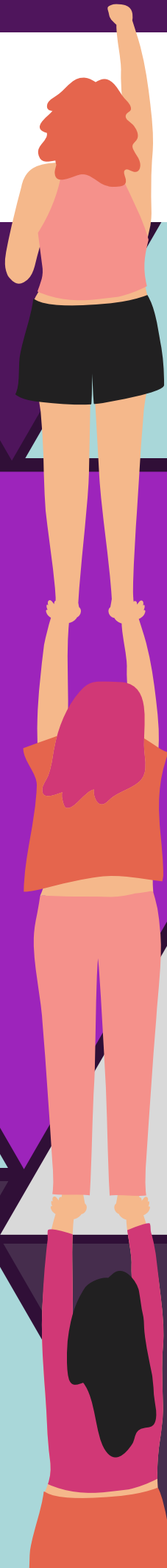




**FEMALE LEGENDS**

YOUTH INNOVATION & ENTREPRENEURSHIP

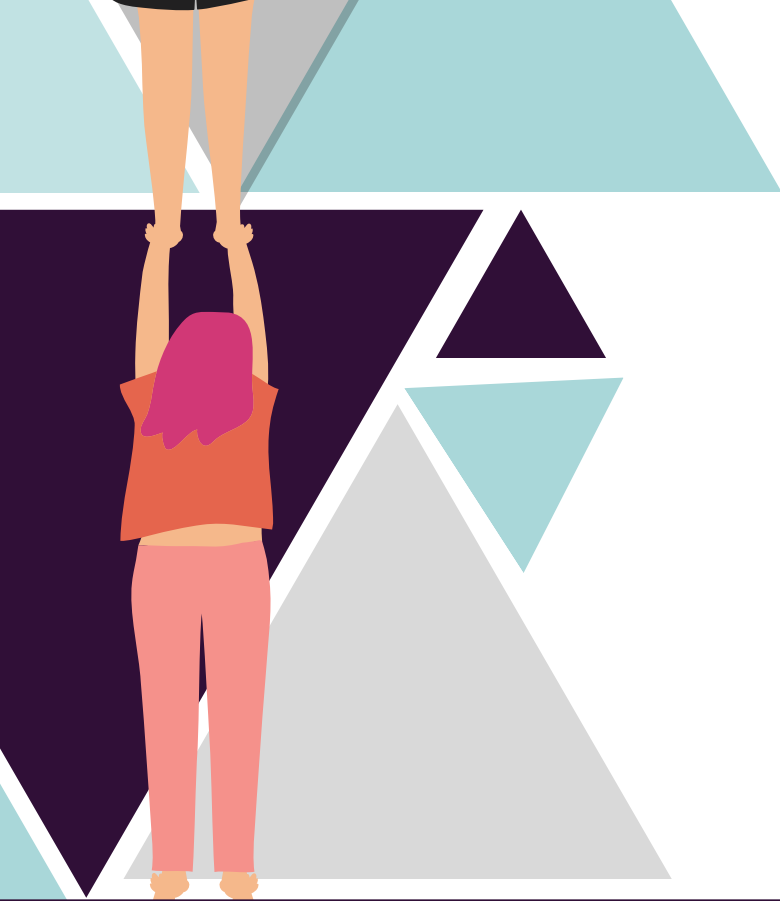


# *FLYie*

"Don't waste a single second. Just move forward as fast as you can, and go for it." –  
Rebecca Woodcock

**LEARNING GUIDE ON ROLE-  
MODEL EDUCATION FOR  
PROMOTING GENDER  
EQUALITY IN  
ENTREPRENEURSHIP**

**2**



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# A. What is a Role-Model Education

A Learning guide on Role-model education for promoting gender equality was developed, with the main objective of fighting stereotypes in entrepreneurship and to motivate young women and men through Role-models to participate and collaborate in entrepreneurship. In this chapter we will focus on the definition of the role-model education. We will explain who the role-model is, whether such an approach is used in the partner countries and what are the advantages and disadvantages of such an approach.

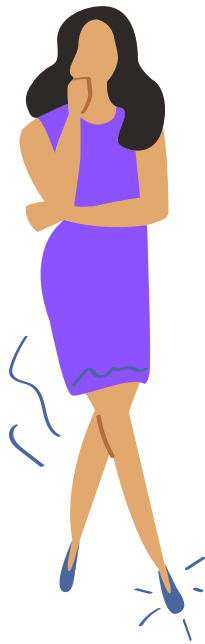
## a. Definition of the Role-Model Education

To define this approach, let us first focus on defining the role-model. Who is a role-model? Who can become one? Is it important in our lives?

The concept of role model education was recognized and promoted by Greek philosophers in the discussions on raising and schooling children. And it was later praised by both christian schollars in the middle ages as well as renaissance thinkers. It is especially important in humanistic approach to education as well as in spiritual sciences nowadays. The term "role-model education" was created by Robert K. Merton in the 21st century. He stated that individuals compare themselves to other groups in society and aspire to be like them. As an example, we can mention young fans who want to imitate professional athletes or artists (Gerald Holton,2004).

Since FLYIE project focuses on entrepreneurship education sphere, the definition of the role model is taken from the newest edition of the business dictionary; a role-model is 'An individual who is looked up to and revered by someone else. A role model is someone who other individuals aspire to be like, either in the present or in the future. A role model may be someone who you know and interact with on a regular basis, or may be someone who you've never met, such as a celebrity. Common role models include well-known actors, public figures such as police men or political officials, teachers or other educators, and parents or other family members.' (Role model. BusinessDictionary.com. Retrieved August 05, 2020)

A role-model then, is someone who sets a good example to others, someone who is worthy to follow. A role-model is someone who inspires others to act with his behaviour. Very often a role-model is a person who, despite many difficulties, achieved success. Often in the youngest years a teacher or parents are considered to be a role-model, who teach us how to deal with problems and set a good example. A role-model can become a famous person who, for example, donates his money to charity and helps others without any interest. If someone behaves badly, you can say that he or she is a negative role model. Below we will find the examples of some qualities that positive and negative role model have.



## Positive Role Model

- Commitment to community
- Ability to overcome obstacles
- Clear set of values
- Passion and ability to inspire



## Negative Role Model

- Unethical behaviour
- Uncaring
- Unprofessional attitudes
- One-dimensional view of patients

Let's now move on to the definition of the role model education. The role-model education, opposed to ordinary education, is not to convey knowledge and information. Its aim is to expose the target group to specific attitudes, lifestyles, and views. This educational tool is most often used in non-formal education environments, in youth groups, where the youth educator embodies the values he or she adheres to (Rose, D. 2004). Role-model education is becoming more and more popular because it fills the gap between ideal and reality. Pupils become familiar with teachers' lives and values, so the gap between theory and practice is bridged as ideological concepts become real in front of pupils' eyes. When they see what kind of values the teacher has, they evaluate them and introduce them into their lives.

In case of different approaches on role-model education it is important to mention that there are many programs of support here. One example of a role-model that is particularly popular today is mentoring. It can be a great tool for the development of both young students and adults. It consists in creating a mentor-mentee relationship, which is aimed at achieving development by both sides. Mentee in this case benefits from the knowledge and experience of the mentor and can be inspired to achieve the life-goals (Rose, D. 2004).

Besides, the role-models are also presented by social media, which play an important role when it comes to building social support (Vitak, J., Ellison, N.B., Steinfield, C. 2011). It is impossible to deny the influence that public figures generate in social media. Users of popular platforms have their own role-models, which can influence the creation of their perception of the world, for example by promoting various concepts they consider right.



According to McCullough (2013), role-models have a positive impact on career development when they:



Demonstrate high levels of performance

Reflect the individual's current career goals and self-concept

Provide opportunities to learn new skills and competencies



Demonstrate that obtaining outstanding career achievement is possible



Demonstrate persistence in the face of challenges

Inspire people to dream of higher hopes than they would have imagined otherwise

Encourage strategies and actions towards achieving desired career goals



Provide opportunities for greater self-knowledge.

## b. Approach to Role-Model Education

FLYie project is designed to bring out the significant role of women in entrepreneurship. The role of women in the entrepreneurship depends on many factors (including social, cultural) and varies throughout the world. Studies carried out by the OECD (See graph 1) have shown that one in ten women is self-employed, compared to one in five men. FLYie project proposes the approach of Role-model education for enhancing the female entrepreneurship through Europe.

The aim of the study "Can role models encourage woman to step off the beaten path and become entrepreneurs?" (OECD,2019) was to see what's factors encourage people to become an entrepreneur and if role models can influence it. The study reveals that the percentage of women and men that admitted to have role models are almost the same (the difference is small - 43% of men and 41% of women).



