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HANKEN

Memories and Reflections from the Gender Research Group

21 Years of Collaborative Action

EDITORS

**JEFF HEARN, CHARLOTTA NIEMISTÖ
AND MARGAUX VIALON**

Editors
Jeff Hearn, Charlotta Niemistö
and Margaux Viallon

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from the Gender Research Group
21 Years of Collaborative Action

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Memories and Reflections from the Gender Research Group
21 Years of Collaborative Action

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Margaux Viallon, 2021

Jeff Hearn, Charlotta Niemistö and Margaux Viallon
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ABSTRAKT

Samarbetets betydelse understryks i de flesta organisationer, men att förverkliga och genomföra dessa samarbeten kan ofta vara utmanande.

Hankens Research Group on Gender Relations in Organisations, Management and Society, ofta även kallad Gender Research Group, bildades i slutet av år 1999 och lanserades offentligt i början av år 2000. Denna samling av reflektioner har skapats för att hylla de 21 åren av samarbete och samhörighet. Publikationen samlar 31 minnen och reflektioner från 32 nuvarande och tidigare medlemmar i gruppen. Bidragsgivare ombads att skriva ”en författad reflektion om vad gruppen har betytt för dig, eventuella minnen du vill dela, hur gruppen har påverkat ditt arbete eller liknande, på mellan 300 och 1000 ord, på engelska, svenska eller finska.” Tillsammans med bakgrundsinformation om forskning och samverkan med det omgivande samhället är denna Hanken Research Report-publikation resultatet av den processen.

ABSTRACT

In most organisations, ideas of collaboration and collaborative action are often lauded, but often in practice more challenging to carry into effect.

The Hanken Research Group on Gender Relations in Organisations, Management and Society, often referred to as the Gender Research Group, was established late 1999 and launched publicly in early 2000. This collection celebrates 21 years of collaborative action. It brings together 31 memories and reflections from 32 current and former members of the Group. Contributors were asked to write “an authored reflection of between 300 and 1000 words, in English, Swedish or Finnish, on what the Group has meant for you, any memories you want to share, how the Group has influenced your work, or similar.” Together with background information on research and outreach, this Hanken Research Report publication is the result of that process.

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1. PREFACE

It is with great pride that I write this preface for the collection of memories and reflections celebrating the 21 years of the Gender Research Group. The journey, which is still a young journey, shows that this group has already done a marvelous job during the last two decades. This is manifested in the amount of PhDs produced, conferences and public events organised, funding received for various projects from, for example, the Academy of Finland and the EU, and the many publications, books, articles, chapters, research reports and blogs. But not only that, other things I would like to mention are the spin-offs, for example, the creation of the FLO GenderEXCEL Group and contributions to the development of both the five-university GODESS institute (Gender, Organisation, Diversity, Equality and Social Sustainability in Transnational Times), and Hanken's 'Responsible Organising' Area of Strength.

The themes covered by these initiatives could not be more relevant for the world we are living in today and I think they will grow to become even more important in the future. I would therefore like to congratulate all of you who have been working to build up this area, you have surely been forerunners in the field, and I would also like say thank you to all of you contributing to this collection. Reflecting on the journey is important not only for the history books, but also for future generations of researchers and educators to understand how this important field emerged and remembering those who were part of this journey. I wish you many more productive years, the journey has only begun!

Karen Spens, Rector

2. INTRODUCTION

In most organisations, ideas of collaboration and collaborative action are often lauded, but often in practice more challenging to carry into effect.

This collection of memories and reflections is a celebration of 21 years of the Gender Research Group or as, we usually say, the GRG, or, if you prefer, the more official, but rather rarely used, Hanken's Research Group on Gender Relations in Organisations, Management and Society – or just simply the gender group!

The immediate impetus for founding the Group came from the presence in Hanken, in the Department of Management and Organisation (FLO), of a critical mass of researchers with a strong interest in and commitment to feminist and gendered approaches to organisations, building on established teaching on gender, management and organisations, funded research projects, and doctoral studies.

