



IO3-Leader Circles COMPARATIVE REPORT Women Making Waves



NOVEMBER 2019 | WOMEN MAKING WAVES CONSRTIUN | REV00



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1.0 INTRODUCTION

This Comparative Report presents the findings of the national piloting which took place in Iceland, the United Kingdom, Spain and Greece. Each partner country conducted the Leader Circles as part of the Women Making Waves project with double disadvantaged women. The main aim of the Leader Circles was to:

- Develop networks
- Improve confidence
- Develop leadership skills
- Increase access to the labour market

The Leader Circles is a peer mentoring programme with a facilitator combining action learning, coaching and mentoring principles to support individuals. It is based on the Mentoring Circles methodology which was developed by Inova Consultancy, a partner in the Women Making Waves project. It is an innovative methodology to support individuals in their personal and professional development. The Mentoring Circles methodology has been adapted to Leader Circles to help women facing a double disadvantage reach their potential.

The sessions in each country were found to be very successful and helpful, with high ratings of satisfaction. This report presents the results from the piloting phase divided into the partner countries.

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2.0 RECRUITMENT

2.1 Iceland

The Directorate of Equality collaborated with the Directorate of Labour on the recruitment of participants for the courses. The Directorate of Labour has access to lists of women who are out of the labour market in the long or short term, and they were an ideal partner for the recruitment process.

An email was sent to all regional branches of The Directorate of Labour. The email included a flyer with a description of the course which included a link to register through. The regional branches then distributed the flyer to potential participants through their mailing list. Additionally, the women attending the Training Programme in the Women Making Waves project were invited.

A total of 7 women who all fitted the criteria for the project were enrolled through this process. The whole process was unfortunately fraught with cancellations and postponements due to Covid 19. At the end of the day, four women participated in the course.

Examples of recruitment materials

Recruitment Flyer: The Directorate of Equality designed a flyer to send to possible participants. The flyer had a link to a registration form created through Google Forms where applicants could check boxes indicating their eligibility.

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KONUR GÁRA VATNIÐ VALDEFLING FYRIR KONUR

Eflum sjálfstraust og tökum skref í átt að markmiðum okkar.

Ókeypis fjarþjálfun fyrir konur þar sem notast er við hugmyndatæði markþjálfunar.



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Jafnréttisstofa

Hvenær?

Fimmtudagana

13. janúar

20. janúar

27. janúar

Frá 9:30 til 12:00

Fyrir hverja er
þjálfunin?

Konur sem búa við
tvíþætta mismunun

Dæmi: búa í
dreifbýli,
innflytjendur, utan
vinnumarkaðar, með
fötlun, eldri en 50
ára, einstætt foreldri
o.fl.

UMSÓKN UM ÞÁTTTÖKU FER
FRAM **HÉR**

Umsóknarfrestur er til og
með 4. janúar 2022

Email: An email was sent to all regional branches of the Directorate of Labour who were asked to disseminate the flyer among their networks of women.

From: Anna Lilja Björnsdóttir - JAFNT
Sent: mánudagur, 6. desember 2021 14:13
To: postur@vmst.is; sudumes@vmst.is; sudurland@vmst.is; austurland@vmst.is;
nordurland.eystra@vmst.is; nordurland.vestra@vmst.is; vestfirðir@vmst.is;
vesturland@vmst.is
Cc: Hjalti Ómar Ágústsson - JAFNT
Subject: Konur gára vatnið - ókeypis fjarþjálfun
Attachments: Konur gára vatnið - ókeypis fjarþjálfun - auglýsing.pdf

Góðan daginn.

Jafnréttisstofa óskar eftir aðstoð ykkar við að finna þátttakendur í ókeypis fjarþjálfun fyrir konur þar sem notast er við hugmyndafræði markþjálfunar. Þjálfunin er hluti af verkefninu „[Konur gára vatnið](#)“ ([e. Women Making Waves](#)) og er ætlað að styrkja leiðtogaþæfileika kvenna sem búa við tvíþætta mismunun (feta ekki menntavegin, eru atvinnulausar, af erlendum uppruna, með fötlun, búsettar í dreifbýli, að koma inn á vinnumarkað eftir hlé, að sækjast eftir nýjum atvinnutækifærum o.s.frv.) og efla sjálfstraust þeirra. Þátttakendur fá tækifæri til að ígrunda sína reynslu af náminu og deila sínum hugmyndum með öðrum þátttakendum.

Þið megið gjarnan deila auglýsingu í viðhengi með konum sem þið teljið að búi við tvíþætta mismunun og þið teljið að geti nýtt sér námskeiðin sér til framdráttar í lífi og starfi.

Umsóknarfrestur til að sækja um þátttöku er til 4. janúar nk. og aðeins eru 10 sæti í boði. Hlekkur á skráningu er í auglýsingunni.

Bestu kveðjur,
Anna Lilja

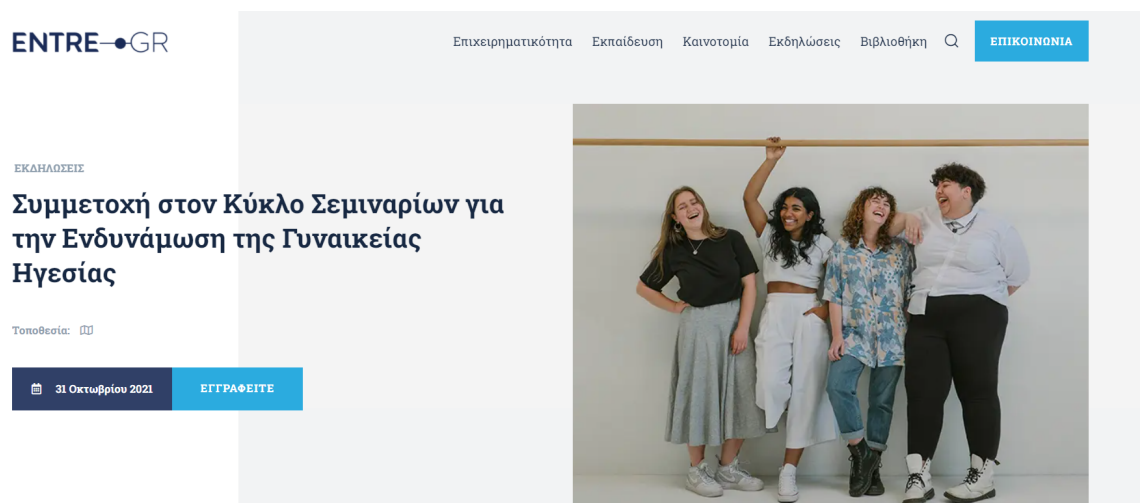
2.2 Greece

As the sessions were to be implemented online, all the preparation phases have been planned to be executed online. Starting with, an open call for participation in the Leader Circles sessions which was disseminated through IEDs official website and social media profiles. Potential participants were informed about the scope, the aim, the objective and the target groups of these sessions. Within the call, the obligations of each participant and a form for submission of interest was included, where additionally there was a section for the identification and description of their personality and role. Moreover, through emails, this open call was forwarded to stakeholders that our organisation is in contact with (who support women from differ backgrounds, consultants etc.), in order to promote it even more through their own networks.

Examples of recruitment materials

Some tools that we used to disseminate the activity, were:

- Article in IEDs official website
- YouTube video



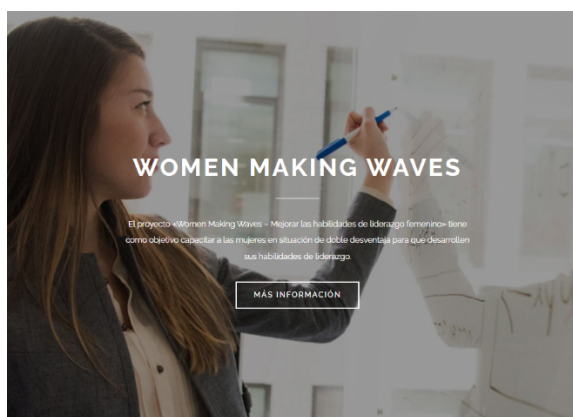
2.3 Spain

Using AMUEBLA's own dissemination channels and network of contacts, the Women Making Waves Leader Circles were promoted during the months of September and October 2021.

