



# IO2-A6 EUROPEAN COMPARATIVE REPORT

## Women Making Waves Training Programme



**WOMEN**  
MAKING WAVES

MARCH 2022 | WOMEN MAKING WAVES CONSRTIUM | REV00

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## I. INTRODUCTION

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Women Making Waves focuses on the **challenges that double disadvantaged women face**:

- **High unemployment rates** within Europe,
- **The gender gap**, manifesting in women with a higher education being under-represented in leadership positions.
- Further barriers that women with double disadvantage face

The target groups

- Women who belong to a disadvantaged group (NEET, migrant, women from rural areas, disabled, or in early career stages) face further barriers in their career progression.
- Another group that faces difficulties succeeding in the workplace are women returning to work after a long absence or those pursuing a new career path. The Women Making Waves (WMW) project aims to raise awareness about this phenomenon.

The Women Making Waves Project aims to address this issue through empowerment of women by developing their leadership skills and strengths. The project's objectives are to:

- Increase women's confidence, self-awareness and knowledge of employability, business and leadership opportunities.
- Close the gap between men and women in leadership positions.
- Contribute to increasing the number of women in leadership positions.
- Build closer connections between women seeking to develop their careers across Europe with a cross-border support system.
- Address social inclusion by helping women who face double disadvantage

The programme was delivered by the following partners:

- Directorate of Equality (DoE) – Iceland
- Icelandic Regional Development Institute (IRDI) - Iceland
- Inova Consultancy – UK
- Institute of Entrepreneurship Development (IED) – Greece
- Innovative Business Association of Furniture Manufacturers (AMUEBLA) – Spain

Between 2019 and 2022, the partners worked together to develop a new programme of double disadvantaged women. The programme was piloted at least once in each partner country to assess the quality and impact of the programme. A minimum of ten women were registered for the programme in each country with a total of 63 women participating.

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This comparative report outlines the delivery of the IO2 pilot in the partnership, which took place from September to December 2021.

## II. ABOUT THE WMW TRAINING PROGRAMME

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The aim of the piloting phase of the programme was to support double disadvantaged women in building their networks, confidence and other skills which are useful for the labour market. The training programme aims to address the needs of these disadvantaged women to help their career progression, as well as addressing phenomena such as unconscious bias, that influence decision-making based on people’s background, social stereotypes and experiences. The training was developed to foster female leadership skills and strength and build double disadvantage women’s (NEET, migrant, disabled, in early career stages, women returning to work after a long absence or those pursuing a new career path) self-belief and confidence for employability.

The units cover topics such as:

- Understanding the essentials of leadership
- Understanding the bigger picture - skills and support needs
- Creativity Tools
- Communication, negotiation and assertiveness
- Unconscious bias
- Self-confidence and self-belief for employability, entrepreneurship and leadership
- Soft Skills for employability, entrepreneurship and leadership
- Neuro-linguistic programming
- Positive Psychology
- How to make the most out of your first or next placement/job

The topics were identified based on the competences covered by the EntreComp Framework developed by the European Commission, recent research on leadership skills, and the results of the IO1 Competence Framework, where interviews were conducted with focus groups, and the situation of women in Iceland, Greece, Spain and the United Kingdom was mapped out.

Participants can develop their own personalised female leadership portfolio on the Women Making Waves online platform (IO4). Throughout the training participants are guided to better recognise and value their skills and achievements, leading to a strong portfolio that they can use as a source of information on LinkedIn and/or refer back to when applying for new job opportunities.

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The training was developed to in five modules, each addressing different issues aiming to help participants understand the obstacles that double disadvantaged women face, and equipping them with tools to address and overcome them.

