problems in scientific leadership, as well as efforts to understand why these inequalities continue to exist. Much less work, however, has focused on the successes, which is the topic of this report.

By focusing on a ‘pathways’ approach, the report highlights the routes taken by women on their journey to the top and seeks to provide key lessons for younger women to follow in their footsteps, and also gives guidance for policymakers aiming to provide support for more women to assume science leadership roles. The ‘pathways’ approach recognizes that:

- Men and women do not experience or advance in their scientific careers in the same way.
- Scientific ‘systems’ and conventional understandings of leadership are not gender neutral; they are oriented to accommodate men and their traditional roles and expectations.
- Dominant narratives about scientific leadership preclude women’s needs and roles.

Interviews with leading female scientists sought to understand how some women have successfully reached senior leadership positions in global science, despite there being no clear signposting for them to navigate their way. The report highlights their alternative pathways to success, and how, in their success, they have championed institutional change which can be so elusive and hard to achieve.

Based on interviews with female science leaders, six key themes emerged. They are:

- Commitment to addressing a problem and a drive to use science to serve humanity and make a difference in the world.
- Refusal to give up despite being faced with obstacles and lack of support.
- Mentoring and role modelling.
- Developing their own set of skills and style to exercise leadership.
- Leveraging and building networks, both formal and informal.
- Reshaping organisational cultures through the introduction of family-friendly policies.

The report also examined gender strategies in leading scientific organizations to identify best practices. For example, in the European Union (EU), a combination of building the evidence base of empirical data and the use of technical language alongside strategic and concerted efforts by feminist activists has led to significant policy achievements. This success is embodied in Horizon 2020, the EU’s largest-ever research and innovation programme, with funding totalling 80bn Euros. An example of the programme’s gender-forward features is that gender balance in research teams is now a ranking factor in the proposal evaluation process for major Horizon 2020 grants.

The report concludes that it is not enough to address the challenges of individual women scientists, to amend organizational policies, or to ensure that research on today’s global challenges includes a gender component. Rather, efforts must be made to connect these steps to create multiple, reinforcing pathways to success. New pathways towards gender equality in global scientific endeavours and leadership need to address unequal power relations on a number of social and political dimensions at multiple scales: from the personal to the global.
Pathways to Success: Bringing a Gender Lens to the Scientific Leadership of Global Challenges

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