



# AKKA

– a gender-integrated  
leadership program

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# What is AKKA?

From

“The Wonderful  
adventures of Nils”

by Selma Lagerlöf (first  
woman to win Nobel  
Prize in Literature (1909))

Unfortunately, it is the  
leading goose ...



## AKKA – a gender-integrated leadership-program

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Described by: Lövkrona (2016) p 209-225 in

Brage & Lövkrona (eds) (2016) *Core values work in the academia – with experiences from Lund University*, Media Tryck, Lund University and

Lövkrona (2020) *AKKA revisited* (to be published in December) – contact us!

### Quick data:

Five programs from 2004 to 2014

First two programs only women, then three with men and women.

Reached 108 women and 37 men

Success in output:

From 1 of 8, to 5 of 8 women among deans

AKKA members in 80 boards



# Startup



Intention from Vice chancellor was “Fix the numbers” – Lund well under national average for Deans.

In “remits” focus on “Fix the women” – must be trained as leaders.

BUT, the project was given free hands and a healthy budget to design the programme – so turned to “Fix the institutions (and knowledge)”

It was the only leadership training in the university.

# Steering AKKA – people



## Three leaders

- Professor Inger Lövkrona, former dean, but also professor of ethnology and a expert on gender.
- Kajsa Widén, HR and responsible for equal opportunities and EDI.
- Cecilia Agrell, HR
- Reference group of “experts” – including myself.

# Steering AKKA – results



- Focus on structures and cultures – and how they can be changed.
- “post-equity approach” – focus on structures that reproduce gender inequity.
- Organisations are seen as maintaining a gendered social order.
- Based on gender research and using discrimination as an explanation of vertical segregation.

# Steering AKKA – results



It became, in parallel to work by de Vries and others in Australia a

- “**Bifocal**” **program** = both for individual and structural change
- A source of **agents of change**, with leadership skills

Therefore also men included!

# AKKA questions



- How does gender operate in the academy?
- In what way is leadership gender-marked?
- Do men and women have the same opportunities and influence?
- How do we change discriminating structures?
- How do we implement an intersectional perspectives.
- When men entered – how do we understand masculinities.



# AKKA pedagogics



Leadership can be learnt by acquiring knowledge on

- Organization
- leadership (styles, cultures, gendered stereotypes)
- Your competences (What? How? Why?)
- Your own notions, values and attitudes (gender bias)

# AKKA short term summary



- increased the proportion of women in leading positions
- increased visibility of women as potential leaders
- raised gender awareness among leaders - men and women
- networking and co-operation (cross and within faculties)
- a discussion of the university organisation and its role in society
- Handling resistance



# AKKA long term – Data



- AKKA was discontinued 2014 ...
- 2020:
  - Seven of eight faculties have a man **dean** (one of whom graduated from AKKA) - one woman dean - Faculty of Law
  - 11 women of 23 **pro- or vice-deans** (eight former AKKA participants)
  - **Pro-rector** is a woman
  - One of three **vice-rectors** (one former AKKA participant)
  - The new **rector** is a man out of 3 women and 3 men nominated, 2 women and 1 man short-listed. none of them are former AKKA participants

# AKKA long term – what happened?



- 2014 - the AKKA programme was discontinued
- 2020 concerning Deans – Lund University is back on the same level as 2004
- Men have taken back "their" positions of power
- The "revolving door" for women
- The increasing number of pro- and vice-deans – has benefited women
- Well known pattern - women cluster in positions subordinate to men – but it is a dead end
  - Deans not vice deans become vice chancellors.
  - Pro-vice chancellors have to leave to step up.
- Backlash - impression of feminisation - women are becoming too many and are taking over?!

# Post-AKKA

## - what happened?



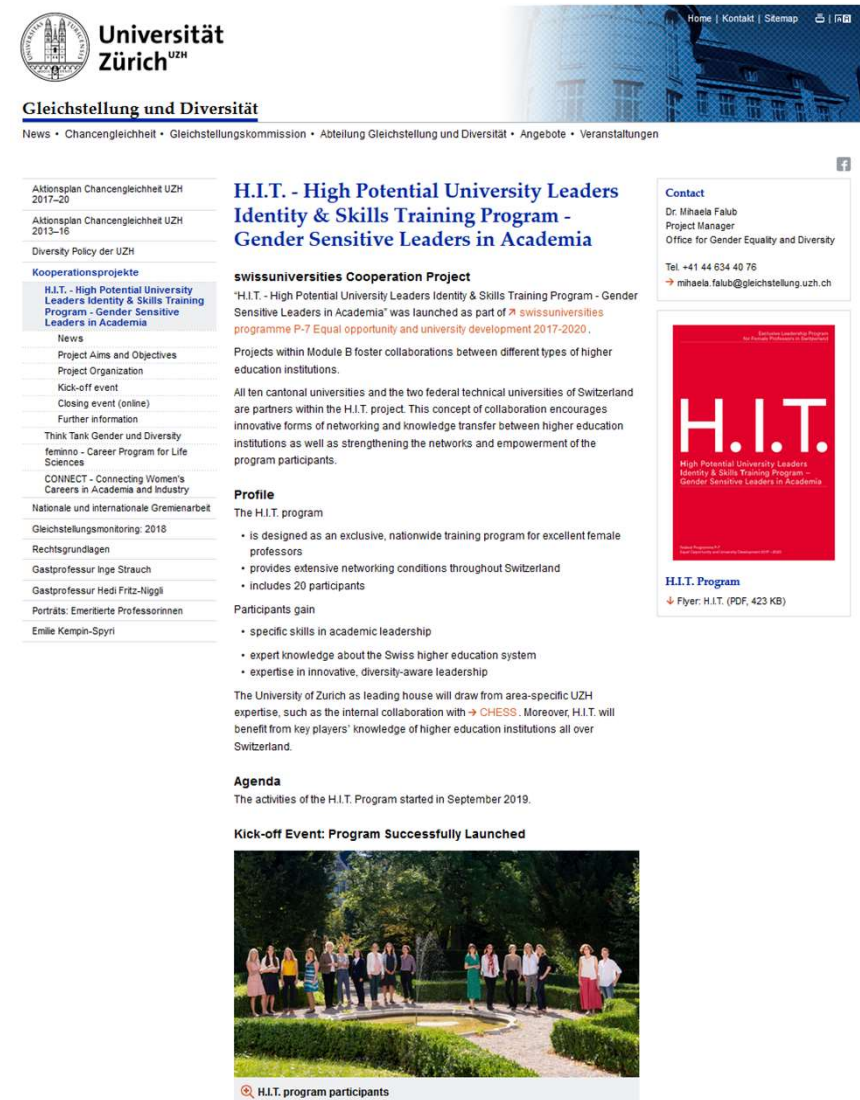
- The closure of AKKA - discussion about women and leadership not on the university's agenda and the women "disappear"
- The AKKA programme - effect in the short-term on the gender (im)balance
- In the long-term the effect looks bleak – difficult to measure qualitative results
- Structural change takes time, is difficult to measure and difficult to prove
- Women took leadership, but maybe not seniority to continue making a change?