**There are five main modules of the training:**

1. **Personal Development** – focusing on emotional intelligence
2. **Gender Equality: Breaking Down Barriers** - focusing on the labour market, the gender system, and Master Suppression Techniques.
3. **Leaning in and Taking Action** - focusing on strategic thinking, effective communication, active listening, and effective questioning.
4. **Leadership Skills** - focusing on empowering participants as leaders, and effective leadership techniques.
5. **Mentoring and Creating Positive Development Networks** - focusing on the benefits of networking, how to build positive relationships and the benefits of positive networking and mentoring.

### III. DELIVERY OF THE WMW TRAINING

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The ‘Women Making Waves’ training programme is based on Active Learning, Coaching and role playing. Participants are encouraged to undertake specific actions under guidance of the facilitators. Active Learning offers women looking to develop their careers the perfect opportunity to engage in the training on a more practical level, making it more relevant and useful than traditional teaching styles. The training programme is highly focused on transferable skills, such as self-confidence, self-efficacy, resilience and communication. The training as a whole takes the approach of positive psychology coaching, where strengths are explored and weaknesses addressed.

For each pilot of the IO2 Training Programme, each partner country recruited at least 10 double disadvantaged women to take part.

In the table below the dates of the pilots and number of participants in each partner country are summarised.

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#### IV. RECRUITMENT AND PROFILE OF THE PARTICIPANTS

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Partner	Session Number	Date of session	Length of session	Online or Face to Face	Number of Participants
Directorate of Equality	1	25.10.2021	150 minutes	Online	9
	2	26.10.2021	150 minutes	Online	8
	3	27.10.2021	150 minutes	Online	8
	4	01.11.2021	150 minutes	Online	9
	5	02.11.2021	150 minutes	Online	6
Inova	1	13.09.2021pm	150 minutes	Online	26
	2	13.09.2021am	150 minutes	Online	25
	3	14.09.2021pm	150 minutes	Online	22
	4	14.09.2021am	150 minutes	Online	17
	5	16.09.2021	150 minutes	Online	15
Amuebla	1	22.11.2021	220 minutes	Face to Face	9
	2	29.11.2021	170 minutes	Face to Face	9
	3	02.12.2021	120 minutes	Face to Face	9

IED	1	19.11.2021	150 minutes	Online	12
	2	19.11.2021	150 minutes	Online	12
	3	26.11.2021	150 minutes	Online	12
	4	26.11.2021	150 minutes	Online	12

## V. ASSESSMENTS AND PROGRAMME EVALUATIONS

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## VI. ANNEXES

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In order to ensure a thorough assessment of the impact of the Training, two evaluation exercises were undertaken by the participants:

- Session Evaluation Forms: Participants completed one form at the end of each Training session

Participants were also asked for informal feedback throughout the Training and partners were encouraged to collect testimonials/videos etc., where appropriate, to collate qualitative data from the sessions.

This feedback will provide the basis for the analysis of the impact of the Training below.

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## VII. SESSION EVALUATION FORMS

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A Session Evaluation Form was completed by participants at the end of each Training session. This included asking the participants about their expectations, the methodology and what they found most useful about the sessions.

### Session 1: Personal Development

Do you believe the training content of this session of the Women Making Waves project will be relevant and/ or useful in your future professional activities? Please, explain how and why.

- I think so, because I learned things I didn't know and it helped me to see things from a different perspective. This will also help me in my future professional activities to have confidence in myself and to have healthy relationships with my colleagues.
- Yes, since the teaching material is constructive and helps you stay connected with your own feelings as well as others, which I believe is an important asset in the labour market.
- Now that am starting my own Vic, I have learnt a lot especially about self management
- Yes, it will help me to establish better relationships with me employees

How has the session helped you think about your self-development and soft skills development?

- Was a good excuse to get in touch with material and information I was unaware of...it opened new horizons for me.
- Raised my awareness to my impulsivity
- Helped me to better see strengths and weaknesses, as well as giving me the tools to work on my weaknesses
- Thinking about the soft skills I need to better communicate with others, as well as working on my active listening skills
- Helped me to recognise which are my current skills and in which do I have to work in order to achieve my goals

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Is there anything you would like to have changed about the session or that you did not like?

