

Gender mainstreaming in Spain: "The case of "Lidera Project" in Madrid Autonomous Community"

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ARTICLE INFO

Available online July 2013

Key Words:

Gender Mainstreaming,
Autonomous Community
of Madrid,
Glass ceiling

ABSTRACT

Women continue to be under-represented in senior positions. In this paper we present a "best practice" in the role of the public agents as gender mainstream key actors. Gender mainstreaming as a strategy is meant to actively counteract this gender bias, and to use the normal mandate of policy makers to promote more equitable relations between women and men. The rationale for pursuing gender mainstreaming via the Structural Funds is as much about promoting economic efficiency as it is about promoting equity. In this paper we analyze a specific case launched by the Government of the Region of Madrid, three years ago, the "Lidera project". To assess the overall effectiveness of the gender mainstreaming effort through the Lidera project, we analyze the impact in the individual level through five constructs. We can conclude at individual level that LIDERA EFFECT exists and it has a positive and differential impact.

Introduction

Women continue to be under-represented in senior positions in many fields despite the fact that they make up nearly half of the workforce and more than half of new university graduates in the European Union. Only one out of 10 board members of the largest companies listed on the national stock exchange of EU Member States is a woman and progress has been slow in recent years. The disparity is widest at the very top where only 3% of such companies have a woman directing the highest decision-making body (Iversen and Frances, 2010). If Europe is to achieve its goal of becoming a dynamic and competitive knowledge-based economy in a globalised world, the European institutions and social agents have the challenge to make better use of women's talents and skills. The problem at the moment is that the few senior women in management positions are perceived as outsiders and this fact creates a false (male) stereotype of what it is to be a leader. Male leaders tend to be associated with "agentic" behavior: they are more likely to be proactive, assertive, and dominant, in control of the situation. However female leaders, by contrast, show what we call "communal values": friendliness, support, warmth and a caring attitude (Chandler, 2010). There is an increasing body of research showing that gender diversity pays off and that there is a positive correlation between women in leadership and business performance (Dunphy, 2004). Decision-makers also appear to have limited awareness of the current and increasing demographic changes of the workforce that strongly affect human resources. Further, many decision-makers appear to be unaware of the potential benefits of diversity or the negative outcomes of discrimination at work that can affect every aspect of management and organizational functioning.

Theoretical background

No question, the female population of Spain has had a lot of catching up to do. The four decades of authoritarian dictatorship following Spain's civil war kept women in traditional roles far longer than other Europeans, and they trailed far behind women in the U.S. and Britain who gained substantial ground during World War II when they filled in for men away at battle. Even now, less than 3% of top management in Spain's public companies is female.

Yet in recent years, Spanish women have made substantial progress in business, politics, and the judiciary. Now, with new laws on the way designed to increase their power in business, they may be on the verge of

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breaking the glass ceiling at last. Currently public agents are developing new strategies in order to avoid this fact. A critical case of this process is, which True and Mintrom (2001:28) defined gender mainstreaming as the efforts to scrutinize and reinvent processes of policy formulation and implementation across all issue areas to address and rectify persistent and emerging disparities between men and women. That is a "new" and more promising, transformative, even "revolutionary" strategy (see also: Hafner-Burton & Pollack 2000: 3; Rees 1998; Rees 2000).

This is the way to make gender equality a concrete reality in the lives of women and men creating space for everyone within the organizations as well as in communities - to contribute to the process of articulating a shared vision of sustainable human development and translating it into reality (McInerney et al., 2010). Gender mainstreaming was originally launched in 1996 to promote gender equality in all EU policies, in the context of an international and European mobilization around women's equality. It aimed to transform mainstream policies by introducing a gender-equality perspective in European policy-making. Gender mainstreaming as a strategy is meant to actively counteract this gender bias, and to use the normal mandate of policy makers to promote more equitable relations between women and men (Verloo, 2000: 13). It addresses "systems and structures themselves – those much institutionalized practices that cause both individual and group disadvantage in the first place" (Rees 2000: 3), he considers 'mainstreaming equality' one of the three major tools of sex equality policies, together with equal treatment legislation and positive action in favour of women (Kelan and Jones, 2010). Gender mainstreaming does not rely on law enforcement mechanisms but involves long-term transformation of public policies (Pollack and Hafner-Burton 2000; Liebert 2003). By emphasizing the danger of weakening gender equality policies altogether - a result of gender mainstreaming implementation - Verloo (2001) argues that given gender power relations, gender mainstreaming becomes a political process in itself.

The adoption of gender mainstreaming implied that it was no longer acceptable to assume that additional resources targeted at stimulating economic development and growth benefited men and women equally. Therefore, in order to maximize the economic impact of policies designed to stimulate regional development they need to be more 'gender aware.' This is what gender mainstreaming is attempting to achieve by bringing gender equality considerations to the mainstream policy development and delivery process. The rationale for pursuing gender mainstreaming via the Structural Funds is as much about promoting economic efficiency as it is about promoting equity.

The European Social Fund in Spain, 2007-2013

Spain is using ESF funding to address some of the main challenges it faces: improving its human capital, fostering entrepreneurship and increasing female participation in the labour market as well as promoting employability, social inclusion and equal opportunities among men and women. With an eye to improving the low productivity of its economy, Spain is also funding more research and innovation as well as schemes to boost participation in education and lifelong learning.