Looking back to the context of the wider society in the late 1990s, Finland had emerged gradually from the early 1990s depression (lame), joining the European Union in 1995, and becoming, with restructuring of the economy, a leading country in information and communication technologies, and high research and development investment. Finland became a signatory in 1986 to the UN Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), with the fourth national report published in 1999 (The 4th periodic report ... 1999). The Finnish Act on Equality Between Men and Women came into force in 1987, with major revision in 1995 (Bruun and Koskinen 1997). The Act prohibited discrimination, i.e., unequal treatment of individuals on the basis of their gender, and obligated both the authorities and employers to promote equal opportunities. The Act also stated that employers with a regular payroll of at least 30 staff members must incorporate effective

equality-promoting measures into their annual personnel and training plan or labour protection action programmes. The Equality Act prescribed that at least 40 percent of the members of governmental committees, advisory bodies, corresponding public bodies, and municipal bodies must be women and 40 percent men. The Gender Barometer 1998 (Melkas 1999) was the first national survey-based publication measuring the implementation of gender equality as experienced, with special reference to personal relations, work, employment and society. Significant differences between men and women were found in almost all societal areas. Equality between men and women was generally accepted in principle, with support for women having the right to wage work whatever the family situation, and men taking more part in domestic work. However, it was more common for women to experience inequality at work: 57% of women employees and 43% of women entrepreneurs felt that their sex was a disadvantage, compared with 20% and 10% respectively for men.

Specifically, the Research Group started August 2000, with a quite intense and almost unanimous meeting of Minna Hiillos, Anne Kovalainen, Guje Sevón, Anika Åkerberg, Mia Örndahl and Jeff Hearn, with Guje, Anne and Jeff agreed as co-convenors at its conclusion. The initial aims of the Group were listed as:

- To facilitate research on gender relations in organisations, management and society;
- To produce social and societal analyses that place organisations, management and gender relations at the centre;
- To develop transnational and national research (doctoral, project and long-term) and scientific analyses of organisations that management that place gender relations at the centre; and

- To facilitate interventions in organisations and management development that place gender relations at the centre.

The Group was launched more formally in a public event – The International Seminar on Gender, Entrepreneurship and Change – in September 2000 based around the Academy of Finland Lama project headed by Guje and including eminent speakers such as Joanne Martin.

Other early Group members included Pernilla Gripenberg, Minna Hiillos, Marjut Jyrkinen, Emmi Lattu, Marina Owren-Lindholm, Vesa Peltokorpi, Denise Salin, Andrea Sjöblom and Teemu Tallberg.

Following the initial convenors, first, Minna Hiillos and, then, Marjut Jyrkinen became co-convenors, followed by Charlotta Niemistö, Annamari Tuori, and now the current co-convenors, Jonna Louvrier, Anna Maaranen and Inkeri Tanhua.

We should say that while the GRG started in FLO (the Department of Management and Organisation), it has also included members from other Hanken departments, people who then have left Hanken but stayed in touch, and some people, for example, from Aalto and Helsinki Universities or from those working in the Gender Equality field, who have been interested and welcomed. There have been many visitors, some brief, some for up to a year, and some recurring over many years, notably Linda McKie, Jean Helms Mills and Albert Mills. A special visit was from Joan Acker, when she was made an honorary doctor at Hanken in 2009.

There have been many members, many PhDs produced (see Appendix 1), many ongoing, (see Appendix 2), many postdocs, many friends and colleagues, many funded and unfunded projects. Over the years, there have been about 60 members of the Group, and 32 have contributed here. Three postdocs – Denise Salin, Marjut Jyrkinen and Beata Segercran-

tz – were the first three from Hanken to gain the prestigious Academy of Finland individual postdoctoral research funding, followed by Ingrid Biese and Paula Koskinen Sandberg. And three – Marjut Jyrkinen (University of Helsinki), Denise Salin (Hanken School of Economics), and Teemu Tallberg (National Defence University) have been made full professors, albeit in different disciplines.

Project funders have included the European Commission, European Social Fund, Nordic Council of Ministers/NIKK, Academy of Finland, Finnish Strategic Research Funding, Finnish Ministry of Education, Gender-Net (for example, CROME, NASTA, NaisUrat, QUEST, New Generations, WeALL, EqualCare), as well as some early more modest support from Kaute, Wihuri and Wallenberg Foundations (Appendix 3). Many publications – books, articles, chapters, research reports, blogs and the rest – have followed.