- All were excellently structured and with very useful content.
- No
- Some things could not be done on zoom
- Adequate
- More chances for group work

Any other comments?

In general the impressions received for the first session were very positive and all participants were enthusiastic with the way that the module has been developed. They found the self-assessment tool very useful, as they could easily retrieve data and better understand their level in relation to personal development.

- One knows all of this, but it's so good to have it presented like this.
- I loved the meditation/relaxation session. I'm a complete beginner however I was pleasantly surprised and got so much out of it. Thank you

### **Session 2: Gender Equality – Breaking down Barriers**

Do you believe the training content of this session of the Women Making Waves project will be relevant and/ or useful in your future professional activities? Please, explain how and why.

- Women’s topics and issues are of utmost importance nowadays and this unit provides useful information.
- Yes, since it highlights the discrimination that women experience in life. The training explains that the discrimination is real and not just a fantasy in women that I believe is important for women to realize when they are promoting themselves.
- Yes, if I feel like my rights are being violated at work
- It was very informative and presented some facts and information useful to understand gender gaps and biases
- Yes, more women need this training

How has the session helped you think about your self-development and soft skills development?

- By placing myself in such positions
- I got engaged with the Tedx talk related to women's promotion.

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- The training has helped me be more vigilant about discrimination that women face and made me realize better how important it is for everyone not to tolerate it. After the education, I am much more likely to stand up for myself and other women experiencing discrimination.
- Give me the courage to say something if someone does something to me or someone else
- It gave me clear examples
- Sharing with other women with similar experiences and how they managed those situations especially at work, has given me ideas on how to manage similar situations
- In different ways, the videos and the exercises were very helpful

Is there anything you would like to have changed about the session or that you did not like?

- No everything was well organized
- Time for breakout rooms

Any other comments?

As a general conclusion for the session dedicated to Gender Equality – Breaking down Barriers, participants were enthusiastic about the initiative to break down the barriers for women in the workspace, as some of them have faced such discriminations. They found the content useful and practical.

### Session 3: Leaning In and Taking Action

Do you believe the training content of this session of the Women Making Waves project will be relevant and/ or useful in your future professional activities? Please, explain how and why.

- Sometimes, we are not aware of the power of our skills, and we need a boost -an alarm- to wake up and be confident about our capabilities! I managed to “wake up”, by reading such contents!
- You can easily start giving advice or telling people what to do, but often it's important to just listen.
- Yes, it is very helpful for me to think about my own coaching relationships with my staff and colleagues as well as what directions I want to take in my career. It is very valuable to meet women from all different backgrounds and experiences, learning from them and getting to value my own development as well
- Yes, it will help to develop important leadership skills

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How has the session helped you think about your self-development and soft skills development?

- By analyzing myself and how I respond to different situations.
- The training has made me a better listener. I will be more aware of whether I am giving sufficient feedback to let the person speaking know that I am listening and accepting what the person in question is saying.
- Give me strategies
- I like the break out rooms. The best way to learn about yourself is also through expressing it and getting feedback from it and having observers is a good idea
- I got a clearer picture of what to plan

Is there anything you would like to have changed about the session or that you did not like?

- Not really.
- Would have liked to do this in person rather than on Zoom
- No, it was well organised and delivered
- I wish to have more clarity on ground rules and agendas/structure

Any other comments?

In relation to the 3rd session, participant's pointed out the importance of strategic thinking and how useful they found it. Moreover, they mentioned that it was an aspect that they didn't have so well organized in their minds.

#### **Session 4: Leadership Skills**

Do you believe the training content of this session of the Women Making Waves project will be relevant and/ or useful in your future professional activities? Please, explain how and why.

