**Frontend - Liderança Feminina - consolidando competências e potencializando sua influência.mp3**

março 20, 2021

• 4:19 - 4:49

Olá, pessoal! Bom dia a todos! Eu sou Rebeca Loureiro, diretora executiva da ENAP, quero dar as boas vindas a vocês ao nosso fronteiras e tendências. O fronteiras e tendências está aprimorado, a oferta de conteúdo ainda é de ponta, a gente traz referências internacionais e nacionais pra debater aqui com a gente, mas está num formato mais dinâmico, interativo, acessível, que o nosso objetivo é disseminar ainda mais os conhecimentos compartilhados aqui.

• 4:50 - 5:08

E aí o evento de hoje, ele vem dessa iniciativa da ENAP desde de segunda, do dia internacional da mulher, pra dar continuidade a uma série de eventos que estamos realizando para celebrar as mulheres e não poderíamos deixar de ter ao nosso lado nesse momento de reflexões e aprendizados, a querida Gisèle Szcyglak.

• 5:09 - 5:34

Gisèle Szcyglak é PHd em filosofia politica pela universidade de Toulouse, Pós doutora em sociologia e ética aplicada pela universidade de Montreal, é autora dos livros “women collaborate with other women”, “practical guides mentoring”, “how to be a brilliant mentor”e é professora da escola nacional de administração da França, a ENA, que é uma grande parceira da ENAP e foi uma inspiração para criação da nossa escola.

• 5:35 - 6:11

Pra conduzir o debate teremos conosco, Iara Alves, que foi ex diretora da ENAP, doutoranda e pesquisadora em estudo sobre mulher, gênero, feminismo na universidade federal da Bahia, é com prazer imenso que a ENAP abre esse fronteiras e tendências para discutir e debater sobre a liderança feminina.

Desenvolver competências de liderança é fundamental pra qualquer pessoa, mas as mulheres têm alguns desafios que precisam de um respaldo ainda maior pra gente conseguir quebrar essas barreiras estruturais e culturais que são colocadas como desafios a mais pra gente ocupar esses altos cargos.

• 6:12 - 6:44

Para que a gente possa influenciar essas estruturas, a governança e transformar o modelo de liderança e abrir caminhos para que outras mulheres ocupem essas posições, a gente precisa driblar esses desafios, fortalecer essa nossa rede, o nosso networking, contar umas com as outras e desenvolver cada vez mais nossas habilidade, estudando, aprendendo e entendendo essas dificuldades de desafios que são postos pra que gente não caia em ciladas e esteja aí sempre preparadas para exercer nossas atividades da melhor forma possível.

• 6:45 - 7:28

Então, nesse modelo do fronteiras e tendências vocês podem colocar as duvidas no chat, a gente vai moderar, ficar de olho nessas perguntas pra que vocês tenham essa oportunidade de trazer para a Gisèle questionamentos, pra quem quiser acessar a tradução simultânea tem um link de acesso ao zoom, então é só vocês se encaminharem pra essa sala do zoom pra ter acesso e ai a gente vai ter um áudio em português pra quem preferir assistir nesse formato. Qualquer duvida falem com a gente no chat, espero que vocês aproveitem muito o evento, aprendam bastante, então sem mais delongas, eu passo a palavra pra Gisèle e pra Iara, pra elas conduzirem esse evento fenomenal. Então, thank you so much Gisèle, the state is yours.

• 7:29 - 7:44

Well, thank you very much. I'm very happy and I feel very honored to be with all of you today. So today we're going to talk about this very important topic as you mentioned women in leadership and women with leadership. I think a lot of women that they have a lot of stories to share with leaderships.

• 7:45 - 8:14

So being a leader, you know, when you think about this world leadership. Usually what comes to your mind, you know, you have a representation of Power Man most of the time because in our culture in our history, we have mixed up leadership and male achievements. So that's the reason why look at the picture, you know, the top 10 most powerful world leaders. Can you see a women? You know, I recognize a french guy on the right.

• 8:15 - 8:44

There's a French presidents. But you know, it's something very natural. You know, when you think about male leader of our leaders you think usually you think of representation of men in leadership position. So it takes time when you really want to find representation of female leaders, it takes time even in your brain because we are educated this way, you know spontaneously when you think about leadership, you know, you mix up with male achievements.

• 8:45 - 9:14

You know, that's the way our culture works. So I'm pretty sure if I ask you this question what kind of representation emerge spontaneously from your mind, of course, you will think about men, you know your it takes time to think about women in leadership position because being a woman and a leader stated sounds unfamiliar for us. Because female leaders are must-haves time and even nowadays seen as.

• 9:15 - 9:44

Anthropological curiosity they are perceived as subversive why they are still passive as subversive and why they are seen today as an anthropological curiosity is just because they crack the codes, the crack the male representations of leaders and leadership itself. So through our history, you know, we have associate leadership with the history of male chiefs.

• 9:45 - 10:14

It's we have associated this male figures with the leadership itself. But leadership is not doesn't mean that you need to be a man to be in leaders position of course and all main representations of leaders are male centered and most of the time men are perceived in this High position. That's the reason why it's so difficult for women, but there is a hidden secret man wants to ignore it that women aspired.

