. Tavoitteena oli myös lisätä tasa-arvo- ja yhdenvertaisuustyön näkyvyyttä ja viestintää organisaatiossa sekä saada uusia näkökulmia ja vinkkejä tasa-arvo- ja yhdenvertaisuustyöhön.

Projektin alussa **Folkhälsan** kartoitti henkilöstösuunnitelmansa ja koki ongelmalliseksi sen, että henkilöstöpolitiikan eri osa-alueita käsiteltiin omissa erillisissä suunnitelmissaan. Tämä johti siihen, ettei suunnitelmia osattu eikä kyetty käyttämään konkreettisella tasolla eikä yhdistämään käytännön toimiin. Folkhälsanin kehitystyö NaisUrat-hankkeessa liittyi erityisesti siihen, miten organisaation eri puolilla olevaa osaamista voidaan käyttää paremmin työkaluina tasa-arvosuunnitelmassa. Folkhälsanin fokus oli siis omassa sisäisessä tasa-arvo- ja henkilöstötyössä. Kehityskohteiksi haluttiin ottaa jokapäiväinen kohtaaminen työpaikalla, monimuotoisuuden arvostus ja kunnioitus.

Silta Oy lähti NaisUrat-projektiin mukaan tarkastellakseen lähemmin organisaation rakenteita sekä urakehityskäytäntöjä. Lisäksi haluttiin kehittää kommunikaatiota ja yhteishenkeä eri työntekijäryhmien välillä. Kehitystarpeena nähtiin myös naisvaltaisen alan oman työn arvostuksen parantaminen. Silta Oy:n kehittämistyön taustalla oli ajatus, että projektin aikana kohotetaan asiantuntijoiden profiileja sisäisesti oman osaamisen tiedostamisen ja arvostamisen kautta sekä ulkoisesti esimerkiksi tehtävänimikkeiden uusimisella paremmin vastaamaan tehtyä asiantuntijatyötä.

Suomen Asiakastieto Oy:ssä vuosittaisten hyvinvointikyselyjen tulosten perusteella organisaatio tiesi työntekijöiden kokeneen epätasa-arvoista kohtelua. Projektissa haluttiin puuttua tähän luomalla uudet pelisäännöt oikeudenmukaisen ja tasa-arvoisen kohtelun edistämiseksi. Yrityksessä tehtiin ohjelma, joka mahdollisti kaikkien työntekijöiden osallistumisen uusien pelisääntöjen luomiseen ja organisaatiokulttuurin muutokseen. Tätä työtä edistettiin NaisUrat-projektissa keskittyen erityisesti tasa-arvasioihin. Organisaatiossa myös sitoutettiin johtoa muutokseen ja tasa-arvon lisäämiseen. Tasa-arvoa on tietoisesti haluttu johtaa ja johtamisesta on tehty läpinäkyvämpää.

LUE LISÄÄ KEHITYSPROJEKTIEEN TULOKSISTA LOPPURAPORTISTA, JOKA ILMESTYY 20.1.2015

TERVETULOA NAISURAT-HANKKEEN TUTKIMUSSEMINAARIIN SEKÄ LOPPURAPORTIN JULKAISUTILAISUUTEEN

Aika: Tiistaina 20.1.2015 klo 9-15

Paikka: Jyväskylän Yliopisto, Agora, Ag C232, Mattilanniemi 2, Jyväskylä

Ilmoittaudu tilaisuuteen oheisen linkin kautta viimeistään 13.1.2015:

<https://www.webropolsurveys.com/S/B56A6C21D6B1BE7E.par>

Ohjelma

9:00 Tervetuloa, Prof. Anna-Maija Lämsä

Tasa-arvotyö ja naisten urien edistäminen organisaatioissa, Projektipäällikkö FT Ingrid Biese & Tutkija Suvi Heikkinen

Äitiys ja johtajuus, Prof. Anna-Maija Lämsä

Sukupuoli, ikä ja sukupolvet, Prof. Jeff Hearn & KTT Charlotta Niemistö

12:00 Lounas

13:00 Round table-keskustelut:

Vanhemmuden muutokset työelämässä, Tutkija Suvi Heikkinen

Tasa-arvoon liittyvät projektit – haasteet ja mahdollisuudet, Projektipäällikkö FT Ingrid Biese

Loppuraportin julkaisu, Projektijohtaja Prof. Jeff Hearn & Prof. Anna-Maija Lämsä

15:00 Seminaari päättyy

MINIHAASTATTELU KOHDEORGANISAATIOILLE

Teemme uutiskirjeeseemme minihaastatteluja kaikista kohdeorganisaatioista vuorollaan, näin saamme myös aktiivisessa kehitystyössä olevien organisaatioiden jäsenten äänen kuuluviin uutiskirjeissämme. Tällä kertaa haastatteluvuorossa ovat Boreniusksen Partneri Maria Carlsson ja Kauniaisten kaupungin Henkilöstöpäällikkö Päivi Hytönen.

Mitä organisaatioiden tasa-arvotyöskentelyssä tulisi huomioida?

Maria Carlsson, Borenius: Riittävän konkreettiset tuet, jotta niitä on helppoa ja mutkatonta käyttää työorganisaation arjessa. Kaikki mukaan ideoimaan, mikä voisi auttaa! Selkeät tavoitteet, mielellään kvantitatiivisessa muodossa & johdon seurannassa. Ja joustava toteutus - "jotain jokaiselle"!

Päivi Hytönen, Kauniaisten kaupunki: Tasa-arvotyö on myös työtä yhdenvertaisuuden, monimuotoisuuden, arvokkuuden, arvostamisen, merkityksellisyyden, työhyvinvoinnin, tuloksellisuuden ja hyvän elämän edistämisen työtä.