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AMUEBLA sent to its distribution lists a newsletter informing about the Leader Circles' sessions, its contents, and the objectives to be achieved, thus inviting potential participants to register for the course.

Examples of recruitment materials



CÍRCULOS DE LIDERAZGO

Taller Gratuito para Mujeres

¿CÓMO FUNCIONAN?

Los Círculos de Liderazgo usan el coaching, la mentorización de pares y las técnicas de aprendizaje activo para animar a sus participantes a desarrollar sus habilidades profesionales y a conseguir sus objetivos personales y profesionales.

AUTORREFLEXIÓN

AUTOEFICACIA

AUTOESTIMA



En cada sesión de los Círculos, las participantes tienen 30 minutos para abordar su reto o trayectoria de aprendizaje. Después reciben el feedback del resto del grupo para reforzar su fijación de metas. Las herramientas que se usan son ejercicios prácticos y técnicas para el desarrollo de la autoestima entre las mujeres y para mejorar sus habilidades de liderazgo.



DESCUBRE Y POTENCIA TUS HABILIDADES

Sesión 1

Identifica qué habilidades necesitas para lograr un objetivo concreto.

PLANIFICA TUS OBJETIVOS DE FORMA EFICAZ

Sesión 2

Descubre cómo dividir un objetivo grande en otros más pequeños.



CREA TU PROPIO MAPA MENTAL Y USA TUS EMOCIONES

Sesión 3

Aprende cómo no quedarte atascada en el mismo patrón de pensamientos.

INSCRÍBETE EN LAS SESIONES

¡Forma parte de Women Making Waves!

Envía un correo electrónico a raquel.ortegag@mueblacooperacion.es y recibirás toda la información para poder participar en el piloto de los Círculos de Liderazgo.

Este curso forma parte del proyecto Women Making Waves y ha sido cofinanciado por la Comisión Europea a través del Programa Erasmus+.



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AMUEBLA also published some information about the Leader Circles' sessions on its project website, informing potential participants of its contents, and the objectives to be achieved.



2.4 United Kingdom

To select and recruit participants for the Leader Circles programme, Inova Consultancy carried out a range of dissemination activities to encourage interest from the target group and stakeholders. These ways included platforms such as LinkedIn, Facebook, Instagram, newsletters, WhatsApp, email, word of mouth and through Eventbrite.

The target group was directed to Eventbrite where the Leader Circles were disseminated. A free ticket was published on this platform and from there, their eligibility was reviewed to ensure they fit the criteria to attend the sessions.

Examples of recruitment materials

The programme was shared in relevant Facebook groups, on Inova Consultancy's own Facebook page and on appropriate pages.

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 **Inova Consultancy** shared a link.
Just now · 🌐

Are you an international woman looking to improve your leadership skills, build your confidence or want to advance in your career? Or know of someone who is looking for FREE training and coaching?

Our FREE leadership programme would be perfect for you and for your networks. This programme is funded by the European Union. To find out more and book a place, click here:





 **WOMEN MAKING WAVES**

EVENTBRITE.CO.UK
Women Making Waves - A Leadership Programme for International Women

The programme was published on Eventbrite where interested participants could purchase a free ticket.

Need to make some updates? [Edit event](#)



 **WOMEN MAKING WAVES**

SEP 13

Women Making Waves - A Leadership Programme for International Women

by Inova Consultancy
229 followers [Following](#)

Free

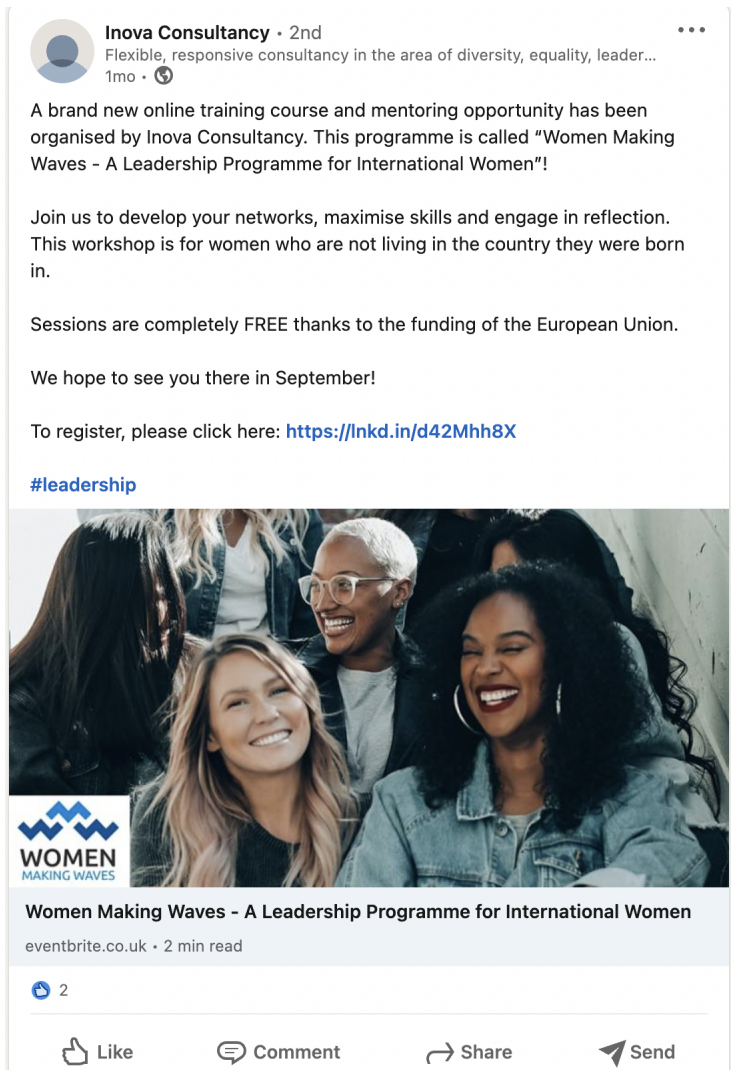
[Register](#)

Are you an international woman looking to enhance confidence, build your network and make steps in your professional or personal endeavours?

Date and time
Mon, 12 Sep 2021 00:20

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Inova Consultancy shared the programme on LinkedIn with the direct target group but also interested stakeholders working with the target group.



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3.0 OVERVIEW OF PARTICIPANTS

3.1 Iceland

A total of 4 different participants attended the sessions. Not all participants attended all sessions. Seven applied for participation in the course, from all over Iceland. Only 4 of them attended the sessions. Session 1 had a total of 3 participants, session 2 had 3 and session 3 had 2 participants.

Participant	Background Information
Participant 1	<ul style="list-style-type: none"> Live in rural areas, changing job roles or want to change, experiencing isolation
Participant 2	<ul style="list-style-type: none"> Live in rural areas, changing job roles or want to change
Participant 3	<ul style="list-style-type: none"> Live in rural areas, coming back after a career break, over 50
Participant 4	<ul style="list-style-type: none"> Live in rural areas, experiencing mental health challenges, experiencing isolation

3.2 Greece

Below is an overview of the participants involved in the pilot which took place in Larissa, Greece. A total of 10 participants attended. All participants attended all sessions.