• 10:15 - 10:44

To leadership as much as men did because being a leader is something Universal. No, it's not something that is gender oriented leadership is an Universal influence and you don't need to be a woman ought to be a leader to be to express your leadership or to be in a leadership positions. You know, it's not something that is very that is gender oriented is in our culture know we are we on when you think about leader you.

• 10:45 - 11:14

You never think about female in the top position, you know that's reason why women are persuaded at subversive because they crack the codes of this male representations and this leadership representations. Have been made throughout our history and our culture by a group of men and this group is in a favorable position of power to take advantage of it's a group that doesn't want to what I call to share the pie because when you have the power you don't.

• 11:15 - 11:38

Have to show the ball over the other with the others. You can share the power with other men because this other man they are part of your alliance strategy, but you won't, you don't want to share the power with women, because women are not part of the boys culture, they are not part of the boys gang, you know.

• 11:39 - 11:50

Gisèle, the slides are not showing.

Oh.

You cannot see the slide?

No.

• 11:51 - 12:21

Okay, your talk is the, is we can follow what you're saying without the slides but it's fine.

It's fine. I will send you the presentation later. Okay?

Yeah, okay.

Okay. Okay. So women are not allowed, you know to embody this leaders role unless the serve the interests of boys club and male culture because it's part of our social programming. It's part of the political game and education and culture teach women how they should comply.

• 12:21 - 12:51

With Norms Behavior many decided by man and his boys and culture and girls education made of serotypes looks for me, more like brainwashing, you know, and this the there are the original of the stereotypes and the stereotypes build and shop and most of perceptions, you know, so what we can say that women today nowadays, they have recently joined the labor market, you know and found themselves moving inside.

• 12:51 - 13:21

Structures of which the were not the architect and women we have to adapt to a to an environment that we didn't did not build. So this requires a big and constant effort, you know, it's very difficult for women because they have always to adapt themselves to an environment did not build and there are trapped sometimes the funds themselves trapped inside this structure that.

• 13:21 - 13:51

They didn't builds and if there are so few women are trying to position with that within our organization and system and our institutions. It's for historical reasons and for a question of competition as well because men are used to share power with other men and when women they want to reach the position women disturb the male rules of the power and competition and you know that top executive position a very rare and everyone is looking for a position.

• 13:51 - 14:21

And there is another argument that we need to understand is a sociological threshold of 20% to influence a group you need to reach at least a 20 percent representation. And this is a sociological threshold below which a minority has the influence of the major group. That's a reason why we need to strive for quotas and quotas are very important because women have to constitute at least 20 percent of employees at each hierarchical level to make a real effect on.

• 14:21 - 14:51

Governance, culture, working behavior, managerial leadership and practices business strategy and innovation. So it means that we all need to generate a mind shift what I call a gender twist. We need to recognize women as proper contributors because as women we will not part of a major political games throughout history women have considered things from a very.

• 14:51 - 15:21

Different point of view, you know, women had enough time to analyze our corporate bodies and society operates and women have been very very patient, to patient for me because for centuries women have been sitting on the side way and they still do today. And this may this main opposition being underestimated as a social gender while men are overvalued associate gender gave women the possibility to analyze the.

• 15:21 - 15:50

Societal system in a broader and in a very different way. When you belong to a social minority you open doors in your mind you develop specific skills from sideways you become able to pass through interstices and to look at the map and you understand what's that The map is not the territory and the strength of minority is to look at the big picture without being corrupted by the game because you don't have the power to set the rules, but you can understand the mechanism.

• 15:51 - 16:20

The rules you think beyond the system, you think beyond the metrics even if you suffer from the system, you see how it works and from this very specific helicopter view you seek weaknesses failures, fault line, paradoxes and ambiguities. That's the reason why women are more considerate as biological females than as human beings in inspiring role model who will contribute to the civilization.

• 16:21 - 16:51

Something about women is often reduced. That's the reason women why women in top position our sin first as an anthropological curiosity as I said before because women crack the codes of the metrics, they point out in equality and justice and that and women are still perceived as persuasive, as subversive because they don't represent the norm by belonging to the minority. They keep questioning the system and the metrics and women are seen more like invaders.

• 16:51 - 17:21

Crashing waves, rebels, starting to question the boys club because for me society looks like an animal park and as women we are asked to State inside the social Park and education teaches women how to remain within the playing area behind boundaries established by men and it's very very important to understand why it kind of programming you have received over your life and how you react.

• 17:22 - 17:51

So women we tend to integrate male norms because this these norms have been made by your group that is in major opposition to take advantage of them. And this is why gender equity, you know is not very important to those who run the world and take decision for the others. That's the reason why it's very difficult for women to lead and to command the room and to be considered as true leaders and not as a pale shadow of what proper leaders I mean male should.

• 17:51 - 18:21

But leader, leadership is something very different, leadership is a movement, is dynamic and leadership is a way of being and doing, and leadership is being freed and advanced advancing with others and it's using movement from reason and moving all those around you, and leadership is an open and interactive system dynamics that engage and align speed the people whether you are men or women. So for the women.