Organisaation perustehtävä, tai olemassaolon oikeutus, on yleensä muualla, muutoin arvioitavissa ja hinnoiteltavissa. Haaste miten ylläpitää keskustelua yleisestä hyvästä? Älyllisesti. 'And now lets talk about a good life'... kun vastassa on tuhatvuotiset rakenteet ja kulttuuriset perimät, niin kuin joskus tuntuu.

Onko tasa-arvotyötä tekeville riittävästi keinoja ja foorumeita jakaa ajatuksia ja keskustella asiasta?

Maria Carlsson, Borenius: Näitä voi aina olla lisää, aina helpompaa jos "pyöriä ei tarvitse keksiä uudelleen"!

NaisUrat-hankkeen tavoitteena on naisten urakehityksen ja tasa-arvoisemman työelämän edistäminen sekä uuden tutkimustiedon tuottaminen. Hankkeen painopiste on konkreettisessa johtamisen käytäntöjen kehittämisessä. Päärahoittajana toimii Euroopan sosiaalirahasto. Toteuttajina yhdessä osallistujaorganisaatioiden kanssa toimivat Hanken, Ekvälita Ab ja Jyväskylän yliopiston kauppakorkeakoulu. Hanke on osa hallituksen ja työmarkkinakeskusjärjestöjen samapalkkaisuusohjelmaa.

www.urat.fi

APPENDIX 4 PRESENTATIONS AND OTHER EVENTS RELATED TO NAISURAT PROJECT

Presentations

- Hearn Jeff. Transnational organisations, transnational labour markets and gender. Transnational Spaces and Gender Conference, German Research Foundation (DFG), University of Paderborn, Germany, 4–5 April 2013.
- Lämsä Anna-Maija. fForum – development programme to advance diverse women’s opportunities in business and management. The European Institute of Gender Equality EIGE, Vilnius, Lithuania, 7 May 2013.
- Lämsä Anna-Maija & Savela Terttu: The development of women's entrepreneurial and management competencies: an innovative model and empirical evidence. The 11th Annual Baltic Management Development Association BMDA Conference The Role of Management Empowering Innovations and Creativity, Kaunas University of Technology, Lithuania, 9 May 2013.
- Kangas Emilia & Lämsä Anna-Maija: “Naisten johtamisurat ja stereotypiat”. Summer seminar on economics, University of Jyväskylä, Jyväskylä, Finland, 12 June 2013.
- Kangas Emilia, Hirvonen Petri & Lämsä Anna-Maija: “Keinot ja ehdotukset sukupuolistereotyyppien vähentämiseksi organisaatioista. Summer seminar on economics, University of Jyväskylä, Jyväskylä, Finland, 12 June 2013.
- Hearn Jeff, Lämsä Anna-Maija, Kangas Emilia, Biese Ingrid, Koskinen Paula & Malin Gustavsson: “NaisUrat – Tutkimusavusteinen kehittämishanke tasa-arvoisemman työelämän edistämiseksi. Summer seminar on economics, University of Jyväskylä, Jyväskylä, Finland, 12 June 2013.
- Lämsä Anna-Maija. “Naisten johtamisaamisen kehittäminen.” Oulu Soroptimists' meeting, Oulu, Finland, 9 September 2013.
- Hearn Jeff, Critical studies on men and masculinities, theoretical challenges and future scenarios: the case of organizations, sexualities and socio-technologies. Sociology Research seminar, Masaryk University, Czech Republic, 16 October 2013.
- Gustavsson, Malin & Koskinen, Paula. “NaisUrat-hanke.” Equality Network seminar, 1 November 2013.
- Kangas Emilia & Lämsä Anna-Maija. “Sukupuolistereotyyppien viitoittama naisjohtajuus.” Working life annual conference, University of Tampere, Tampere, Finland, 7 November 2013.

- Kangas Emilia, Lämsä Anna-Maija & Heikkinen Suvi. "Suomalaisten miesjohtajien isyydiskurssit." Working life annual conference, University of Tampere, Tampere, Finland, 7 November 2013.
- Biese, Ingrid & Koskinen, Paula. "NaisUrat-hanke: tasa-arvo todeksi." Working life annual conference, University of Tampere, Tampere, Finland, 7 November 2013.
- Lämsä Anna-Maija. "Naisten johtajuus maailmalla." "Naisen paikka" seminar. Organizers A2 and Ministry of Foreign Affairs, City library, Pakkala hall, Oulu, Finland, 18 November 2013.
- Biese, Ingrid. NaisUrat. "Johtaminen 2020" seminar, Helsinki, Finland, 22 January 2014.
- Lämsä Anna-Maija. "Naisten ja miesten johtamisurat tutkimuksen valossa." Gender Equality in Top Management – Changing Practices in Economic Decision-Making" project's steering group's meeting, Ministry of Social Affairs and Health, 3 March 2014.
- Lämsä Anna-Maija. "Naisjohtajiin kohdistuvat stereotypiat työelämässä." Female professors' meeting at the University of Jyväskylä, Jyväskylä, Finland, 11 March 2014.
- Hearn Jeff, Gender, power and authority: what have men and masculinities got to do with it? "Kjønn, autoritet og makt", NTNU Trondheim, Norway, 26 March 2014.
- Kangas Emilia, Lämsä Anna-Maija & Heikkinen Suvi. "Suomalaisten miesjohtajien isyydiskurssit." Family studies annual conference, University of Jyväskylä and Jyväskylä School of Applied Sciences, Jyväskylä, Finland, 3 April 2014.
- Biese Ingrid & Hearn Jeff. Who needs to change: women, men employees, organizations, society? FIBS Seminar, Hanken, Helsinki, Finland, 24 April 2014.
- Biese Ingrid. Opting out and opting in: women managers leaving their successful careers to adopt new lifestyles. Open Seminar, Hanken, Helsinki, Finland, 15 May 2014.
- Hearn Jeff, The role of men in gender equality: Men at work – change, no-change and possibilities for care models of work. Nordic Conference on Men and Masculinities, Emerging ideas in masculinity research, Reykjavik, Iceland, 4–6 June 2014.
- Heikkinen Suvi. Work and family integration for women and men managers in Finland. Seminar organized in collaboration between Universities of Jyväskylä and Beihang, Beihang University, Beijing, 16 June 2014.
- Hearn Jeff. Keynote plenary, Theorizing gender and gendering theory in marketing and consumer research – thinking back, looking forward. 12th Conference on