- Through this unit, I explored the different leadership styles and new managerial trends.
- I'm more capable now of my skills and I can self-evaluate the degree that I have leadership skills.
- Through the module, I obtained clearer understanding on how to deal effectively with certain conditions in the workspace
- Helps make us understand which type of leaders we want to be. Useful in many things not just in employment but also in bringing up children
- Yes, since it is important to know the difference between a leader and a boss. The course allows you to recognize the differences and helps you become a leader.

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- Useful because it enables me to appreciate my skills and learn new ones

How has the session helped you think about your self-development and soft skills development?

- I managed to understand how to negotiate in cross-cultural situations
- I obtained new knowledge on the skills that a leader needs to have and I will try to upgrade them.
- Helped me see that I need to develop better priorities and stronger vision and motivation
- Yes, I can better understand how leaders get people on board with them instead of giving orders, and I want to go that way in the future.
- The skill wheel exercise really helped me and I would reflect more on it
- Yes. Alter my everyday routine
- By giving me the gift of time to think - something i seldom allow myself the luxury of

Is there anything you would like to have changed about the session or that you did not like?

- No it was very useful, totally relevant
- No, everything was well described.
- Applicability

Any other comments?

As regards session 4, participants provided very positive feedback and found the unit very useful and targeted to the overall aim and objective. Many participants are in the phase that would like to obtain a leadership role, and thus through this unit they managed to obtain a better understanding.

- Thank you that was good to meet the other women
- Just well done!

### **Session 5: Mentoring and Creating Positive Development Networks**

Do you believe the training content of this session of the Women Making Waves project will be relevant and/ or useful in your future professional activities? Please, explain how and why.

- Yes, because it helps one to better understand the power of his/her network.
- Yes, it helps you take a look at yourself and consider whether one is communicating in a positive manner
- Yes, enriched with various knowledge

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- Yes, I can use the case studies to apply in my own training of colleagues
- Yes, opening myself to new opportunities. Taking the leap to the next steps

How has the session helped you think about your self-development and soft skills development?

- Prior to this module, I hadn't realized the power that my own network can provide me, for a new career opportunity. Sometimes we are not analyzing things so much and we lose opportunities easily.
- I managed to proceed to a self-evaluation of my skills.
- I found out how to utilize my connections.
- Helped me to trust myself and build a strong network.
- Made me realize I need more practice networking and selling myself and feeling comfortable with it
- To recognise my skills and to be aware of the skills that I need to develop in order to achieve my goals

Any other comments?

In relation to the 5<sup>th</sup> session, participant's feedback was also positive. They found out ways of exploitation of their network and how to deal with it, in order to act as a benefit.

## VIII. FINAL EVALUATION FORM

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A Final Evaluation Form was completed by participants at the end of the final session. This included asking the participants how they benefited from the sessions, as well as requesting feedback on what could be improved.

Describe the Women Making Waves sessions in 3 words.

- Interesting, practical, clear.
- Entertaining, useful and active
- Dynamic, instructive and creative
- Dynamic, Entertaining, Didactic
- Useful, Current and Empowering.
- Interesting, open-ended, entertaining.
- Useful, rewarding, thoughtful.

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How useful did you find the Women Making Waves sessions? Why?

- They go beyond theory and apply the concepts learned in practice, so at the end of the course we are able to internalize them better and know how to apply them in our professional life.
- They have been very useful to me because I have been able to assimilate the knowledge acquired and I think I have learned a lot from my results but also from what I have seen with other colleagues.
- Especially for the personal reflection and practical exercises to reinforce knowledge and think about our skills and how to improve them in order to progress in the workplace.
- I would say that they are very useful, both the theoretical part and the exercises.

What was your biggest benefit from the Women Making Waves sessions?

