



### Matrix on gender-political strategies

<b>Target group(s):</b>	Steering groups, executives, multipliers For longer gender training courses: all groups of employees
<b>Objective:</b>	Support for determining one's own position regarding individual gender-political strategies; to test one's own standard of knowledge and information
<b>Method:</b>	Work in (gender-homogenous) groups; editing and processing of information material
<b>Task:</b>	Compile the issues that you find most important regarding the gender-political strategies of gender mainstreaming, women's promotion and managing diversity on a pin board.  If required, use the annexed information material!
<b>Evaluation:</b>	Presentation of results, comparison with matrix  Questions: <ul style="list-style-type: none"><li>• Commonalities and differences between the (gender-homogeneous) working group results</li><li>• Is there an asynchronicity between men's and women's groups? Differences between the respective countries?</li></ul>
<b>Duration:</b>	45 to 60 minutes in working groups (depending on previous knowledge), 45 minutes in the plenary
<b>Materials:</b>	One pin board with matrix per working group, marker pens, information material on the three strategies
<b>Note:</b>	
<b>Additional tool(s):</b>	Work sheet with task/matrix and information material

**Work sheet:****Determining the position of gender-political strategies****Task**

Compile the issues that you find most important regarding the gender-political strategies of gender mainstreaming, women's promotion and managing diversity on a pin board (matrix).

If required, use information material!

**Evaluation matrix**

<b>Strategy</b>	<b>Objectives</b>	<b>Core statements</b>	<b>Remarks</b>
<b>Gender mainstreaming</b>			
<b>Women's promotion</b>			
<b>Managing diversity</b>			



## Information material on gender mainstreaming

Gender Mainstreaming is the strategy of the European Community to implement gender democracy; it was stipulated in the Treaty of Amsterdam (1997) for all fields of policy and activity. Gender mainstreaming is binding for all member states.

The objective is to consider the dimension of equal opportunities of women and men in all fields of policy as well as in all political decision-making processes and measures. Achieving equal opportunities is no longer a task of the corresponding ministries of family affairs only, but lies in the responsibility of all political players including all other ministries. As a result, this involves every level of responsibility, the political as well as the administrative sector. In principle, responsibility for a gender-equitable policy is vested in the functional departments.

### Definition:

"Gender mainstreaming is the (re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policy-making." (Council of Europe, 1998).

Consequently, gender mainstreaming is a strategy to implement gender equality goals. On the one hand, it is necessary to continue negotiating goals and visions at a political level; on the other hand, the corresponding functional departments and ministries have the task to agree upon base lines that determine what gender equity and gender democracy mean in and for their concrete working environments.

In an unpublished manuscript ["*Gender Mainstreaming als Politikmethode für Geschlechterdemokratie*" (Gender mainstreaming as political method for gender democracy)], Marianne Weg describes the benefit of applying gender mainstreaming:

*"Democracy and social justice can be promoted: a new quality of social and societal innovations can be achieved.*

*More effectiveness for the policy of equal opportunities: all political decisions and measures have been enlarged by equal opportunities; all people in leading positions bear responsibility within a top-down-process.*

*Reduction of existing disadvantages for both<sup>1</sup> genders.*

*Gender equality measures become more efficient since they are included from the very outset; prevention is more (cost) efficient than the retroactive reduction of disadvantages; economic reason: economic structural change is supported in a better way.*

*Gender mainstreaming is a top-down-approach. This mainly means that it is up to the responsible management to devise that gender mainstreaming shall be implemented. All members of management have to define the objectives and priorities and have to make the necessary resources available, because implementing and applying gender mainstreaming is part of the executive management's responsibility."*

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<sup>1</sup> Weg emphasises that *both* genders are involved. Against the background of the debates on construction and deconstruction (queer, transgender, etc.), we think that it is better to speak of *all* genders. As a result, we do not encourage dichotomic / biological views and it becomes clear that "gender is consistently reflected as a social category" (Frey 2004, 41).



## Information Material on Women's Promotion

**Women's promotion is the realisation of equal fundamental rights through women's policy.** The strategy of women's promotion has become mainstream in the German administration to foster the idea of gender equality. The policy of women's promotion is based on the idea of deficit analysis, i.e. women are discriminated against. Following this analysis, steps of action are developed in order to remove deficits in favour of structurally disadvantaged women.