• 18:21 - 18:51

if the women they want to reach their position and if you assume being subversive and being seen as an anthropological curiosity, you have to overcome syndromes, you know women they have to dismantle syndromes. They have internalized because of the male culture. The religions to play the game. The media's complex demonstration syndrome, the imposter syndrome, the transparency syndrome, the good girl complex because you want to be, you are always to be loved.

• 18:51 - 19:06

And you don’t want you have to do to learn how to be hated, you know, and the over investment in the operational excellence and the confusion between the self and the unwritten rules. So I think maybe it's time to have a debate. No?

• 19:09 - 19:38

Okay. Gisèle, thank you very much. It's very nice to be here with you again. Well Gisèle has come to Brazil since 2016 and I think more than 400 women and leadership in the federal government have been able to take Gisele’s course since then, right? Mm and we always said that we wanted the most women.

• 19:40 - 20:08

And the most women took their course faster we would be able to make a revolution in the federal government. And Gisèle is very able to teach us that we were taught not to be ambitious. Right? We learned to be silent and adorable.

• 20:10 - 20:29

So Gisèle’s course has, makes a very profound transformation on women because she not only raises our awareness of the patriarchal culture. We are we are inserted since we were born right we were educated to be polite and to be loved.

Yes. Yes.

• 20:30 - 21:00

And ambition is not part of our plans because this is not what we were taught us and sometimes people think it's ugly right? It's not like wow. She's so ambitious. Why is she is so ambitious, but she is exactly also teaches us that the most women are if we have more women in leadership the faster we find gender equity in countries.

• 21:01 - 21:30

Absolutely.

We don't want to be there by yourselves. We will be we don't want to be the only women that are empowered. We want more women to be with us. In the faster we do that the faster we will be able to influence the process. We will be able to be taking decisions that influence the women of all Brazil, so Gisèle you mentioned many.

• 21:35 - 22:05

You mentioned many of the syndromes that we were taught of then I would like to strech one that you think. Yeah. We have very short time. This is what I want women to know first because you want to be seen, we want to be heard. So please women don't fall in this trap, which one is the one that you would choose to talk to.

• 22:05 - 22:33

The women who are listening to us now in this five minutes for this question.

I thank you very much. Yeah, I see that you have to assume your ambition you see and you have to learn to be hated. I know it doesn't sound very nice learning to be hated. What does it mean learning to be hated? It means that you see.

• 22:35 - 22:53

Renounce to be loved at work. You are not there to be loved. You know, you are there to contribute, of course, because we are working, but you are not there to be loved you have to Value yourself. Don't let the other tell you who you are.

• 22:54 - 23:24

This is very very important. You know, you have to step back and to decide who you want to be what you want to do and you know, just give up, you know. Sometimes a men will say, oh my God, you're to ambitious. Okay, why you are not ambitious? You have no ambition, you know, you know, it's the same thing when you ask for a promotion, you know, you want to get promoted and of course you want to be to be paid and you're looking for promotion and you ask for.

• 23:24 - 23:54

Promotion and sometimes might say, oh my god, do you like money. Why? why you don't like money? You don't want to be rich you have no ambition. You don't want to contribute why? You see it's just to make sure it just to step back and just to be aware of what who you want to be at what you want to do. And because there is a competition, you know, and competition comes with power, you know.

• 23:54 - 24:22

No, and so if you want to if you want to reach the position, of course you are going to be hated because people are going to judge you to evaluate you but you don't mind. Okay, you leave them alone. You know who you are and I think the most important thing for a woman is just to decide who they want to be. Who do you want to be. Don't let people Define who you are. Okay, and sometimes they are going to use biological arguments on my God. She's hysteric, you know.

• 24:25 - 24:48

You know, or she's old, because she's pregnant or she has children. She runs, she's not able to use her brain. Okay, you don't mind. No, you have to be connected inside yourself with your heart and with yourself who you are. You are the only person in this world to know better than anyone else who you are.

• 24:49 - 25:16

So and starting from this point, once you know who you are, who you want to be, just express yourself, you see and don't let okay peoples are going to say, oh my God she's to ambition. They're going to judge you but learn to be hated and stay calm stay cool be yourself and another point.

• 25:17 - 25:47

That is very important. It's just you just it's a reluctance to play the game, you know at some point you have to decide if you want to play the game or not because as I mentioned just earlier, you know, we are trapped within organization with, we're trapped this inside this organization and this we didn't build this organization, you know, so sometimes it's very difficult to learn.

• 25:47 - 26:17

How to move inside this organization because you don't have the network with you you think that success relies on one person but no, not success doesn't rely on one person, you know, you need to have to build the network. And so sometimes you can feel alone by yourself and you don't know how to do, you don't know, you don't know sometimes what you could do, you know to fix it.

• 26:17 - 26:47

To fix your ambition or the steps the position you would like to reach because some because it's difficult and because you have to develop sorority with other women as well. And I think it's very important to draw a path for yourself and to decide what really want to do what you really want to who you really want to be and to learn how to be hated. It means if you are hated it means that you have an impact.