Gender, Marketing and Consumer Behaviour, Aalto University, Helsinki, Finland, 24–26 June 2014.

Hearn Jeff, Karjalainen Mira & Niemistö Charlotta. Age, generations and work/life boundaries in knowledge intensive organizations: Researching intersectionality in practice. Gender, Work & Organization, Gender, Work and Organization Conference, Keele, UK, 25 June 2014.

Biese Ingrid & McKie Linda. Opting In: Working on one's own terms creating new definitions of success? Gender, Work and Organization Conference, Keele. UK, 25 June 2014.

Heikkinen Suvi & Lämsä Anna-Maija. Forms of spousal support male manager's career. International Network of Business and Management Journals INBAM 2014, Barcelona, Spain, 27 June 2014.

Novelskaiðe Aurelija, Lämsä Anna-Maija, Pučetaiðe Raminta & Riivari Elina. Woman leader, woman employee and ethical organizational culture in high and low gender gap index contexts. XVIII World Congress of Sociology, Yokohama, Japan, 13–19 July 2014.

Hearn Jeff. So what do we next?: Key issues in studying (and changing) men and masculinities, and who are "we" anyway ... ICSM Symposium of Men and Masculinities – Identities, Cultures, and Societies, Izmir, Turkey, 11–12 September 2014.

Heikkinen, Suvi. "Työn ja perheen suhde henkilöstöjohtamisen haasteena – NaisUrat-projekti." A course on human resources management, lecture, Jyväskylä University School of Business and Economics, Jyväskylä, Finland, 24 September 2014.

Hearn Jeff, Some contradictions in working on "men and gender equality": What are we doing and why? European Institute for Gender Equality, Vilnius, Lithuania, 25–26 September 2014.

Gustavsson, Malin. NaisUrat. Diamanten i Finland rf, Helsinki, Finland, 3 October 2014.

Lämsä, Anna-Maija. "Naisjohtajiin kohdistuvat stereotypiat." Gaia Network Association's Studia generalia lecture, Helsinki, Finland, 23 October 2014.

Heikkinen, Suvi. "Sukupuolinäkökulma perheeseen johtajien urilla." University of Jyväskylä, "Tasa-arvo työelämässä" course, lecture, Jyväskylä, Finland, 14 November 2014.

Lämsä, Anna-Maija. "Naisten johtamisosaaminen urakehityksen tukena." Gender studies annual conference, Hanken and Aalto University School of Economics, Helsinki, Finland, 21 November 2014.

Heikkinen Suvi ja Lämsä, Anna-Maija. “Miesjohtajan puolison tuki uralle.” Gender studies annual conference, Hanken and Aalto University School of Economics, Helsinki, Finland, 21 November 2014.

Biese, Ingrid, Heikkinen, Suvi & Louvrier, Jonna. “Työtä tasa-arvon edistämiseksi: keskeisiä tutkimustuloksia NaisUrat-projektista sekä haasteita tasa-arvotyössä.” Gender studies annual conference, Hanken and Aalto University School of Economics, Helsinki, Finland, 21 November 2014.

Lämsä, Anna-Maija. “Miten edistämme naispäättäjäjyötä?” Panelist. Terveysalan Päättäjänaiset 2014, Finlandia House, Helsinki, Finland, 2 December 2014.

Other Project Events:

Theme Seminar 1: Towards more equal encounters, 27 November 2013

Theme Seminar 2: An exploration of leadership and expert roles, 4 February 2014

Theme Seminar 3: Work-life balance, 6 May 2014

Final Seminar: Putting equality on the agenda – sharing career development experiences, 7 October 2014

NaisUrat Projects's research seminar 20 January 2015

Summer seminar on economics, 12–13 June 2013, Conference stream

Working life research seminar, 7–8 November 2013, Conference stream

Gender research seminar, 21–22 November 2014, Conference stream

APPENDIX 5 FEEDBACK FORMS

5a Feedback form

My organization:

_Ministry

_State administration

_Municipality

_Company

_Third sector

_Employer of an organization

_Employee of an organization

_Other

I am a/an:

_Employer

_Employee

_Entrepreneur

Other

The conference was useful in terms of my own work:

_Completely agree

_Partly agree

_Partly disagree

Completely disagree

Can't say

I am not here because of work

In what way?

The seminar met my expectations

Completely agree

Partly agree

Partly disagree

Completely disagree

Can't say

How?

Which presentation was most useful to you?

Presentation 1

Presentation 2

Presentation 3

Why was this presentation helpful?

How did you learn about the seminar?

