

May 27<sup>th</sup>, 2020

Train the Trainer Workshop

'Gender Sensitivity in Coaching, Training & Mentoring'

# Empower Network Grow

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Delivered by Helena Deane, WestBIC



Northern Periphery and  
Arctic Programme  
2014-2020



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European Regional Development Fund

## Few Housekeeping Notes...



All participants will be muted during the session to ensure best quality of delivery.



The webinar is scheduled to last 1h 30 minutes. There will be a 30 minute Q&A. Questions can be raised at any time via chat and will be answered when the workshop portion of the webinar concludes.



The webinar will be recorded and made available after the session, including the templates of tools discussed today, on the W-Power website <http://w-power.interreg-npa.eu/about-the-project/>



An evaluation survey will be shared after the training session to generate feedback from participants and help improve future iterations.



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# What we do

## Supporting & Scaling Start-ups

### Enterprising People and the Concepts they Develop require Enterprising Supports

WestBIC provides tailored, high level supports to entrepreneurs to assist them to convert their innovative ideas into a commercial reality and become Investor Ready. In the process we support you, the entrepreneur, to start and scale up your enterprise. This journey involves navigating you and the concept through the stages of market and technical validation, gaining international market traction, building out your team, and ultimately working your proposal up to secure investment.

WestBIC @West\_BIC

Joan Fahey of WestBIC talking about Geo marketing as an Entrepreneurship Tool in GTeic Belmullet earlier this week for @TheGetUpProject #Geomarketing #EntrepreneurshipTool

### Entrepreneurship

[MORE DETAILS +](#)

### Investor Readiness

[MORE DETAILS +](#)

### Sourcing Finance

[MORE DETAILS +](#)

### Incubation

[MORE DETAILS +](#)

### Angel Network

[MORE DETAILS +](#)

SCROLL

# Training Contents



Introduction: Objectives, Approach, Expected Outcomes



About the W-Power Project



Motivation for this Training



Gender & Gender Sensitivity – Framework & Definitions



Policy Context



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# Training Contents



Building Blocks of a Gender –Sensitive Business Support Model



Factors of Influence



Tools for Inclusion of Gender-Sensitivity in Business Support



Continuous Improvement Principle



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# Introduction: Objectives, Approach, Expected Outcomes



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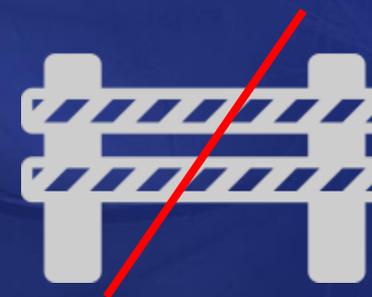
# Objectives



Help improve coaching, mentoring, training support provision in a more 'gender-equal' way



Share transnational benchmarks, best practices and findings from latest research



Help remove barriers and lower the threshold for rural women to consider entrepreneurship as an option



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# Objectives

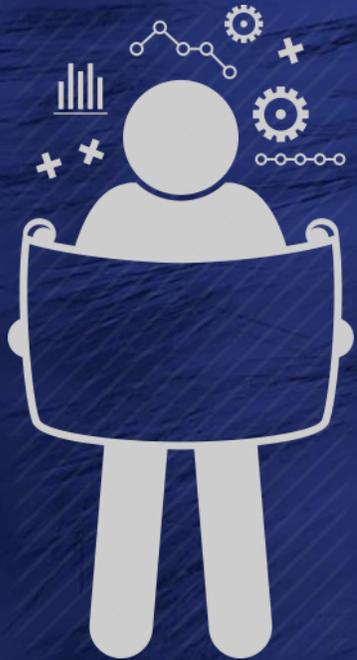
- help business advisers to understand the “gender & entrepreneurship” issue and make them more sensitive towards the gender dimension of/in entrepreneurship
- help business advisers include the gender dimension throughout a business support service
- indicate how to design a more gender sensitive business support
- help to eliminate gender bias in business supports



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# Approach

- Suitable for Localisation 
- Pragmatic, practitioner-orientated
- Concepts presented in 'bite-size' building blocks 
- Simple, easy to use tools 