• 26:48 - 27:19

She want to stay nice if you don't want to play the game, okay, but you won't be able to contribute to society. You won't be able to make this gender twists, this mind shift. I was talking about earlier in my presentation. Okay, this is very important point, learn to be hated. It means that your you develop your leadership skills and you have an influence if you're not hated it meant that, have no impact on our environment.

• 27:22 - 27:52

Thank you, Gisèle and another point that you mentioned is this critical mass theory that we have to be at least 20 to 25% to represent and so we can have a network of women so we can influence in the decisions. So in Brazil those men still dominate decision-making. The number of women is on the rise in parliament's and cabinets, judiciary, police forces

• 27:52 - 28:22

Formal employment, education, in the parliament we have the quotas for women. That's why we have been able to have more women elected but increasing the number of women in public high-profile positions in the federal government has been a very slow path. So.

• 28:22 – 29:10

It means that there are a few women in power. ENAP has a research from 2018 that shows that we were less than 12 percent of the women in DAS-6 that are the women that are national secretaries and president of foundations and institutions and we were about the same of women who were directors, in DAS-5. So it's not it's not been a very fast increase of people.

• 29:13 - 29:42

So, how can we women make it faster? Mariana Rosa from CADE is asking what are the most effective mechanisms that we could reach at least 25 people of women in this leadership, in this high position in the federal government because we want to influence decision making.

• 29:43 - 30:12

Of course, this is a very important questions as you mentioned, Iara. You need public policy because when you want to have, because it's very important, it's crucial to have more women leaders at all levels of organization because of this twenty percent threshold. It means that you have to we have to mix two things, organization and this organization part, organization should be more women friendly.

• 30:12 - 30:42

Meaning maybe sometimes create a woman Network. It's very important to create women and core network because the women have to develop sorority, you know, you know, it's very it's crucial developing sorority is very crucial. It's something very important, you know, as well doing today. We are talking about women issues, issue women face when they want to reach the top position and they are not the same issue as the men.

• 30:43 - 31:12

Because the competition you know, it's a question of competition as well, you know, so building strong women network to develop sororities very very important and to make sure that women are promoted as well know, the where you build your career at the woman is very important. You know, I think that in that ENAP has proposed many many many things.

• 31:12 - 31:42

Thanks Iara because we were a part of this initiative that's was your initiative and it's very important to recognize this in a collective way, you know this the women that the issues, are these issues that women face because when you are part of the network, sometimes you can see oh my God, it's because of me I'm wrong. Something is wrong with me. And you know, you over-investment you over over invest in excellence because this is a.

• 31:42 - 32:13

Another syndrome we should we should talk about, you know, that you are trapped as women you are trapped by your own excellence because as you don't reach top position you think oh my God I missing something. I should be more skilled. You're a skilled enough, okay? Renounce striving for excellence. This is a very important thing. It's very important tips renounce striving for excellence. You are skilled, all the women, we are skilled enough and most of the time even more than men.

• 32:15 - 32:43

So you have to renounce first striving for excellence. This is very very very very important. So it means that you step back and you can talk about all these topics with other women, you know, and this is very important thing because if you want to influence you cannot influence by yourself, you can influence as a group there are power in numbers.

• 32:44 - 33:13

So you need to build a very strong network within organization and then between you need to build strong alliances between different networks as well. You know, maybe networks from women in administration, in an institution and women who are working in the corporate world and you have to, so you get you have to.

• 33:14 - 33:43

Build bridges between this kind of networks is very important because if you want to influence you cannot you need to be strong and the number is crucial. So this is a point building networks and make sure that within organization and institution that the policy, HR policy as well, you know, because if if you want to apply to a top position.

• 33:45 - 34:02

How can you do what, how can you make sure that you can reach this position? Because most of the time when you want to reach it up position, it's not the question of skills of competencies. It's a question of network who you know, and who knows you.

• 34:06 - 34:34

Yes, I’m wrong or not .

So we know that we women are 50% of the workforce in the federal government. So but only some of us right about 25% if we have the directors and national secretaries are in really high-profile positions that influence decisions, but we have.

• 34:34 - 35:00

More in other positions, but we are not majority in any of them. And there is a question here from Ingrid and she's asking you to get some hints on how young women who are in the federal government who are still in the beginning of their professional career in the government and once to become leaders they want.

• 35:01 - 35:10

To follow the career and become a leader in the government. What are the hints you would give to this women who are beginning now?

• 35:12 - 35:46

They should be aware of all the traps, you know, they should be aware of what is going to be for them, you know, because it's very important you to build strong leadership skills, of course and to be aware of all the issue the stereotypes and all the issue at the movement. Maybe they're going to face on the field. Being aware, being prepared and we are responsible.

• 35:47 - 36:17

You and I, we are all responsible, you know to play this role to, teach these young women. Oh my God, be careful, you know you are here are the tips, you know, and this is this is the only way and of course to make sure that they will follow their own ambition, you know that they will be able to express their own ambition and I would like to add another point that is very important to me.