A number of conferences and large public events has been organised, for example, Gender and Power: Organisations in Flux? Conference, May 2003 (see Appendix 4); Finnish National Women's Studies Conference, November 2005 (with Aalto University); Leadership Through the Gender Lens, International Conference, October 2009; Finnish National Gender Studies Conference, November 2014 (with Aalto University).

In addition to research collaborations with many businesses, state organisations and third sector organization, there have been significant joint research venture with other universities, including: Aalto University, Helsinki University and Jyväskylä University in Finland; Royal Institute of Technology (KTH) in Sweden; St Mary's University in Canada; and Stellenbosch University, University of Cape Town, University of South Africa, and University of Western Cape in South Africa.

The substantive research focuses of the Group have ranged widely, as can be seen from the list of previous and current doctoral projects, but have also included attention to gender questions in academia, careers, research funding, methods and methodology, teaching, and the relations of work and life more generally. In addition, it should be said that the focus on gender and gender relations is broad not narrow, so that gender is understood as intersecting with, for example, age, class, ethnicity, generation, and racialisation.

There have also been various spin-offs or close link-ups, for example: the creation of the FLO GenderEXCEL Group, co-chaired by Pernilla Gripenberg and Jeff Hearn, which also carried out a gender equality survey and workshops in the department; the hosting of the EQ-UNI Gender Equality in Higher Education list; and contributions to the development of both the five-university GODESS (Gender, Organisation, Diversity, Equality and Social Sustainability in Transnational Times) Institute as a separate research and development institute from the GRG, and Hanken's 'Responsible Organising' Area of Strength.

An online celebratory event was held on 16 June 2021 to celebrate the 21st anniversary with 25 participants located in several countries.

In compiling this document, we simply invited asked current and previous members to write:

“an authored reflection of between 300 and 1000 words, in English, Swedish or Finnish, on what the Group has meant for you, any memories you want to share, how the Group has influenced your work, or similar. These will be collected for an online co-authored publication.”

This text – with 31 authored and co-authored contributions, ordered counter-alphabetically – is the result of those reflections, memories and accounts of influences. We are very grateful to all who have contributed.

We also gratefully acknowledge the support of: Research Dean David Grant; Peter Björk; former FLO Head of Department Ingmar Björkman; Barbara Cavonius; and current FLO Head of Department Sören Kock.

We give special thanks to Rector Karen Spens, for writing the Preface, and Professor Anna-Maija Lämsä, Jyväskylä University, and Professor Emeritus Karl-Erik Sveiby, Hanken School of Economics, for reading and reviewing this text so swiftly and so generously.

We warmly thank Valentina Carnali for the valuable work she has done in assisting with the formatting of the manuscript for publication. Valentina is currently a trainee at GODESS Institute, while being an undergraduate student in Contemporary and Gender History at University of Bologna.

The Editors

The 4th Periodic Report by Finland to the Convention on the Elimination of All Forms of Discrimination Against Women. 1999. Helsinki: Ministry of Foreign Affairs.

Bruun, N. and Koskinen, P.K. 1997. Tasa-arvolaki, 3rd edition. Helsinki: Lakimiesliiton Kustannus.

Melkas, T. 1998) The gender barometer: Equality between men and women in Finland. Helsinki: Statistics Finland.

3. CONTRIBUTIONS

3.1 Ling Eleanor Zhang

Ling Eleanor Zhang completed her PhD at Hanken in 2015, and was an occasional member of the GRG, and is now Lecturer at Institute for International Management, Loughborough University London campus.

An enriching journey of self-discovery with GRG

As I am writing this from my home in St Albans shortly after the end of Covid-19 lockdown 3.0 in the UK, I realise that my life and the centrality of my work could have been very different without Gender Research Group (GRG).

