

# Inclusive Leadership for Sustainable Governance

## EMPOWERING THE NEW ROLE MODELS

Too often, mainstream male leaders committed to parity and diversity lack the abilities that are necessary to make them happen, or arguments and data to uphold them vis-à-vis their peers and electorate.

The STG initiative Inclusive Leadership for Sustainable Governance provides new instruments, in the form of peer-to-peer learning, ad-hoc training, policy advice and mentoring, to transform leadership, create inclusive decision-making environments, and enhance equality in politics.

This programme offers to European male party leaders advanced skills training and expert competence development modules functional to achieving a diversified and inclusive leadership at party and government level, starting with gender inclusivity. Leaders will be involved in simulations to understand how to establish inclusive political environments and communication. Additional sessions will outline available evidence on the advantages of inclusive leadership and decision-making practices, e. g. in terms of evidence on policy output and outcomes, economics, sustainability of governance, and electoral support as well.

Participants are asked to prepare for the training with a short inquiry consisting in asking at least one of their female colleagues about gender-related obstacles faced within their political career. Starting from comparing these examples, moderators and experts will outline a path that will take the political leaders to draft a personal development plan and a party action plan to foster inclusive leadership at individual and organisational level.

The programme offers a time-limited post-training support scheme including a few personal mentoring / policy advisory sessions and the establishment of a network among the participants.

# Residential Training, Badia Fiesolana

Via dei Roccettini, 9 - Fiesole

11-12 July 2022

## Programme

### DAY 1

Monday, 11/07/2022

Participants Arrival      Registration

08.30 – 9.00 CET

Introduction

09.00 - 09.45 CET

Inclusive Leadership for Sustainable Governance

**Costanza Hermanin, Georgios Papakonstantinou, Ruth Rubio Marín** | EUI School of Transnational Governance\*

What do we mean by inclusive leadership? How does the concept translate into party politics? This session outlines the project objectives, sets out mutual expectations, and confirms the rules of the game

Module 1

9.45 – 11.30 CET

Inclusive Leadership and the Effectiveness of Policy Making

**Paola Profeta** | Professor, Bocconi University

Why should we care about inclusive executives? Is there any evidence that political organizations work differently, and better, if their gender balance is improved? The module presents the available evidence on the connection between who decides and their policy output

Coffee Break

11.30 - 11.45 CET

---

\* The Mayor of Florence will be joining for one session of the training.

## Module 2

11.45 – 13.15 CET

### Experiential Session I: Bias Awareness and Personality Traits

**Oliver Malcor** | International consultant specialised in skills training for inclusive practices

Participants will work with the trainer to gain complete awareness of their personal conception of gender. They will be asked to reflect about the way in which this may have influenced their private and public life and to identify any advantages of bypassing such conception

## Lunch Break

13.15 - 14.30 CET

## Module 3

14.30 – 15.45 CET

### Experiential Session II: Bias Awareness and Politics

**Oliver Malcor** and **Costanza Hermanin**

Based on a pre-assigned homework, participants will be guided to identify gender dynamics that are specific to politics, with references to formal and informal barriers to women's executive and party leadership.

## Coffee Break

15.45 - 16.00 CET

## Module 4

16.00 – 17.30 CET

### Competing Narratives and Legal Battles: How to Defend Gender Quotas?

**Ruth Rubio Marin** | Professor, EUI School of Transnational Governance

Gender-based positive actions raise heated debates, especially, but not exclusively, when applied to politics. The session details the terms of the public and legal debate, paying special attention to the merit/qualification discussion.

## Closing Day 1

17.30 – 18.00

### Inclusive Leadership from the Individual to the Organization

**Costanza Hermanin**

What does it take to bring individual changes within an organization? Participants will start discussing options to be workshopped on Day 2, including role-modelling, a blueprint for political parties, network building and mentorship.

## DAY 2

Tuesday, 12/07/2022

### Participants Arrival

08.30 - 09.00 CET

### Introduction

09.00 – 09.30

### Homework for Day 2: A Blueprint for European Political Parties

**Costanza Hermanin**

Agenda for the day and post-training support

### Module 5

09.30 – 11.15 CET

### Gender and Diversity in Electoral Campaigns

**Arun Chaudhary** | Campaign strategist

This session addresses: strategies to take electoral and political reward from being an outspoken advocate for inclusivity and equality, effective campaigning, gender-based differences in traditional and online media coverage of electoral campaigns

### Coffee Break

11.15 – 11.30 CET

### Module 6

11.15 – 13.00 CET

### Femonationalism and Gender Backlash: Competing Dynamics?

**Debora Spini** | NYU Florence

How is it possible that women leaders thrive in a far right that support an anti-feminist agenda? In conversation with the participants, the trainer will discuss strategies to counter a reactionary agenda promoted by women leaders themselves

### Lunch Break

13.00 - 14.15 CET

### Module 7

14.15 – 16.15

### Building a Blueprint for European Political Parties

**Oliver Malcor** and **Costanza Hermanin**

The final session of the workshop is dedicated to elaborating a blueprint for actions to be undertaken by the participants

individually and their parties collectively. The trainers will guide participants to the elaboration of individual and party action plans and propose a system of mentorship and peer review for the first phase of implementation of such plans.

## Trainers

**Arun Chaudhary** | Campaign Advisor, Creative Director and founder at Committee

**Olivier Malcor** | Independent Expert, Gender Consultant for OECD and UN, Parteciparte

**Paola Profeta** | Full Professor of Economics, Director of the AXA Gender Lab, Bocconi University

**Debora Spini** | Author and Adjunct Professor, New York University and Syracuse University Florence

## Coordinators

**Costanza Hermanin** | Course Coordinator, Research Fellow, EUI School of Transnational Governance [costanza.hermanin@eui.eu](mailto:costanza.hermanin@eui.eu)

**Ruth Rubio Marin** | Course Coordinator, Professor, EUI School of Transnational Governance [ruth.rubio@eui.eu](mailto:ruth.rubio@eui.eu)

## Contacts

**Jansulu Abdikyerim** | Project Associate, EUI School of Transnational Governance [jansulu.abdikyerim@eui.eu](mailto:jansulu.abdikyerim@eui.eu)

**Chiara Fischetti** | Research Assistant, Inclusive Leadership for Sustainable Governance Initiative [chiara.fischetti@eui.eu](mailto:chiara.fischetti@eui.eu)

*This programme is supported by the Open Society Foundations.*