The Spanish economy was severely hit by the crisis and went through a sharp adjustment in 2008-2009. Real GDP fell by 4.3% between the beginning of 2008 and the end of 2010.

Employment took a big hit during the crisis, while wages reacted only with a lag. As a result, unemployment recorded the highest rate in the euro area. From a low of 8.25% in 2007, the unemployment rate reached a record high of 21.25% in the first quarter of 2011, in spite of a fall in GDP during the crisis less severe than in other euro area member States. The young, the less qualified, and less experienced workers, many of them on temporary contracts, took the brunt of the recession. Youth unemployment reached 41.6% in 2010. Men were more affected than women. However, the gap between the activity and employment rates of men and women remains important, as recognised in the NRP. The construction sector suffered the largest employment losses, with more than half of the overall increase in unemployment coming from this sector. This major sectoral reallocation of employment poses a risk of skill mismatches. Labour shedding affected workers with temporary contracts to a greater degree. While representing about one quarter of total employees, temporary employment accounted for about 90% of the net reduction in total employment between the first quarter of 2007 and end 2010.

Spain's ESF strategy seeks to foster employment stability and improve workers' adaptability. With schemes to nurture new businesses and strengthen lifelong learning in the workplace, the country intends to build on its growth and employment rates.

Furthermore, the strategy aims to improve opportunities and working conditions for groups such as migrants and women – with a view to integrating them into the workforce as well as helping them to get better, more qualified jobs. This involves courses, particularly training in ICT and organisational skills, to enable easier access and return to work, especially for disadvantaged groups. It also means persuading employers to establish more flexible working patterns to help parents balance the demands made on them by their employment and their family environment. Spain also plans to reform its education and training structures, investing more in research and innovation while doing more to encourage attendance at university and on vocational training courses. These plans are essential for the country: first, to compete in the global knowledge economy; secondly, to forge a skilled and inventive workforce – and ultimately to ensure healthy productivity and competitiveness. Among the priorities that apply to the social funds of the European Union, the second priority is the most important which have the following aims:

- To enhance employability, social inclusion and equal opportunities for men and women
- Modernizing and strengthening labour market institutions and establishing proactive and precautionary measures in the job market:
- Improving access to jobs and boosting the long-term development and employment of women and migrants. Setting up return-to-work courses for disadvantaged groups.
- Promoting partnerships, agreements and initiatives by establishing networks among relevant organisations.
- Improving the formulation, follow-up and assessment of policies and programmes.

This priority is where it frames the applicability of European social funds to the project leader of the Community of Madrid especially in regard to the promotion of equal opportunities for women in the labor market.

What is Lidera Project?

The Autonomous Community of Madrid is one of the 17 regions into which Spain is divided constitutionally with the advent of democracy in 1977. The Community of Madrid has more than six million people and includes the capital, Madrid many industrial townships and living bedroom areas. For fifty years, Madrid has become a government administrative center in financial, industrial and service sectors. The Government of this community has been governed for nearly 20 years by the Popular Party, a center-right party, which now is in opposition at the national level. For two terms the President is Mrs. Esperanza Aguirre, one of the few and the first female politician in Spain to have held the office of President of the Senate and Minister of Education and Culture in Spanish democratic history. The Government of the Region of Madrid, Mrs. Esperanza Aguirre and her team has launched three years ago, the "Lidera project"⁴. The Madrid Community launches the Program led to enhance women's leadership. The main objectives pursued by this initiative are to enhance women's professional opportunities and facilitate their access to leadership positions in companies. Lidera is an ambitious program of guidance, training and careers advice, designed for all women of the Community of Madrid interested in developing their leadership skills. **Lidera** consists of two initiatives:

- **Lidera Scholarships**. Scholarships for graduate study programs in the most prestigious business schools.
- **Lidera Skills**. Training program in leadership skills that are developed in three phases, seminars, workshops and individual coaching, always with the support of trainers and women first-rate professional references.

All participants in the program are part of the leading network, which strengthens the central role of women and enhances their personal and professional development through various services.

In this paper we focus our study in the impact of the initiative Lidera **Scholarships**. The process is done with the collaboration of the most prestigious business schools established in their territory. The media is giving scholarships covering 70% of the amount of fees to qualified professionals who pass the selection process of the institutions in postgraduate courses, master and business education training. We can find the empirical

⁴Program funded by the European Social Fund

support of this initiative in a current study conducted by Slater and Dixon-Fowler(2010), the author's affirm": "CEOs with MBAs are making a positive contribution to the environmental sustainability of the planet."

In this sense, "Lidera Project" is based on the belief that business school education is higher than the fastest path to equality of opportunity and breaks the glass ceiling famous female gender. Once completed this training period they are more likely to be promoted to the top levels of the companies' organization or to move to other areas. Quintanilla et al., (2008) concluded that Spanish business schools and their MBA programs dominate business education. Globalization is a reality which is why the most prestigious Spanish business schools offer international MBAs. Furthermore, according to the Financial Times, in its 2011 ranking of MBA programs, 4 Spanish business schools are among the top 100.

Based in the previous influences we could expect that the main forces in the successful o project are on the one hand "Women leaders in the Public sector" and in the other hand "The greater prestige of Spanish Business Schools.

For these reasons the president of Madrid Community, officials responsible for the project, program directors and professors of the business schools are involved in the project.