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# Target Audience



Business Advisors &  
Business Support  
Organisations



Coaching  
professionals,  
mentors, trainers



Existing & Potential  
Entrepreneurs



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# Expected Outcomes



Access to gender-sensitive and diversity observing business advisory services



Increase in uptake of entrepreneurship by women in rural areas



Capacity building of business advisers, coaches, mentors, trainers & female entrepreneurs



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# About the W-POWER Project



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# About W-POWER

W-Power aims for equal growth and increase in the contribution of women to regional economy in sparsely populated Northern and Arctic communities, as women leaving the North is one of the main challenges to beat in these regions. All project partner regions suffer from similar challenges caused by peripherality, creating a strong argument for transnational cooperation.

## Project Objectives

Project objectives include capacity building of women entrepreneurs, improvement of gender-related business advisory services, and encouragement for self-employment in sparsely populated communities. Development work of W-Power is based on actual needs, joint collaboration and close engagement with key stakeholders in a quadruple-helix manner.



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# About W-POWER

Project partnership is versatile and covers most of the NPA regions aiming to develop greater understanding of regional and transnational barriers which impact negatively on women entrepreneurs, as well as mechanisms to overcome the barriers.

Project implementation is divided to four work packages:

T1: Improvement of regional business environment

T2: Transnational learning

**T3: Gender-sensitive coaching concept**

T4: Innovation platform for new pre-start-ups.



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## Motivation for this Training



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# Motivation – EU Policy Driven Objectives\*

- entrepreneurial education and training to support growth and business creation
- strengthening framework conditions for entrepreneurs by removing existing structural barriers and supporting them in crucial phases of the business life cycle
- stimulating the culture of entrepreneurship in Europe: nurturing the new generation of entrepreneurs.
- design and implement national strategies for women's entrepreneurship that aim at increasing the share of women-led companies
- continue and expand the existing networks of female entrepreneurship ambassadors and mentors for women entrepreneurs;
- implement policies enabling women to achieve an adequate work–life balance.



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‘promoting  
women’s entrepreneurship is a  
long-term process that requires  
time to change structures and  
attitudes in society’



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W-Power supports the implementation of key EU and national policies related to empowerment of women entrepreneurship. Project also takes into account the Arctic Dimension and horizontal principles.



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Gender refers to the socially given roles, activities, responsibilities, needs and characteristics connected to being male (masculine) or female (feminine) in a society at a given time.

Gender roles, norms and stereotypes determine how women and men, girls and boys are perceived and how they are expected to act.



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Integrating the gender dimension in entrepreneurial business supports is an added value in terms of excellence, depth of content and effectiveness.

It helps business advisers question gender norms and stereotypes, to rethink standards and reference models.

It leads to an in-depth understanding of both genders' needs, behaviours and attitudes. It helps enhance the societal relevance of the contributions from female entrepreneurs and to diversify the range of products and services.



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# Inputs



Examples from global research, case studies, formal research and best practice studies.



Region/Country specific findings from studies, data and research in partner territories of Ireland, Sweden, Finland and Scotland, Iceland and Canada.



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## Gender-Sensitive Training Skills

This module<sup>1</sup> was developed to increase familiarity with the other GWA gender mainstreaming modules towards organizing and delivering culturally specific regional Training of Trainers (TOT) workshops. Abilities to develop and facilitate participatory workshops in a pro-poor, pro-environment and gender-sensitive manner are required if we are to succeed in our efforts to mainstream gender within integrated water resources management.