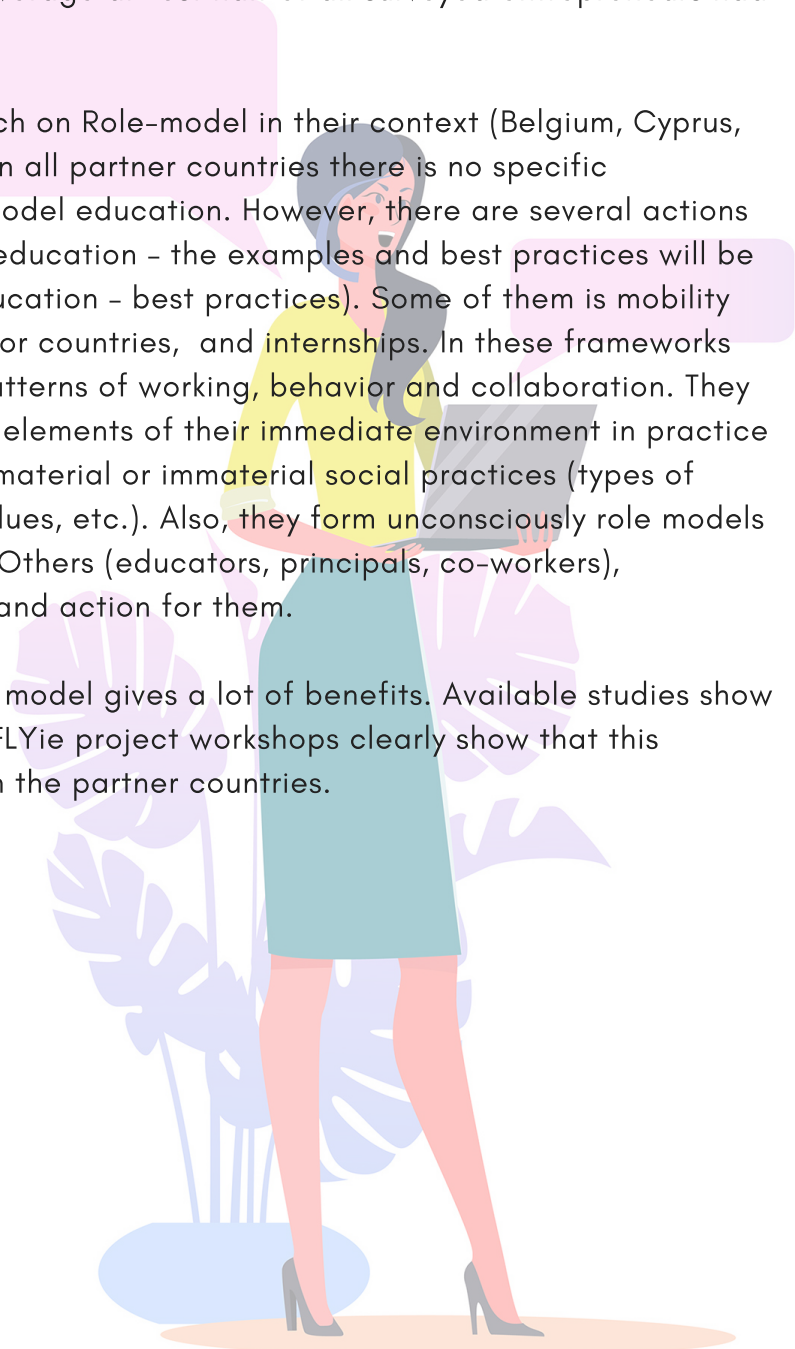
Graph 1. Source: <https://www.oecd.org/gender/data/can-role-models-encourage-woman-to-step-off-the-beaten-path-and-become-entrepreneurs.htm>

It seems that social and cultural norms in different regions of the world influence the importance attached to role models: more than 50% of entrepreneurs and women in Sub-Saharan Africa and Latin American and Caribbean countries said they have role models, while in Eastern Europe it is much less common (35% for men and 30% for women). Women entrepreneurs who work in male-dominated sectors are also more likely to have male role models when growing up. Supporting successful women can encourage girls to look at their working lives differently, to choose entrepreneurship as a career and to move away from common stereotypes about women's professions (OECD, 2019).

Moreover, the latest results of the Facebook-OECD-World Bank Survey (December 2018, covering 95 countries) showed, that on average almost half of all surveyed entrepreneurs had a role model in adolescence.

The four partners of FLYie project research on Role-model in their context (Belgium, Cyprus, Greece and Poland) and found out that in all partner countries there is no specific educational framework regarding Role-model education. However, there are several actions that can be considered as a role-model education - the examples and best practices will be presented in Chapter C ( Role-model education - best practices). Some of them is mobility between students from different schools or countries, and internships. In these frameworks students get acquainted with people, patterns of working, behavior and collaboration. They also get a hands on interaction with the elements of their immediate environment in practice from examples. Such elements could be material or immaterial social practices (types of working, various knowledge, aesthetic values, etc.). Also, they form unconsciously role models inspired by persons acting as significant Others (educators, principals, co-workers), illustrating specific patterns of behavior and action for them.

To sum up, an education based on a role model gives a lot of benefits. Available studies show many advantages of this approach. The FLYie project workshops clearly show that this education system is still not well known in the partner countries.



### c. The objectives and the advantages of Role-Model Education

According to the famous historian Pamela Laird, choosing a role-model can have a significant impact on career opportunities and choices. She also stresses that parents have a significant influence on educational and training aspirations, self-fulfilment, and career. The choice of role model can be done from different social and professional backgrounds. Sometimes individuals chose to follow non-standard paths to discover their true vocation. Their experiences can serve as an example for young people who are looking for their place in society or are tempted to take shortcuts (Laird, Pamela Walker, 2006).

When we are young, there is always a person we admire and take as our role model. Usually it is someone from the family (parent, siblings, cousins, etc.), we observe their behaviour and want to be similar to them. It is often the case that we do this unconsciously, without realizing the impact these people have on us. Role-models change as we grow up, as do our tastes and needs. Having role-models in our lives is very important because they affect what we do and how we behave. They influence our actions and motivate us to overcome our weaknesses.

Following a role model can motivate us to improve ourselves and to achieve our goals. Most artists or athletes have their own role-models, which they try to imitate and which motivate them to achieve the best results. Our role-models should motivate us to overcome challenges. It is worth thinking about and choosing someone for a role-model who has faced many challenges himself/herself but has overcome them and proved that no obstacle can overcome it.

Role-models act as a guide to help us understand who we want to be in the future. We can learn a lot from role-models, here are the 5 most important benefits of having a role model (Kudoswall, 2016):

- ☐ By having a role-model we can learn about the qualities that will help us succeed - our design has certain qualities that have helped it to get where it is now. Look at it, we can see what qualities it has and try to implement them in our life.
- ☐ We can learn how to overcome obstacles - hearing that Oprah Winfrey was fired as a press reporter reminds us that failure will not prevent us from achieving success in the future. Understanding how our role models have overcome obstacles will help us prepare to deal with various difficulties.
- ☐ We have someone who inspires us - it is worth having someone who motivates us to act. Looking at a person who has made a difference in the world will encourage us to do the same.
- ☐ We will learn to learn from our mistakes - we need to remember that no one is perfect, not even the role-model we follow, everyone makes mistakes.



This approach may also have its drawbacks. Often people who have chosen their role-model compare themselves with him/her and identify with him/her, so they may think that they are worse than him/her if he/she has succeeded, but we haven't yet. This leads us to resign, to doubt our abilities. We should be very careful when choosing a role-model, but above all it should be our own choice. We shouldn't let ourselves be convinced that someone is perfect, and we should follow him/her. We should choose such a person according to our beliefs and ideology. We must remember that the role-model will not always be ideal, even famous people who have helped others many times had their faults.

In summary, in everyone's life it is important to know what we want to do and what we want to achieve, but it is also important to have a person who will inspire us to act and help us to achieve our goals. Remember, it is never too late to find a role-model!



## B. Entrepreneurial competences

In this chapter we will present key competences that young people can improve through role-model approach and critical points that increase their potential to have better career prospects as entrepreneurs. To do this, we will use the Entrepreneurship Competences framework developed by the European Commission. The EntreComp framework aims to describe all components of knowledge, skills and attitudes that can form a common vision of entrepreneurial competence. Once these competences have been identified, the aim is to develop appropriate and relevant tools and methods to enable the transfer of these competences to European citizens. Also, we will draw attention to the barriers and constraints that women face during their careers.

### a. What are the main entrepreneurial competences?

During the FLYie project, project partners from Greece, Cyprus, Poland and Belgium organised workshops with young women to learn their views on the role model education approach. The workshop participants agreed, that a lot of competences are needed to turn an enterprise into a successful one and gave a lot of competences that are needed in entrepreneurship, interestingly enough, most of them coincided with the Entrecomp framework.

We have identified certain competences as relevant to be improved by future entrepreneurs. The results are as follows (phrases and competences have been derived from EntreComp framework (Entrecomp, 2016):

- Motivation and perseverance - Many businesses are created by passion/hobbies. The basis of small businesses is the founder's passion. The source of success is above all a good idea, talent, a lot of hard work and perseverance. If an entrepreneur wants to be successful in business, he has to reckon with hard work. When setting up a company, it is worth reading about people who have achieved success in business. It is not uncommon for them to invest all their savings, often risking all their assets or pawning their flats to develop their company. People who have encountered various obstacles on their way to success can be a good motivation and inspire us to act.

.....  
***“The big secret in life is there is no secret. Whatever your goal. You can get there if you're willing to work.”*** - Oprah Winfrey  
 .....

- Self-awareness and self-efficacy – Both of these characteristics influence how we perceive our skills and how we can use them. They are inseparable from self-confidence. Self-confidence is believing that you're good at what you do and that you're doing it well. Self-confidence comes from self-esteem and belief in your abilities. Some people have this feature from an early age, those who do not have it can develop and master it. This feature is very important in business, it will help us face various problems and improve our emotional health, although developing self-confidence involves a lot of effort, it is definitely worth it. Many people, mostly women, have a great business idea, but because of the lack of confidence, they are afraid to realize it, unfortunately, the biggest opponent to women is themselves.

.....

***“The most beautiful thing you can wear is confidence.”*** – Blake Lively

.....

- Planning and management – Planning and management skills are the ability to organize your working time and others. It is also about punctuality, being ready to work under time pressure and managing private/professional life. These are very valuable skills for leaders, entrepreneurs and other employers. In the case of higher positions, an employee manages not only his or her own work but also the work of his or her employees, so it is important to develop these skills in order to properly allocate tasks and responsibilities, which will improve the efficiency of the company. If we don't have such skills, it's worth working with someone who has them and following this person's example, this way we will learn very quickly how to organize both our work and family time properly.

.....

***“It takes as much energy to wish as it does to plan.”*** –Eleanor Roosevelt

.....