**Women's quota, strengthening competences and the assertiveness and self-assertion of women in the sense of empowerment** are tools that emerged from institutional and autonomous women's policy and are aimed at achieving equal treatment for women in organisations as well as at the socio-political level.

**In the past, autonomous as well as integrative concepts for the promotion of women have developed** which have long-standing traditions in the area of developmental promotion that supports women-specific projects, women's initiatives and women's organisations.

**The objective is to empower women as well as develop women's power and countervailing powers.** The starting point is the analysis of social inequalities that affect mainly women, such as a gender-related division of labour, access to resources, possibilities of participation, etc. Women's promotion and women's policy therefore focus on the interests of women, often only in a supplementary way or to correct other political measures in hindsight.

**Institutionally speaking,** women's promotion is usually demanded and implemented by a commissioner for women's affairs or a commissioner for equal opportunities. The role of these commissioners within an organisation is often controversial, is mocked, not taken seriously or at best treated neutrally.

**Women's promotion** as such has become a negative term. "Being a woman" today no longer involves deficits per se that can be filled by support measures. Women are professionally trained, self-confident, highly efficient, and have charisma. There is also resistance to the term 'gender equality'. Since the world of employment is too frequently perceived as a world dominated by men, women – as well as some men – are no longer ready to accept that and want to change these structures.

**Internal women's promotion** for us implies a conscious and targeted organisation-specific human resources planning and policy which is aimed at more efficiently using wider human resources by focusing on women. Human resources measures include: job advertisements, selection of personnel, recruitment of personnel, training, continuing education, promotion, HR development, and the creation of necessary organisational framework conditions. These HR policy measures are supported, for example, by the women's quota.

**External women's promotion entails giving** consideration to women-specific aspects in political activities. This is usually based on a deficit approach, i.e. discrimination does not only imply conscious, open discrimination of individual women, but also structural discrimination, which leads to a situation where women have fewer chances than men. Women's promotion seeks to achieve equal rights, duties and chances for women at the workplace. Gender equality should become the norm.



## Working material on diversity management<sup>2</sup>

**“Diversity” can be defined as the variety of things that make people seem different or similar;** it is thus the sum of differences and commonalities. Here, the focus is on the individual differences between people.

**Internationally, the term “diversity” describes a strategy to maintain economic, cultural and social diversity.** The term ‘diversity management’ was introduced to companies to describe their approach towards human resources development and has often been portrayed in literature. Diversity management aims at the optimal use of human resources.

**Diversity management and gender mainstreaming** have some things in common: both focus on a differentiated perception, because “gender” implies a structural feature in addition to ethnic affiliation or origin, sexual orientation, the social situation, ability and disability – as a result, both address social structures that have an impact on people; both can act against discrimination.

**However, there are still also significant practical differences between diversity management and gender mainstreaming:**

- Gender mainstreaming does not only aim at modernisation but mainly at the equal treatment of women and men in their diversity. By contrast, diversity management primarily focuses on the economic benefit;
- diversity management is not always clearly directed towards discrimination, while gender mainstreaming addresses all forms of discrimination against women and men;
- diversity management is primarily geared to economic needs and corporate objectives, while gender mainstreaming can influence and change these goals;
- while diversity management is often not perceived as a common task, gender mainstreaming understands the systematic recognition of diversity as well as the focus on gender equality as a task for all people.

**Consequently, gender mainstreaming and diversity management can be sensibly combined,** even if diversity management clearly opposes discriminations and - in addition to other social structural features - recognises “gender” as a main category that coins society today. For that purpose, the objectives that diversity management has used so far need to be extended.

**Diversity specifies the mosaic of people who contribute a variety of life and job experiences, opinions and values as capital to their working environment.** Diversity management as a human resources strategy is directed towards disclosing these differences in a targeted way and towards consciously recognising them in order to create added value for the economic success of a company. Consequently, by applying diversity management, industry tries to use the diversity of human resources productively to increase their economic success.

**As a consequence, diversity management is primarily used as a strategy to improve the efficiency and competitiveness of a company.**

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<sup>2</sup> Quelle: <http://www.gender-mainstreaming.net/gm/Wissensnetz/ziele,did=16586.html> (Abfrage 30.9.2005)