News Press

# WOMEN'S ENTERPRISE SCOTLAND LAUNCHES WORLD'S FIRST GENDER EQUALITY STANDARD FOR BUSINESS ADVISORS

March 8, 2017



GENDER TRAINING FOR LEADERS:  
THE SWEDISH GENDER COACH PROGRAM

DR. LOUISE OLSSON, UPPSALA UNIVERSITY AND  
FOLKE BERNADOTTE ACADEMY  
CAPT. ANNA BJÖRSSON, SWEDISH ARMED FORCES

Sukupuolinäkökulma työ- ja  
elinkeino toimistojen palveluihin

## A Guide for Policymakers: The Voice of Female Entrepreneurs in Rural Areas



Women's  
Entrepreneurship  
Development



## STRENGTHENING ECOSYSTEM SUPPORTS FOR WOMEN ENTREPRENEURS

Ontario Inclusive Innovation (i2) Action Strategy

Dr. Barbara Orser Project Leader  
Principal Investigator  
Dr. Catherine Elliott  
Dr. Wendy Cukier



BUILDING  
A NATION OF  
INNOVATORS



# Challenges

Data is very scarce, studies are limited in their scope and there is overall very little literature available with regard to gender-sensitive coaching.

No common language and common understanding of terms

Gender in the workplace vs gender in research vs gender in entrepreneurship.

Coaching vs mentoring vs training vs business supports



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# Gender & Gender Sensitivity – Framework & Definitions



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Gender issues often have a negative impact on potential and existing female entrepreneurs.

They act as “constraints” on their behaviour and opportunities and they can limit their potential achievements.



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## **'gender awareness'**

Awareness of the differences in roles and relations between women and men. It recognizes that the life experiences, expectations, and needs of women and men are different.

## *'gender sensitivity'*

Aim of understanding and taking account of the societal and cultural factors involved in gender-based exclusion and discrimination in the most diverse spheres of public and private life

## *'gender diversity'*

Equitable or fair representation of people of different genders

## **'GENDER BIAS'**

Gender bias is a preference or prejudice toward one gender over the other. Bias can be conscious or unconscious.

## **'gender inclusivity'**

Until gender neutrality is achieved; policies, programs and language needs to be broader to encompass the fluidity of gender expression and orientation, versus stereotypes or roles based on your perceived or actual biological sex.

## *'gender equality'*

The state in which access to rights or opportunities is unaffected by gender

## **'Gender Dimension'**

Means integrating sex and gender analysis into an intervention.

## **'gender mainstreaming'**

Integrating a gender equality perspective at all stages and levels of policies, programmes and projects.



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## **'gender balance'**

An equitable distribution of life's opportunities and resources between women and men, and/or the equal representation of women and men.

Women and men – and women entrepreneurs and men entrepreneurs – are different. They have different needs and wants, and different expectations.

If these differences are not taken into account by an organisation, it is likely to operate in a “gender blind” manner.



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Gender mainstreaming aims to solve –sometimes hidden- gender inequalities. It is therefore a tool for achieving gender equality.

*Gender sensitivity encompasses the ability to acknowledge and highlight existing gender differences, issues and inequalities and incorporate these into strategies and actions.*



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# Policy Context



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# Policy Context

**Gender mainstreaming** means integrating a gender equality perspective at all stages and levels of policies, programmes and projects.

Women and men have different needs and living conditions and circumstances, including unequal access to and control over power, resources, human rights and institutions, including the justice system. The situations of women and men also differ according to country, region, age, ethnic or social origin, or other factors.

The aim of gender mainstreaming is to take into account these differences when designing, implementing and evaluating policies, programmes and projects, so that they benefit both women and men and do not increase inequality but enhance gender equality.



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Women entrepreneurs training should be linked to the sensitization and awareness aspects.

There is no argument for developing entrepreneurial skills of women and men separately.

Non-segregated learning environments allow both men and women to take advantage of mixed-group interactive peer learning.



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Project formulation should be driven by a quest to ensure that women and men can equally access, equally participate and equally benefit from resources, services, capacity building and other activities offered by the project/coaching concept/programme or project.



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**Coaching** is a form of development in which a coach supports a client (entrepreneur) in achieving a specific personal or professional goal by providing training and guidance. Coach doesn't give ready answers, but empowers the clients to find their own strengths, and the process is usually several months long.

**Mentoring** can be valuable sources of information at any stage of company's growth. Mentors often give a fresh perspective on problems or challenges and the relationship is based on trust, lack of conflict of interest, mutual understanding and transfer of knowledge, expertise and experience.