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Participant	Background Information
Participant 1	<ul style="list-style-type: none"> • Cope up with the new requirements in the working environment • Unemployed mother, women returning to work after a long absence
Participant 2	<ul style="list-style-type: none"> • Update of skills & knowledge • Unemployed, women returning to work after a long absence
Participant 3	<ul style="list-style-type: none"> • Pursuing a new career path • Lone parent with child with disabilities, unemployed
Participant 4	<ul style="list-style-type: none"> • Increase self-confidence • Migrant & unemployed
Participant 5	<ul style="list-style-type: none"> • Obtain new knowledge & skills • Migrant & women from rural areas
Participant 6	<ul style="list-style-type: none"> • Pursuing a new career path • Migrant & Lone parent
Participant 7	<ul style="list-style-type: none"> • Increase knowledge • NEET & Unemployed
Participant 8	<ul style="list-style-type: none"> • Maximise career opportunities in leadership positions • Migrant & Pursuing a new career path
Participant 9	<ul style="list-style-type: none"> • Boost soft skills • Lone parent & Pursuing a new career path
Participant 10	<ul style="list-style-type: none"> • Obtain new knowledge & skills • Person with disabilities & Pursuing a new career path

3.3 Spain

Below is an overview of the participants involved in the pilot which took place in Spain. A total of 11 participants attended. All participants attended all sessions.

Participant	Background Information
Participant 1	<ul style="list-style-type: none"> Over 50+.
Participant 2	<ul style="list-style-type: none"> Underemployed e.g., working in a role that does not match her current skills and education.
Participant 3	<ul style="list-style-type: none"> A career break.
Participant 4	<ul style="list-style-type: none"> Changing job roles or wanting to change.
Participant 5	<ul style="list-style-type: none"> Career break.
Participant 6	<ul style="list-style-type: none"> Changing job roles or wanting to change.
Participant 7	<ul style="list-style-type: none"> She had a career break.
Participant 8	<ul style="list-style-type: none"> Other challenges or issues (she has family dependents).

Participant 9	<ul style="list-style-type: none"> • Career break.
Participant 10	<ul style="list-style-type: none"> • Changing job roles or wanting to change.
Participant 11	<ul style="list-style-type: none"> • Underemployed e.g., working in a role that does not match her current skills and education.

3.4 United Kingdom

A total of 12 different participants attended the sessions. Not all participants attended all sessions. Session 1 had a total of 10 participants, session 2 had 9 and session 3 had 7 participants.

Participant	Background Information
Participant 1	<ul style="list-style-type: none"> • Migrant woman and a lone parent and experiencing disadvantages. They heard about the course and were interested.
Participant 2	<ul style="list-style-type: none"> • Migrant woman and a lone parent and experiencing disadvantages.
Participant 3	<ul style="list-style-type: none"> • Migrant woman and she is in the process of changing job roles and experiencing disadvantages. • Experiencing discrimination based on her sex in the workplace.
Participant 4	<ul style="list-style-type: none"> • Experiencing several challenges.

	<ul style="list-style-type: none"> Underemployed, experiencing mental health challenges or isolation, has had a career break and she is over 50+. These challenges have had an effect on her.
Participant 5	<ul style="list-style-type: none"> Migrant woman who is in the process of changing job roles. Experiencing other challenges that she did not want to disclose.
Participant 6	<ul style="list-style-type: none"> Migrant woman who is in the process of changing job roles Had a career break. Experiencing other challenges that she did not want to disclose.
Participant 7	<ul style="list-style-type: none"> Migrant woman who is in the process of changing job roles. Over the age of 50.
Participant 8	<ul style="list-style-type: none"> Experiencing several challenges. Migrant woman who is a lone parent, in the process of changing jobs, experiencing mental health issues and she has had a career break.
Participant 9	<ul style="list-style-type: none"> Experiencing several challenges. These included being a migrant woman alongside: being in the process of changing job roles, underemployed, job is at risk, mental health challenges or isolation and she had a career break.
Participant 10	<ul style="list-style-type: none"> Experiencing challenges as a migrant woman and she had a career break.

	<ul style="list-style-type: none"> Experiencing other challenges that she did not want to disclose.
Participant 11	<ul style="list-style-type: none"> Migrant woman experiencing challenges. Other challenges included changing job roles, being underemployed and she had a career break.
Participant 12	<ul style="list-style-type: none"> Experiencing challenges. These included being a migrant woman and other challenges she did not want to disclose.

4.0 THE FORMAT AND PROCESS OF THE LEADER CIRCLES IN

4.1 Iceland

The pilot of the Training Programme in Iceland was attended by 4 participants. All sessions took place online via the Directorate's Zoom account. The facilitator was Anna Lilja Björnsdóttir, special advisor at the Directorate of Equality. Anna has a MA in Human Resources Management, Diploma in Gender Studies and she also has a certificate in Coaching. Training was carried out according to the Facilitators Guide and the Learners Pack as far as possible.

Below is a brief outline of the Circles.

Session Number	Date	Number of Participants	Tools Used/Comments
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1	13.01.2022	3	Action planning Wishes versus goals Exercise 6 - Emotion cards exercise Exercise 3 - Mind Maps Exercise 4 - Thinking differently
2	20.01.2022	3	Exercise 1 - SMART Goals or BE-SMART Goals Exercise 2 - The Questioning Tree Exercise 5 - Making positive changes exercise
3	10.02.2021	2	Exercise 8 - Wheel of Skills Exercise 9 - Turning negatives into positive Exercise 7 - Thinking in an organised way

Additional Information

Due to the effects of Covid-19 and restrictions on public gathering, the entire course took place remotely via ZOOM. Each session began with welcome introductions and an overview of the group agreement. In the first session the trainer and participants briefly introduced themselves. The methodology of Leader Circles was presented, and participants were able to ask any questions if they had any.

Each session recapped the concept of action planning, SMART goals and “wishes versus goals”. This was the main focus of the three main sessions as participants were asked to make a SMART goal and develop an action plan to carry out in between sessions. Between sessions, participants were encouraged to work on their goals and in the next session an opportunity was provided to discuss the progress of these goals, set new goals and discuss any barriers or challenges experienced.

Participants were generally opposed to having their pictures taken during the course, therefore, no photos were taken.

4.2 Greece

The pilot of the Leader Circles in Greece was attended by 10 participants. All sessions took place at Larissa, Greece. The Greek facilitator was Maria Dalakoura who is a Project Manager and Trainer at the Institute of Entrepreneurship Development and who was aware of the material developed within the Women Making Waves project. Below you will find a brief outline of the Circles.

Session Number	Date	Number of Participants	Tools Used/Comments
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1	17.12.2021	10	Exercise 1 - SMART Goals or BE-SMART Goals Exercise 2 - The Questioning Tree
2	18.01.2022	10	Exercise 4 - Thinking differently Exercise 6 - Emotion cards exercise
3	20.01.2022	10	Exercise 7 - Thinking in an organised way Exercise 8 - Wheel of Skills

Additional Information

The participants that took part at the Leader Circles were the same participants with the piloting sessions of IO2, which gave us the opportunity to give them a more thorough glance and understanding of the project. A request that has been asked from the participants in order to be more flexible about the training sessions and in general with all the teaching procedure was the implementation of three sessions (two with a duration of 4 hours and one with a duration of one and a half hour). The training sessions started with a detailed description of the aim of the Leader Circle, the results that the partnership wants to achieve at the end and of course, attention was given to the role and responsibility of each participant.

During the sessions, participants were able also to access the Women Making Waves Academy & Community, where they had constant contact with the facilitator. By the completion of each session, the facilitator shared the presentations content with the attendants for further reading.

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4.3 Spain

The pilot of the Leader Circles in Spain was attended by 11 participants. All sessions took place at AMUEBLA's conference room. The Spain facilitator was Raquel Ortega, project manager and trainer at AMUEBLA. Below you will find a brief outline of the Circles.