- Mobilizing Others – Mobilizing others is essential in case of gathering people and inspire them. Good leadership is very important in a company, every enterprise needs a leader who will motivate people to work hard and immediately with their enthusiasm. A good leader is someone who uses his charisma to achieve the right goals, introduces a pleasant atmosphere in the company, sets a good example, does not use his position in the company, is open to suggestions and constantly develops – A leader can very often become a role model for his/her employees.

.....

***“A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.”*** – Rosalynn Carter

.....



- Taking the initiative – Taking the initiative is an important part of making improvements in the workplace. In every company we can demonstrate our skills and creativity. It is important not to be afraid to express one's own opinion and take matters into one's own hands. We can take the initiative before someone tells us what to do. By taking the initiative, we can be in the company and realize that we are leading our own career path.

.....  
***“Don't wait for your ship to come in, swim out to it.”*** – Cathy Hopkins

- Working with others – Working with others is about being able to work with co-workers. It also means being able to solve conflicts and find common solutions. Another important feature that is part of working with others is the ability to integrate. Integration is very important in terms of motivating each other and creating relationships based on mutual assistance and support. Well-organised integration is a time when the team can get to know each other better and talk about something other than professional issues.

.....  
***“We learned about honesty and integrity – that the truth matters... that you don't take shortcuts or play by your own set of rules... and success doesn't count unless you earn it fair and square.”*** – Michelle Obama

- Learning through experience – An important feature is the ability to learn from your own and others' experiences. This allows you to gain important lessons from both your successes and failures. Learning by experience is also a reflection on the actions taken. Their evaluation from both business and social perspectives.

.....  
***“Faith and perseverance are the key to overcoming obstacles.”***  
 – Lorna Jackie Wilson



- Financial and economic literacy- Financial and economic literacy is related to the financial resources of the company. Proper financial management supports strategic and operational management. In other words, it is the decision to finance the company's activities. The basic task is to ensure financial liquidity, i.e. the ability to settle liabilities on an ongoing basis.

.....  
***“Money, like emotions, is something you must control to keep your life on the right track.”*** - Natasha Munson

- Spotting opportunities - To achieve success, you need to look for good business opportunities and be able to see the marketplace you can fill with your business. To do this you need to be open-minded and have the ability to find links between often at first sight incompatible concepts / processes /activities. Thanks to this creative approach you can achieve success and create new innovative things, fulfilling yourself professionally.

.....  
***“Opportunities are usually disguised as hard work, so most people don’t recognize them.”*** - Ann Landers

- Creativity- Creativity is the process through which new ideas and concepts are created. By thinking creatively you can achieve original and appropriate solutions. Creativity is an inborn feature, but it is very good to develop it constantly.

.....  
***“The creative adult is the child who survived.”*** -- Ursula Leguin

- Vision - The vision that you will establish for yourself on how your company or you personally will develop is very important. It is a certain framework and a certain image of the future that you will have in mind and want to achieve. Regardless of the obstacles and the need to change the ways to achieve the goals, the vision reminds us of the values and goals you had at the beginning of our journey and what you missed to achieve. The ability to visualize yourself and your future achievements is also important. It allows you to focus on the process of creating different scenarios in our heads and supports your creativity. The key here, of course, is to realize your vision through concrete actions.

.....  
***“The only thing worse than being blind is having sight and no vision.”*** — Helen Keller

- Valuing ideas – The ability to evaluate your ideas and concepts is very important. A critical approach and the ability to make substantive rather than emotional judgments is the key to innovation. It is also good practice to assess the usefulness of your ideas and concepts in terms of their social and not just financial value. In addition, this skill also includes the ability to value others' ideas and the to transform and adapt them to produce the best results.



***“Great minds discuss ideas. Average minds discuss events. Small minds discuss people.”*** – Eleanor Roosevelt



- Ethical and sustainable thinking – Ethics and sustainability thinking are key values in achieving good success. With this approach, by creating your business, you meet the needs of your realization and social and global needs. This makes your business a real added value and makes the world a better place. Ethics also allows you to create added value with respect for the rules, employees, the law and fair competition. It is very important to be able to look at your work with pride and feel fulfilled professionally.



***“The needs of a society determine its ethics”*** – Maya Angelou



- Mobilizing resources – If you want to realize your ideas and concepts, you must have specific resources to achieve them. Managing them properly and being able to use them in an optimal way, minimizing costs but ensuring the best possible quality is very important for your company to be well perceived and for you to feel fulfilled by delivering products of which you are proud of. To be able to create a product you must have specific equipment / machines and materials. To use them you will also need knowledge and skills, for example technical or digital to create them or management skills to organise their storage and optimal management.



***“You weren't created just to consume resources, you were put on this Earth to make a contribution.”*** –Mother Teresa



- Coping with uncertainty, ambiguity and risk - Part of being an entrepreneur is constantly taking risks and dealing with the unknown. Just because it is indispensable does not mean that it cannot be minimized. Good risk management allows you to keep it in a safe place and helps you to achieve your goals more smoothly. Managing a risk itself is, firstly, the ability to identify it and, secondly, the ability to measure and assess the value of the risk. The next step in managing a risk is to be able to plan a strategy to minimise it and to react when it occurs. The last skill is control and monitoring, which gives us the confidence that we will see the risk early enough to be able to react appropriately. In an ideal model we are able to monitor the risk well, but in reality, there will often be emergency and unexpected situations to which you will have to react immediately. The ability to analyze quickly and keep your blood cool is essential here.



***“When you take risks you learn that there will be times when you succeed and there will be times when you fail, and both are equally important.”*** - Ellen

DeGeneres



The set of skills needed to be a successful entrepreneur is not based on gender, the skillset is the same for both, women and men. What is different is that women have sometimes a pressure to do everything on their own in order to prove themselves and feel more guilt than man when their work-life balance is not in order. Another thing that is quite remarkable is self-doubt which is really big thing for women. Barriers and obstacles for women on the labour market are described in the next subchapter.

We invite you to get to know with the next Intellectual Output of our project (IO3) “Guide on Game-based education and activities for fostering gender equality”, that covers the topic of Game-based education and include this competences as well.

## b. Women barriers to become entrepreneurs

In the previous section we familiarized with the competences that are important for success in an enterprise but, despite the fact that the skills list is the same for both men and women, the ratio of men creating/launching a business and being in management positions is far superior to women ratio. So, let's think about the obstacles that women face when they want to start a company and fulfill themselves professionally.

Obstacles related to gender equality and women barriers to become entrepreneurs:

- **Work-life balance**

The term work-life balance (WLB) appeared in the 1970s, when women's working time has become equivalent to that of men (M. Mituła, 2016). According to the stereotype, a woman is not supposed to work and she should take care of the house while the man is supposed to be the head of the family and earn money. These stereotypes limit and impose a predetermined role on individuals, which often reduces both sexes. The biggest challenge, of course, is balancing career and personal life, which often turns into a struggle against social stereotypes and perceptions about the division of roles on the one hand, and capability of women to be successful entrepreneurs on the other. A woman who has already started a family has a lot of duties related to housework and motherhood. Society has accepted that it is the woman who is responsible for these duties, so it falls on her to do most of the housework. It is very often the case that a woman with domestic and childcare responsibilities puts her career in the background because it is difficult to reconcile these two things. This results in stagnation at work and a stoppage in career development. Nowadays, few women agree to sacrifice their careers completely. Women do not intend to be mothers only, they want to achieve their own professional success, so it is important to look for solutions that will enable them to realise themselves and meet their needs. Reconciling motherhood and work are a difficult matter, but work is an opportunity for personal development and professional fulfilment, which is very important in life.

### So how to reconcile work and home?

The key to success is planning, work-life balance is balancing the amount of time spent on work and relaxation. The key here is to organize your day at work well and thanks to this gain a sense of satisfaction that will allow you to completely cut yourself off from professional and private matters in the evening (I. Firmanty, 2020).

Nuria Chinchilla, the director of the International Centre for Work and Family, says: *"Our many years of research show that we are talking about "reconciling" professional and family life because we see it as hostile to each other's realities, as if they were in conflict: if you're successful at work, it's wrong at home. Meanwhile, work and home can enrich each other. In achieving a balance between family and professional life, you and the way you live your daily plan are the first thing to do. And the second factor - how your environment can help."*



- **Employment discrimination**

Employment discrimination is otherwise a disproportionate share of women or men in the group of the unemployed, despite comparable competences. The role and perception of a woman as an employee has changed in recent years. The picture of how society perceives the female gender and women's awareness of their needs and aspirations has changed. It is increasingly important for women to gain education and improve their qualifications and to be successful in their career path. The causes of discrimination against women are based on cultural and social factors as well as on the behaviour of organisations (A. Anagnostopulu, Forbes, 2019).

Several decades have passed since the emancipation of women, but there are still many situations in which they are not treated equally with men. Most often, discrimination manifests itself in lower pay compared to men, lack of opportunities for promotion to higher positions. Usually employers, especially men, prefer to hire only other men, because they "fear" that a young woman might become pregnant which leads to organisational changes and costs for the company.. Unfortunately, there is no such solidarity among women. Working in a company with such a policy is difficult because women have to prove they are worth in it, work more and more effectively and make fewer mistakes to be appreciated.

- **Internal barriers and constraints**

Women often have low self-esteem and do not believe in themselves and their skills, these barriers block professional advancement. Often women are afraid to achieve success and their goals, which results in fear of holding managerial positions, as well as fear of expressing their needs (M. Dźwigoł – Barosz, 2016).