My first encountering with GRG colleagues was back in 2006 when I started working as a research assistant for FLO. I felt utterly ‘foreign’ then. I had just learnt Finnish, and I immediately ended up in a Swedish environment! I was back to square one – once again, I did not understand a word in my surrounding. The insecurity further caused by my visible ethnicity and juniority in academia had left me no breathing space to reflect on gender. I rejected thinking about gender inequalities, which I was clearly part of it. I simply could not handle it if that made sense. The gender inequalities GRG colleagues were criticizing in Finland sounded like a utopia to most women in China. I was lost. I must have attended many GRG seminars, as I took my first job very seriously fearing that I might not be able to deliver. Sadly, I do not remember a thing from the seminars. But I have vivid images of the GRG community laughing and hugging often with the smell of coffee, buns and occasionally champagne!

When I started working on my PhD a few years later, I had already moved back to China and then to the UK. “How about gender?” was

constantly on my mind – thanks to the countless reminders from my supervisor Professor Jeff Hearn. But it did not become a major theme in my dissertation in the field of micro international business studies. This second time around, the obstacle between me and gender research was still my insecurity around ethnic and cultural identity. I needed to complete the search of who I was by researching the identities of male Nordic expatriates in China. Gender is clearly part of any identity construction, but psychologists mostly treat it as a control variable, so it ended up as a separate reflection in my thesis.

I eventually found my way to writing about and researching gender almost 10 years after my first contact with GRG. I moved back to Finland in 2017 for maternity leave, and embraced GODESS, or rather GODESS and GRG colleagues tucked me under their wings. I surprised myself by remembering so much about GRG activities during a life phase that I had little sleep – stimulating seminars on gender research, conversations about raising feminist children, productive working lunches, and joyful celebrations with GRG colleagues. Gradually I had my first publication on gender followed by my first funded project on gender.

Once I have made the first step to incorporate gender into my research, I know it is here to stay. Today I proudly position myself as a researcher working on global mobility from a gender, language, and identity perspective. A heartfelt thank you to GRG and Professor Jeff Hearn.

3.2 Hertta Vuorenmaa

Hertta Vuorenmaa is Research Director in the Future of Work research project and University Lecturer at Aalto University School of Business. Her current research focuses on the changing nature of work and chan-

ging people management, HRM in public and private organizations, digitalization, gender and qualitative research methods including ethnography. She was member of the Gender Research Group from 2001, completing her PhD in 2010, and working on various Academy projects and teaching at Hanken till 2014.

“... the way I view ...”

The Gender Research group, my academic starting ground.

I have started my academic life working as a research assistant at Hanken/FLO and immediately also as a participant in the Gender Research Group. I did not really think about being a member of the gender research group back then – I was simply participating in interesting discussions and enjoying the newness of it all.

I have since realized that those early years were in many ways the making of me as an academic. The kind of thinker I am, even if my thinking still continues to evolve and change (or so I hope), there is always this base that was formed during those early years of working within academia and with the gender group.

Being a member of the gender research group formed the way I view the world and any research problem / teaching dilemma in it. I am forever thankful for having learned those various different critical approaches and readings of research, text, data, doing, being.

My warmest thank you goes to everyone who was part of the group at the same time with me, thank you for teaching me and sharing with me.

3.3 Margaux Viallon

Margaux Viallon is a master's student in sociology at the Ecole Normale Supérieure Paris-Saclay (France). She carried out a 8 months' internship at the GODESS Institute (Hanken School of Economics) in 2020-2021.

A research group with a special significance

When I was asked by Jeff Hearn and Charlotta Niemistö, my internship supervisors, to participate in the organization of the Gender Research Group 21st anniversary, I didn't know the group well yet. I had just arrived in Helsinki from France, for my 8 months' research internship at GODESS Institute, and was working remotely from my student accommodation due to the COVID pandemic. In this context, the GRG was just a research group among others for me, with no special significance.

To celebrate this anniversary, we contacted former and current members of the group in order to invite them to participate in an online publication and celebration. Shortly after, I started receiving various contributions to the publication, where people shared their memories and what the GRG had brought them during the years. All of these enthusiastic messages gave me a very positive image of this research group.

At the same time, I was myself discovering the GRG, especially during the monthly meetings. In the context of a pandemic, where everyone was working from home and I had not been able to discover Hanken and its atmosphere, the group really made me feel like I belonged to the school and more precisely to a community of researchers. It enabled me to exchange with researchers on their projects, to share ideas and to shape my own master project in sociology of gender. This way, I began to understand why all the contributions were so eloquent about the group!