Session Number	Date	Number of Participants	Tools Used/Comments
1	10/11/2021	11	Exercise 3 - Mind Maps
2	19/11/2021	11	Exercise 1 - SMART Goals Exercise 2 - The Questioning Tree
3	25/11/2021	11	Exercise 8 - Wheel of Skills Exercise 9 - Turning negatives into positives

Additional Information

In the case of the pilot in Spain, all sessions were facilitated in person by Raquel Ortega Martínez, AMUEBLA's project manager and the organisation's contact person since the beginning of the project.

The group of participants in the sessions was very diverse, with women of different backgrounds, ages and professional experiences, which served to enrich the discussions both around the exercises and the individual experiences shared by each of them to the rest of the group. This first session was also an opportunity for each participant to introduce herself to the rest of her peers and explain what results she hoped to achieve through her participation in the Leadership Circles, as well as the professional goals she would want to attain.

In order to get the best possible output from the sessions, the facilitator chose a specific set of exercises from all the possibilities presented in the facilitator's guide, since it was considered better to focus on a few exercises and increase the time for exchange of opinions and experiences among the participants rather than doing many exercises in less time.

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Since the participants in the sessions were different from the women who took part in the pilot of the training program, during the last session all of them were explained what the course consisted of and were invited to register in the e-learning platform so that they could continue with their learning journey. Most of them expressed interest in doing so. For this reason, participants were provided with the Learner's Pack prepared for the training course, so that they could use it if they decided to access the platform and take the course.

4.4 United Kingdom

The pilot of the Leader Circles, in the United Kingdom was attended by a total of 12 different participants. All sessions took place online via Zoom in the United Kingdom, Sheffield. The facilitator was Marina Larios. Marina (BA, MSc OD, MA Comm FRSA PgDipl) is a Clinical Hypnotherapist (University of West London) with more than 20 years of experience delivering workshops on a national and international level. Below you will find a brief outline of the Circles. The first were facilitated as a Leader Circle by Inova Consultancy. A total of 2 additional sessions took place where the participants of the Circle met to network and work on their goals independently.

Session Number	Date	Number of Participants	Tools Used/Comments
1	16/09/2021	10	Exercise 1 - SMART goal setting Additional exercise - Wishes versus goals Exercise 3 - Mind maps Exercise 9 - Turning negatives into positive
2	23/09/2021	9	Exercise 1 - SMART goal setting Exercise 8 - Wheel of skills Exercise 3 - Mind maps
3	30/09/2021	7	Exercise 1 - SMART goal setting

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			Additional exercise - Wishes versus goals Exercise 2 - The questioning tree
4	07/10/2021	2	Additional session carried out. Women worked independently on their goals and networked.
5	14/10/2021	2	Additional session carried out. Women worked independently on their goals and networked.

Additional Information

Each session began with welcome and introductions. This included icebreakers where possible. In the first session, the Leader Circles and the general format of the sessions were explained. The methodology was presented and participants were able to ask any questions if they had any.

Each session recapped the concept of action planning, SMART goals and “wishes versus goals”. This was the main focus of the three main sessions as participants were asked to make a SMART goal and develop an action plan to carry out in between sessions. Between sessions, participants were encouraged to work on their goals and in the next session an opportunity was provided to discuss the progress of these goals, set new goals and discuss any barriers or challenges experienced. Breakout rooms were helpful in the Leader Circles as participants were able to network more and develop closer relationships.

Two additional sessions took place where a facilitator welcomed participants and an opportunity was provided to ask any questions. After this, the facilitator left unless they were required and the women worked independently on their progress and challenges.

A WhatsApp group was also created for the training programme participants where they were able to share progress, news and any tips.

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5.0 IMPACT OF THE LEADER CIRCLES

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

- **Session Evaluation Forms:** Participants completed one form at the end of each Circle Session
- **Final Evaluation Forms:** A final evaluation form at the end of the last session.

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

The participants were also asked to fill out a soft skills assessment which rated their soft skills at the beginning of the programme and at the end.

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

5.1 SESSION EVALUATION FORMS

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

5.1.1 Iceland

Circle 1:

What were your expectations for today's session?

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- No expectations per se. Rather curiosity and willingness to put a little order in my life and get a little push to finish setting up my business

Did today's session fulfil these expectations?

- Yes, I was pleasantly surprised. Good discussions and opportunities to look inward and evaluate feelings that you otherwise pay little attention to
- Yes and no
- Well beyond them

What are the three things you have learned about yourself today?

- I tend to set unrealistic goals, be too strict with myself and forget to praise myself when things are going well
- That many small things can have a big impact. I meet the expectations of others but not my own. I can do more than just one thing

What was the most worthwhile thing about your group session today?

- I really enjoyed the exercise with the Roman numbers, which challenged us to think outside of the box. Reminds you to think outside the box and approach a subject with a more open mind
- That other people's behaviour is not about me

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

- No

Circle 2:

What were your expectations for today's session?

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- Raise self-awareness, learn from others
- Methods for setting goals

Did today's session fulfil these expectations?

- Yes

What are the three things you have learned about yourself today?

- I feel like I have been diligent in setting goals but not for the past 2 years, I like being in a group of women, I can set smaller goals
- I'm good at setting goals, I'm not as good at achieving goals, there are methods to achieve goals that I have not used before

What was the most worthwhile thing about your group session today?

- Nice to hear the goals of others
- Making positive changes to achieve goals and take small steps can be very rewarding

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

- No

Circle 3:

What were your expectations for today's session?

- Just have a good time and participate
- More about goal setting

Did today's session fulfil these expectations?

- Yes x2

What are the three things you have learned about yourself today?

- It's okay to talk about negative situations. You can see the positive side of everything. I benefit from writing down thoughts and goals
- I do not necessarily have to do something if I have no benefit from it, I can set goals and follow them, I like to write things down on a piece of paper

What was the most worthwhile thing about your group session today?

- To write down where I was 5 years ago
- To see what my skills are and where I can improve

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

- It would be nice if the whole group had attended, good to listen to the answers of others

5.1.2 Greece

What were your expectations for today's session?

- All in all I got useful knowledge and much more
- I learned everything about gender equality. The factors that violate this equality
- I learned how to be self-aware/self-controlled/motivated
- I now feel more capable. I should always follow my instincts
- I learned to better manage different situations in the workplace and in general in my life

Has today fulfilled these expectations?

- All the participants were very enthusiastic and commented positively on the first session of the Leader Circles! There was a lot of interaction and communication

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between the team

What are the three things you have learned about yourself today?

- To think positive
- I'm more aware now about women leadership and I will try my best to reach a better position in the future
- To trust my abilities and myself
- To ask for help when I'm not able to do something alone
- Be more open to opportunities and always search for the best solutions

What was the most worthwhile thing about your group session today?

- The teamwork and the interaction that our mentor provided us! Made a friendly and supportive environment
- The material provided! It was really touchy, useful and interesting
- To hear life-stories from other women
- The activities done during the session

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

- I would like to have the opportunity to meet the ladies also physically, but now with the COVID-19, I'm aware that wasn't possible, and thus it's more flexible than the online version

5.1.3 Spain

What were your expectations for today's session? Has today fulfilled these expectations?

- I wanted to learn to trust in my professional abilities and I consider that after the sessions I have new tools to work on it
- To be able to identify techniques and tools to analyse the situations that generate a feeling of limitation or overwhelm and to draw a roadmap to be able to face them.

Yes, they have been fulfilled

- I wanted to learn to focus my ideas and to know how to set "realistic" goals step by step. Today I have acquired some of the necessary tools to achieve my goals
- I tend to be very self-conscious at work and I am not able to express what I need or what I feel, and it makes me very upset, because it has a negative influence on me and my career. I think the sessions have given me insight on how to improve in that aspect in the future

What are the three things you have learned about yourself today?