These key players will be the responsible to obtain a perfect and revolutionary balance for achieving Lidera's Revolutionary Objectives are: Women's Empowerment ("Gender equality contributes to the process of articulating a shared vision of sustainable human development and translating it into reality (McInerney et al., 2010)) and Business Education: CEOs with MBAs are making a positive contribution to the environmental sustainability of the planet (Slater and Dixon Fowler, 2010).

Research Objectives

Gender mainstreaming demands an investigation of gendered societal processes and outcomes, as embodied in policy implementation and results. After a few years of Lidera project implementation is the time to analyze its impact and effectiveness. In this paper we highlight the role of individual key players, politicians and civil servants in specific political and administrative decisions.

As the purpose of mainstreaming is to alter the existing social and political order that leads to gendered outcomes, **the first research objective** is to analyze the impact of Lidera project, that is to explore the changes in domestic norms and institutions arising from the gender mainstreaming efforts of the Lidera project or in other words to assess the overall effectiveness of the gender mainstreaming effort through the Lidera project. More specifically we would like to investigate the link between appropriate educational training and advancement along corporate ladders of major global businesses (Devon and Grayson, 2005). Consequently **the second research objective of the paper** consists in investigate the link between better education training provided through the Lidera project and the advancement of women in corporate settings in Spain.

Summarizing we would like to investigate firstly the institutional effect arising from gender mainstreaming efforts of public policies and the reasons for and effects of the Lidera project in the Madrid Autonomous Region, secondly the link between public scholarships for appropriate educational training and advancement along corporate ladders of major global businesses and finally the possible existence of a relation between better educational training provided through the Lidera project and the advancement of women in corporate settings in Spain, that is what we named such as LIDERA EFFECT.

Methodology

We analyze the case of "Lidera Project" developed by Madrid Autonomous Community in Spain. The project promoted by a Madrid public government in collaboration with the main business schools operating in this geographical area provide valuable insights into gender mainstream public policy. Madrid community, with this project, is seeking to promote women integration in the labor market and to improve the role of women in top positions of responsibility. In the framework of local plans of equal opportunities between women

and men, promoted by European Union, Madrid government is giving grants to Madrid women's to study in the most prestigious postgraduate business schools. The principal aim of this call is to promote the labor market women integration and to enhance their position in the organization hierarchy by overcoming the obstacles of discrimination and segregation for gender reasons.

We are going to evaluate the efficiency of Lidera Project, both quantitative and qualitative evaluation methodologies, that is, a mixed methods approach. We are going to use quantitative data to specify how well the program goals were met (Sleezer and Spector, 2006) and used qualitative methods to investigate the big picture in the sense of the impacts the stakeholders of the project. Combining both methods can often improve the interpretation of the results and be more meaningful to decision makers. Quantitatively speaking we want to compile the main figures of the project: Percentage of EU funds that the Community of Madrid intended to "Lidera Project" and in particular within the project to scholarships"; budget, requirements, descriptive characteristics of the final beneficiaries, period of application, and total cost of the project. Qualitatively speaking we are going to conduct semi structured interviews with the women's with the key players of the project.

Based in secondary sources (press, European Union reports, EIRO, and Madrid Community webpage) we investigate the first objective.

However we are going to center the research in the second one. We compiled further down the subsequent stages that covered the whole project in order to achieve an answer to our research objectives.

Project Method Phases:

Phases of the project we been done:

1. Survey Lidera (Women IESE)
2. Suvey Group Control
3. Qualitative and Quantitative analysis (comparison Group control with Lidera group)

Phases of the project to be done:

1. Interviews with
 - a. Professors
 - b. Lidera Women
 - c. Public Agents
 - d. President of Madrid Autonomous Community
2. Extend the analysis to the whole population of Lidera Women:
 - a. IESE
 - b. IE
 - c. ESADE
3. Focus group, for comparing and testing the results with Lidera women's

The fact of combining both methods can often improve the interpretation of the results and be more meaningful to decision makers (in this case public agents). As we can see in the method phases section, the project is very ambitious. Nevertheless in this paper we will limit our study for answering the research questions based on information obtained in the three first steps. Future research will help us complete the ultimate reason behind these results. Across-stage mixed model research — quantitative and qualitative approaches are mixed across at least two of the stages of research. For answering the first research question we used secondary sources and for answering the two we conducted an open questionnaire which bring us quantitative and qualitative results.

The first subpopulation and sub sample

In a first stage of the research for this paper we will intend to give an initial response to the research objectives using data from the woodcock "Lidera project" who have participated in management programs at IESE Business School that is covering steps one, two and three of the method phases.

The total beneficiaries of the scholarship "Lidera" that have participated in programs at IESE adding the 5 calls (2006-2010) are 180 woman's, that constitute a total amount of 3.729.480 €.

We received 64 valid responses from the survey of the subsample composed of participants in IESE programs funded by Lidera obtaining a response rate of 35, 5%.

Constructs and measures

Performing construct analysis is the method that we used when analyzing survey data. First we build "constructs" from among your survey questions, or items. Each construct may refer directly back to an overarching goal of the program you are evaluating, such as "Professional improvement." We simply select all the survey items used to measure improvements in Lidera women's to create our constructs. Next, to perform analysis on our constructs, the survey items within our construct must be "collapsed" or summed to create a new variable.