Finally, the online celebration happened on June 16th. What a pleasure it was to meet all the former members I had been writing to for months! The celebration was a joyful moment of shared memories and anecdotes, and really emphasized how much the GRG meant for everyone, including me.

3.4 Annamari Tuori

Annamari Tuori completed her PhD at Hanken in 2015 and worked as Post-doctoral researcher at Hanken until the end of 2020. She acted as a co-convenor of the GRG between 2017 and 2020, and was an active member of the group from 2007. Since January 2021, Annamari has been working in child protection and continues to be an affiliated researcher at Hanken.

Memories and sense-making in a period of change

I thought for a long time if I should write at all. Not that I did not want to, but I was uncertain if I was able to. What to say about 14 years that are in my past but at the same time so close in time that you cannot see them clearly yet? I left academia four months ago and am still making sense of it all. However, I decided to give it a try.

For me, like for any of us, the gender group is many things. It is a series of meetings over the years that get blurred into each other in my mind. It is exciting seminars and conversations that I could feel in my heart. It is attempts to, together, navigate academia. Above all, it is the people.

I remember different periods in gender group through the people who were actively involved or were no longer involved. The different people and combinations of people created somewhat different kinds of gender

groups. Yet, something remained the same. I also remember myself growing through these periods and, with the “gender groupers”, first becoming an academic and then finally leaving academia.

Now, in the middle of intensive professional identity work, being immersed into something new, I am curious about the future and the kind of meanings that the gender group will take in my life.

3.5 Janne Tienari

Janne Tienari is Professor of Management and Organization at Hanken. His research and teaching interests include gender and diversity, feminist theory, strategy work, managing multinational corporations, mergers and acquisitions, branding and media, and changing academia from a critical perspective.

The Group is still here!

My memory is notoriously bad, and I prefer a good story over the strict “truth,” but I recall attending the famous workshop in the Autumn of 2000 when the (emerging) Gender Research Group at Hanken hosted some prominent scholars as well as hang-arounds like myself. I had finished my PhD the previous year and was employed in the Lappeenranta University of Technology. I was developing my academic identity and looked around for people to associate with. I enjoyed the workshop, and I was impressed because Joanne Martin was there. I had read her work and I have a lot of respect for what she has achieved. And then there were some men, too, attending the workshop, and I found that refreshing. We all had dinner and then some of us went drinking together. I had a great time. I got to know new people and the experience overall convinced me

that gender studies is not only relevant, but it can be fun, too. I haven't looked back since, and after many twists and turns I ended up at Hanken. The Gender Research Group is still here, and that is just fantastic!

3.6 Inkeri Tanhua

Inkeri Tanhua is a researcher, learner, consultant, activist interested in feminism, inequalities, society, organisations – and currently a PhD student in Management and Organisation at Hanken. In her PhD, she examines the reasons for educational and occupational segregation, focusing on vocational education. She is one of the three convenors of the Gender Research Group in 2021.

Gender group memories

*Before the pandemic, the gender group meant sunny mornings in the corner room with friendly colleagues
long lunches and deep talks after the meetings
a guilty feeling of spending so much time “just talking” (not writing, doing research)
the fear of missing out when I forgot the meeting!
a place to learn how researchers think, to ponder who I am and where I am going*

*Now that all seems like a distant memory
although we are still here! having online meetings, trying to make them as warm as possible
and I need a group more than ever
the pandemic has made me understand how important it is for me (for most of us?) to do identity work together*

*it is not just talking but, instead, a crucial ingredient of
meaningful work*

*Us feminists (the Swedish speaking feminists?) are the coolest
persons in Finland*

At least according to the TV series Aikuiset

*There is this Ylva, she is pictured as hot, intellectual, always
surrounded by her feminist group*

*She makes the main character feel clumsy, honoured to even talk
to her*

*Our group is certainly hot, too, but... we don't talk about that much
often, we gather to discuss feminism as a struggle,
a struggle to get into the business studies mainstream, male-stream,
always somewhere*

*Some of us are afraid that gender topics are marginal, put them in
the margins*

*I just feel lucky! I have such an interesting position to observe the
world, to live, have my personal and shared privileges and struggles
Gender topics are like a lift, a possibility to get involved in
amazing conversations*

*But the clumsiness, you might ask... If you are you one of those who
feels clumsy*

*Don't worry, most of us do sometimes! It's a pleasure and
discomfort combined*

no one is ever ready as an intersectional feminist

Let's support each other in the journey!