_Workplace

_Mailing list

_Urat.fi

_Facebook

_Acquaintance

_Other, what?

Give us feedback in your own words or tell about your experiences related to the themes of the day.

Thank you for your response!

5 b Feedback form

The content of the workshop was useful and met my expectations

_Completely agree

_Partly agree

_Partly disagree

_Completely disagree

_Can't say

What was good?

What we can improve?

Looking for more information or support?

My organization (optional information):

Thank you for your response!

5c Feedback form

Which of the following themes have been most beneficial to the organization's development process? How? (Select as many as apply)

Gender equality in general, and the benefits have been...

Increasing the share of women in managerial positions, and the benefits have been...

Increasing the amount of women in demanding expert tasks, and the benefit have been...

Work-life balance, and benefits have been...

Something else, what?...

Has this information been useful to the organization's development process?

Yes

No, what's missing?

What is expected of you now that you have participated in the NaisUrat project? (Select as many as apply)

I have received ideas and a vision, which I can use within my organization

My job has led to changes in the workplace practices

My job has led to changes in the workplace values

My job has led to improved gender equality skills in the workplace

My job as led to something else, what?

During the NaisUrat project... (Select as many as apply)

I've gotten the majority interested in the project themes

I've been able to influence attitudes in the workplace through training and communications

I've earned management's support for my work

I've earned the key people's support for my work

_Something else, what?

What kind of reactions have you gotten in your workplace related to the NaisUrat project? (Select as many as apply)

_Open resistance

_A willingness to co-operate

_Indifference

_Interest towards the project

_Other, what?

How have the following project areas supported or not supported the organization's development process? (Select as many as apply)

_Open seminars at Hanken, because...

_Joint workshops, because...

_Ekvalita's support (e.g. visits), because...

_Basic analysis and the results, because...

_Interviews conducted by the researchers, because...

_Other, what and how?

If NaisUrat started today, how could the participants act differently to make the project more successful in your organization? (from your point of view)

- From my perspective

- From the team's perspective

- From the organization's perspective

What kind of additional support does your organization need from third parties in order to support equal career opportunities after the project?

What kind of thoughts did the NaisUrat project provoke? (Select as many as apply)

In you?

In the team?

In the organization?

Elsewhere, where, and for what?

What three things have you learnt during the project?

Feedback

APPENDIX 6 CHECKLIST FOR THE INITIAL MEETING

NaisUrat project, initial meeting checklist

- Who will participate in the development team (3–4 people)?
- Who is the project contact person?
- Data collection, who will be interviewed (4 persons), when?
- Does the organization want participate in the questionnaire (if so, deliver for comments and for completion)
- The prospective survey sample, as well as implementation date
- Delivery of the documents related to Human Resources and gender equality
- Does the organization need help in internal communication regarding the project
- Contract (Hanken will send it by email)
- Are there any initial ideas on the area of development

A memo will be prepared of the meeting, which will be delivered with the contract.

Documents to be analysed:

Researchers are to be provided with documents related to the following themes.

1. Equality

E.g. Gender equality plan (and Diversity/ Non-discrimination plan).

Other documents, in which equality is mentioned, such as the organization's values, strategy, policies

2. Mentoring

E.g. The programme/ process objectives and description

3. Recruitment

-Recruitment instructions, description of the recruitment process, rules or principles

4. Reconciling work and family

Occupational safety and health documents, other documents on the topic

5. Salary

- Payroll documents, collective agreements, examples of job descriptions

6. Occupational well-being

- Well-being surveys, other staff surveys

APPENDIX 7 NAISURAT EQUALITY QUESTIONNAIRE AND COVER LETTER

1. Year of birth

2. Gender: Female/ Male

3 Family situation:

I live in a relationship

I do not live in a relationship

4. The number of children under 18 years living in the same household:

5. Highest degree

The upper basic education (elementary school or middle school)

Secondary education (undergraduate, 1–3-year vocational qualifications, vocational qualifications, further vocational qualifications and specialist vocational qualifications)

Bachelor's degree or the lowest level of tertiary education (Bachelor's degree, college-level education)

University degree (Master's degree)

Researcher (licentiate or doctoral degree)

6. How long have you worked in your workplace:

Answer in full years, less than one year = 1 year

7. Employment relationship:

Permanent

Fixed-term

8. Employment relationship:

Full-time

Part-time

9. Are you in a supervisory position: Yes/ No

10. Supervisor's gender: Female/ Male

My job

11. Evaluate the following statements in terms of your own work:

Strongly disagree/ Disagree /Neither agree nor disagree /Agree /Strongly Agree

I have interesting tasks in my current job

I can use a wide range of skills in my current job

If I want to, I have a chance to be promoted to a leadership position in the organization

If I want to, I have a chance to be promoted to demanding expert positions in the organization

My employer has provided me with a mentor to support me in my job/ career development

I am satisfied with my career development in this organization

I am satisfied with my current wage in relation to what is expected of me

I am satisfied with my current wage in relation to my personal performance

I was selected to my present post through an open recruitment process

My employer adequately supports the development of my skills

I am able to find balance between work and family in my present position

I am able to get my work done during normal working hours

12. How many hours do you work on average per week?

13. What is your gross monthly income from your main profession... EUR/ month

14. Do you have the possibility of receiving performance bonuses? Yes/ No / Do not know

15. Which of the following best describes your capabilities in your current job?

I need additional training to get my work done well

My tasks correspond well to my existing capabilities

I have the ability to cope with more demanding tasks

16. The past year, how often have you thought about:

Never/ A few times a year/ A few times a month/ A few times a week/ Every day

Abandoning your current profession and taking up other forms of work

Applying for a job in another organization

Founding a company or becoming self-employed

Applying for part-time pension

Applying for early retirement

Applying for disability pension

Work and family

17. In my current job I can use the following ways to reconcile work and family: Yes/
No/ Do not know

Flexible working arrangements

Telecommuting

Working time bank

Part-time work

Taking into account the family situation when making holiday arrangements

Employer-sponsored care (child care, elder care)