Since constructs are not directly observable (complex abstraction that is not directly observable), in this research we use indicators or variables as a way of measuring or classifying most of the particulars of the construct.

We identify five constructs representing different areas of improvement obtained by the women receiving the scholarship and that positively affect their professional and personal life:

Professional improvement; Improvement in working conditions; Improvement in Labour Market perceptions; Improvement in Management formation and Improvement in Work-Life Balance.

Descriptive analysis

Using a questionnaire in which the variables are measure using a liker scale between 1 to five (Disagree to agree). Variables comprising each construct are reflected in the results section refers to the descriptive analysis. After, we did a construct validation to test the measure, the problem faced is, "What constructs account for variance in test performance?". The alpha coefficient for the items of the five constructs is between 0,730 and 0,839, suggesting that the items have relatively high internal consistency.

We constructed a mean ranking (numerically speaking) for each construct in order to find what the most relevant items are developed due the business training program for the Lidera women's what constitute the sample.

The experimental method

Experimental research is commonly used in sciences such as sociology and psychology, physics, chemistry, biology and medicine etc. Is a systematic and scientific approach to research in which the researcher manipulates one or more variables, and controls and measures any change in other variables. Experimental Research is often used where we can predict a causal relationship that is there is consistency in a causal relationship (a cause will always lead to the same effect). We can distinguish Experimental group — the group that receives the experimental treatment condition to the Experimental control — eliminating any differential influence of extraneous variables.

We used an experiment to try to isolate the effect of lidera grant. So we've taken a control group with similar characteristics to those of people who answered the survey. That is all of them were women, had carried out a program at IESE as the women's managers (experimental group), but the components of the control group had not received a grant for funding the program. Then we will try to find statistically differences between the means of both groups experimental and control.

In our case the variable that has been manipulated and it was checked whether there was a causal relationship between receipt of the grant and the level of obtaining the variables that make the constructs.

Results and discussion

As democratic theorists have long observed, quality education is a vital component of citizenship, reducing the barriers to individuals' participating in public discussion, deliberation, and debate over matters of public policy. The postgraduate qualification is increasingly seen as a prerequisite for senior posts (Baruch & Peiperl, 2000) and for many women, as a way of breaking through the glass ceiling (Burke, 1994; Leeming & Baruch, 1996). Business schools are a central agency of secondary socialization of business people. For this reason, we expected that the greater the likelihood that women will have places in the top positions of public and private organizations with an improvement in the quality of leadership over time. Linking to the objectives above, we expect the findings to shed some light on objectives 1 and 2, starting with objective 2, and moving from there to show how the advancement of women reflects on the overall effectiveness of the gender mainstreaming effort through the Lidera project.

Research question 1: Effectiveness and Institutional impact of Lidera Project

The evaluation of public policies is an issue of great interest for policy makers and for the society as a whole. It is the key instrument to judge the degree of success or failure of a given action, and it can be used by regulators for making improvements on the way public programs are designed and/or managed.

Impact evaluation centers on the degree of achievement of the main objectives of a given action, and it can bring in additional precision on the definition of the initial objectives themselves.

Over the last decades Structural and Cohesion funds have proved very successful in raising social and economic cohesion in the EU and, they pursue similar outcomes for the next seven years of programming. This circumstance makes the timing of the seminar a very appropriate one.

Over the period 2007-2013 some €75 billion will be distributed to the EU Member States and regions to achieve its goals.

EU employment, social affairs and inclusion policy interventions build on broad European policy objectives supported by economic and social 'needs-oriented' policies (see the European Social Agenda and the Europe 2020 strategy). They also take account of evidence gathered from the results and impacts (positive or negative) obtained from previous interventions.

Women and jobs

Equality between women and men is a fundamental principal of our democratic society. It is an important element of the EU 2020 Strategy, and essential for the European Union to sustain its prosperity.

Despite increasing female participation in the labour market and in higher education, differences in the situation of men and women still persist. The ESF has already made important contributions to improving the situation of women in the labour market. For example, it has contributed to reducing the gender pay gap, from as high as 40% (in the 1960s) to less than 20% today. Whilst this is good progress, clearly these efforts must continue.

The importance attached to ensuring gender equality in employment is reflected in the ESF programming for 2007-2013. It comprises two approaches:

- Gender mainstreaming, which incorporates the gender dimension into all ESF priorities
- Specific actions aimed at getting women into work and sustaining them there

The gender-mainstreaming approach means that particular attention must be paid to equal opportunities in the programming and implementation of all ESF activities. Where possible, they support the promotion of women in employment and the elimination of pay differentials. Specific actions target women's employment directly – for example, by concentrating on a particular group such as immigrant women or women entrepreneurs. As well as promoting equal opportunities, the aim of this ESF priority is to raise the average level of women's participation in the workforce.

The European Commission's Directorate General for Employment, Social Affairs and Inclusion sets an evaluation calendar for assessing the contribution of its policy instruments (specific funding programs, legislation, policy processes....) to the objectives set by the EU. All of its evaluation activities are scheduled in the (multi-annual) evaluation plan.

In general, impact is the last 'stage' in a process. A good definition of impact is the one by Millard & Shahin (2006) 'General objectives (impacts): These are the overall goals of a policy and are expressed in terms of its ultimate impacts. These will not normally be expressed as Government objectives, but rather as societal objectives to which successful Government development should contribute, such as economic growth, jobs, democracy, inclusion, quality of life, etc.' Implementing Government always means allocation of means: people, budget, etc,... in a changing environment.