**Training** equips entrepreneurs with the additional knowledge, attributes and capabilities required to apply their abilities in the context of setting up and growing a new venture or business.



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# Building Blocks of a Gender –Sensitive Business Support Model



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# Improvement Principles

Step-by-step development.

Active engagement of practitioners.

Peer learning among practitioners – both nationally and transnationally.

Balanced and inclusive approach to avoid gender segregation and to prevent discrimination of some social groups.

Awareness raising, advocacy and information sharing are critical success factors.



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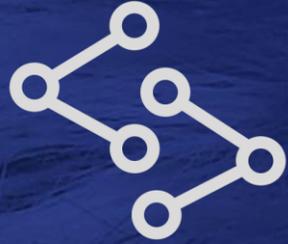




In gender-sensitive business supports, gender is consistently taken into account throughout the business support cycle.



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## Principles

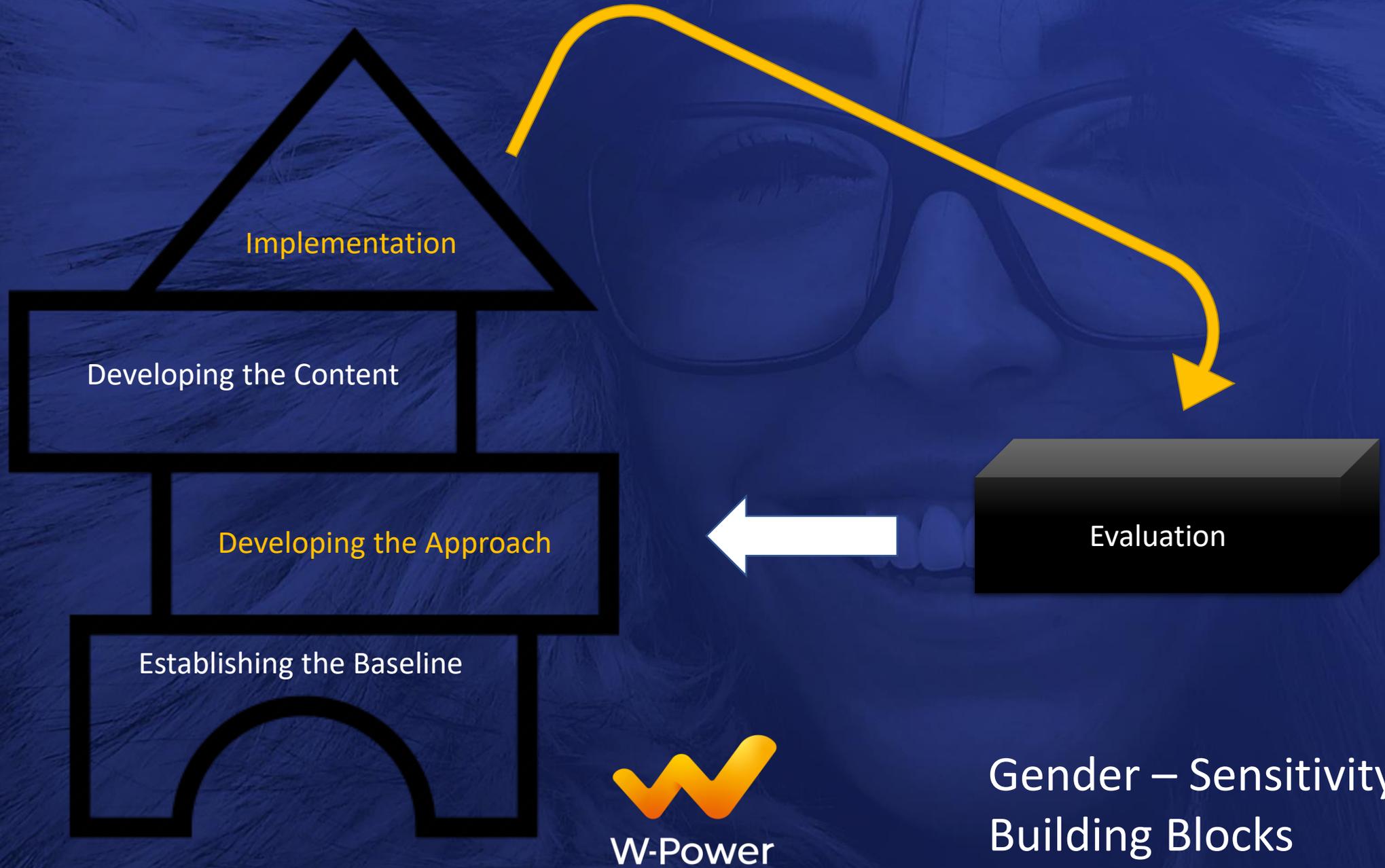
Women's participation in entrepreneurship and their uptake of business supports (coaching, mentoring, training) must be encouraged.