Even though some women have better education than men, they are facing a higher lack of confidence which affects them. According to research conducted by American scientists – psychologist Davic Dunning from Cornell University and Joyce Ehrlinger from Washington State University, women more than men are guided by the common good and act in such a way that the whole environment, colleagues or organisation benefits from it. The result is that they attach great importance to improving their competences and offering something valuable. Unfortunately, it is often the case that they underestimate the competences they already have and assess their preparation for a specific task very strictly, which leads them to resign from action. Women try to prove that they are good at something by constantly training themselves, but unfortunately, they lack self-esteem and confidence that they are good at something.

*"In every woman's head, the inner critic fights the inner wise man, but unfortunately, the former wise man wins too often. If we give in to the thoughts "I can't do it", "I can't do it", "I'm not fit for it", "I've never done it, I can't do it", we won't get far. Our thoughts shape our emotions, and these influence the actions we take or don't take"* says Beata Kapcewicz, entrepreneur, leader, personal brand expert, co-founder of the Momentum Way capital group.

It is difficult to control the thoughts that block woman, probably these are feelings that are very deeply rooted since childhood. Women need to become aware of all the negative thoughts that block them and replace them with beliefs that provide support. Women often observe others and try to draw conclusions from their experiences and adapt them to their own lives. They are inspired by people who share their success stories, so it is important to have a role-model that will motivate and support them.

- **Social expectation - Stereotypes**

Women who decide to postpone or eliminate plans to start a family for their career development often face a misunderstanding of their views. Society often believes that a woman should focus mainly on the family and that professional career [Ld1] should be in the background. This approach discriminates against women who focus on their careers because they do not fulfil their role in society. Unfortunately, even in the 21st century such situations happen. K. Horney states that social expectations towards women are represented by the patriarchal ideal of femininity, which limits women's participation in life to the narrow sphere of eroticism and motherhood (W.Wood, 2012).

Nowadays, women often surpass men not only in their competence but also in their communication skills. They usually take less risk, but are oriented towards dialogue and relationships, and thus work very well in negotiations.

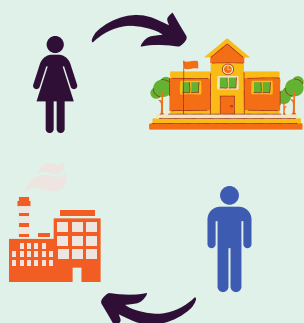
In modern management, stereotypes need to be abolished, this should open new perspectives and opportunities to women. Women have repeatedly proved that they can succeed in business. They have achieved it by overcoming their weaknesses, fears and cultural boundaries, freeing themselves from stereotypes. Over the years, women have shown that there is room in business for women who have not only the need to survive, but also the desire to discover, risk, acquire, constantly learn and share the results of their work. Women in business create new opportunities for development for both local and global communities.

- **Professional segregation**

Discrimination before entering the labour market consists in the different socialisation of boys and girls to fulfil their assigned social roles. There is also a gender gap in investment in human capital before entering the labour market, which results in educational segregation. Qualification and occupational discrimination are characterised by restrictions in access to certain occupations and positions. Occupational segregation occurs in two dimensions:



# OCCUPATIONAL SEGREGATION OCCURS IN TWO DIMENSIONS

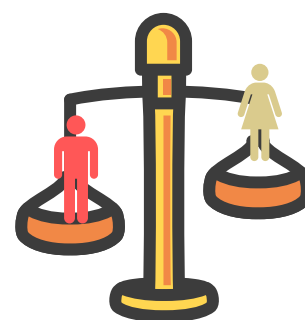


## HORIZONTAL APPROACH

Employment of representatives of one sex in particular sectors of the economy. It usually manifests itself in the feminisation of industries less prestigious on the market, which are less well paid.

## VERTICAL APPROACH

Manifests itself in the uneven level of employed women and men by occupational groups and positions. This results in the masculinisation of professional groups or managerial positions at higher levels.



## Phenomena related to occupational segregation

### GLASS CEILING

an invisible barrier to women's career progression despite comparable competences



### GLASS WALL

Women are more likely to occupy auxiliary positions, at a lower level than men. An invisible barrier to women's career progression despite comparable competences

Both phenomena are stereotyped, which leads to the exclusion of women from the possibility of fulfilling roles that give them a privileged position.

The barriers described above show that despite women's right to equal treatment in the labour market, men still play a dominant role. While legal changes have taken place very quickly, much more time is needed to change society's attitude towards women in the labour market. However, what also matters is a change of mindset among women and men, who should go beyond the roles and stereotypes imposed on them. Women need to be more conscious of their strengths and potential. And encourage and support each other. All women, especially young women who are just entering the labour market, should be aware of all these barriers and be above them.



## C. Role-Model Education - best practices

Exploring the figures and data presented in the Methodical Guide (IO1), we could extract the conclusion, that in all four FLYie project countries, there is a significant gap – to a lesser or greater extent– between female entrepreneurship when compared to entrepreneurship sector in general.

There are many programmes and practices around the world that promote gender equality and the role-model education approach. The project partners have conducted research in their countries and specified best practices in their countries:

### **Belgium**

- Egalite – The Foundation Wallonie–Bruxelles has a dedicated program for gender equality. The Directorate for Equal Opportunities works on issues of equality and gender equality within the framework of Community competences, i.e. matters relating to the person and the use of language (the so-called "customisable" subjects).



These subjects cover the following sectors

- the different levels and types of education,
  - education,
  - scientific research,
  - culture (music, dance, performing arts, continuing education, cultural centres, literary arts, cultural heritage, etc.),
  - health promotion,
  - sports,
  - youth care,
  - audio-visual and media.
- The Université des Femmes defines itself as a research laboratory, teaching and feminist reflections on the status of women. They organize trainings, workshops, events, publish their research, toolboxes, activities. They foster training for adult women to enable them to contribute to history and society. Their publications are not all available for free. They tackle many social issues, but they also intend to help educators use female role-models in their teaching practice by providing trainings on feminism.



- The city of Brussels has published on their website a collection of initiatives and actions that were organised (mostly in high schools) to tackle the issue of gender inequality and harassment. There was also a workshop on the promotion and enhancement of women's work in the artistic and cultural world, particularly in the audio-visual sector for students in university. The school projects were often artistic projects with pictures or paintings to raise awareness.

The good practices in Belgium bring out the role of women and promote gender equality in entrepreneurship, although entrepreneurship is not their main focus. Their aim is more general in the sense that they foster the use of female role models in education and thus show examples of female entrepreneurs who contributed to history. The first example is more focused on the contribution of women to historical change while the second example intends to empower women of today to become active participants in the fields where men are usually favoured, such as entrepreneurship.

### Cyprus

- The Cyprus Youth Organization has taken the European initiative Erasmus + "Network of Role Models", which aims to promote common European values, such as democracy, solidarity and respect for human rights, through the promotion of life and action of specific people standards (Role Models), which help to promote a society without exclusions. The Network of Role Models initiative is being implemented in Cyprus through the #LifeStories initiative, which aims to inspire and empower young people by presenting the lives of people who have succeeded in their lives, despite the discrimination or challenges they have faced, or people whose work has inspired men and women with a migrant background.
- The #LifeStories initiative ran from July until December 2018. In particular, through presentations, inspirational speeches, music, art, yoga and fitness workshops, the #LifeStories initiative will present the stories of these role models (Role Models) who have been selected based on the importance of their work and their contribution to the social integration of immigrants in Cyprus.
- Since 2015 there is a funding 'Scheme for the Enhancement of Female Entrepreneurship' provided by the governmental Service and Industry of Technology (The Ministry of Energy, Commerce, Industry and Tourism of the Republic of Cyprus, 2015). In order for this scheme to be more effective is important to be more inclusive and visible to those women who are interested. In the National Policy Statement for the Entrepreneurial Ecosystem - a government-led strategic document on entrepreneurship - there is an explicit reference on the need to enhance female entrepreneurship.



## Greece



- **ROLE MODELS** – This program is about preventing school dropouts due to descent or social and economic status by presenting relevant role models. In the descriptions of the selected role models the promotion of their personal experiences and how they managed to achieve their goals, inspiring children and emphasizing the importance of adequate education. The purpose of the program is to promote the importance of education among students, by creating incentives for them to be engaged in school activities, strengthening their resilience and to reflect on the difficulties that they and their classmates may face. It is focused on primary school students of 5th and 6th grade. At the same time, the teachers will attend relevant trainings created by project partners.



- **100 MIRRORS**. The 100MIRRORS program created in its website, where female entrepreneurs in participating countries can present their experiences skills, abilities, limitations and difficulties.
- The Hellenic Association of Businesswomen in Greece (SEGE) is a non-profit organization that addressing female entrepreneurs. SEGE holds the chairmanship of the Federation of Mediterranean Business Women Associations and is a pioneer in the establishment of corresponding federations in the Balkans and the Black Sea. It works with social, professional and non-governmental organizations at local and European level to promote the interests of women in business. But most importantly, it supports its members effectively and productively, which is more than 650 nationwide. The main purpose of SEGE's activities is:
  - to support Greek women entrepreneurs develop their businesses and themselves,
  - to promote female and youth entrepreneurship,
  - to improve and secure their achievements.



It is the only body in Greece that represents women entrepreneurs and geographical location. Members are provided with professional counselling, networking, ethics and real estate support. At international level, it enjoys an appreciation for the services it offers and international events.

The aforementioned examples do not cover the role of women or promote gender equality in entrepreneurship. The concepts included, though could evolve and promote also gender equality. For example, the ROLE MODEL example, could focus more on why young children and women are discouraged to discover their strengths and distinct talents and to pursue their “dreams”. Also, with the selection of proper role models they could be encouraged to follow subjects more male dominated and promote advocacy in gender equality.