- That I need more self-motivation. That I am good at working in a team because of my communication skills. That I can clearly define my goals and where I want to go
- If I set my mind to something, I can achieve it. I am a good listener. I have at my disposal important contact networks
- To try to reflect. What are the steps to overcome the challenges I set myself, starting with small challenges and goals. I have learned to listen to myself
- That I should focus more on my strengths and not so much on my weaknesses. That I should be more confident in my abilities. That I am stronger than I think I am
- That what I consider my limitations are not permanent, that I can work on them and that I can achieve my goals if I make a conscious effort
- Importance of emotional intelligence. Analysing my weaknesses and strengths. How to acquire leadership skills

What was the most worthwhile thing about your group session today?

- Being able to share my experiences with those of other women has been very enriching
- The experiences of my colleagues have helped me to reflect on myself. I also found the exercise on how to transform the negative into positive very useful
- The real experiences told by each participant
- The exercises done with the other participants

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

- I thought the session was good, but perhaps the space was not dynamic enough

- The sessions should have been a little longer to go deeper into some points
- There should have been more sessions
- The mind map was a bit difficult for me, maybe I would have used a simpler example
- I would have liked to have more sessions like this

5.1.4 United Kingdom

Circle 1:

What were your expectations for today's session? Has today fulfilled these expectations?

- Working on a goal to improve my leadership skills. Yes
- I did not have any specific exceptions for today's session therefore, the session went well as it planned
- Addressing my current goals and getting support and tools to work on them and achieve results. Yes, it has
- Wanted to benefit from group coaching. Expectations have been met

What are the three things you have learned about yourself today?

- That I can do whatever I put my mind into. That I am not the only one who is struggling
- I already have the tools to understand myself. By doing a diagnosis I can monitor the things I need to change. Mindfulness is important and helps me to become more confident
- I've got a good level of self-efficacy. I trust myself and believe in myself more than I acknowledge
- The fulfilment of working and sharing with others; a better understanding of what motivates me; the need to control my procrastination

What was the most worthwhile thing about your group session today?

- That I got some concrete advise on how to overcome my stumbling block
- Being able to have a chat with Marina and other women about what I want to work on
- The space to speak, share and seeking feedback
- Listening to other experiences
- Group mentoring session

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

- An editable template for drawing up our smart targets would have been useful to download

How have the sessions helped you think about your self-development and soft skills development?

- Give me some tools to understand how to make long term changes
- Lots of material to reflect on
- It helps to set a goal for next meeting and to think about what I should do and how
- I now have a plan of action and feel held accountable - success is more likely

Circle 2:

What were your expectations for today's session? Has today fulfilled these expectations?

- To follow up on our smart goal from last week. Yes, it did fulfil my expectations
- To have a space to share my progress based on the last session plan. Yes, it went well
- Went well. Learning with others is awesome

What are the three things you have learned about yourself today? Please insert any comments collected

- I procrastinate a lot, but I can push myself to complete my tasks
- I can reframe my negative thinking (beliefs). I am not alone in the way I feel about procrastinating. I am satisfied with my self-efficacy ability
- 1- I deserved to celebrate my PhD achievement. 2- The self-commitment to write the plan for my business meeting within the SMART framework. 3- I can do anything else if I manage to achieve a PhD degree

What was the most worthwhile thing about your group session today? Please insert any comments collected

- Sharing with the group

- Listening to other experiences
- Listening to others and asking questions to explore the struggles and challenges they have

Is there anything you would like to have changed about the session or that you did not like? Please insert any comments collected

- Maybe more time would be great
- I felt like 2.5 hours is too long for me

How have the sessions helped you think about your self-development and soft skills development?

- Be more mindful and take chunks of work instead of full projects as next steps
- Baby steps
- The sessions have given me motivation and reminded me of my skills
- It helped to make me feel valued and accepted with who I am and recognised my Personal achievements
- The topics bring awareness

Any other comments? Please insert any comments collected

- Thank you very much to the organisers and funders

Circle 3:

What were your expectations for today's session? Has today fulfilled these expectations?

- Follow up on my goals - yes

What are the three things you have learned about yourself today?

- I learned that I have been lost in negativity. And that has helped me stall in my life
- Think about smart goals to set up objectives, understand my commitment to the goal, finding other like-minded people that can help (ask for help when needed)
- I need to listen more. Reframe negative thoughts

What was the most worthwhile thing about your group session today?

- Learning about RAS and being aware of how to change the negative thoughts
- Getting to know other women that have similar challenges and that are working on the same issues as I am, listening to their experiences is empowering and helpful

How have the sessions helped you think about your self-development and soft skills development?

- They helped me be more aware and make concrete goals to change
- Be more mindful about my thoughts, the pressures I put on myself, the mandates I feel I have to fulfil when they only stress me out (stress management)

5.2 FINAL EVALUATION FORMS

A Final Evaluation Form was completed by participants at the end of the final Circle session. This included asking the participants about the soft skills developed through taking part in the Circles as well as requesting feedback on what could be improved.

Participants stated that the following skills/knowledge had been gained through taking part in the Circles (1 – poor, 2 – fair, 3 – good, 4 – very good).

A summary can be found below.

5.2.2 Greece

	Average Score
Were the Leader Circles sessions useful?	4

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Would you recommend the Leader Circles programme to a friend or colleague?	3,8
Content of the Leader Circles	3,9
Facilitation of the Leader Circles	4

How have the sessions helped you think about your self-development and soft skills development?

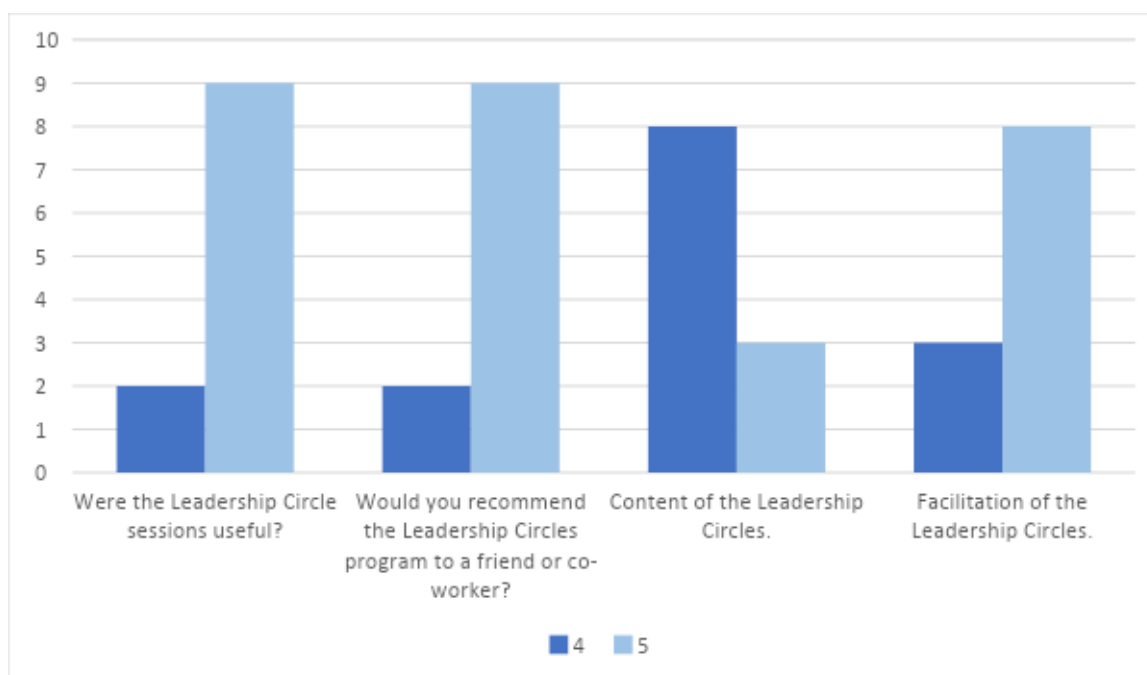
- I now feel more capable of finding a new job! To re-enter the workforce. I'm more positive
- I'm currently more confident about my strengths and weaknesses and I will further work on them
- Gave me the opportunity to reflect on some new concepts and understand how some skills are not so visible, but from the other side, so important that anyone should be aware of
- Very enthusiastic to be a part of those sessions. I'm grateful that I got to know such people and work together for my personal development

Any further comments?