Business Supports must address women's needs, as well as men's - address both women's and men's realities.

Research on the gender question, to enhance understanding of gender issues in entrepreneurial business supports, should be promoted.



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# Factors of Influence



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Four Personal Factors that Influence the Success of ALL Entrepreneurs



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# Four External Factors that Influence the Success of Entrepreneurs



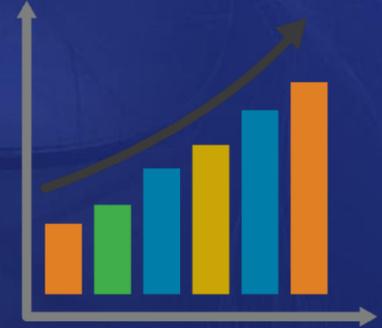
Business  
Development  
Organisations



Socio-Cultural  
Context



Broader Enabling  
Environment

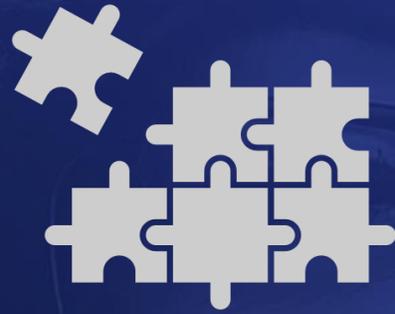


Economic/Market  
Environment



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The information and data you collected will provide an understanding of the reality and assist you in designing your strategy, programme or project.

Specific method that can be used in this phase is gender analysis.



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# Gender Analysis - Data Quality Principles

VALIDITY – Data should clearly and adequately represent the intended result.

RELIABILITY – Data should reflect stable and consistent data collection processes and analysis methods over time.

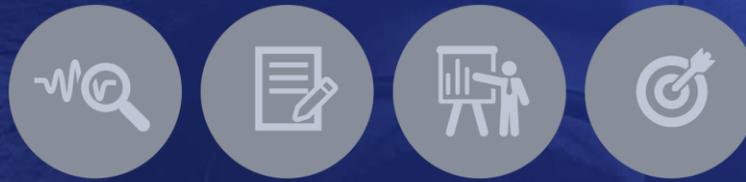
TIMELINESS – Data should be available at a useful frequency, should be current, and should be timely enough to influence management decision-making.

PRECISION – Data have a sufficient level of detail to permit management decision-making; e.g. the margin of error is less than the anticipated change.

INTEGRITY – Data collected should have safeguards to minimize the risk of transcription error or data manipulation.



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Training needs analysis is now a focal point. Training should be built on thorough analysis of the training needs, both prior and throughout women's engagement into business.

Training needs of women with regard to entrepreneurial awareness and sensitization should be assessed specifically and may require design of additional design, content & implementation elements specifically focusing on support to women entrepreneurs.



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# Pre-Asessement Template

Analyse situation of women and men in the field: Collect information and data about the existing situation for women and men in the areas concerned by the planned intervention, e.g. by looking for sex-disaggregated statistics.

Complement quantitative information with qualitative insights - for example from studies or consultations, and combine various sources (statistical office, academic works, policy reports) to gain a deeper understanding.

Identify existing gender inequalities - take into consideration the views of entrepreneurs about what any coaching/mentoring/training support should bring.



