Aims: To promote gender balance among senior researchers and managers

Success criteria:
- Rooted in the management
- Not possible to deselect
- Clear goals
- Followed up in the ordinary structures
- Clear goals
- Not possible to deselect
- Rooted in the management

Work stream 1: Leadership and organizational development
- Management development to increase organizational development
- Workshops for top management (2+1+2 days)
- Workshops for top management (av+3 days)
- Program for excellent female research managers (18 selected participants)

Work stream 2: Advancing measures
- Career program for female postdocs, researchers and associate professors
- Workshop for PhD supervisors, researchers and associate professors
- Buy-out for scientific writing

Work stream 3: Cultural change based on knowledge
- Research aiming to follow the measures, see what works, and to “investigate” the organization i.e. find out where the gender inequality is done
- Action research
- The leaky pipeline – all appointments 2010-2018
- Employee survey (2000 invitations, 843 answers)
- Interviews – selected for diversity (in total about 80; women and men, different positions, different institutes)

Conclusions:
- The quantitative and qualitative material shows women’s accumulated disadvantage and indirect gender discrimination
- The idea of a meritocratic system makes the inequality invisible
- In the background there is often a belief that imbalance can be explained by fundamental gender differences
- Management and management team building is crucial for development of gender balance and equality
- The female researchers used the program to create a “safe place” where they offered each other support and challenged the “ideal academic” narrative

Interviews of participants in the program for excellent female research managers

“Trio-coaching helped me to see that this is a REAL problem. It helped me think through my own work situation and supported me in new approaches. I used to think people saw me in a certain way, but the coaching helped me realize that this was probably wrong. Everything isn’t up to me. I have learned to weed things out.”

Offering each other support
“Trio-coaching helped me to see that this is a REAL problem. It helped me think through my own work situation and supported me in new approaches. I used to think people saw me in a certain way, but the coaching helped me realize that this was probably wrong. Everything isn’t up to me. I have learned to weed things out.”

Challenging the structures
“Trio-coaching helped me to see that this is a REAL problem. It helped me think through my own work situation and supported me in new approaches. I used to think people saw me in a certain way, but the coaching helped me realize that this was probably wrong. Everything isn’t up to me. I have learned to weed things out.”

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Expert interviews of senior male professors
“I do believe that the nation Norway needs the best heads, and these are evenly distributed between the genders, so if you have a system that means that you only get to use half of them, it is not so good...yet there has been a tradition that the natural sciences have been seen as more masculine, and men have traditionally [dominated] them, so, I don’t know if there is something about the male brain, if it is more...thinks that those abstract, theoretical mathematical problems are more interesting than those in softer natural sciences.”

Students and employees at the Faculty of Mathematics and Natural Sciences

Gender distribution from student to professor

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