## Poland



### AKTYWNA I NIEZALEŻNA

- Aktywna i niezależna – program wsparcia przedsiębiorczości kobiet [eng: Active and independent – a programme to support female entrepreneurship] – The project aim was to support women from the Pomorskie Voivodeship by providing a grant to start a business (PLN 24 000), but also to offer substantive support in the field of consulting or training (<https://grupaprofesja.com/projekty/aktywna-i-niezalezna-program-wsparcia-przedsiębiorczosci-kobiet/>).
- Equality in business program – the project's activities focus on developing solutions for medium-sized enterprises that can turn a company into a place that is friendly and attractive for current and new employees. The offer of the programme includes:
  - Training to acquire knowledge of legal provisions related to equal treatment in the workplace,
  - Business advice – individual support,
  - E-learning training – education of employees on equal treatment in the workplace
  - Tools such as educational films, equality training programmes, etc.,
  - Competition promoting companies that apply solutions for equal opportunities for women and men in the labour market.
- Girls as Engineers and Girls Go Science! – Is a pioneering and at the same time the biggest project promoting technical, engineering and science faculties among young women in Poland and Central and Eastern Europe. The idea of the project was born in 2006 and since then the popularity of technical universities among high school students has significantly increased.

The examples above promote gender equality in entrepreneurship. They focus more on inspiring others to personal development, to take control of their own life and live in a way to influence people's lives. Moreover, they encourage others to get involved in social life and seeing themselves as active members of the community.

## Other good practices to promote gender equality and role-model education approach

- BizStreet enterprise village in Tartu: During this event, children from Estonia will take part in a role-play simulation so as to get practical real-life experience of entrepreneurship. Through play, children develop team-working skills, communication skills and acquire financial skills for their everyday life (Euronews, 2017)

- Promoting gender equality and women's economic empowerment on the road to sustainable development: good practices from the UNECE region - A brochure was prepared by Gender and Economy at UNECE. It contains examples of strategies and policies that aim to promote gender equality and empower women on the road to sustainable development in the UNECE region. It also includes various discussions, programmes and actions in Eastern Europe, the Caucasus and Central Asia. Link to the brochure:  
[https://www.unece.org/fileadmin/DAM/publications/gender/PromotingGenderEqualityBrochure\\_EN\\_web.pdf](https://www.unece.org/fileadmin/DAM/publications/gender/PromotingGenderEqualityBrochure_EN_web.pdf)
- WHO'S SHE is a two-player tabletop game about courageous women who changed the world. From Hatshepsut to Serena Williams. Discover their incredible adventures! Clever icons printed on the board give you a quick summary about their life stories. Guess their identity by asking about their accomplishments, NOT their appearance, with questions like: Did she win a Nobel Prize? Did she make a discovery? Was she a spy? The game includes 28 biography cards full of fun and interesting anecdotes about their life stories



Source:<https://playeress.com/products/whos-she-the-game>

- European Region Entrepreneurship Connection - EFEB Network - This project aims to develop a strong partnership in the development of education, training and activities that support women's entrepreneurship in social entrepreneurship, eco-innovation and the digital economy. The project offers training, mentoring and development of women's entrepreneurial skills.



# D. Bios and short presentations of the work and life of famous women in entrepreneurship

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In this chapter we will present short biographies and presentations of successful women in the Entrepreneurship world.

During the FLYie project, workshops were organised. In each organization, 5 young women, together with experts of the organizations researched and collected information about important women personalities in the field of Entrepreneurship. Unfortunately, due to Covid-19 pandemic, we were unable to conduct all physical meetings with our target group. For this reason, the consortium decided to conduct an online workshop.

The workshop participants gave many examples of women in the field of entrepreneurship, also they gave examples of women entrepreneurs who faces social, economic, cultural challenges or were disabled. Here are examples and short biographies of women who motivate our participants:



**Name:** Ewa Furgat

**Country of origin:** Poland

**Company name:** Przestrzeń Kobiet

**Field:** Women support



**Main activity of company:** The main objectives of the Foundation are to promote equality between women and men in the public and private spheres, to combat discrimination against women, in particular on grounds of gender and sexual orientation, and to raise awareness of women's history. The implementation of these objectives is carried out through educational and research methods, i.e. through the organization, conducting workshops, publishing publications, creating reports, and organizing educational meetings. The mission of the Foundation is to create a non-discriminatory society that respects differences and is open to diversity. The foundation's main values are emancipation, empowerment, feminist perspective and intersectionality.

**She is best known for/biggest achievement:** Anti-discrimination and equality educator, co-founder of the Przestrzeń Kobiet Foundation. Author of the social innovation for non-working girls with Asperger's syndrome "Water Friendship". Winner of the Polcul Foundation award for civic activity. Editor of, among others, five volumes of the publication Krakowski Szlak Kobiet. She is the president of the Krakow Emancipant Women's Route and the book Szlaki Kobiet. She is the leader of the emancipant women's trails in Poland. She runs the blog "Dziewczyna w spektrum".

**Biggest obstacle and how she overcome it:** She was diagnosed with Asperger's syndrome at the age of 36. It took her a lot of time to get used to this information, firstly she disclosed it to her relatives and only later to other people whom she met. She admits that she was mobilised by her fury and disagreement with treating differently people who were affected by this illness. This was the beginning of her adventure with the blog.

**Quote:** "Autism is a less typical development model. I speak of it in terms of diversity, not disorder."



**Name:** Agnieszka Kramn  
**Country of origin:** Poland  
**Company name / Invention name:** Miejsce Kobiet  
**Field:** Women support



**Main activity of company:** Miejsce Kobiet is a community of women who build life on their own terms, reach for happiness and fulfillment at work, in everyday life and in relationships. Miejsce Kobiet has two forms of activity:

- Miejsce Kobiet Foundation - carries out free projects for participants, which are financed by the partners
- Brand and Company Miejsce Kobiet - realizes projects financed by the participants. Each paid project supports the foundation's activity, a percentage of the income is paid into the foundation's account.

**She is best known for/biggest achievement:** Initiator and co-founder of the Miejsce Kobiet. Since 2003 she has been working with women, running women's circles, workshops, social projects. She is psychologist, trainer, coach, teacher of psychotherapy and also a supervisor.

**Motivation:** The impulse to act was a conversation with one of the women from the community who asked her: what next? where do all the things I do lead? Agnieszka decided then that the world needs women who know their power. Previously, she had been running workshops and projects for women for years, but she wanted to create a place where women would feel that they were in their place and could use their space.

**Quote:** 'My mission is to teach women how to create life on their own terms and how to build sisterhood networks in female circles'.



**Name:** Stella Taka  
**Country of origin:** Greece  
**Company name:** Startbio  
**Field:** Health



**Main activity of company:** Diagnostic Centre for Allergic Diseases and Pathogens (Viruses / Bacteria). Startbio is an innovative company in the field of molecular diagnostics. Its main goal is to develop state-of-the-art diagnostic methods for allergic diseases and pathogens that cause anaphylaxis and exacerbation of allergic diseases. The company focuses on providing doctors with the right tools to effectively diagnose allergic diseases. It provides services in the field of diagnosis, detection of respiratory pathogens as well as biotechnology services, which include design and analysis of research projects.

**She is best known for/biggest achievement:** Stella Taka is a research fellow at the Allergy Department, 2nd Pediatric Clinic in National and Kapodistrian University of Athens Medical school (NKUA) since May 2012. During last six years she focused on the interaction between Human rhinovirus and the innate immune system. The last two years, she started to investigate the differential expression patterns of miRNAs of the host after Rhinovirus infection as antiviral defense mechanisms through Postdoc-Research Scholarships from IKY (MIS 5001552) "Targeting Human Rhinoviruses with microRNAs". Stella Taka has received four prize awards in congresses and is an active member in EAACI - The European Academy of Allergy and Clinical Immunology. Moreover Stella Taka is Founder of Startbio company. Her research activities focus on the interaction between the human nasovirus and the congenital immune system. Finally she has been implicated in as main researcher in five different European programs: NANOMYC, MIDAS, PREDICTA, iFaam, CURE and has 22 peer reviewed papers (h-index 8) and over 174 citations (<https://scholar.google.gr/citations?user=-afbbWQAAAAAJ&hl=en>).

**Motivation:** During her Diploma theses she noticed the deficiencies in the diagnostic part and daily needs of clinic doctors. So she started a research on new diagnostic methods in allergies.

**Obstacles:** Stella Taka states that the lack of funding and lack of research programs were two major obstacles that could have led her to join a research team in Switzerland. Moreover in Greece there are no leading or mentoring on the part of entrepreneurship in University schools like Medicine school. Although there were these main obstacles Stella Taka stayed in Greece and found Startbio in 2017.



**Name:** Anna Chlioura

**Country of origin:** Greece

**Company name / Invention name:** Elektronio

**Field:** Environment



**Main activity of company:** Elektronio is a clean tech company, which creates premium electric bicycles with revolutionary design. Elektronio's motto is #reimagineyourvehicle go viral and aims to engage people in the development of their bike and bring sustainable mobility to a whole new audience beyond the traditional cyclist. Moreover Elektronio organizes cyclist roadtrips in Thessaloniki and other regions

**She is best known for/biggest achievement:** Anna Chlioura graduated from the department of Journalism and Mass Communication of Aristotle University of Thessaloniki with specialization in new media of communication. She has been awarded for Elektronio in several startup contests. Her company, Elektronio, was one of the semifinalists in MIT Enterprise Forum of Greece Startup Competition 2016.



**Name:** Zoi Giavri

**Country of origin:** Greece

**Company name / Invention name:** Advantis

**Field:** Health



**Main activity of company:** Medical company that offers a highly sophisticated, web-based and user-friendly post-processing and 3D visualisation software suite - Brainance. The software process three types of MRI with 90% accuracy while before it the accuracy didn't exceed 65%. Magnetic resonance imaging (MRI) techniques are used to perform diagnostic tests. They provide detailed images of the structure and cells of the human body through the distribution of its atoms. MRIs allow to diagnose alterations in tissues of human body, detect damages on the brain neurons and scan the body for cancer. Brainance helps to facilitate more accurate diagnoses for disorders like multiple sclerosis and Alzheimer's which need very sophisticated tests. It is used to process 3 different brain MRI tests: Diffusion, Perfusion and Functional MRI.