- Thank you for all your organisation and mentoring sessions
- Please let me know of any other initiatives that you are implementing in the project

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5.2.3. Spain



How have the sessions helped you think about your professional self-development?

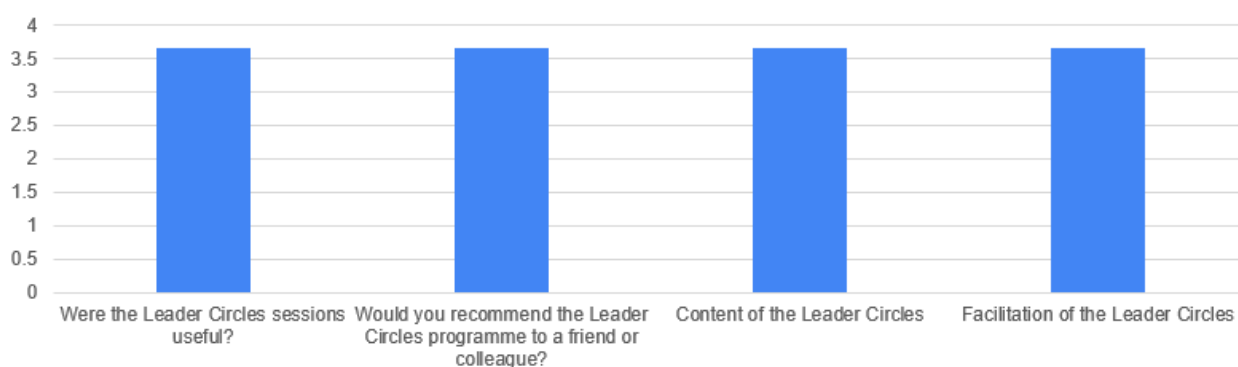
- How to learn to set small and manageable goals to achieve bigger goals, and also to learn from the experiences of other women in similar situations to mine. That has been very enriching
- They have made me reflect on the invisible barriers that we women encounter along the way, but also on the possible solutions to overcome them. I feel very empowered to face all the challenges and also more educated
- It has helped me to prioritise and understand what is important to me
- They have helped me in a very positive way since I have learned techniques and concepts to put into practice on a daily basis. In addition, I have established contacts with other women in similar situations to mine, and I believe that we will be able to support each other in the future, since we have common goals

Any further comments?

- Simply thank you for the work done and for the usefulness that this course can have for women

5.2.4 United Kingdom

	Average Score
Were the Leader Circles sessions useful?	3.6
Would you recommend the Leader Circles programme to a friend or colleague?	3.6
Content of the Leader Circles	3.6
Facilitation of the Leader Circles	3.6



How have the sessions helped you think about your professional self-development?

- They helped me be more aware and make concrete goals to change
- Be more mindful about my thoughts, the pressures I put on myself, the mandates I feel I have to fulfil when they only stress me out (stress management)
- gave it structure

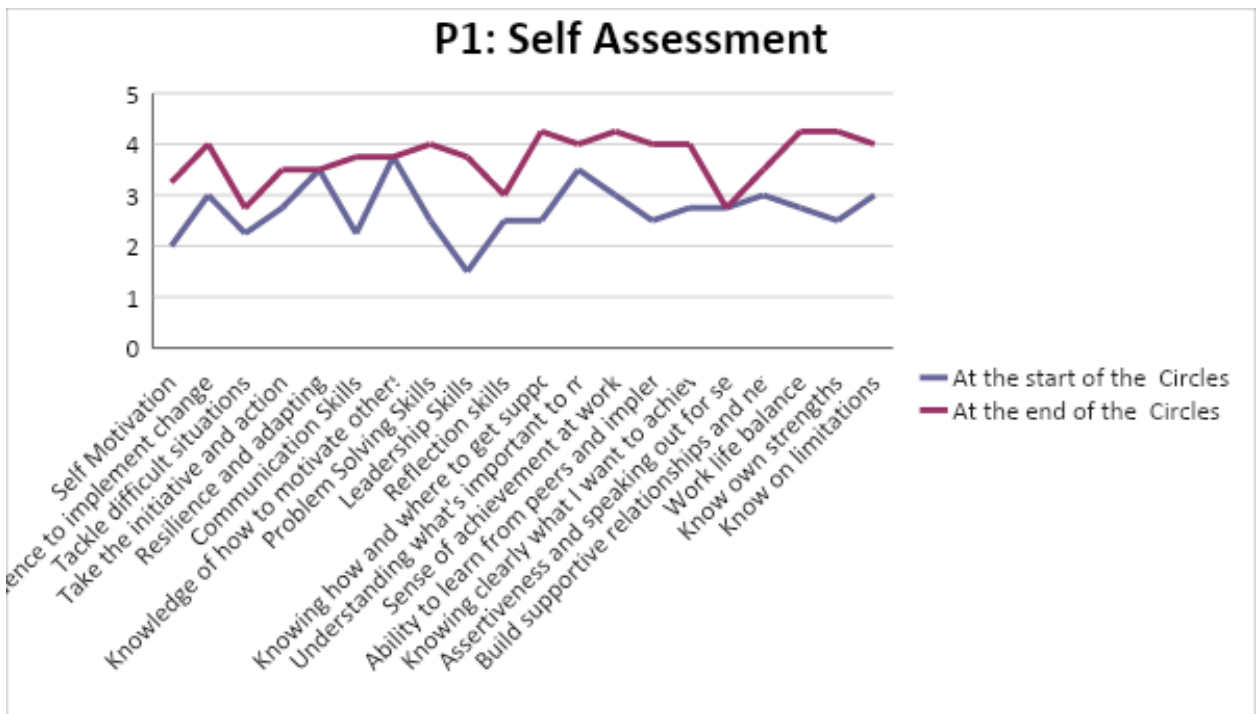
Any further comments?

- Wonderful class

5.3 SOFT SKILLS ASSESSMENT

The participants rated their soft skills at the start and end of the programme. The soft skills graph below shows the overall soft skill development during the Happiness Circles.

5.3.1 Iceland



This graph shows that the participants predominantly developed their soft skills as a result of the Leader Circles programme.