• 36:17 - 36:37

Is that of course you need to build strong networks with other women that you need to find allies and you need to find allies among men as well, you know, make the men join you. But of course not sexist men, but men who are a humanist.

• 36:39 – 37:07

And because we women of course while working very hard on our own stereotypes the way we could overcome our syndromes and all these complex nice girl being hated and, you know, the over investment in excellence all these kind of specific complex we have at women, but men they have to build their own counter culture.

• 37:09 - 37:39

You know as well, they have to change their mind, you know, this gender twist is this mind shiver at I was talking about, you know, because if the if the men don't change their social gender the way does the male social gender has been built they are going to stay trapped within male stereotypes.

• 37:41 - 38:10

So we have, we women we have to work on our own stereotypes. We have to build our own counter culture. We have to assume, to be subversive to crack the codes but we have to invite men to crack the codes as well at different levels are not in the same ways. Because most of the time men are more powerful than we are we women but we have to choose men's you know.

• 38:11 - 38:28

The men who will be our friends, know, who will support us, will join us because they would like this man have the ambition to build another kind of society beyond his gender without you are men of your woman. You want to build another kind of society.

• 38:30 - 38:46

So the answer is at different levels. You have to build a strong women networks and you have to make men, specific men, not all the men, of course. Join you to help you to support you to give you the power.

• 38:52 – 39:08

And it surrounds you so don't you is it possible for you? If you already identified this kind of man? I mean. It's a question I have for you.

• 39:09 - 39:37

Well for me, Iara?

To the audience.

Yeah, right. So the audience this is a question for you, if you have identified this man? So Gisèle, many women, Helena Salles from Santa Catarina.

• 39:38 - 40:08

And other women like Carolina, and the other one from Lucia, so they are sending some questions here. Helena said that's data shows that women, well, it's not only at Santa Catarina. It's also in the federal government and I'm sure in most states that we have this number of women in public positions.

• 40:08 - 40:51

They are mostly in social areas, right? Because we were taught to be in social areas, in education, in health, but what if we go to more what they call hard areas like, for example the treasury and where the salary is usually higher most of the workforce is composed by men. So it's even harder for women in this places to find a way to build their networks between.

• 40:51 - 41:16

Women and to have this women friendly or organization culture, right? So how can these women find a way to build this network and build sorority into practice when they are so few.

• 41:17 - 41:47

As we are seeing another point is women were raised to compete with each other. So how can we change this culture of competition, this belief because we were also taught to believe that we are competing. Sometimes we are not but we thought to believe so how can we change this mindset of competition between women.

• 41:47 – 42:10

And another question, I'm going to join another question about the same topic. Is it possible for organization or any public organizations change this culture, this sexist culture inside them? Okay, I think that's all, because.

• 42:11 - 42:40

I think that's compete for power but not against other women, not compete for men. You know, it's I think it's very it's very smart from men, you know, because they put us in this role of competition for men for love, you know, for being love.

• 42:40 - 43:10

Being the most beautiful woman in the world, bullshit, you know, you need to stay focused on what you want. Okay, and you can just express, yourlove power. Of course. Okay, it won't turn you in someone bad, you know with you know with a bad values or it doesn't mean that you have no ethics, you know, sometimes our values, our women values are more like jail.

• 43:10 - 43:40

We are trapped inside because you want to be nice. We have to we want to express our values and then I've been very smart throughout history because the trend and you are totally right and we're talking about this topic, I remember during the seminar. They taught us how to compete for love and when you are focused on the competition for love.

• 43:40 - 44:01

You are not focus on the competition for the power. Okay, so you leave that in the floor and they have space to develop themselves. They have space, you see to build this boy's culture, you know, so I think it's very we have to change the look.

• 44:02 - 44:08

We look we have to change the look the way we look at the other women.

• 44:10 - 44:30

You know, sometimes we among women what the competition is very hard because we compete for so many things for love, for having children, for having a place in this world, for being nice, for being loved and all these typical women things.

• 44:31 - 44:59

So what I would like to say is that we want to be perfect. Yes. Well, yes, we have to renounce excellence, you know, perfect identity, being loved, being the best, you know, always, you know, you have to renounce because otherwise you won't be able to reach your own objectives. So you have to change the way you look at the other women.

• 45:00 - 45:16

Without their married, their have children or not. Don't, never compete with other women at this level. Okay? So and if you build a professional Network.

• 45:17 - 45:54

It would be easier to change the look the way you look at the other women because you will consider the other women as professional partners and this is very important. This is crucial to change the way we work with other women, to change the way we develop, we compete with other women. Of course, we cannot avoid competition. Nobody can. Women and men.

• 45:55 - 46:24

But the way we will play with the competition. It's a way we can change the way you play the game with the other women and with a man and as a reason why the women the men don't want women to reach top position because they don't want to teach us how to play the game. They don't this is very important point and.

• 46:24 - 47:07

So you need to be comfortable with that, with the fact that, if you want to change the rules accept that you're going to play the game and that you have to play the game with the men. I know sometimes you're not very comfortable when it's time to play the game with them, the boys, the man, powerful men because you can feel it. Oh my God, they are going to consider me as maybe as a rebel crashing waves as I said before, you know as subversive because I'm the only one.