A second central concept is 'regional strategic behaviour. This research will focus on the strategic behaviour of the regions in a domestic state reform. Since research about regional strategic behaviour in multi-level polity contexts is largely inexistent, this project has a strong emphasis on this dependent variable and the first aim is to describe the different types of strategic behaviour regions use. The second step is to understand and explain the chosen regional strategic behaviour. We will test the explanatory power of the

institutionalist insights to understand the regional strategy choice in both policy and institutional issues of domestic state reform.

Within this framework we could only assess the impact of the project leads in the following aspects:

- 1) The unemployment rate in Madrid (16.1%) is more than 4.5 points below the national average female (20.7%) and almost four points below the Spanish average for men, according to the detailed Deputy Minister of Employment and Women. Currently working in Madrid more than 1.3 million women compared to 620,000 as they did in 1995 and the Community has the labor market more parity in Spain, and that 47% of total occupied the region are women⁵.
- 2) Community develops programs as LIDERA, a pioneering initiative in Spain to promote the Leadership of women and facilitate their career in management. This program has lead initiatives such as scholarships, which allowed 586 women to make a master in schools Spain's most prestigious business, or skilled leaders, providing leadership training and professional advice that benefited 3300 in Madrid.
- 3) The Community to encourage self-employment of Madrid as an alternative to paid employment through Lidera program, an initiative that promotes women's leadership and which has involved close 4,000 women."⁶
- 4) Creation of Lidera Network: The leading network includes all participants in the program leader, both as a leader skilled leaders scholarships. It aims to create a network of women professionals to interact and collaborate with each other with a shared purpose: their own personal and professional development. It includes various services are grouped into three broad categories:
 - Online Social Network. It is the platform that supports leading social network, built through different services to manage the relationship between members of the Red leader: Profiling, contact management, private mail, messaging, etc.

Summarizing, the efficiency of women in positions of responsibility is scientifically proven: a study by McKinsey & Company in 2010 shows that companies that recorded a higher percentage of women in executive committees have 41% more yield and 56% more profit margin that companies have no women in top management. His colleagues and bosses praised the skills and organizational skills and leadership of women and recognize the importance of management teams that take into account the diversity and gender equality.

However, women are still far from normal managerial positions in companies in the technology sector and this trend is even more pronounced. Despite the legal protection which is the Equality Act 2007 and the recent European Union initiatives in favor of the so-called political quotas for women silent revolution progresses very slowly. The figures support the evidence: in the Ibex, only 10% are women councilors and executive committees, represent only 6%. In addition, many of which occupy this office by inheritance of the family business.

Surely the current economic crisis does not help matters. The quarterly survey carried out by Grant Thornton shows that the percentage of private sector companies has no women in top management increased to 38% to 35% in 2009.

Research objective 2: Link between public scholarships for appropriate educational training and advancement along corporate ladders of major global businesses

Descriptive results and constructs

In this section we gather the most relevant items that respondents women have highlighted as a result of their participation in Lidera program classified according to the five constructs presented.

Professional improvement

Professional improvement or development is essential for every individual, whether employed or not. It is vital for every business and professional organization to increase the knowledge and skills of their employees. They should strive to enhance the quality of performance, to ensure an improvement on the

⁵D. G. de la Mujer 04/08/2011
⁶ Idem 28/02/2011

personal and professional front. We can define in general terms this construct such as the process of obtaining the skills, qualifications, and experience that allow you to make progress in your career.

Figure 1. Professional improvement



These results are supported by some commentaries that we quote of the respondent woman's from the same survey:

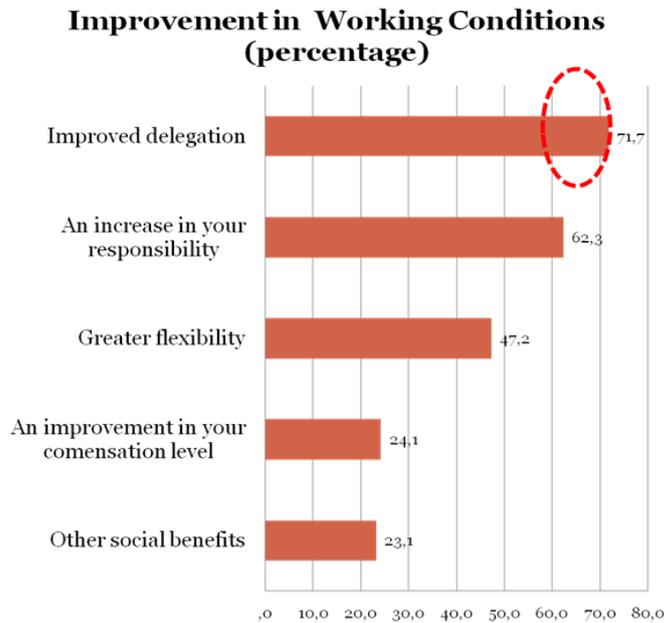
"Professionally, my flexibility has improved, has given me another view of the company much more enriching and improved my career prospects in the short term.. Personally, I have brought with them skills of analysis, serenity and balance in decision-making (which allows me to handle situations that before I stress), and, above all, solid values."