**She is best known for/biggest achievement:** Zoi A Giavri is an Electrical & Computer Engineer (National Technical University of Athens ). She has received an MSC in Computational Neuroscience and Neurobiology from the Medical School of Athens. She is the Co-Founder, CEO and Head of Research of Advantis Medical Imaging. Zoi Giavri was selected among the 3 finalists for the Rising Innovators prize of the 2018 EU Women Innovators Award.

**Motivation:** Zoi Giavri had the initial idea about the project during her studies in NTUA. She felt excitement with the combination of Engineering and Medicine. She started working on mathematical models that apply in MRI images and capture the nerve fibers in the brain. She wanted to help a doctor to study the brain of his patient. She wanted to turn the algorithms that she developed into a tool that would be used by the doctors.

**Quote:** *'I believe that an innovator should be persistent and he should have a will to achieve things even when they seem impossible and he/she should have a will to achieve things even when they seem impossible'*



**Name:** Xenia I. Loizidou

**Country of origin:** Cyprus

**Company name / Invention name:** AKTI

**Field:** Environment



**Main activity of company:** AKTI Project and Research Centre is a non-governmental non-profit organisation. It was founded in 2000 by a group of environmental experts. It has created an extensive network of associates and volunteers to raise environmental awareness and promote sustainable development.

**She is best known for/biggest achievement:** She is co-founder of ISOTECH Ltd, and of the NGO AKTI Project and Research Centre. She has received many international awards. In September, she was named Ambassador of the Mediterranean Coast 2019. She was one of the first scientists in Europe to understand the problem of marine litter 15 years ago and deal with it, as well as the major issue of dealing with problems in coastal areas from elevation, sea level and extreme weather conditions. She has worked in more than 50 countries in the world's seas. She has a strong participation in civil society, in Cyprus and Europe, with many years of voluntary and activist activity. She teaches, gives lectures, works in the field, collects data, dives. In 2016, she was awarded the prestigious "Iconic Women in Business Contributing to a Better World" award.

**Motivation:** Her motivation and aim are to support young people to make contacts, organise cooperation programmes, implement sustainable solutions and integrate inclusive development concepts into their careers, extrovertism and innovation.

**Quote:** *'We cannot accept any form of violence'*





**Name:** Elisabeth Argyrou  
**Country of origin:** Cyprus  
**Company name:** Nashico Enterprises Ltd  
**Field:** Environment



**Main activity of company:** A company from Cyprus that brings to the market new and healthy products.

**She is best known for/biggest achievement:** A young businesswoman in the male-dominated area of trade. Although young in age and with a completely different field of study, Elizabeth Argyrou did not hesitate to be bold and active in the family business. The winner of the New Woman Entrepreneur Award, which she received during the recent Eritrean Women's Excellence Awards 2017, talks to "In Contact" about the importance of the award, the difficulties she faced in a male-dominated space such as agriculture and trade, while sending the message that women should dare and claim their professional dreams.

**Biggest obstacle and how she overcome it:** "As a woman, especially a young woman in the male-dominated world of agriculture and trade, I had to deal with prejudices and underestimations that unfortunately still exist today on the part of some. But I have learned that with self-confidence you inspire confidence in others, and I feel that this prejudice has begun to diminish. The only other aspect of the job that made it difficult for me in the beginning was to learn to manage my time properly, since I am constantly on my feet to catch everything."

**Quote:** *'There are many ups and downs and disappointments until you reach your goal and there will always be problems. It is not easy to adapt your whole life and time to the needs of the business. You have to learn to handle all aspects of the job because in the beginning you may need to do everything. Listen to the advice of others who were before us and may have more experience but also have confidence in your own knowledge and ideas.'*



**Name:** Genevieve Moreau  
**Country of origin:** Belgium  
**Company name:** SiIN Scientific Institute for Intelligent Nutrition  
**Field:** Health



**Main activity of company:**

- Training in Reasoned Nutrition or Intelligent Nutrition for health professionals, catering professionals,
- Adopting the IN attitude on a daily basis means respecting our health and the planet. We disseminate information on sustainable health and nutrition to the general public at parties, conferences, trade fairs, etc.

- Support restaurant owners in their IN approach
- Helps the food industry to create products that are good for our health and for the protection of our environment.

**She is best known for/biggest achievement:** She has developed intelligent nutrition that improves understanding of how we think, produce and consume food. The Intelligent Nutrition Labelling System engages nutrition and medical experts, producers and consumers throughout the food chain to build healthy and balanced nutrition for the planet. The Intelligent Nutrition model is becoming increasingly popular throughout Europe.

**Biggest obstacle and how she overcome it:** Geneviève's son suffered from an anaphylactic shock. Inspired both personally and professionally, Geneviève began investing time and resources into becoming an expert on nutrition and developing a deep insight into the link between nutrition and health.



**Name:** Geertrui Serneels

**Country of origin:** Belgium

**Company name / Invention name:** Solentra

**Field:** Poverty



**Main activity of company:** Solentra is an aggregation of Solidarity and Trauma, but also stands for hope and new dreams. Solentra is a non-profit organisation and part of PAika, the psychiatric unit of UZ Brussel (Brussels university hospital) for children and young people up to 18 years old. They diagnose and treat migrant children and young adults who have fled their own country due to war. In case they fled with their families, they treat them as well. This often leads to complex psycho-traumatic issues and these war-related traumas are our area of expertise. Their overall mission? To make mental health care more accessible and more efficient. Always and everywhere. They also function as a social enterprise. They consider health in the broad sense of the word, for psychological suffering and mental disorders are not just an attribute of the individual alone. They are also the sum of environmental and social factors. This context has a crucial role in the well-being of the individual.

**She is best known for/biggest achievement:** Geert has always taken an active part in volunteer initiatives in her community. For 7 years she studied law with a mission to contribute to the development of justice. She was the first woman in her company in Alcatel, Paris to become head of her department. At the age of 35 she gave up her job and became a consultant to her company, in the meantime she trained in psychology. After completing her studies in psychology, she developed the PACCT methodology and specialised training and joined important political forces, becoming a precursor of culturally sensitive psychiatric care in Belgium and Europe.



**Motivation:** Working with refugees and migrants has a great impact on Geert, working with different culturally diverse populations enables her to get out of the Western European context and reflect on individualistic norms and culture. She believes that migrants and refugees provide not only economic but also cultural added value.

**Quote:** *"Refugees are often not embedded in our society, while connectedness is the basis of well-being"*



**Name:** Isabella Lenarduzzi

**Country of origin:** Belgium

**Company name / Invention name:** JUMP

**Field:** Environment



**Main activity of company:** The leading social enterprise in Europe working with organisations for more diversity, gender balance and inclusion to achieve an equal and sustainable society.

**She is best known for/biggest achievement:** Isabella Lenarduzzi is bringing women and men together to create a new economy, one that values work-life balance and diverse management practices, and thus reinvents what it means to be successful at work and in the home. Beginning first in Belgium and France, and eventually spreading to other European countries, Isabella is triggering multinational corporations, their CEOs and human resource managers, as well as a broad-based network of professional women, role models, and champions of her vision. Isabella is an Ashoka Fellow since 2013. Ashoka Fellows are leading social entrepreneurs who are recognised to have innovative solutions to social problems and the potential to change patterns across society.

**Motivation:** Isabella Lenarduzzi has been a social entrepreneur for 35 years. Her areas of interest include gender equality, employment, education, training, entrepreneurship, innovation and European public affairs. She is the co-author of "Europee. 10 donne che fanno l'Europa" (European. 10 women that build Europe).

**Quote:** *"JUMP works with the organisations and individuals to close the gap between women and men at work, achieve sustainable corporate performance and create a more equal society."*



**Name:** Zineb Agoumi  
**Country of origin:** France  
**Company name / Invention name:** EzyGain  
**Field:** Disability



**Main activity of company:** EzyGain's mission is to democratize the use of new technologies in health care by creating solutions tailored to the specific field

**She is best known for/biggest achievement:** Invented an affordable space-saving and connected gait rehabilitation device that secures patients at the pelvis and monitors their progress.

**Motivation:** In 2015, during her studies, Zineb Agoumi's grandmother fell ill and had problems with walking. "She suffered several falls in her home and passed away that same year," Zineb recalls. "It motivated me to develop a product to help people to learn to walk safely."

**Quote:** "One of the things about being an entrepreneur is living a constant emotional rollercoaster, from great highs to big lows, it's challenging but also exciting!"



**Name:** Sylke Hoehnel  
**Country of origin:** Switzerland  
**Company name:** SUN bioscience  
**Field:** Health

SUNBIOSCIENCE

**Main activity of company:** A medical hardware device that cultivates organoids, mini-organs derived from stem cells, to provide personalised drug efficacy tests.

**She is best known for/biggest achievement:** Her company was born from a side project which she and Nathalie worked on to standardise fabrication of retinal organoids, in collaboration with the Jules Gonin Eye Hospital in Lausanne. It was here that they started to develop their Gri3D technology. "It was exciting because it was a tricky project that we conducted alongside our PhD without even knowing if it would work!" says Sylke. "But it was also inspiring to be so close to doctors' and patients' needs."

(<https://www.cartierwomensinitiative.com/candidate/sylke-hoehnel>).

**Motivation:** Her motivation was dissatisfaction with the fact that a lot of research is not done and ends up in university drawers.

**Quote:** "We founded SUN bioscience to be master of our own ideas and to be able to make decisions while upholding our own values."