• 47:07 - 47:21

The woman among all these men and you know, it's also as you were we're bringing cows, you know by being the only woman among all these men.

• 47:22 - 47:48

But you don't mind you have to find support you have to find when you want to reach this position. You have to introduce yourself to get visibility you deserve so they're talking with people in high position. You know, there are two present yourself, to introduce yourself to these powerful men.

• 47:50 - 48:12

Don't be shy, Okay? Always still confident. No, and if you do if you introduce yourself to this powerful man, and if you are able to play. Even in a light way. It's a political game. You're going to succeed.

• 48:13 - 48:43

And once you are part of the boys band, you can transfer rules and you can invite other women to join in and but it's easier if the public policies instills quotas, I think it's very helpful. When were talking about public policy just before earlier, but the quotas are very important as well, you know, but don't be shy and find a way to.

• 48:43 - 49:12

Introduce yourself to powerful men and you will find, you will be able to build efficient alliance strategies because you need it. You cannot we never succeed alone. Never, men or women. So you have to integrate these rules and then you can play the game and you can add on to have you play the game you can change the rules of the game with other women and the men because you know, sometimes men don't want to be sexist.

• 49:13 - 49:24

Sometimes the men are following other men because they are just part of the boys band The Boys Club. Those are not comfortable with sexism.

• 49:27 - 49:49

And I think that's you are aware of all these complex things, alliance strategy, if you overcome your own syndromes and you are aware of your own syndromes. It's it becomes easier. So to succeed at women.

• 49:50 - 49:59

We need to we need to work at two levels at a personal level and at an organizational level with other women and men.

• 50:01 - 50:08

And public policies are there to help you build, you know, this mindshift, this gender twist.

• 50:09 - 50:33

And then you can propose some training, know, how to be aware of your own by unconscious bias. We're going beyond genders, how to build new leadership models, you know at the different levels, but it's the women with the women the men with the man and a woman with a man.

• 50:34 - 51:03

The different steps. This is the steps to follow.

Gisèle, when you say, sorry, at it's just because when you say something about this environment and dealing with men in high positions, it's coming very more. Like people were talking more about harassment. I women are getting more empowered to talk about this harassment situations and how they have to deal with it. So every time.

• 51:04 - 51:33

I think and I remember talking to other women when we talk about dealing with men in high position this harassment cases always shows up and how do you think women should start dealing with it and not feeling guilty about the situations at work?

Don't feel guilty about the situation if there are harassment. I think that you can you can do something, you know, because there is a legal things you can use for that and you can use.

• 51:36 - 51:47

You come you can talk to this to the to the person. Maybe you can I think tell don't how can I say?

• 51:50 - 51:52

Don't feel guilty don't think that you are trapped.

• 51:54 - 51:59

Talk with other with other men and women, but what has just happened?

• 52:00 - 52:04

And it's a way to compete with women, you know.

• 52:06 - 52:18

At you have to consider harassment, of course for something it's not legal, of course, but you have to consider harassment as something that as a tool men use to remove you from the competition.

• 52:20 - 52:20

You see.

• 52:22 - 52:52

So you have to use or whatever you can use, go to HR, the other people, you know, maybe a talk to this person, but I think this is very important for women to realize that the that men are going to use many tools, biological arguments, harassment, networks just to remove.

• 52:52 - 52:59

You from competition, just remove you from power because they don't want you to become a powerful woman.

• 53:01 - 53:27

So if you are afraid of going there, of going further, you know, you won't go there. And they have an effect of your confidence of on your identity, that teaching you that you should stay in the social Park.

• 53:29 - 53:47

Behind boundaries. Because we women through history. We have been taught that we should stay behind boundaries of the social park because the social park has been built for men by men for men only.

• 53:49 - 54:10

And when you want to reach that position you crack the codes. So be aware that you are going to crack the codes, you are going to be alone at very few moments. You know, there is a twist when you become subversive there is a twist and you have to be prepared for this twist.

• 54:11 - 54:23

So if you can talk about these twists with other women, it's very helpful. And with other with other men as well, you see what I mean by a clear. Yeah.

• 54:26 - 54:55

Gisèle, well there is this feminist Lemma that is the personal is political, right? So when harassment happens to one woman and we stay silent we are collaborating to this culture of Silence.

Yes.

They want to put us in the private. That's where we belong to. Sometimes in meetings I've heard men saying.

• 54:56 - 55:25

To me I wouldn't like to be married to you and I was like what? And did I say something that I would like to be married to you? Why are we talking about marry now? I don't want to be married to you as well. And they are always like showing us that we belong to the private life. Marriage, the private stuff.

Remember the great democracy they have separated when they went when they were invented democracy, the democracy they have.

• 55:25 - 55:45

Operated to two spheres the political spheres and the private spheres and we are told to belong only to the private sphere stay behind your desk, right? Yes.

Yes. Also, I remembering in course, you said something very.

• 55:46 - 56:15

Lightning to me that was, we have to renounce your domestic competence.

Oh, you have to organize your domestic competence.