Something else, what

18. If you have used the organization's arrangements for reconciling work and family life, estimate how useful these have been

Not at all useful/ Somewhat useful/ Quite useful/ Very useful/ I have not used any

Flexible working arrangements

Telecommuting

Working time bank

Part-time work

Taking into account the family situation when making holiday arrangements

Employer-sponsored with care (child care, elder care)

Something else, what

19. On average, how many hours of housework do you do every day? ... h / day

20. Do you have children? Yes/ No

21. Do the children live in the same household at the moment? Yes/ No

22. Have you been on maternity, paternity or parental leave during your career?

Yes, for how long: ... weeks or months/ No

23. Have you been on child-care leave during your career?

Yes, for how long: ... weeks or months/ No

24. Have you been on partial child care leave during your career?

Yes, for how long: ... weeks or months/ No

25. Have you been on temporary child care leave due to a child's illness in the past year? Yes, for how long ... (estimated in days)/ No

26. Have you experienced negative consequences of the following leaves?

Strongly disagree/ Disagree/ Neither agree nor disagree/ Agree/ Strongly agree/ I have been on that type of leave

I have not experienced negative consequences of maternity, paternity nor parental leaves in my current job

I have not experienced negative consequences of care leave in my current job

I have not experienced negative consequences of partial care leave in my current job

I have not experienced negative consequences of temporary care leave due to a child's illness in my current job

27. Evaluate the following statements in accordance with our experience

Not at all/ Somewhat/ Not much and not a little/ A lot / Very much

My manager seeks to reconcile the employees' work and family demands

The organization's top management encourages employees to find balance between work and family

My supervisor encourages me to find balance between work and family

Attitudes towards work

28. Please assess the following statements

Strongly disagree/ Disagree/ Neither agree nor disagree/ Agree/ Strongly Agree

My main goal in life is to get an interesting and exciting job/ career

I expect to get more pleasure from my job/ career than anything else

Achieving reputation or honor through my work/ career is not part of my goals

For me, it is important to have a job where I can achieve something meaningful

For me, it is important to succeed in my job/ career

I want to work, but I do not want a demanding/ challenging career

I am ready to make as many sacrifices as my career advancement requires

I value my career and I am willing to sacrifice time and effort in order to make progress

I'm going to use a large part of my time building a career and developing the skills required

I am willing to spend as much of my time and my energy to get promoted, as it is necessary

Wellbeing at work

29. Evaluate the following statements related to your feelings

Reporting Instructions:

0 = Never

1 = A few times a year

2 = Once a month

3 = A few times a month

4 = Once a week

5 = Few times a week

6 = Every day

I feel full of energy when I do my job

I feel strong and energized at work

I am enthusiastic about my job

My work inspires me

When I wake up in the morning, I feel good about going to work

I feel satisfaction when I'm immersed in my work

I am proud of my work

I am completely absorbed in my work

I lose myself in my work

The supervisor and co-workers

30. Please assess the following statements

Strongly disagree/ Disagree/ Somewhat disagree/ Somewhat agree/ Agree/ Strongly Agree

I'm usually aware of how pleased my superior is about what I do

My superior understands the problems and requirements related to my job

My superior knows very well what I am capable of in my work

My superior is likely to use his or her position to help me solve any problems that I encounter in my job

I trust that my superior would help me in a difficult work situation, even at his own expense if necessary

I trust my superior and I would defend his/her decisions, even though he/she wasn't present

My superior ensures that I have up-to-date information about workplace issues

My superior gives me constructive feedback

My superior encourages me in my work

My superior treats women and men equally

My co-workers encourage me in my work

My co-workers to treat men and women equally

Workplace gender equality

31. Assess the following gender equality claims

Strongly disagree/ Disagree/ Agree/ Strongly Agree/ Do not know

An equality plan has been prepared at my workplace

The workplace equality plan is implemented to promote gender equality

The organization's top management is goal-oriented about promoting equality between men and women

The organization has a plan for promoting women's leadership careers

Mentoring is used in our organization to support career development

In job recruitment situations, attention is paid to the recruiters representing both sexes

In the workplace, everybody is encouraged to apply for any open positions, regardless of gender

The organization seeks to actively influence there being both women and men among the job seekers

Vacancies in the workplace are public

Personal relationships do not affect recruitment at our workplace

In job recruitment situations women and men are treated equally

Women and men have equal opportunities for career advancement in the organization

Women and men have equal opportunities to participate in training and development in the organization

The organization promotes equal pay

In our organization men and women receive the same pay for the same work

My employer encourages men to go on paternity/ parental leave

In the workplace, maternity/ paternity/ parental leaves do not affect career development

Gender equality has been achieved in our organization

32. What does gender equality mean to you?

33. What does gender equality mean at your workplace?

34. Have you noticed unequal treatment between men and women in the organization? If so, what kind and in what kind of situations?

35. What has your employer done in practice to promote gender equality?

36. What are the biggest gender equality challenges in your workplace?

Cover letter

Welcome to the questionnaire that will explore (name of organization)'s gender equality situation!

Be active and take part in the NaisUrat project's research on the participating organizations' gender equality situation. By responding, you can contribute to achieving equality within your organization.