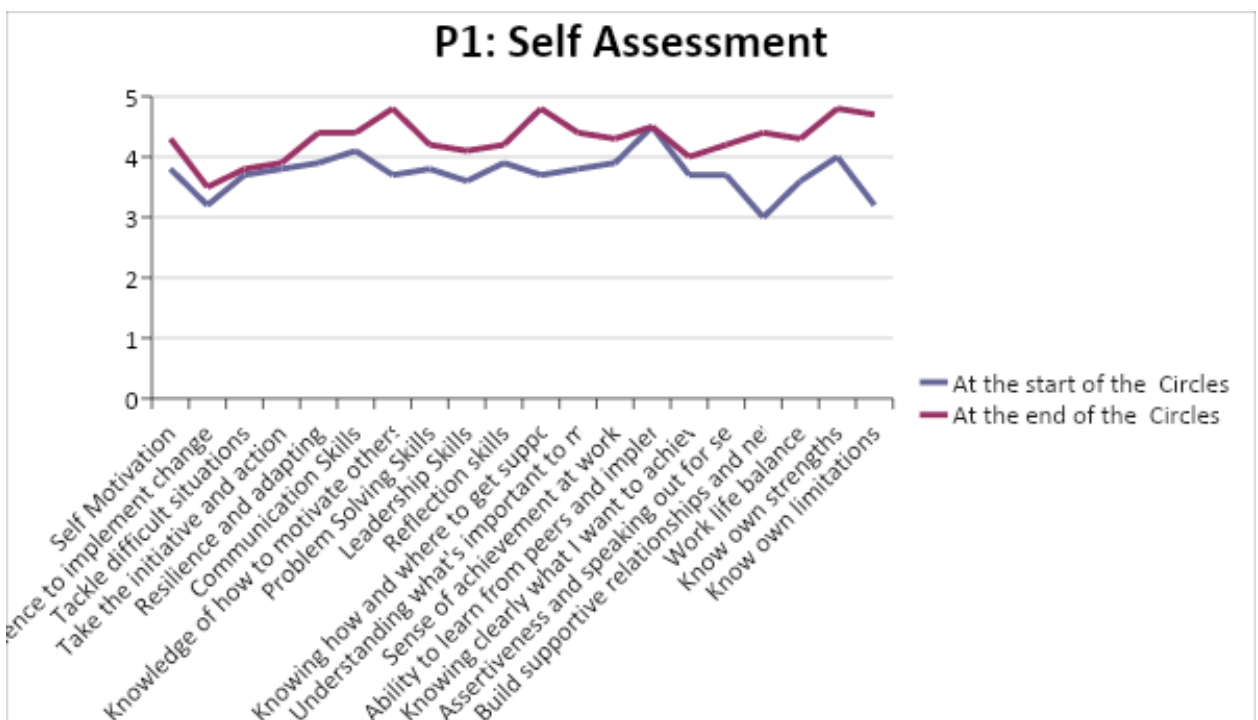
Particularly, participants developed the following skills by the biggest amount (by 0.7-0.85):

- Confidence to implement change

- Tackle difficult situations
- Take the initiative and action
- Reflection skills
- Understanding what's important to me
- Sense of achievement at work
- Build supportive relationships and networks
- Know own limitations

Overall, it is evident that the Leader Circles programme improved the soft skills of the learners attending, which is a great outcome for the project.

5.3.2 Greece

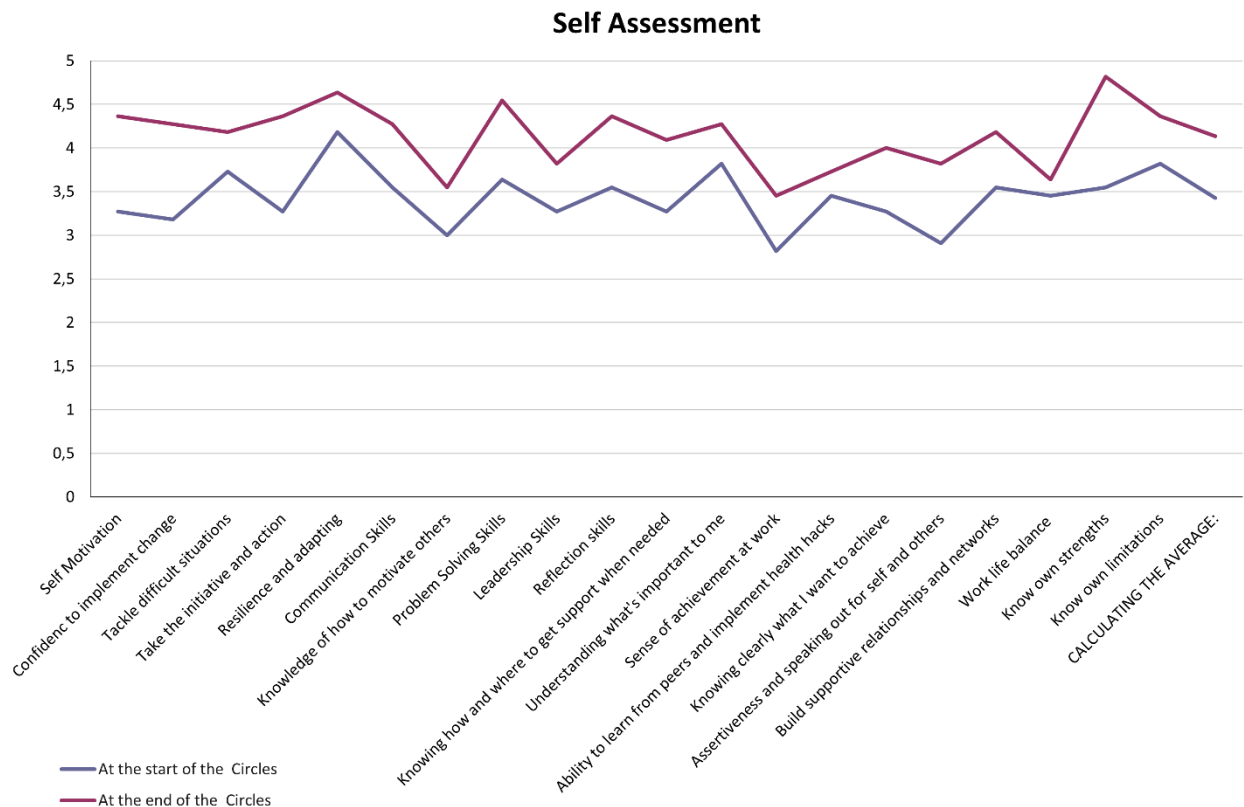


As indicated in the graph above, it is clear that during the Leader Circles, participants had an overall increase at their skills. More specifically, the skills that showed the highest increase when comparing the start and end of the circles, were:

- Self-motivation
- Resilience and adapting
- Knowledge of how to motivate others
- Knowing when and how to get support when needed

- Build supportive relationships and networks
- Know own strengths
- Know own limitations
- While there was only one skill that remained the same which was the ability to learn from peers and implement health hacks.

5.3.3 Spain

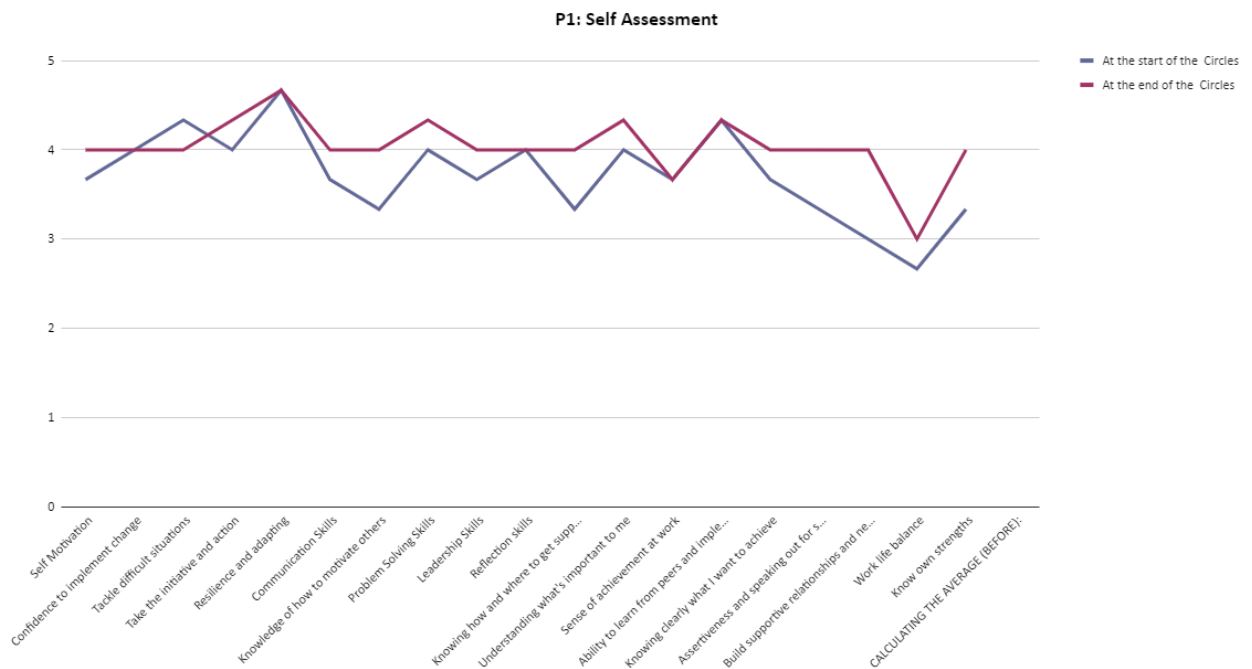


This graph shows that the participants predominantly developed their soft skills as a result of the Leader Circles programme. Particularly, participants developed the following skills by the biggest amount:

