



# Implementing the genSET recommendations: the mice or the maze?

Linköping, March 28<sup>th</sup> 2011

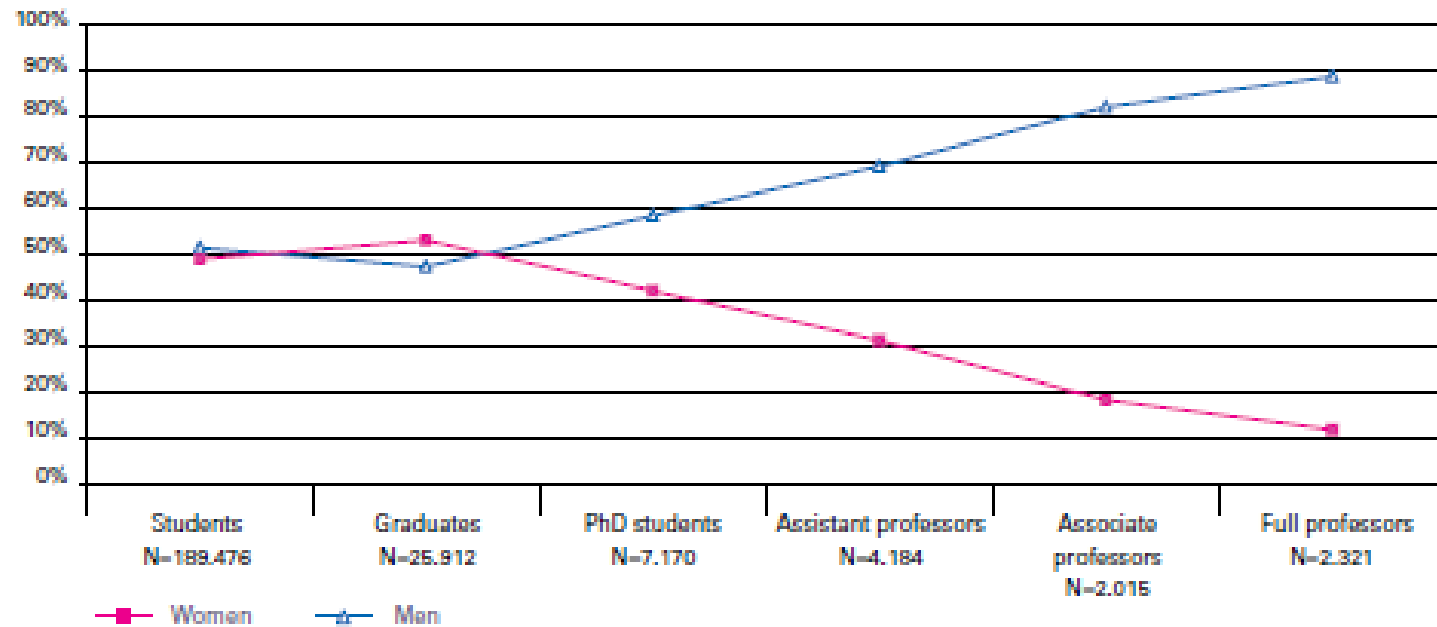
TNO |



Prof. Simone Buitendijk, MD, MPH, PhD

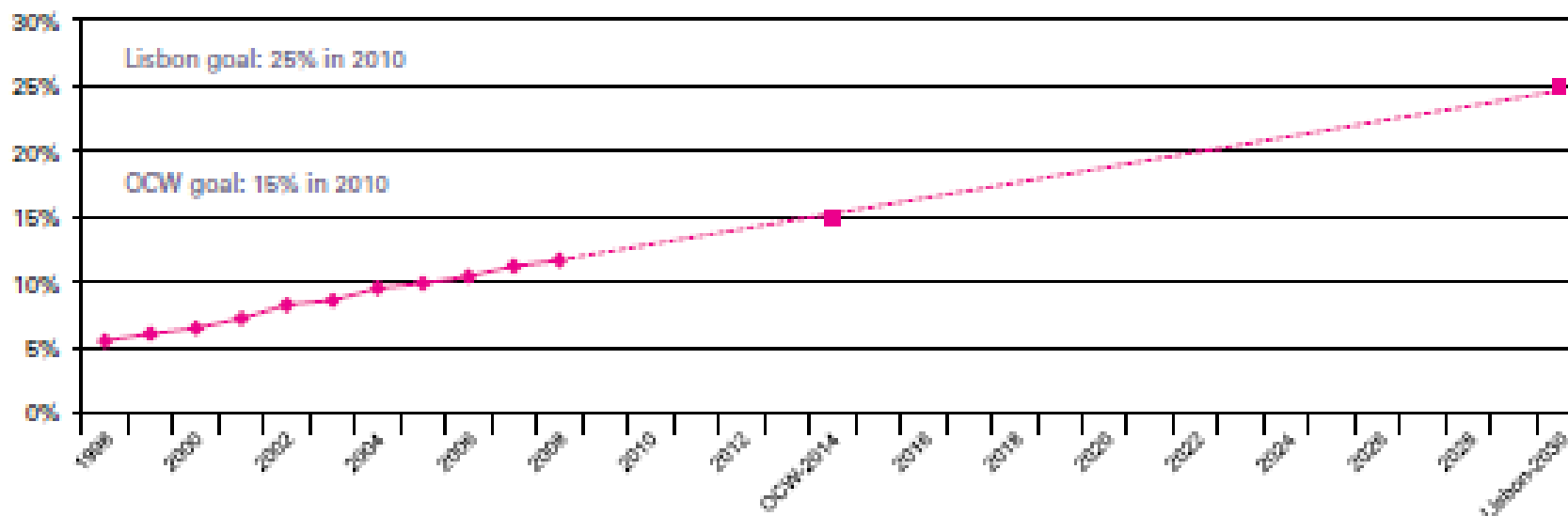
## GRAPH 1.1

Gender distribution of enrolled students, graduates, PhD students, assistant professors, associate professors and full professors at the end of 2008.<sup>1, 3</sup>