The purpose of this questionnaire is to obtain information about our employees' attitudes and experiences in promoting equality in the organization, focusing especially on women's careers and the promotion of these. The results will be used in our business development as well as promoting general gender equality awareness.

Please respond anonymously via the link below. The University of Jyväskylä will process the results confidentially. Individual respondents cannot be identified.

To participate, click on this link:

The questionnaire takes about 15 minutes, and the survey is open until xx/xx/xxxx.

Your contribution is very important to the success of the study, and we are happy to answer any questions related to the study!

Thank you for your time!

APPENDIX 8 INTERVIEW SET 1

Interview number

The interview date and duration

Background information

Age

Sex

Job title and position within the organization

Education

Total length of work experience (years)

The length of work experience in the current organization (years)

Are you married/ cohabiting/ in a relationship?

If children, how many and their ages?

Theme 1: Making gendered structures more visible and promoting change

1. Do you know whether there is an equality plan in your organization? If there is a plan, do you know how it is used in practices and development? (If the plan is used in practice: Tell us a practical example of how the plan is used.)
2. Have you noticed whether people are treated unequally at work? Give examples. Do you have personal experiences of this? Elaborate.
3. Do you think your gender has an impact on your job opportunities and career development? Elaborate.

Eventual follow-up questions:

- a. Have you come across situations where your gender has been of advantage/ disadvantage to your career? Elaborate.

- b. Does a woman's or man's own behaviour affect his or her career opportunities? How?
- c. Do gender stereotypes affect your decisions or assessments at work? Elaborate.

Theme 2: Increasing the proportion of women in management positions: Challenges and opportunities in your organization

- 4. Do you think men and women have equal opportunities for career development in your organization? Elaborate.
- 5. What are the factors that have influenced your career development? What factors have contributed/ prevented the development of your career? Elaborate.
- 6. Do you feel that women/ men have equal opportunities for skills development? Elaborate.

Possible follow-up questions:

- a. Does the organization have practices to promote women's careers? (If the interviewee is a woman: Do you have personal experience of these practices?) Elaborate.
- b. Do you have a mentor? If yes, how did you get acquainted with him or her? What is your experience of mentoring? Do you feel that women/ men have equal opportunities to get a mentor?
- c. Do networks benefit women's/ men's career advancement? Elaborate.
- 7. According to research findings, senior management's support is essential: How do you assess the support of senior management to women's and men's career development in your company? Is there a difference?

Theme 3: Equal opportunities in the workplace, with particular attention to challenges in reconciling work and family

- 8. Is it possible to be a good employee and make career progress within normal working hours in the organization? Elaborate.
- 9. How does the organization support work-life reconciliation? Elaborate.
- 10. How does the organization encourage men to go on family leave?
- 11. How have you combined work and leisure? Elaborate.

If the interviewee has children:

12. Has motherhood/ fatherhood affected your career? How?

13. Do you have a spouse? How has he or she influenced your career?

APPENDIX 9 INTERVIEW SET 2

Interview (1/3)

The context in which gender equality work is carried out

Would you briefly describe your work on equality?

Is this your first project on equality, or have been in any others in the past?

The reasons for putting gender equality work on the agenda

What was the reason for starting work on gender equality?

Social reasons / Organization's internal reasons / Personal reasons

How would you describe the societal context in which you started to work on gender equality?

Why now?

How has the work progressed?

What made you take part in the NaisUrat project?

What supports/ prevents equality work on the three levels: societal, organizational, individual?

Networks

Does your organization/ do you personally belong to a network in which gender equality has a central role?

Who are your main colleagues in gender equality work? Role models? Pioneers in the field?

What kind of cooperation do you do?

If you do not belong to a network in which gender equality work is on the agenda, would you wish to? What kind of a network?

External experts/ services

Do you use external consultants/ experts to support your work? Who? What?

Have you been offered equality related services? By whom? What?

Do services that you need exist? By whom? What?

What kind of external support/ expertise would you like to have? Who could offer this, with whom would you like to work?

Interview (2/3)

Equality work on the organizational level

Draw the organization – what does it look like

Tell about your ongoing gender equality project

- Problem
- Objective
- How can the objective be reached?
- How did you come to choose the particular issues that you are working on in the project?
- Who is involved?
- Is somebody missing from the group that you think should be involved?
- What helps/ makes it possible to carry out the work?
- What prevents you from carrying out the work?
- How would you like to proceed with this project?
- What would you need to proceed?

Take another look at the drawing of the organization

- Add equality work to the drawing
- Yellow = In which areas do you experience support?
- Red = In which areas do you experience resistance?
- Green = In which areas do you need support?

Interview (3/3)

My job: professional identity, prestige and career

My job

Describe your profession

What is important for your professional identity?

What motivates you in your job?

What brings you success in your job?

How are your achievements measured?

How does your professional role position you in the organization's power relations?

What in your job that earns you respect in the organization? Colleagues? Superiors?

Equality work

How/ why did you get involved in equality work? Personal interest? Part of other tasks/ external requirement?

How does equality work affect your professional identity?

How does equality work affect the way you are valued as a professional?

My career

What kinds of things motivate/ have motivated you when/ if trying to advance on your career?

What kinds of things determine career development in your field?

Where would you like to be five years from now? Ten years from now?

How does equality work affect your career?

A change in equality work

How could/ should equality work be changed in order for it to support your professional role, progress, position/ influence in the organization?