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# Pre-Assessment Template (continued)

For example: What are their expectations and needs? Are these different for women and men? Is the planned intervention addressing **the needs of both men and women**, taking into account their different interest, roles and positions? How can the contribution to the needs of women and men be strengthened?

Consider **localised** inequalities between women and men in access to resources (work, money, power, health, well-being, security, knowledge-education, mobility, time, and so on) and in their exercise of fundamental rights (civil, social and political rights) on the basis of their sex or because of roles attributed to men and women (gender roles).



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# Pre-Assessment Template (continued)

Consider the norms and values which regulate the process of **access and control of resources**. This is about the opportunities to participate on equal terms in all aspects of society. To do this, it is essential to take into account the 4 aspects of entrepreneurial success and the 4 external factors.

Taking into account the structure of the organisation of private life. Women and men have different positions in this area. **These differences have consequences** for the position of women and men in social life and access to opportunities. Gender inequalities may be either reinforced or challenged by specific cultural, ethnic, religious, age-related and other diversity criteria.



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# Tools for Inclusion of Gender Sensitivity in Business Support



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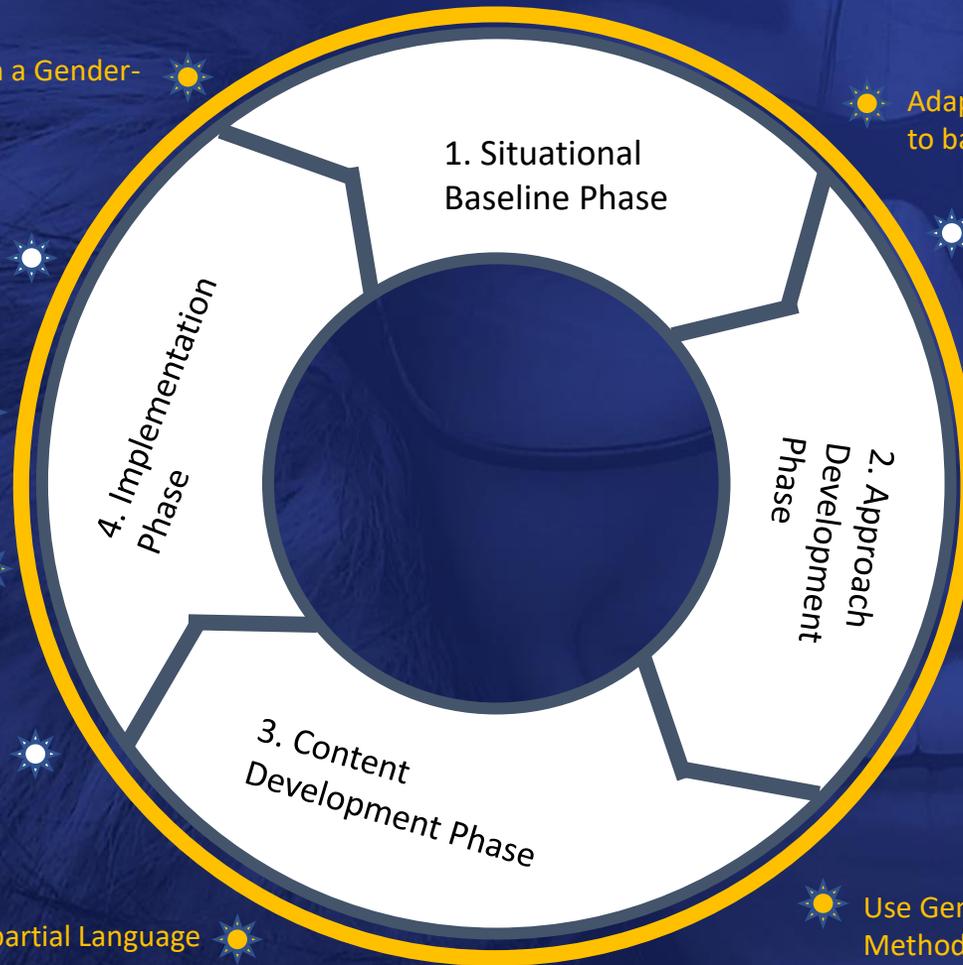
Performing a good analysis can be a complex process, which is often irreconcilable with some practicalities of business support provision and tendencies toward a 'tick-the-box' exercise.