Regarding the construct variables that appear in first position are the decision making and Assessment of top managers. However those who received lower scores were the possibility of finding a better job and the possibility to supervise more employees that suppose an increase in terms of responsibility.

Working conditions improvement

To perform the manager job successfully, an individual must be able to perform each essential responsibility satisfactorily and another extrinsically motivations such as the salary, flexibility and so on.

Figure 2. Working conditions



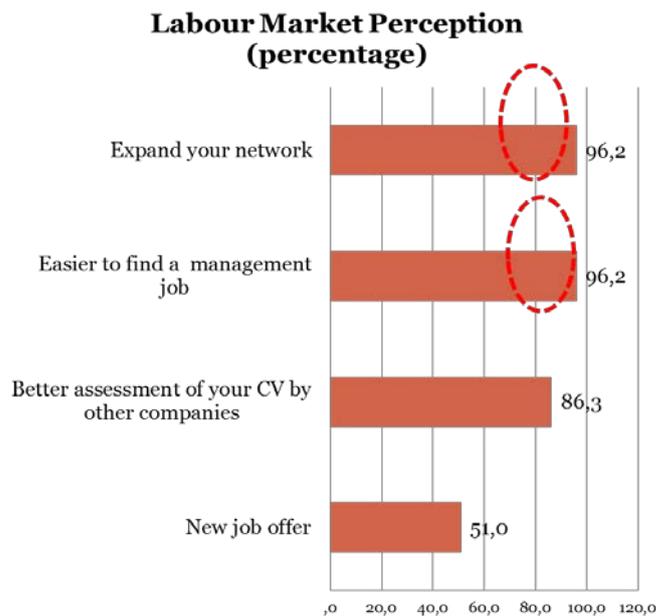
We found that the most relevant item for this construct is the increase in the capacity of delegation.

Labour Market perception

The differences in the perception of the causes of unemployment between men and women is symptomatic and consistent with the finding by survey researchers of women's lesser interest in politics, political mechanisms and the principles of functioning political institutions (Randall, 1982; Siemieńska, 1990)

New policies were needed to pursue such a policy goal, since much welfare, gender contracts and labour market policy was based on the male breadwinner model (Rees, 1998, p.179). In the present paper we measure the labour market perceptions with the items that we identify in figure 3.

Figure 3. Labour Market perception



- At this respect a Lidera women affirm

"for me it was a part a personal challenge and the other a need to learn and interact from the professional point of view, with managers from other sectors, other than the financial year in which I move"

And another:

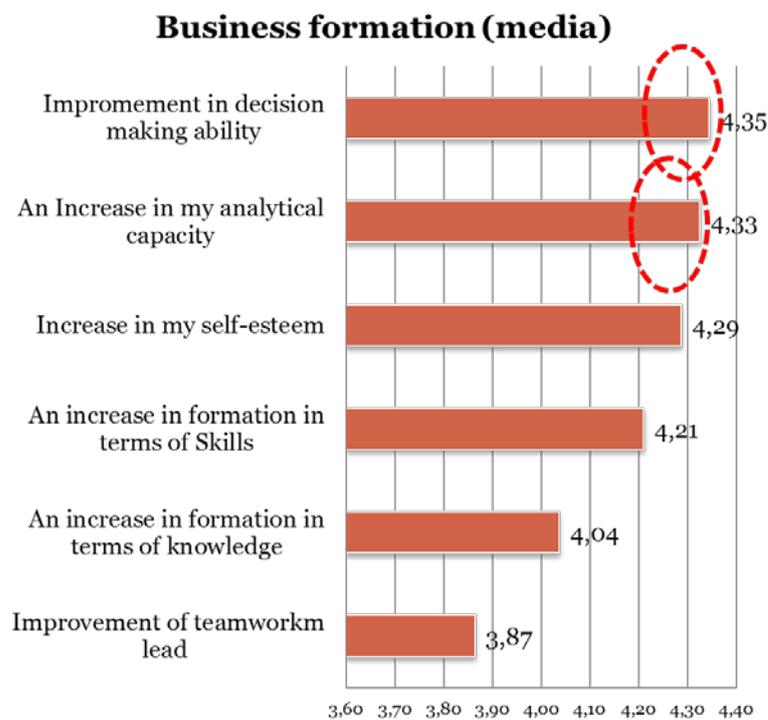
"Full-on experience that has enriched knowledge and technical issues, networking issues, aspects of professional organization and a better positioning in the labor market. Personally, I meet great people. Professionally know understand concepts as well as a vision of the company management quite rich and I've managed to develop a greater capacity for analysis."

We highlight how participation in a program of a business school represents an important source of building a networking and an increase in the accessibility to a better job.

Improvement in formation

Education empowers women by improving their living standard. We examine the place of business education as a catalyst for women empowerment in management positions. To develop the measure we can identify the variables which appear n figure 4.