## GRAPH 2.1

Percentage of women professors between 1998 and 2008 with an extrapolation of the growth between 2002 and 2008 up to the OCW goal (15%) and the Lisbon goal (25%).<sup>1</sup>



**are women more often unfit or not motivated to lead,  
or is it the system?**

**and...**

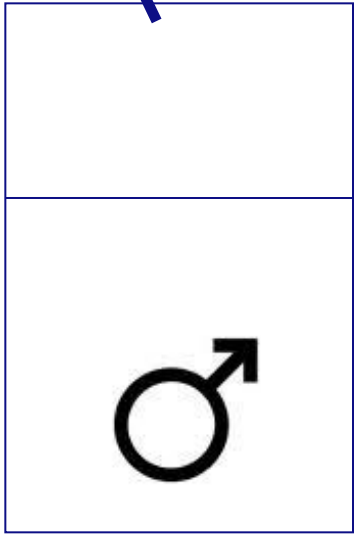
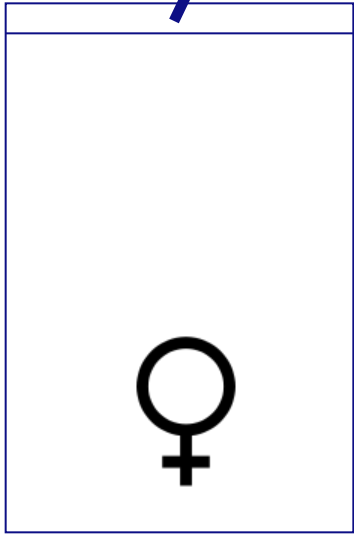
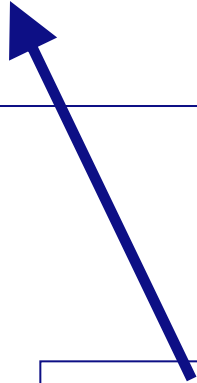
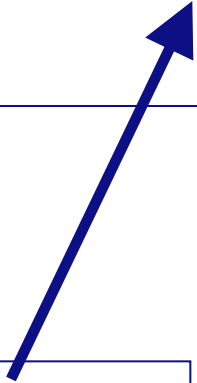
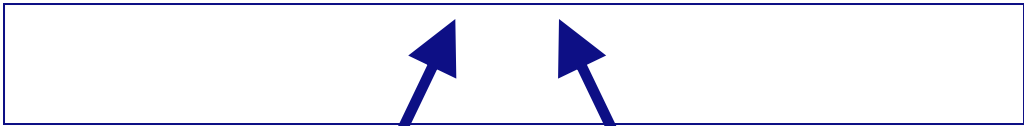
**is lack of female leadership even a problem?**