3.7 Teemu Tallberg

Teemu Tallberg joined Hanken as a research assistant in Academy of Finland and EU projects in January 2001, before commencing his PhD at Hanken, a few years later, on 'The Gendered Social Organisation of Defence: Two Ethnographic Case Studies in the Finnish Defence Forces', which he defended in 2009. He is Professor of Military Sociology, Department of Leadership and Military Pedagogy, National Defence University, Finland.

Gender Research Group: people with an interest

As a young man, I found my time as a conscript in the obligatory military service fascinating, frightening and frustrating. Late during the service, a fellow officer candidate with whom I lived at the garrison listened to my Weltschmerz and provided me with the book I needed to read for applying to university to study a science that I had hardly heard of before: sociology. During my studies I noticed that the thoughts and questions I had had in conscript service resonated with many thinkers and had attracted the attention of many scholars, especially around gender and organisations. It was amazing that after I graduated, someone with an interest in something as marginal (in the late 1990's Finland) as critical studies on men would end up doing exactly that as his first real job – and at a business school. An even greater stroke of luck was that during the ten years I spent at Hanken as a research assistant, PhD student and post-doc researcher, a group/collective/network evolved among people interested in similar issues. Of course, the lucky strike was heavily assisted by active attempts of certain key persons to develop such activity and linkages. In addition to the great many things I learned about gender and organisation studies during that time, the Gender Research Group was an important lesson on how the heart of organising lies in people

with an interest. GRG was a forum, where substance mattered most and the structures (flexible enough) supported many kinds of actions. This and many other lessons I have carried with me with deep gratefulness and warm memories of all the people in GRG.

3.8 Kamilla Sultanova

*Kamilla Sultanova, public speaker, trainer, mentor,
www.kamillasultanova.com*

From haggling books to confronting cherished beliefs!

Researchers are amazing people, helping practitioners cement their work and be confident in making change. Objectively speaking they have the best job in the world provided they have access to funding to do the job and share the truth (subject to political mockery which we see in many spheres). Leila Gharavi introduced me to the community, later I saw myself working with Janne Tienari, Charlotta Niemistö, Malin Gustavsson, Jonna Louvrier and Inkeri Tanhua on various equality-themed workshops and events. In 2019 I joined as a consultant to grow Hanken International Talent and it's been a great learning journey but also to make impact.

Looking back, it all started with participation in gender-research group meetings back in 2018 and it was a warm welcome to a community one could be easily intimidated by. Think about it, all with PhDs, published authors and scholars. Yet, having a common area of interest, people turned out to be curious to hear your point of view on anything from norm-critical approach to design-thinking solutions to achieve equality with Nordic Equality project. Such community created a safe space to also cherish own beliefs, for example, on various topics.

Fun fact: I have haggled my first book from the author in Gender Research Group! Yes, it was from Jeff (pure coincidence) which I thought was a lottery win; the book was: *Engaging youth in activism, research and pedagogical praxis: Transnational and intersectional perspectives on gender, sex, and race*.

Engaging youth in activism, research and pedagogical praxis helped me understand why we do what we do in a global youth-empowerment NGO, Global Dignity, on the use of voice methodology to activate youth agency, and so on. We are living in truly exciting and trying times in the world of post-#Metoo and rise of Black Lives Matter, a second year of coronavirus pandemic which increased inequality, isolation and she-session.

I hope such communities prosper, continue to bring research for better policies, solutions and engage other people in debates as well as fact-based activism, where a solid discussion and conversation must take place and include people who want to learn and able to change their point of view. I thank the Gender research community for infused optimism to stay on course in our journeys to create fair and equitable societies and working across sectors and utilizing research in doing so.

Hope to meet soon in person.