Figure 4. Business education



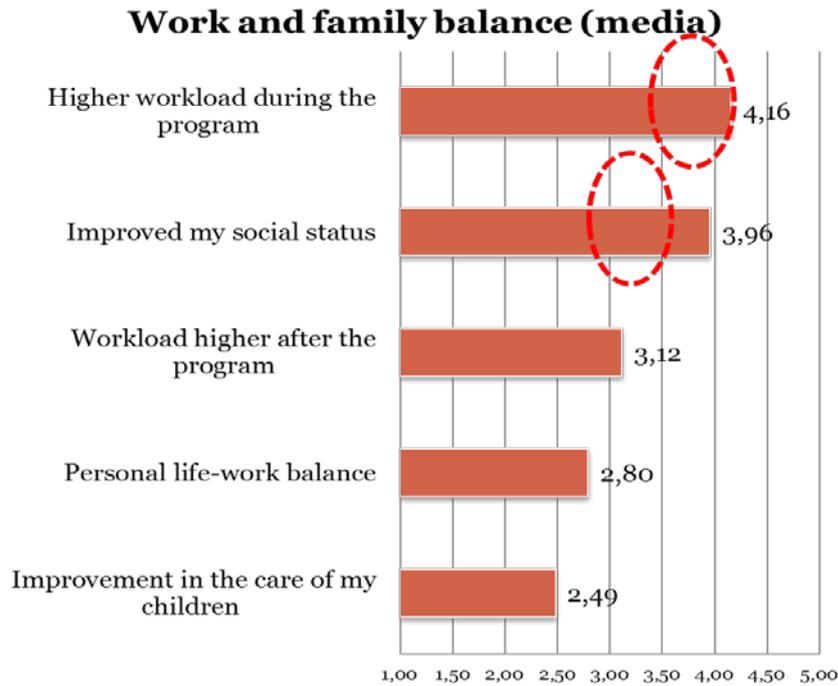
Of all survey respondents we select the following quote in relation with the construct.

"I achieve to update knowledge, global vision, decision-making methodology, networking, and best practices. Another Improving was my professional self-esteem, awareness of the knowledge and skills gained in the past and not be conscious of making good / bad use of them. I appreciate the contacts, networking, to feel again what motivating it is to be near the knowledge and desire to learn everything and everyone. It has personally been an incredible experience, safe in a few years back"

Work and Family balance

Parental leave for mothers, rights to take time off from work in situations to care for a sick child and a request to work part-time have been implemented more and more, with positive results on maternity leave and part-time work. We are measured the better balance family work through the variables shown in Figure 5.

Figure 5. Work and family balance



We found different and opposing views in regard to achieving a balance work and family. Thus one of the participants said:

"The experience has been very positive even though the work-life balance is still pending in companies and business schools. It seems impossible to have a responsible position and have a family"

However, another participant has a positive opinion on the issue:

"The program change the way I manage both the professional and the personal life. I have received excellent tools that have helped me to start my development as a good manager" I have been aware, based on certain professional women's that I can met at the business school, that you can work and have children, even face times of change while pregnant or with newborns. For that you know how to delegate, because we're not Superwoman, we are just women who want displeased of her motherhood, her work, her family, her studies, at your leisure ..."

In this case the quantitative data results in a negative result an increase in workload during the program that has not helped them in matters concerning the conciliation. However, the possibility of having carried out the program, increase in formation, networking etc., is perceived as a positive factor to reconcile and find balance in their professional and family life.

Experiment Results

Finding that these descriptive data, despite their relevance, are based solely on the possibility to do a management education program, we asked ourselves so what? For this reason and with the aim to find more conclusive results we decided to conduct an experiment using both a control group and experimental group with the purpose to isolate that we can name "THE LIDERA EFFECT".

We wanted to know if the effect existed and largely what are the principal expressions of it. The key features and figures of both groups experimental and control are:

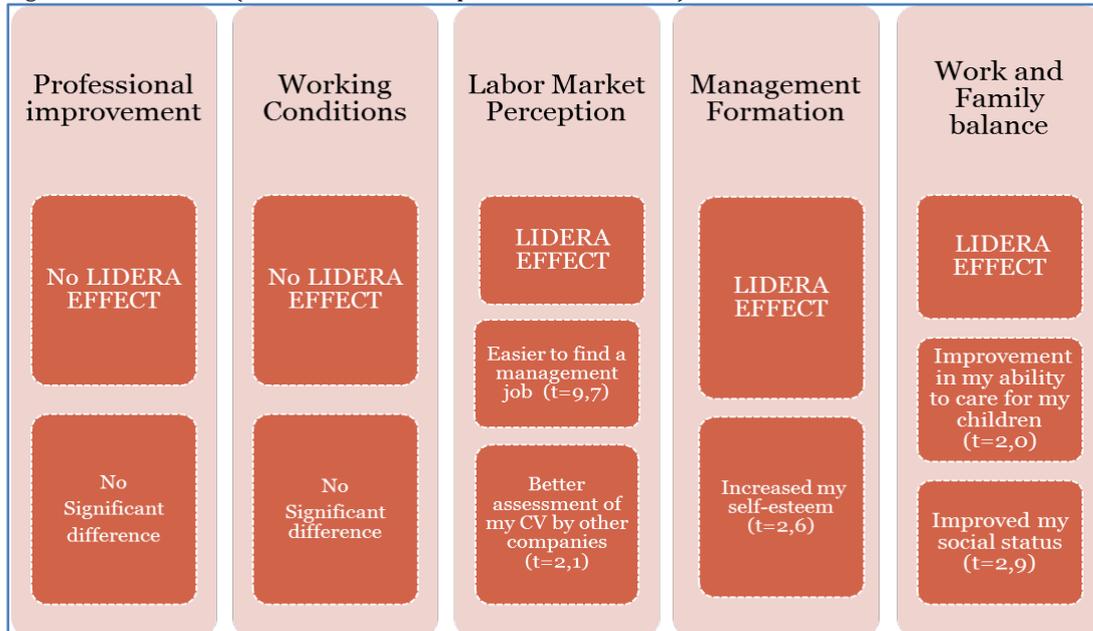
Control Group: 61 women, No Lidera grant, Business School (A) Management program participants.