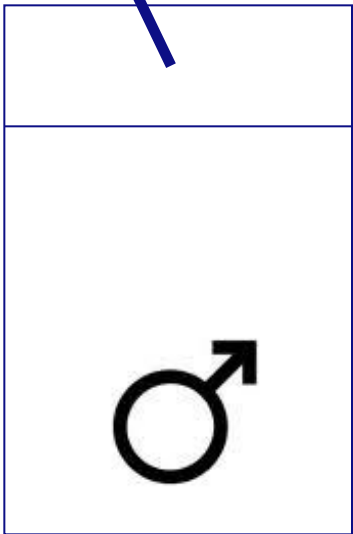
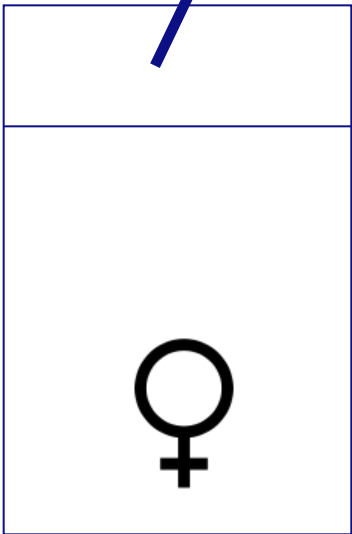
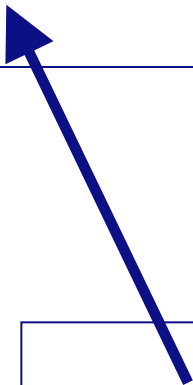
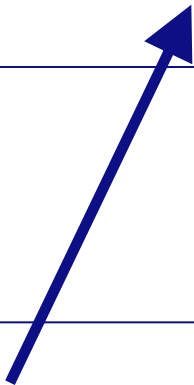
## **scientific evidence available showing:**

- **women and men are equally fit to lead**
- **lack of female leadership is a problem**
- **what causes the problem**
- **what are the solutions**

# What has science shown?

- **No evidence of lack of (leadership) qualities in women**
- **Like chooses like**
- **Tipping point of 35%**
- **Women don't advertise themselves the way men do**





# What else has science shown?

- **quality of leadership in top teams is higher with equal representation**
- **decisions are more robust in mixed teams**
- **men and women are more satisfied in mixed teams**
- **gendered science benefits society**

# TNO

- **38% women at the very top**
- **13% women at directors level**
- **7% women at middle management level**
- **9% women among TNO professors**

# genSET at TNO

- **Fix TNO *system* – make sure it is not an individual issue**
- **Initiative and leadership from the top level**
- **Set quota, stimulate and monitor**
  
- **Goal: change culture and improve quality of science output**

# genSET recommendations

- **Improve gender dimension in science output**
- **Improve gender diversity in research teams (TNO)**
- **Gender balance decision making committees**
- **Introduce different management styles**

- **Make women science leaders more visible (TNO)**
- **Improve measures aimed at working conditions (TNO)**
- **Change recruitment policies**
- **Set targets and monitor (TNO)**