An important balance has to be struck between making tools simple enough to be used by a wide range of stakeholders and oversimplifying complex social and economic issues.



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# Gender – Sensitivity Orientation Wheel



Establish the influence factors for gender-sensitivity

Adapt gender-sensitivity check-list to baseline

Select a Gender-balanced team

Formulate Gender-Sensitive Propositions

Use Gender-Sensitive Methodology

Use Gender-Impartial Language

Tender & select a support provider in a gender-balanced way

Take into account influence factors for gender-sensitivity

Use Gender-impartial Language

Monitor & manage gender equality

Promote Outcomes in a Gender-sensitive way



Practitioner

Business Support Organisation

# Gender – Sensitivity Checklist

## SITUATIONAL BASELINE PHASE



Have you considered the socio-cultural influencing factors in order to determine gender-sensitive actions needed? Have you identified sex-disaggregated baselines and indicators as well as gender-specific targets essential for tracking progress and impact of the gender results over time?

## APPROACH DEVELOPMENT PHASE



Does your programme/project/coaching concept encourage target stakeholders, especially women and girls, to participate in the development planning process? Does the background/context analysis of the project examine the different situations of women and men and the impacts the project will have on different groups?

## CONTENT DEVELOPMENT PHASE



Does your programme/project/coaching concept utilise gender-neutral language and stimulate participation of all gender? Does the results framework include gender responsive indicators, targets and a baseline to monitor gender equality results?

## IMPLEMENTATION PHASE



Does your programme/project/coaching concept timing/place reflect the private life factors in order to determine equally opportunity for participation? Does the programme/project/coaching concept ensure that both women and men can provide inputs, access and participate in project activities?



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# Continuous Improvement Principle



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At the end of a coaching cycle or programme, a gender-sensitive evaluation should take place.

Make your evaluation publicly accessible and strategically disseminate its results to promote its learning potential. Institutions and departments that focus on gender should be included in the target groups for dissemination.

Publications should use gender-neutral language.



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# Continuous Improvement Cycle

A gender-sensitive evaluation is a systematic and objective assessment of the design and planning (objectives, results pursued, activities planned), the implementation and results of an ongoing or completed activity, project or programme from a gender perspective.



It can take place either upon completion of the project, when focus is placed on gender impacts and the contribution of the programme to promoting gender equality, or throughout project implementation, with the aim of seeking to have a process of continuous improvement.

# Gender Impact Assessment

Ex ante evaluation, analysis or assessment of a programme or project that makes it possible to identify, in a preventative way, the likelihood of a given decision having negative consequences for the state of equality between women and men.

The central questions of the gender impact assessment: Does a programme or project reduce, maintain or increase the gender inequalities between women and men? Were there any unintended positive or negative changes in gender relations? What factors and strategies contributed to these changes?



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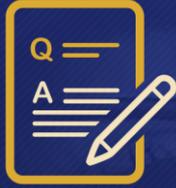
## Post-Assessment Questionnaire

Data collection tools (such as questionnaires, surveys and interview checklists) need to be gender-sensitive, use gender-neutral language, and should make it possible to detect the different realities of men and women.

This will help to avoid gender bias.



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## Post-Assessment Questionnaire

Ensure women and men equally participate in monitoring and evaluation activities and decision-making processes and data is collected on women and men so that gender impacts are tracked to assess if the project/programme/coaching concept equally benefits women and men.



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## Next Steps



Post-training Evaluation Survey

Training Resources will be made available as 'free-source' downloads

Train the Trainer & Regional Pilots planned 2020-2021 in partner regions



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# *Thank You!*

Trainer Contact

[hdeane@westbic.ie](mailto:hdeane@westbic.ie)

<https://www.linkedin.com/in/helenadeane/>

W-Power Project

<http://w-power.interreg-npa.eu/>

<https://www.facebook.com/wpowerproject/>

<https://www.linkedin.com/groups/8725639/>



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