- Knowing own strengths
- Problem solving skills
- Self-motivation
- Taking initiative and action

For Spain, it is clear that the Leader Circles were also a useful tool in the development of skills.

5.3.4 United Kingdom



This graph shows that the participants predominantly developed their soft skills as a result of the Leader Circles programme. Particularly, participants developed the following skills by the most amount (by 0.6):

- Knowledge of how to motivate others
- Knowing how and where to get support when needed
- Assertiveness and speaking out for self and others
- Know own strengths

Furthermore, there was also the ability to “tackle difficult situations” skill that decreased during the course of the programme. This could possibly be due to improved self-reflection in the learners.

Overall, it is evident that the Leader Circles programme improved the soft skills of the learners attending, which is a great outcome for the project.

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5.4 FACILITATOR'S COMMENTS AND RECOMMENDATIONS

Iceland

I think it went well. The participants were very open and willing to share their goals, limitations, and struggles. Maybe because the group was really small and the trust was there early on. More participants would have been better, because with every person you gain something. Their stories and experiences can be helpful to others. The participants talked about how other answers were helpful.

The guidelines are clear. Most of the assignments are well explained. Very good structure. I would have liked more notes under the slides and in the guidelines in exercise 7, Thinking in an organised way. There were some exercises that I knew better than others. The BE-SMART goals are always very helpful to get some focus on the subject and goals that participants want to gain in the process.

I also like the exercise mind maps and the questioning tree. Mind maps let people think outside of the box and write everything down, nothing is stupid. So, I think it is smart to have that in session one like it was.

I had a homework exercise after the first class which was added as a new exercise. I drew an emotion card for them, and they had to answer 3 questions and tell us about it in session 2.

What does this emoticon mean to me?

What emotion is related to it?

What emotion is the opposite of it?

In the second session I added BE in front of SMART. B = Benefit, E = Emotional leverage.

In the last session I added the wheel of life and asked them to fill it out, how did it look 5 years ago, how does it look today, how do you want it to look in the future.

Greece

The overall approach of the Leader Circles was something new to our organisation and we found it very interesting! The material and guidance provided from Inova Consultancy was very helpful, in order to use and facilitate the sessions! Prior the implementation of the sessions, Maria Dalakoura, as the main facilitator went through the presentations to prepare everything and along with the support of other trainers at iED (Athina Psariai & Vaia

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Kiratzouli), proceeded to its verification and implementation during the Leader Circle sessions. Through the Leader Circles, we found out that the group were more engaged, as they had the opportunity to talk more and exchange opinions and stories! Thus, along with the e-exercises that we implemented through the sessions, there was a lot of interaction, which made the session enjoyable.

The facilitator guide was very helpful and provided clear guidance on the format of the sessions and the exercises. We have followed the exercises provided in the guide and we didn't add a new one.

We went through the most activities during the sessions. The participant's got mostly engaged with the following three activities:

Wheel of Skills

Emotion cards exercise

The Questioning Tree

As they provided food for thought and led to open discussions.

Spain

The approach for the preparation of the sessions was, firstly, an internal meeting between Raquel Ortega Martínez and María Sánchez Melero, the two technicians responsible for the project in AMUEBLA, where they reviewed one by one the presentations, exercises, and the facilitator's guidelines.

Although María Sánchez Melero did not participate as facilitator herself, her input and knowledge of the Women Making Waves project and its objectives was very helpful in selecting the exercises that would best fit in the sessions and in planning how to facilitate each one of them.

Raquel found that the women who took part in the Leader Circles were more participative when it came to sharing experiences and asking for feedback from their peers, making the sessions more enriching, compared to the women who attended the Training Programme. We believe this is due to three main reasons. The first is the type of profile of the participating women. In the case of the training course, the women were shyer, and proof of this is that, at the request of the participants, the photographs were taken showing only the participants' backs, but not their faces. Some of the women asked not to be photographed at all.

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Secondly, the structure of the Leader Circles sessions themselves, perhaps more participative and more open to debate and exchange of opinions than the training course, which are somewhat more didactic.

The guide has been very helpful in knowing how to approach the sessions and to learn how to correctly develop the exercises in the group. Even so, we think it is inevitable that each facilitator will give the sessions her own personal touch or modify some small aspect as she sees how the group dynamics evolve, which is also very beneficial, since no two groups of women are the same.

United Kingdom

The facilitator guide was a helpful tool in delivering the Leader Circles. It allowed us to have a bank of useful exercises to try with the participants and to follow the adaptations of the Mentoring Circle to this target group. The descriptions in the facilitator guide were clear.

Naturally, we did tweak some exercises where necessary based on the country context and focused on exercises such as the SMART goal setting, wishes versus goals, mind-maps and the Wheel of Skills. As with the IO2 training, the trainer did also bring in their personal style and understanding to the session as well as experience of what works well. The SMART goal exercise was a very helpful tool in the Leader Circles. In each session, participants set their own SMART goals and worked towards these in between sessions. The sharing of these goals in the group helped to make each learner more accountable to the other learners in the session.

The Wheel of Skills exercise was also helpful as this was easily adapted to the leadership context. We have worked with this exercise in other contexts too and it is always helpful for learners to assess their own skills. Some adaptations were made to the Leader Circles. For example, the facilitator presented the concept of 'wishes' versus 'goals' which the learners found helpful. Where necessary, theory and statistics from the United Kingdom was also added to help give a context to the learners.

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6.0 CONCLUSION

In conclusion, the outcomes of the Leader Circles in Iceland, United Kingdom, Greece and Spain exceeded expectations. A total of 37 participants attended the Circles and it was originally expected that at least 20 participants would attend. This is a great level of engagement and shows the interest that the learners across Europe had for the methodology and idea of the Leader Circles and the Women Making Waves project.

The feedback received from the participants showed that the overall satisfaction was high, with participants developing their soft skills including leadership, reflection skills, knowing their own strengths and self-motivation.

The facilitators particularly found the facilitator's guide to be a useful tool when conducting the Leader Circles. Some exercises were adapted to their own country context, which is recommended for the facilitation of the sessions. Constructive feedback was also provided by the facilitators but also the participants for improving the sessions.

Overall, the sessions were a great success and the methodology has proven to be effective with double disadvantaged women. The Leader Circles have fulfilled the aims of the Women Making Waves project through developing leadership and skills in this target group and improving labour access.



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WOMEN MAKING WAVES PROJECT INFO

Grant agreement	2019-1-IS01-KA202-051157
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Action	Strategic Partnerships (Development of innovation - Vocational education and training / K202)
Project title	Women Making Waves - Enhancing Female Leadership Skills
Project starting date	01-10-2019
Project end date	31-03-2022
Project duration	30 months

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PROJECT CONSORTIUM



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