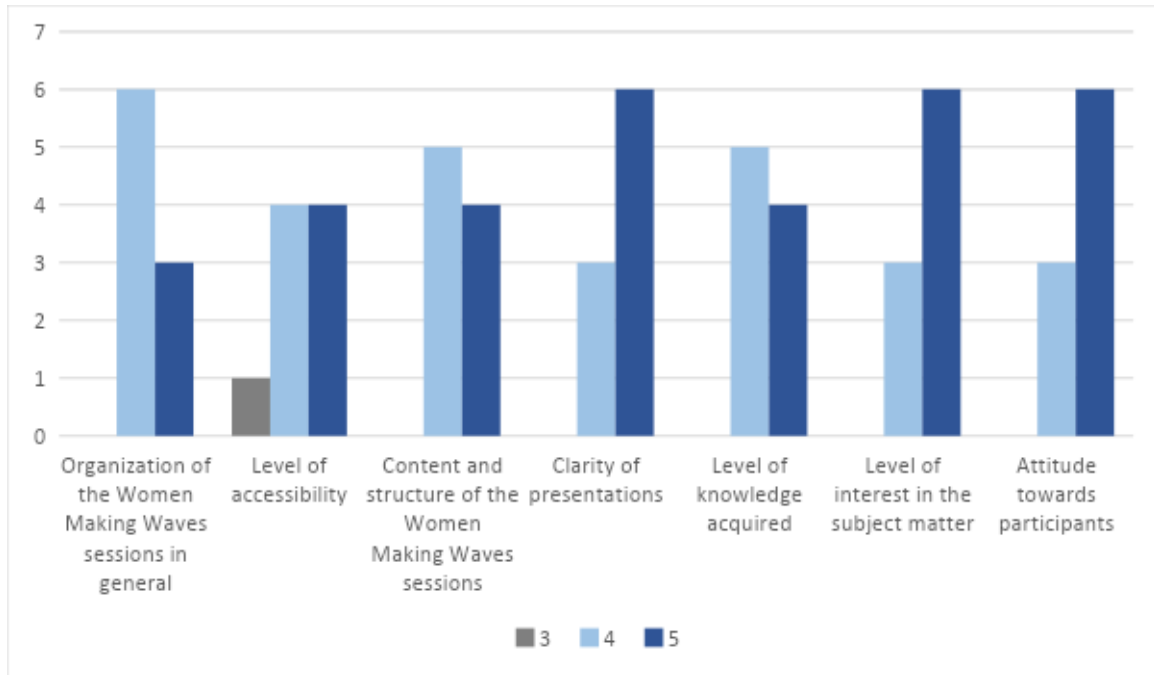
- Learning concepts that I didn't know and having tools from now on to be able to develop myself more actively in my professional life.
- Increased self-esteem and self-regulation
- Learning new things and reflecting on myself.

Do you have any other suggestions, ideas, or comments?

- Thanks for everything

Please, evaluate the following aspects from 1 to 5, 1 representing the lowest level:

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## IX. FACILITATOR’S COMMENTS AND RECOMMENDATIONS

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Process and methodology: Please comment on how you found the process worked in your country. How did you find the facilitation process? Materials: How did you find the facilitator’s guide? Was it well-structured and clear? Did you find any exercises worked better than others? Did you add any exercises? Any recommendations?

Greece:

Overall, the process of the online sessions and the piloting testing of the materials developed within IO2,IO3,IO4 worked effectively in the case of Greece. All parameters, obligations and materials were clear to all of them from the first day, so the progress proceeded smoothly. In relation to the facilitator’s guide, the material was very useful, in order to guide and organize effectively the training process within the sessions. The only exercises that we did as additional, were the first ice-breaking activity, where we shared with participants a link from [slido.com](https://www.slido.com), to perform some personal activities to get to know each other better.

Iceland:

We had different facilitators and used the facilitators guide a lot. It would have been good to also have notes for facilitators with (every) slide. Some of the practice didn't work as well online as it was created to be live at first. Some were used as a discussion instead, led by the facilitator. Facilitators used their own experience and/or news to connect with the material.

Spain:

The facilitator's role is central, and the sessions require good time to prepare, and a greater knowledge of the topics covered.