**Name:** Enass Abo-Hamed  
**Country of origin:** Palestine - UK  
**Company name / Invention name:** H2GO Power  
**Field:** Environment



**Main activity of company:** Offers a safe method for hydrogen production and storage to provide clean mobile energy.

**She is best known for/biggest achievement:** Co-founder of H2GO Power, with the aim of making cleaner hydrogen energy more accessible to consumers

**Motivation:** "Since everyone is becoming more and more dependent on their mobile devices it's a problem a lot of people share. 1.75 billion people around the world are relying on their mobile phones. When the battery runs out it always is a problem", says Enass. Moreover, the components of lithium-ion batteries are mined and difficult to recycle. "Current batteries which are mass-produced are harmful to the environment."

**Quote:** "There are few existing solutions around hydrogen technologies. People do realise hydrogen has got the potential to power up efficiently electronic devices."



**Name:** Leonora O'Brien  
**Country of origin:** Ireland  
**Company name / Invention name:** Pharmapod  
**Field:** Health



**Main activity of company:** Pharmapod supplies pharmacists with a cloud based platform to record and report adverse drug effects.

**She is best known for/biggest achievement:** Leonora has worked in the pharmaceutical sector for over 20 years. She is the principal pharmacist at Unicare and a management and development consultant for the Pharmaceutical Society of Ireland. She was the first woman in Ireland to be selected for the Entrepreneurial Winning Women leadership programme and previously won the Cartier Women's Initiative Award for Europe. She is co-founder and CEO of Pharmapod.

**Motivation:** The goal she wants to achieve is to introduce the Pharmapod solution in Ireland and around the world. "Having safe systems in place to prevent errors can reduce pressure on A&E and hospital resources. This can improve the situation we have currently where we have record levels of overcrowding in hospital emergency departments and patients waiting on trolleys. Having the right systems also helps healthcare businesses prevent costly litigation cases and improve their overall standards of patient care".

**Quote:** *"We differ because we are professionally led. Pharmapod is developed by pharmacists for healthcare professionals."*



**Name:** Cécile Réal

**Country of origin:** France

**Company name / Invention name:** Endodiag

**Field:** Women - health



**Main activity of company:** Endodiag develops non-invasive diagnosis and advanced biopsy tools to fight endometriosis. "Our mission is to radically change the lives of millions of women by bringing new endometriosis diagnostic solutions."

**She is best known for/biggest achievement:** French biomedical engineer and business executive. CEO and co-founder of Endodiag.

**Motivation:** The vision of Cecile and her company is to change the lives of millions of women who suffer from endometriosis. In order to achieve this, the company is committed to an earlier and easier diagnosis and better management of the disease. Endodiag also develops new endometriosis diagnostic solutions for healthcare professionals

**Quote:** *'A non-invasive diagnosis would be a massive progress,' says Cécile, 'bringing treatment forward by years to reduce patient's suffering.'*



**Name:** Alice Yvonne Bentinck

**Country of origin:** UK

**Company name / Invention name:** Code first girls

**Field:** Women



**Main activity of company:** Code First: Girls, an organisation offering free web programming courses for women in university. The main objective of Code First Girls is to transform technology by providing women with space, skills and inspiration to become future leaders. So far, Code First Girls has taught Code First Girls to code over 17,000 women for free.

**She is best known for/biggest achievement:** British entrepreneur, co-founder of Entrepreneur First and Code First Girls. Alice is financing ambitious people from Europe and Asia. Alice is in favour of more women entering the field of technology. Inspiring Fifty has identified her as one of the fifty most inspiring women in the European technical field in 2015.

**Motivation:** Alice's motivation came with the observation that entrepreneurship is not seen as a viable career option for talented and ambitious people in Europe, as opposed to Silicon Valley. It was then that she decided to set up the Clifford Entrepreneur First with her colleague.

**Quote:** "Over the last ten years, we have seen a significant shift in how employees think about work and what a desirable workplace looks like. Ultimately, companies shouldn't try to be something they aren't. Many individuals want to join a well-established company where they have clear ways to progress, lower risk, and a well-known brand name. But corporations should think about which modern work practices they can adopt to bring their culture into the 21st century."



**Name:** Mette Lykke

**Country of origin:** Denmark

**Company name / Invention name:** Endomondo/Too good to go

**Field:** Environment



**Main activity of company:** Startup Too Good To Go fights against food waste, which is a huge global problem (research shows that one third of the food produced is wasted). Too Good To Go allows people to buy surplus, unsold food in restaurants, hotels, etc. that would normally be thrown away.

**She is best known for/biggest achievement:** Danish businesswoman. She is currently the CEO of Food-tech start-up Too Good To Go. She is also an entrepreneur and investor. She was co-founder and CEO of Endomondo, later taken over by Under Armour.

**Motivation:** The business idea came unexpectedly, during dinner, the founders of the restaurant saw that all the dishes that had not been eaten had gone into the bin, even though they were still fit for consumption. Her team decided to create a service that would connect people from the restaurant with leftovers at the end of the day. The idea turned into a free application that allows people to buy products that were not sold and would normally be thrown away at the end of the day. By logging in to the app you will see all the hotels, restaurants or bakeries around where you live, where you can buy such food and pick it up on time.

**Quote:** "To be honest all the experiences help, the bad as much as the good! Building something from the ground up takes time, resilience, belief and a great team. It can be chaotic of course, but you have to trust in the vision and that's something that's fundamental to success."





**Name:** Luz Rello

**Country of origin:** Spain

**Company name / Invention name:** Change Dyslexia [an1]

**Field:** Disability



**Main activity of company:** The aim of Change Dyslexia is to give everyone access to scientifically proven tests and exercises, regardless of their social status. Change Dyslexia uses AI-powered games and tools to support those with learning disabilities. Her company aims to overcome three barriers in the world:

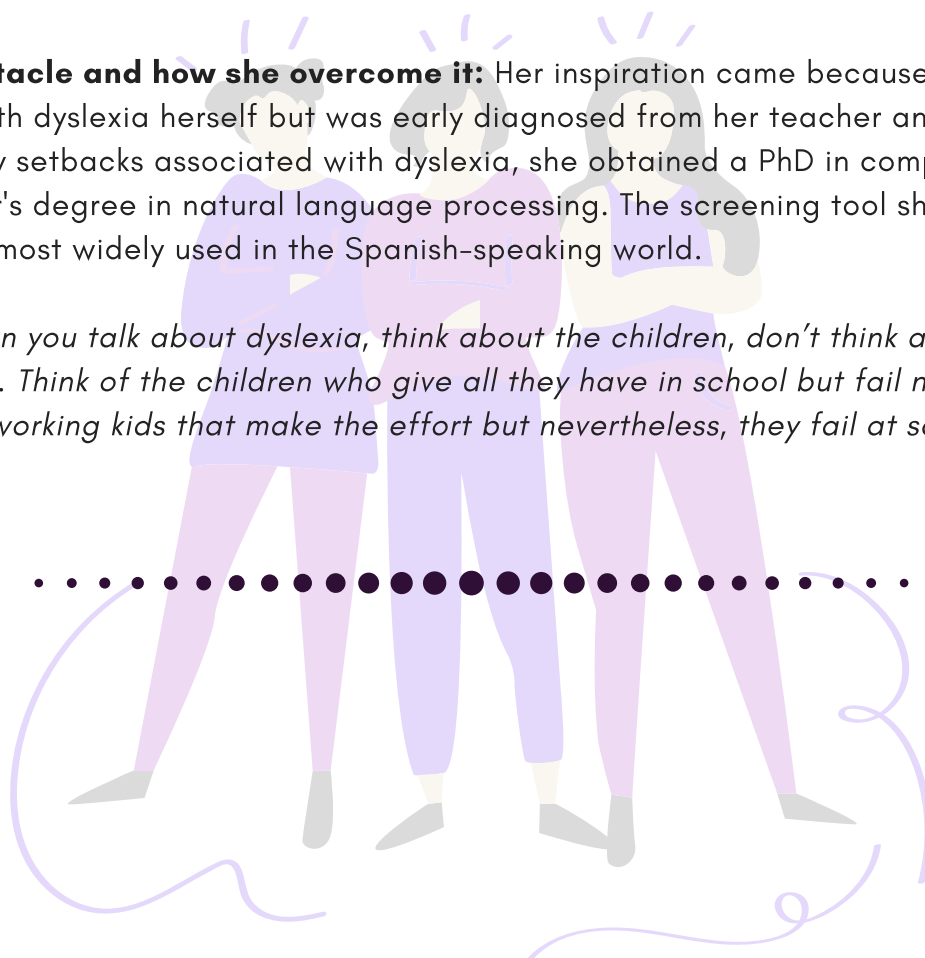
- The fact that dyslexia is undiagnosed and is often called a hidden disorder
- The fact that most people are unaware that they have dyslexia
- Socio-economic barriers

Thanks to this business, more than 140,000 children in 55 countries have benefited from the Disciplinary Test for free and more than 250 children in 15 schools have received scholarships from Change Dyslexia.

**She is best known for/biggest achievement:** Founder of Change Dyslexia, developed detective and online screening and learning platform that detects and treats dyslexia.

**Biggest obstacle and how she overcome it:** Her inspiration came because she has faced challenge with dyslexia herself but was early diagnosed from her teacher and treated. Despite many setbacks associated with dyslexia, she obtained a PhD in computer science and a master's degree in natural language processing. The screening tool she developed has become the most widely used in the Spanish-speaking world.