Lidera Group: 64 women who had Lidera grant and Business School (A) Management program participants.

In short, the question that we formulate in the questionnaire is: To what extent the IESE program granted by LIDERA has influenced your career? (Please number from 1 to 5, with 1 being very short and 5 long). We found a significant mean different ($t= 1,839$) in this question between both groups. Lidera group presents a mean of 3,92 and control group 3,57.

Furthermore we wanted to know what the differences between the two groups respecting the variables of the five constructs. To do this, we conducted a t test and look what were the significant differences. We summarize the findings in Figure 6.

Figure 6. Lidera Effect(Student's t-test: Comparison of two means)



At this step of the research we are in the condition to answer the second research question: The LIDERA EFFECT exists and it has a positive and differential impact on:

- LIDERA women's perception of the Labour Market (LM) : Improvement in LM position due to Lidera women's CVs making their career changes easier: Extrinsic motivation
- LIDERA women's knowledge of management: positive attitude and self-esteem: Intrinsic motivation

"It was a personal challenge to make such a program at IESE, so personally has brought me greater confidence and satisfaction."

Personal satisfaction and recognition of the market

- LIDERA women's ability to balance work and family: Social status and childcare: Transitive motivation

Conclusions

National policy-making can be seen as a process of social learning, which is influenced by the involved actors' interests, their ideas, perceptions, and the institutional framework including past decisions and the rules of the political game (Hall, 1993, p. 275; Surel, 2002, p. 1). Introducing new policy programmes aimed at fully mobilising the female workforce proves extremely difficult, as national policy making mainly relies on past decisions and policy procedures rather than changes in social and economic conditions (Hall, 1993, p. 277). Therefore, the success of mobilising the female workforce depends on national governments' ability to both convince key actors about the need for intervention and the efficiency of the proposed policies as well as to satisfy them and the general public that the proposed policies respond to real problems in ways

that are in correspondence with national values (Schmidt, 2002, p. 221). With respect to values national these are here defined as policy-makers and the general public's perceptions regarding the division of the provider and caring role.

Moreover, as an extension of objective 1 we look forward to identify what are the key success factors of gender mainstream initiatives such as the "project Lidera" and discover their potential application to other territories and to explore what are the key factors for success, as well as target areas for improvement.

Summarizing we can affirm that The LIDERA EFFECT exists and it has a positive and differential impact on:

- LIDERA women's perception of the Labour Market (LM) : Improvement in LM position due to Lidera women's CVs making their career changes easier: Extrinsic motivation
- LIDERA women's knowledge of management: positive attitude and self-esteem: Intrinsic motivation
- LIDERA women's ability to balance work and family: Social status and childcare: Transitive motivation

In this paper we want to encourage research on this topic in Latin America and that such initiatives could contribute to enhance the results of gender mainstream in other respects different from those that have traditionally been approached from this perspective.

Few police forces in Latin America – or elsewhere – have undertaken to mainstream gender within their institution. Nicaragua is the country with the most experience, though the National Civilian Police (PNC) of El Salvador and the National Police of Haiti (PNH), among others, have also taken steps towards gender mainstreaming. Mainstreaming programs have included a number of elements. Targeted recruitment of women is a central part of these initiatives. In El Salvador prior to the Peace Accords, police were exclusively men, but following the founding of the PNC women were also included in recruitment efforts and now make up 6% of the total force (though 13% of the highest ranking officers) (Rivera 2000). Although in Nicaragua women always constituted a relatively large proportion of the National Police since it was founded in 1979, specialized recruitment has also taken place. Women now make up 19% of the force. Internal employment equity policies exist in Nicaragua regarding promotions and training and El Salvador has carried out a diagnostic study to provide the basis for its employment equity policy. As yet no internal control mechanisms specific policies or mechanisms exist in any of the countries regarding pay equity or other employment equity issues such as sexual harassment, flexible hours, or day care.

Most research regarding gender mainstreaming has consisted almost exclusively of diagnostic and other studies done as part of the mainstreaming interventions. Gender mainstreaming in the police require inter sectoral collaboration – particularly with the women's movement – both to ensure a focus on women's rights and a high quality of integrated services. Despite the limits of data and analysis and the complexities of implementing WPS and gender mainstreaming, they are undoubtedly vital initiatives for improving women's citizenship and contributing to good governance. Gender mainstreaming improves the rights of women police on the force and also, through increased transparency and transformed policies and programs, to the general population as well.

We also hope the results of the project in terms of how many participants are taking currently responsibility positions in the companies in Madrid as the result of the training received through the project. Finally we hope to determine whether actions taken are enough and / or what other mainstream gender initiatives are needed to achieve the objectives of the program and what are the factors that determine that.

The main limitation of the paper is that we are going to do the analysis not with all the people who had been granted but only with the IESE participants. We are conscious of the bias that this limitation suppose and the necessity to obtain the data of the other business schools which are involves in the project.

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