Yes, we are trap to that we and now with this covid-19, that all women are at home, women and men are at home are working at home in women are overwhelmed with so much of the house work.

• 56:16 - 56:45

Of the children's education and work. So this we have reached the word place but we haven't renounced the housework. We want to be perfect in all of them. And this is a trap.

This is one of the biggest traps.

And there some questions that some people who want to mention.

• 56:45 - 57:15

I want you to mention, how can we do that? Can you talk about this domestic work division? And how can we be in peace with being a woman at work and also having a house but not having to be perfect in all of them did you talk to them about it because I love this part of your course.

• 57:19 - 57:44

We know we having a house, we having children, you have to let something we have to do something, but we don't have to do everything right?

No renounced we're not having a house in this way. I mean in this way you have to yet. You have to learn how to switch from Shiva to Buddha.

• 57:45 - 57:52

This is very important point to remember we were talking about you have to organize your domestic and competence.

• 57:54 - 58:19

You don't know how to organize holidays. You don't know how to go to the supermarket. You don't know anymore how to make a dinner. You don't know. We all have no time. You know, it's very funny because this man is executive man who are building strategy for Humanity. They don't know how to go to the supermarket. You really think that.

• 58:22 - 58:42

Are you so gullible? Hey! You know, so it's part of what we believe we believe that we have to you know, we have to serve man. We don't have to serve man, and we don't have to server children, neither, okay?

• 58:44 - 59:05

So you are not available for everyone, anytime, anywhere, you should be available for yourself first. And if you don't have time for your husband, for your boss, for your children, for your house. You just give up, you don't mind, okay?

• 59:06 - 59:26

It is not your identity, who you are, your essence who you are, who you really are. It's not connected of on the way you organize the holidays of the world family on the way. You cook your dinner, okay?

• 59:29 - 59:41

It's not about being a perfect spouse, you know, no because you we have taught to be sexy.

• 59:42 - 1:00:12

Always very sane, perfect, nice. You have no emotion, of course of his you express the emotion should be mastered the wise we become we are seen as hysterical. Okay, so you don't fair man. You are not on this house to have tell the men, the children, you know, your boss. So this is very important.

• 1:00:12 - 1:00:30

That you just renounce being perfect. So organize your domestic and competence. This is this is crucial. So and you'll forget you. Just forget how to do things. You don't have time anymore.

• 1:00:31 - 1:00:59

And you know, what is very important. I remember when I was on holidays with and I said, I was on vacation with my sister and she's married and she has two children and small boy and I observed the way she was doing, the way she was dealing her day shopping, dinner, homeworks, you know being there, being nice today, oh my God, what are you doing? Why are you behaving this way?

• 1:01:00 - 1:01:08

You know, who you are? Do you remember who you are? And she's oh my God, I forgot.

• 1:01:09 - 1:01:27

She wasn't connected. You know, she wasn't just there and she has two boys. So it's not very helpful because she's surrounded by men. But you are you see and even in France, you know, it's something Universal. Believe me.

• 1:01:29 - 1:01:41

We can all observe all these things. Everyone in this world because women were trapped in this domestic covers and in this domestic tasks and it's not there is no there is no value.

• 1:01:42 - 1:02:06

And it's as if we are not proper human beings and we give we give the floor to the man. And when we are spending this time being focused on domestic tasks. We don't dedicate ourselves to something bigger inspiring.

• 1:02:09 - 1:02:14

And that's the reason why I said that something is very is often reduced but women.

• 1:02:15 - 1:02:28

Because we are behaving on our daily life as if we were just serving other people and we forgot who we are and sometimes when we divorce.

• 1:02:30 - 1:02:34

When will we are getting older? We just realize we missed our self?

• 1:02:41 - 1:03:08

Gisèle, weel, I was told we only have more 5 minutes. So I will ask the last question so we can close with Gisele’s last talk. So Gisèle we are talking in personal level about all our difficulties in obstacles to get there, to be there in to be a fulfilled woman in all aspects of.

• 1:03:08 - 1:03:38

Our lives and how difficult it has been because patriarchy has worked very well to make us feel blamed to make us feel guilty to make us feel like they are Wonder Woman if you are not a Wonder Woman, what are we doing here and we get sick in our mental health goes to…

• 1:03:38 - 1:03:59

We have many difficulties that we know are because of the sexist culture we are in it's not being easy for all women to be now in this dispute of ruler, so when women are in leadership.

• 1:04:00 - 1:04:27

Do they advance gender equality and do they advance the well-being of other women more broadly. What does it take to be a leader for gender equality so we can be in a better world and don't suffer so much not only us, but all women that are in different positions than us.

• 1:04:30 - 1:04:39

I figured your question. You asked me if what does it mean for women leaders when they strive for gender equity?

• 1:04:42 - 1:04:51

It's a question. Yes. We are. I think that we have to propose we have to embody another leadership styles.

• 1:04:52 - 1:05:18

You see and there is a fine line and it's always difficult for women are there are few women into position. So when it's because of this sociological threshold of 20% when you belong to minority you adapt yourself your adapt to the majority major group, so you have first to play with the rules that you don't like.