**Quote:** *"When you talk about dyslexia, think about the children, don't think about celebrities with dyslexia. Think of the children who give all they have in school but fail nonetheless. Think of the hard-working kids that make the effort but nevertheless, they fail at school."*



# E. Ideas of activities based on role-model education promoting gender equality in entrepreneurship

During the workshops organized within the FLYie project, participants were asked to give their ideas of activities based on role-model education promoting gender equality in entrepreneurship. Of all the participants' proposals, we have gathered the most interesting ideas. These specific activities based on role-model education that enhance gender equality in entrepreneurship are presented below and are easy to implement in classroom and evaluate the results.

## **Activity 1**

**Title:** Icebreaking

**Participants:** Young girls and boys/ Women and Men

**Aim:** Make the participants to connect and find common points

**Materials:** pencil and a piece of paper

### **Description of activity:**

In a circle, ask the participants to draw and outline on a paper the contour of their own hand. Ask to write 5 (in each finger) a positive quality of the person that takes part in the workshop . After it has been done, ask the participants to share what they wrote with an explanation about it. It will help to understand the personality and find common points.[an]

**Duration:** 30 min

**Number of participants:** 5-10

## **Activity 2**

**Title:** Role-model collage

**Participants:** young girls and women

**Aim:** to provoke reflection in students about the need for authorities and the existence of authorities in their lives.

**Materials:** internet, laptop or pc, printer, colour pens, glue, scissors, cardboard

### **Description of activity:**

We invite participants to search on the internet for women entrepreneurs that inspire them. We ask them to print photos of their Role models and then cut them. It is good to find more than 3 role models each. We then let them glue the photos on the cardboard (one cardboard each participant) and write in between the characteristics that these Role models have and make them feel more powerful and inspired. Participants can use any colors, size of letters etc in order to make their collage attractive and inspiring for themselves.

**Duration:** 45min

**Number of participants:** 5-25

### Activity 3

**Title:** Inspirational profile

**Participants:** young girls and women

**Aim:** arousing a desire to imitate the positive qualities of authority,

**Materials:** smartphone, internet access

**Description of activity:**

We invite participants to find a role model that inspires them. Then, participant records a short video with their smartphone about the woman who inspires them and why they think she is a good Role-model. The videos can be uploaded into social media to inspire others.

**Duration:** 30min

**Number of participants:** 5-10



### Activity 4

**Title:** Brainstorming

**Participants:** young girls and boys

**Aim:** define the role-model

**Materials:** whiteboard, paper, pen

**Description of activity:**

The trainer writes the concept of 'role-model' on the whiteboard. Ask participants to come up with their associations with the concept. Ask participants to draw ideas all together or draw individually and then compare among teams. All team member should collaborate to create a team drawing and then present it to the rest of the group. This activity requires communication skills, presentation skills, creativity, collaboration.

**Duration:** 15 min

**Participants:** 5-10

**Example:**



Source: <https://eucbeniki.sio.si/ang1/3118/index3.html>

### **Activity 5**

**Title:** We learn from our mistakes

**Participants:** young girls and boys

**Aim:** To show that everyone in life has once failed, but still has achieved a success

**Materials:** paper, pen, cardboard

**Description of activity:**

Ask participants to create several scenarios, for themselves or for other, like considering the mistake / fail, what should have been done not to fail and eventually what was the benefit of failing in this particular field/ topic. Where could they encounter such situation in the future? Participants are encouraged to be creative, communicate, share thoughts and give advice.

**Duration:** 30 min

Number of participants: 10-20

### **Activity 6**

**Title:** Workshop

**Participants:** Young girls and boys/ Women and Men

**Aim:** Promote gender equality

**Materials:** projector, laptop or pc, cardboard

**Description of activity:**

Organise a workshop on gender equality and discuss with the participants about gender equality in community.

You can present participants a video about the role-model for example:

<https://www.youtube.com/watch?v=kZfEFzf4Jec>

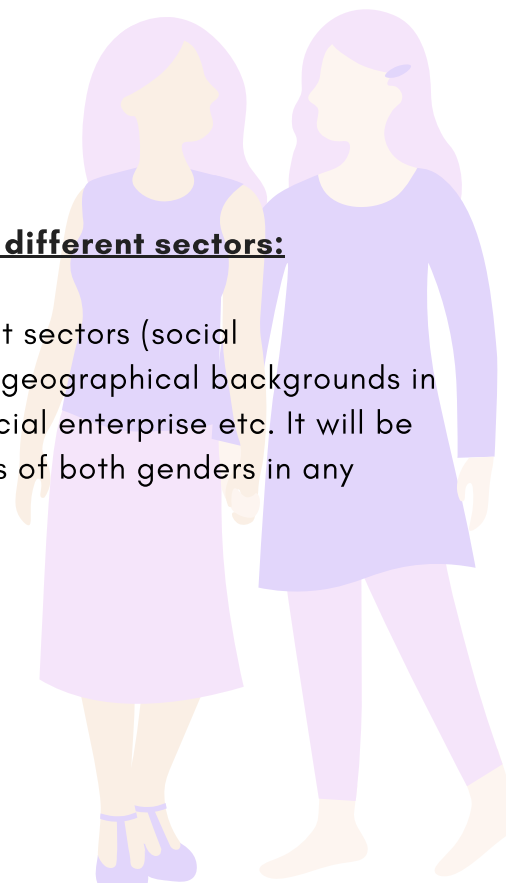
Then ask participants: Who inspires you and why?

**Duration:** 1h

**Number of participants:** unlimited

### **Other ideas for involving Role model Education approach in different sectors:**

- Including female role models examples coming from different sectors (social entrepreneurs, ICT , STEM) and different cultural, social and geographical backgrounds in many contexts eg. School, work, university, dentist office, social enterprise etc. It will be valuable for both men and women to hear or see role models of both genders in any sector of life. entrepreneurs),



- Changing the rules of games to become more equal or unequal. A very interesting example is this video <https://www.youtube.com/watch?v=CHIsAvSVRpK> where the rules of Monopoly have changed by giving roles to the children and discriminating them based on their gender or disability or color etc. Similar changes you can implement in other games in order to discuss inequality. On the other hand you can create a workshop on how the rules of some games can change in order to illustrate both women and men power. An example of this is the Queen cards in the next video <https://www.facebook.com/watch/?v=520265802180420&extid=iotLSLpJZtfEv8RC>
- Simulations of different roles in an enterprise or simulation of various interactions between entrepreneur and other stakeholders - This method includes: Role-playing, business games and simulations, observation of others' experiences, case studies and workplace experimentation. The simulations support active learning through experience, giving participants more opportunities to experiment.

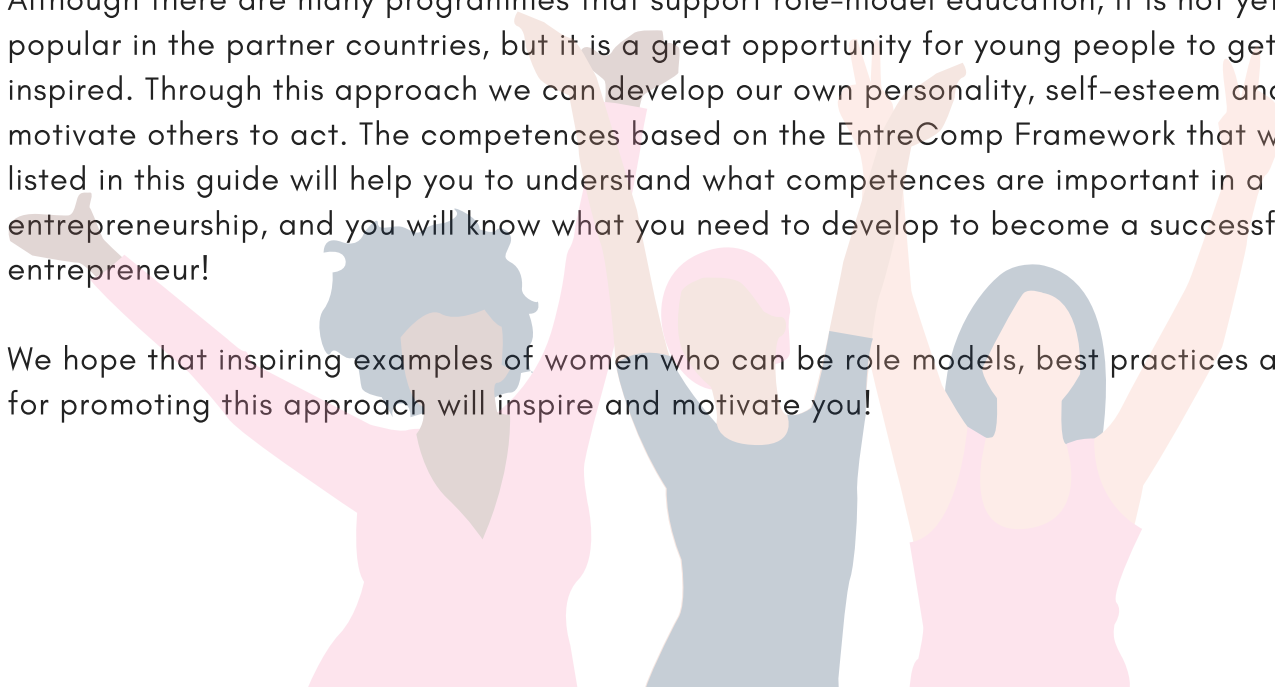


## Conclusion

This guide was developed, with the main objectives of fighting stereotypes in entrepreneurship and motivating young women and men through Role-models to participate and collaborate in entrepreneurship.

Although there are many programmes that support role-model education, it is not yet as popular in the partner countries, but it is a great opportunity for young people to get inspired. Through this approach we can develop our own personality, self-esteem and motivate others to act. The competences based on the EntreComp Framework that we have listed in this guide will help you to understand what competences are important in a entrepreneurship, and you will know what you need to develop to become a successful entrepreneur!

We hope that inspiring examples of women who can be role models, best practices and ideas for promoting this approach will inspire and motivate you!





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