In this regard, it might be useful for future facilitators (especially if they are external to the project and have not been able to attend the internal training sessions that were held among the consortium members prior to the pilot) to add to the facilitator's guide the notes used by the partners responsible for developing the contents of each of the modules.

UK:

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As the session was online, it brought together women from different areas and backgrounds. During some later sessions, it did become a little harder to deliver the programme due to the intensity of the sessions and energy of the participants dipped. Overall, participants enjoyed the sessions and reported good feedback verbally and in the evaluation forms.

The facilitator's guide was easy to use and follow, but the trainers did only refer to this guide briefly. Furthermore, it is always difficult interpreting running exercises no matter how clear instructions are. Naturally each teacher brings their personal style and understanding to the session. Some adaptation is inevitable, and each country would need to give a local context and provide a background to the topic that resonates with learners. The trainers did mainly focus on using the PowerPoint presentations prepared and the lesson plans. As a recommendation, it would be helpful to have full lesson plans in the guide.

Inova Consultancy made some adaptations to incorporate new perspectives to engage individuals to ensure we locate discussion in their lives, addressing their aims, intentions, concerns and challenges related to their personal situations and workplace challenges. Statistics specific to the United Kingdom were added including the gender pay gap.

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## X. CONCLUSION

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Please include a final conclusion about your piloting and reiterate any recommendations for improvements before piloting again.

Greece:

Finally, from IED’s side, as an organisation that has a vast experience in implementing such trainings, we can mention that the overall organisation & supervision of this activity and the provision of all the important templates, materials and guidelines on time, gave us the opportunity to prepare the sessions with the right format. Moreover, the material that has been developed within the Intellectual Outputs, gave the opportunity, to deepen knowledges on certain fields and provide to participants innovative and useful material. The interaction among all participant’s and facilitators was very active and at the end the overall piloting sessions, was held with success!

Iceland:

Overall, the piloting in Iceland went smoothly, and the majority of the participants displayed their curiosity and interest in understanding the sessions' purposes. From the evaluation forms, most of the participants showed that they were satisfied with various aspects of the sessions, and many of them were happy to recommend the Training Programme to their friends and colleagues.

Suggestions for improvement included:

- Having a final slide that sums up the session
- Having a more focused target group
- Those seeking to improve and enhance their leadership skills might not be the same target group as unemployed or those reentering the labour market after a lengthy absence.

Positive feedback after the piloting included:

- Confidence boosting
- Empowering, informative and interesting
- Helped me to become a better person and a strong woman
- Very useful, offered a lot of things which I can hopefully take advantage of in future employment

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Spain:

In general, we consider that the experience has been very positive, both for the participants and the facilitator.

With respect to the participants, they have all given very positive feedback on the training sessions, so we consider the pilot to have been a success and we are very satisfied with it.

UK:

Overall, the piloting in the UK went smoothly, and the majority of the participants displayed their curiosity and interest in understanding the sessions' purposes. From the evaluation forms, most of the participants showed that they were satisfied with various aspects of the sessions, and many of them were happy to recommend the Training Programme to their friends and colleagues.

## XII. ANNEXES

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List of evidence needed from each partner to be sent with the national report

- Signed attendance list from each Training session
- Session Evaluation Forms (from each session)
- Final Evaluation Form (from the final session)
- Photos from each Training session
- Evidence of recruitment activities (e.g. screenshots on online advertising, social media, press releases etc)

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## WOMEN MAKING WAVES PROJECT INFO

<b>Grant agreement</b>	2019-1-IS01-KA202-051157
<b>Programme</b>	Erasmus+ Cooperation for innovation and the exchange of good practices
<b>Action</b>	Strategic Partnerships (Development of innovation - Vocational education and training / K202)
<b>Project title</b>	Women Making Waves - Enhancing Female Leadership Skills
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<b>Project end date</b>	31-03-2022
<b>Project duration</b>	30 months

## PROJECT CONSORTIUM



BYGGÐASTOFNUN



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