• 1:05:20 - 1:05:27

But once you reach this top position you are able to change the rules to change the game.

• 1:05:29 - 1:05:31

And I think that.

• 1:05:34 - 1:05:58

We should at the women start a dialogue with all these powerful women know the women who were well we reach this first executive position. Sometimes they don't want if they even don't want to help other women because it was so hard for them to reduce these top position.

• 1:05:59 - 1:06:28

But I think that we should be linked to this top executive women and we should invite this woman may be joining our Network, you know and to make them aware that the other women so I thought there was a woman it's more difficult than for them. Even if they had to struggle and try for this position.

• 1:06:29 - 1:06:53

It's about it was very very difficult. For most of them. It's very difficult. When you are alone to register position because sometimes most of the time you have to adapt yourself to culture, to this male culture and it takes time and it's hard and it's and it's and you get you get you get tired and you get sick as you said most of the time but I think that today the world has changed a little bit.

• 1:06:54 - 1:07:23

And if you look at Kamala Harris or the first minister of New Zealand, I don't remember her name. Jacinda, right? She's very inspiring, very she's very inspiring. So some stars, we have some stars there. So it means that a mind shift is possible.

• 1:07:25 - 1:07:28

I think that we should work on leadership models.

• 1:07:30 - 1:07:42

We should work to bring to strive for gender equity because gender equity is not and is not interest and it's not attractive all those who run the world. I mean the man because they don't want to share the pie with us.

• 1:07:44 - 1:08:51

We should walk on what kind of leadership of leaders we need. What kind of leaders we need? And what kind of role models we need? And what kind of leadership style and skills we need?

• 1:08:03 - 1:08:32

Be a new Society to bring about positive change. I think this is very important because sometimes when you are just talking about gender equity, men, people don't mind or this is a woman thing and you know, but if you're talking about innovation, if you are talking about leadership, things become start becoming very different.

• 1:08:37 - 1:09:07

So if you cannot talk about gender equity, of course, you have to talk about gender equity because we have to talk about gender policy as well and using a mainstreaming approach. I think it's the best but apart from that you have we have to with an organization and institution we have to work on new leadership models, new leadership skills, inclusive leadership skills. Where does it mean being an inclusive leader? Whether you're men or women.

• 1:09:15 - 1:09:44

Thank you so much, Gisèle. Now, Rebeca I know you want to pause the event. Oh, oh, thank you so much, Gisèle, I think we have like a list of the the main tops of your lecture. Like quit being perfect. Learn your learn more about yourself. Don't forget who you are. Yeah, then help me also with like the list of things that we can't forget.

• 1:09:44 - 1:10:14

Work on your domestic ignorance, that's for me was the best, find like increase your network with more women with men and work on your leadership skills tried to improve this leadership vision of diversity inclusion on your organization. If the words like feminists, equity are the words that are blocked and already caused.

• 1:10:14 - 1:10:21

This I don't want to talk about this because I don't like this word. So try to use new approach.

• 1:10:23 - 1:10:51

So Gisèle, thank you so much for me we could spend the whole day talking about it. I'm the one that also advocate for teaching young girls earlier as much as we can about all these topics and for me like when you teach young girls about all the challenges that we face right now, probably they won't face that problem so hard they would be more prepared than us. So yes, it's just got a bunch of on so many things.

• 1:10:52 - 1:11:14

And I would just like to show you that I publish this oopsie. Can you see it? It's in French. This month's subversive. This is for women only. Yeah, let's work on this translation. Yes, because all I'm thinking about is inside the book.

• 1:11:15 - 1:11:44

Perfect. Let's talk about the translation. We should like disseminate all your knowledge as much as we can. So thank you so much, Gisèle, it was amazing to have you again with us. We hope to see you again in other events and as much as we can during the years.

I hope so and thank you very much. And thank you, Iara and I feel very honored to be here with you. Really.

• 1:11:45 - 1:12:10

Iara, muito obrigada pela mediação, todo mundo que tá ai assistindo espero que tenha sido muito proveitoso, que acendeu algumas luzes de mudanças, de mais pesquisas, de realmente mergulhar nesse universo e tentar entender essas barreiras, essas dificuldades que estão um pouco inerente a nossa sociedade, pelo fato de sermos mulheres nesse cenário tão desafiador.

• 1:12:11 - 1:12:18

Esperamos vocês no próximo fronteiras e tendências, na próxima quarta. O próximo fronteiras e tendências, ele vai, deixa eu achar aqui qual vai ser o próximo, ele será dia 24 de março com a professora Claudia Nancy do centro de estudos sobre a América Latina e Caribe da universidade de Indiana, não percam o próximo fronteiras e tendências. Obrigada demais Iara, Gisèle e todo mundo que assistiu e nos vemos ai em breve nos próximos eventos.

• 1:12:45 - 1:12:53

Thank you so much, Gisèle. I love you.

Eu agradeço pelo convite. Muito obrigada. Muito obrigada, Gisèle. Thank you so much. It was really good to be with you here today the same. Thank you so much.

I said the same. Thank you. Thank you so much.

Thank you.

• 1:12:55 - 1:12:56

Bye everyone.