APPENDIX 10 LIST OF PUBLICATIONS

- Hearn, Jeff (2014): Taking the obvious apart: Men, masculinities and the dynamics of gendered leadership, in collaboration with D.L. Collinson in R.J. Burke and D.A. Major (eds.) *Gender in Organizations: Are Men Allies or Adversaries to Women's Career Advancement?*, Edward Elgar Press, Cheltenham, UK, 2014, pp. 73–92.
- Hearn, Jeff (2014): Contextualizing men, masculinities, leadership and management: gender/intersectionalities, local/transnational, embodied/virtual, theory/practice, in R. Simpson, R. Burke and S. Kumra (eds.) *The Handbook of Gender in Organizations*, Oxford University Press, Oxford, 2014, pp. 417–437.
- Hearn, Jeff and Louvrier, Jonna (2015) Theories of diversity and intersectionality: What do they bring to diversity management?, in R. Bendl, I. Bleijenbergh, E. Henttonen and A.J. Mills (eds.) *The Oxford Handbook of Diversity in Organizations*, Oxford University Press, Oxford, 2015.
- Hearn, Jeff, Holgersson Charlotte and Jyrkinen Marjut (2015): Sexuality and critical management studies. In P. Prasad, A. Prasad, A.J. Mills and J. Helms Mills (eds.) *The Routledge companion to critical management studies*. London, Routledge.
- Heikkinen, Suvi and Lämsä, Anna-Maija (2014): Forms of spousal support male manager's career. International network of business and management journals INBAM 2014 conference proceedings. Barcelona, e-journal.
- Kangas, Emilia and Lämsä, Anna-Maija (2014): Naisjohtajiin kohdistuvia sukupuolistereotyyppioita ylläpitävät organisatoriset käytännöt. *Yritysetiikka* 6(2). In press.
- Lämsä, Anna-Maija (2014): Stereotyyppiat haittaavat naisten urakehitystä. *Sanomalehti Kaleva* (alakertaosaston asiantuntijakirjoitus) 30.7.2014, K2.
- Lämsä, Anna-Maija and Louvrier, Jonna (2014): Työpaikan tasa-arvo on vastuullisuutta. *Yritysetiikka* 6(1); 28–39.
- Lämsä, Anna-Maija and Piilola, Arja (2014): Women's leadership in Finland: The meaning of motherhood as related to leadership for women managers. In F. W. Ngunjiri and S.R. Madsen (eds.) *Women and leadership around the world*. U.S.A., Information age publishing. In press.
- Lämsä, Anna-Maija and Savela, Terttu (2014): The effect of an MBA on the development of women's management competencies: a gender viewpoint. *Baltic Journal of Management* 9(2); 213–230.

Lämsä, Anna-Maija, Kangas, Emilia, Hirvonen, Petri, Heikkinen, Suvi, Biese, Ingrid and Hearn, Jeff (2014): Naisten johtamisuriin kohdistuvat stereotypiat. *Hallinnon Tutkimus*, 4/2014: 332–351.

Savela, Terttu, Lämsä, Anna-Maija and Kärki, Saara (2013): Menestyksen reseptit. *Forum – naisten yrittäjyyttä ja johtajuutta edistämässä*. ePooki 19, Oulun seudun ammattikorkeakoulun tutkimus- ja kehittämistyön julkaisut, Oulu.

Forskningsrapporter från Svenska handelshögskolan

*Hanken School of Economics
Research Reports*

45. THOMAS SANDVALL: Essays on Mutual Fund Performance Evaluation. Helsingfors 1999.
46. ANDERS TALLBERG: An Economic Framework for Information Integrity. Helsingfors 1999.
47. KIRSTI LINDBERG-REPO: Word-of-Mouth Communication in the Hospitality Industry. Helsingfors 1999.
48. JOAKIM WESTERHOLM: Essays on Initial Public Offerings, Empirical Findings from the Helsinki Stock Exchange. Helsingfors 2000.
49. JUSSI HYÖTY: Yield Surrogates, Financial Variables and Expected Returns; Empirical Evidence from Finland. Helsingfors 2000.
50. THERESE LEINONEN och MARIKA TANDEFELT: Svenskan i Finland - ett språk i kläm? Unga finlandssvenskars modersmål. Helsingfors 2000.
51. HELI ARANTOLA: Buying Loyalty or Building Commitment? - An Empirical Study of Customer Loyalty Programs. Helsingfors 2000.
52. MIKA AALTONEN ja ANNE KOVALAINEN: Johtaminen sosiaalisena konstruktiona. Helsinki 2001.
53. MARIKA TANDEFELT: Finländsk tvåspråkighet. Helsingfors 2001.
54. BARRY EICHENGREEN: Global Financial Crisis Resolution: Issues and Options. Helsingfors 2002.
55. LAMA JA LUOTTAMUS. Toimittajat Kaj Ilmonen, Anne Kovalainen ja Martti Siisiäinen. Helsinki 2002.
56. PETRA SUND-NORRGÅRD: Domännamnstvister och ond tro. En rättslig analys av UDRP, särskilt med tanke på begreppet ond tro i artikel 4.a.iii. Helsingfors 2002.
57. JEFF HEARN, ANNE KOVALAINEN and TEEMU TALLBERG: Gender Divisions and Gender Policies in Top Finnish Corporations. Helsingfors 2002.
58. MARGIT BRECKLE und INGO HEYSE: Hur mycket IKT behöver en studerande? Virtuelle Kurskonzepte und ihre Auswirkung auf Leistung, Zufriedenheit und Arbeitsstrategien. Helsingfors 2003.
59. ALF-ERIK LERVIKS: Simulating and Forecasting the Demand for New Consumer Durables. Helsingfors 2004.
60. PÄIVI ERIKSSON et al. (toim./eds): Sukupuoli ja organisaatiot liikkeessä? Gender and Organisations in Flux? Helsinki 2004.