# Post-AKKA

## - what happened?

- The HIT program in Switzerland is now running, inspired by AKKA – see more:

[https://www.gleichstellung.uzh.ch/de/politik/kooperationsprojekte/hit\\_project.html](https://www.gleichstellung.uzh.ch/de/politik/kooperationsprojekte/hit_project.html)



The screenshot shows the official website of the University of Zurich (Universität Zürich) for the H.I.T. program. The header includes the university logo and navigation links. The main content area is titled 'Gleichstellung und Diversität' and features a sidebar with a table of contents for the 'Kooperationsprojekte' section. The main text describes the 'H.I.T. - High Potential University Leaders Identity & Skills Training Program - Gender Sensitive Leaders in Academia' as a cooperation project between Swiss universities. It details the program's goals, its structure across ten cantonal universities and two federal technical universities, and its focus on networking and knowledge transfer. A 'Profile' section lists the program's design as an exclusive, nationwide training program for female professors, providing extensive networking conditions and including 20 participants. An 'Agenda' section notes the program's start in September 2019. A 'Kick-off Event: Program Successfully Launched' section includes a photograph of the program participants standing in a garden. A contact box on the right provides information for Dr. Mhaela Falub, Project Manager, and a flyer for the H.I.T. program is displayed at the bottom right.

Universität Zürich<sup>UZH</sup>

Home | Kontakt | Sitemap

Gleichstellung und Diversität

News • Chancengleichheit • Gleichstellungskommission • Abteilung Gleichstellung und Diversität • Angebote • Veranstaltungen

Aktionsplan Chancengleichheit UZH 2017-20

Aktionsplan Chancengleichheit UZH 2013-16

Diversity Policy der UZH

Kooperationsprojekte

H.I.T. - High Potential University Leaders Identity & Skills Training Program - Gender Sensitive Leaders in Academia

News

Project Aims and Objectives

Project Organization

Kick-off event

Closing event (online)

Further information

Think Tank Gender und Diversity

femino - Career Program for Life Sciences

CONNECT - Connecting Women's Careers in Academia and Industry

Nationale und internationale Gremienarbeit

Gleichstellungsmonitoring: 2018

Rechtsgrundlagen

Gastprofessor Inge Strauch

Gastprofessor Hedi Fritz-Higgli

Porträts: Emeritierte Professorinnen

Emilie Kempin-Spyri

**H.I.T. - High Potential University Leaders Identity & Skills Training Program - Gender Sensitive Leaders in Academia**

**swissuniversities Cooperation Project**

'H.I.T. - High Potential University Leaders Identity & Skills Training Program - Gender Sensitive Leaders in Academia' was launched as part of **swissuniversities programme P-7 Equal opportunity and university development 2017-2020**.

Projects within Module B foster collaborations between different types of higher education institutions.

All ten cantonal universities and the two federal technical universities of Switzerland are partners within the H.I.T. project. This concept of collaboration encourages innovative forms of networking and knowledge transfer between higher education institutions as well as strengthening the networks and empowerment of the program participants.

**Profile**

The H.I.T. program

- is designed as an exclusive, nationwide training program for excellent female professors
- provides extensive networking conditions throughout Switzerland
- includes 20 participants

Participants gain

- specific skills in academic leadership
- expert knowledge about the Swiss higher education system
- expertise in innovative, diversity-aware leadership

The University of Zurich as leading house will draw from area-specific UZH expertise, such as the internal collaboration with **CHES**. Moreover, H.I.T. will benefit from key players' knowledge of higher education institutions all over Switzerland.

**Agenda**

The activities of the H.I.T. Program started in September 2019.

**Kick-off Event: Program Successfully Launched**

H.I.T. program participants

Contact

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**H.I.T.**  
High Potential University Leaders  
Identity & Skills Training Program -  
Gender Sensitive Leaders in Academia

Flyer: H.I.T. (PDF, 423 KB)

# Conclusions....



A gender-integrated leadership program gives results  
– as long as it is running!

It has to be institutionalised, permanent and part of  
mainstreaming.

AKKA has put down "stepping stones towards  
change"



Thank you for the  
attention!