61. MARCUS NORRGÅRD: Avtalsingrepp. Om otillbörliga ingripanden i kommersiella avtalsförhållanden. Helsingfors 2006.
62. EVA LILJEBLOM and MIKA VAIHEKOSKI: Owners' Way or the Highway: Short-Term Expectations and Owner Impatience. Helsingfors 2007.
63. MARGIT BRECKLE, MÄRTA BÅSK und ROLF RODENBECK: Wirtschaftssprache Deutsch in Studium und Beruf: Curriculumentwicklung an der Schwedischen Wirtschaftsuniversität in Finnland. Ekonomisk tyska i studier och yrkesliv: utvecklingen av ett kursprogram vid Svenska handelshögskolan. Helsingfors 2007.
64. MARIKA TANDEFELT: 887 sätt att se på svenskan i Finland. En redogörelse för en webbenkät genomförd hösten 2002. Helsingfors 2007.
65. GUY AHONEN och OVE NÄSMAN: Druvan. Den personalekonomiska nyttan av mångdimensionell företagshälsovårds- och personalutvecklingsverksamhet baserad på Metal Age-konceptet i Dragsfjärds kommun (2002-2005). Helsingfors 2008.
66. JOACHIM ENKVIST: Framtidens television. Vissa marknadsförings- och upphovsrättsliga spörsmål. Helsingfors 2008.
67. TIMO KORKEAMÄKI ja YRJÖ KOSKINEN: Hyvät pahat pörssiyhtiöt? Helsinki 2009.
68. WILHELM BARNER-RASMUSSEN, INGMAR BJÖRKMAN, MATS EHRNROOTH, ALEXEI KOVESHNIKOV, KRISTIINA MÄKELÄ, EERO VAARA and LING ZHANG: Cross-Border Competence Management in Emerging Markets. Voices from China and Russia. Helsinki 2009.
69. JEFF HEARN, REBECCA PIEKKARI and MARJUT JYRKINEN: Managers Talk about Gender. What Managers in Large Transnational Corporations Say about Gender Policies, Structures and Practices. Helsinki 2009.
70. VIRPI SORSA, PEKKA PÄLLI, EERO VAARA ja KATJA PELTOLA: Strategia mahdollisuutena ja rajoitteena kuntaorganisaatioissa. Kielestä, kommunikaatiosta ja vallasta. Helsinki 2010.
71. LIISA HUSU, JEFF HEARN, ANNA-MAIJA LÄMSÄ and SINIKKA VANHALA (Eds): Leadership through the Gender Lens: Women and Men in Organisations. Helsinki 2010.
72. LIISA HUSU, JEFF HEARN, ANNA-MAIJA LÄMSÄ and SINIKKA VANHALA (Eds): Women, Management and Leadership – Naiset ja johtajuus. NASTA Women's Leadership Project Final Report. Helsinki 2011.
73. TAMARA GALKINA and SÖREN KOCK (Eds): Taking your Business to Russia. A Guidebook and Historical Overview for Entrepreneurs. Helsinki 2014.
74. MATTI VIRÉN: Yleishyödylliset yhteisöt Suomessa. Verot, lahjoitukset ja avustukset tutkimuksen kohteena. Helsinki 2014.
75. JEFF HEARN, ANNA-MAIJA LÄMSÄ, INGRID BIESE, SUVI HEIKKINEN, JONNA LOUVRIER, CHARLOTTA NIEMISTÖ, EMILIA KANGAS, PAULA KOSKINEN, MARJUT JYRKINEN, MALIN GUSTAVSSON JA PETRI HIRVONEN: Tasa-arvon mahdollisuuksia avaamassa. NaisUrat-hankkeen loppuraportti. Helsinki 2015.

JEFF HEARN, ANNA-MAIJA LÄMSÄ, INGRID BIESE,
SUVI HEIKKINEN, JONNA LOUVRIER, CHARLOTTA NIEMISTÖ,
EMILIA KANGAS, PAULA KOSKINEN, MARJUT JYRKINEN,
MALIN GUSTAVSSON AND PETRI HIRVONEN

OPENING UP NEW OPPORTUNITIES IN GENDER EQUALITY WORK

This is the final report of the NaisUrat research and development project (1.2.2013–31.1.2015). The project's main themes were to promote women's careers, including increasing the number of women in top positions (recognizing the challenges and possibilities); further enhance gender equality in the workplace, with special attention to the challenges of combining work and family; and make gendered structures visible, as well as facilitating change.

This report presents the development work the eight participating organizations conducted during the project, as well as the practices for furthering gender equality and women's careers that they developed and implemented. The report also contains research results based on the research conducted during the project, along with a discussion of the challenges and possibilities of gender equality projects and initiatives in general.



ISBN
978-952-232-281-4 (printed)
978 952-232-276-0 (pdf)

ISSN-L
0357-5764

ISSN
0357-5764 (printed)
2242-7007 (pdf)

EDITA PRIMA LTD, HELSINKI



HANKEN
SCHOOL OF ECONOMICS

HELSINKI
ARKADIANKATU 22, P.O. BOX 479
00101 HELSINKI, FINLAND
TEL +358 (0)9 431 331. FAX +358 (0)9 431 33 333

VAASA
KIRJASTONKATU 16, P.O. BOX 287
65101 VAASA, FINLAND
TEL +358 (0)6 3533 700. FAX +358 (0)6 3533 703

PUBL@HANKEN.FI
HANKEN.FI/DHANKEN