Stay safe and awesome!

Reference

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3.9 Guje Sevón

Professor Emerita of Economic Psychology, Stockholm School of Economics, Sweden. Earlier Professor of Management and Organisation, Hanken School of Economics. Her research is currently focusing on individuals and organizations in a world of travelling management ideas and changing resources.

Some reflections

At its very core, the academic research career is – and should be – a very lonely venture indeed, where the full responsibility for ethical decisions, data accuracy, choice of methods, and formulation of results falls on the individual researcher. This professional obligation cannot be transferred to a bureaucracy or a group. However, being part of a larger supportive research group may be of great help to confirm that the research domain and topics at hand are important and meaningful because they are shared by others. Also, in times of self-doubt and uncertainty, a research group may verify to you that you are on to something worthwhile pursuing. Still the most important take out of a research group might be the personal attachments and commitments to other group-members that develop and last over time. As years pass by, one might even find that these community bonds become equally important as the intellectual contribution from the research undertaken.

The International Seminar on Gender, Entrepreneurship and Change in 2000 which was the starting point for the Gender Research Group was in a similar way an important event for me at a time when gender research was not yet on the main research agenda within the social sciences. The event itself as well as the later formation of the research group confirmed my experience that sharing knowledge and ideas in the gender research community opens the view and understanding of gendering processes

in our society. A similar eye-opening occasion is rather unique in the scientific search for important domains to study, and seldom possible without the active support of a research group.

Now, looking backward to the 21 years of the Gender Research Group I also find that this community of researchers with similar interests in improving research and society has also served as a hotbed for lasting friendships. I am thus deeply grateful to all my friends in the Research group on Gender Relations for 21 years of work and companionship and for the support and friendship you have provided over the years.

3.10 Beata Segercrantz

Beata Segercrantz completed her PhD at Hanken in 2011 and worked as Post-doctoral research at Hanken up until 2015. She was an active member of the GRG from 2002 to 2015, and still collaborates with the group. Since 2015 Beata is University Lecturer in Social Psychology at the Swedish School of Social Science at the University of Helsinki.

Feminism, support and laughter

The Gender Research Group (GRG) was the first feminist group that I joined and it quickly became an important community for me and my research. The group provided me with an intellectual space where I could explore concepts and theories that helped me better make sense of issues that I had reflected upon probably since I was a young girl. I gained a new vocabulary, explanations and a multi-level perspective on social reality, everyday experiences and society.

When reflecting on what GRG has meant to me, the first thing that comes to my mind is that the involvement in this community has greatly influen-

ced the trajectory of my research and teaching. The group has provided me with a safe place for learning, presenting my research, receiving feedback and experimenting with ideas. It is the comments and questions that I have received from this community that often have helped me to explore new territories. I have also truly enjoyed the opportunity to listen to countless interesting presentations by group members and invited guests. The discussions are always encouraging, and I leave every seminar smiling and feeling inspired. In sum, I feel the GRG has acted as a supportive community for me, which has resulted in co-authored conference papers, articles and research projects. I still collaborate with and regard many members of GRG as my close colleagues although we work in different organizations today. Without these collaborations, both my research and teaching would look very different. In addition, GRG has been an important entrance to many other feminist networks that I have joined later.

On a personal level, I am grateful for all the friends I have made within the GRG community. Our friendships have meant cheering each other on. The academic career can be highly challenging, competitive and/or insecure and at the same time immensely rewarding. Without my GRG friendships the researcher role-coaster experience would not have been the same and definitely not as rewarding. With no one else do I laugh as much while working.

3.11 Charlotta Niemistö

Charlotta Niemistö is co-Director of the GODESS Institute at Hanken, since 2018. She was co-convenor of the GRG between 2013 and 2017 and 2019 and 2020, and has been a member of the group since 2005. She completed her PhD at Hanken in 2011.

What does the Gender Research Group mean to me?

What does the Gender Research Group mean to me? I have been well aware of the anniversary of the Gender Research Group for more than a year now, but I haven't had much time to reflect upon the Group's meaning for myself. Somehow, it has always been there, since the Gender Group was founded before I returned to my alma mater for my PhD. I think I gradually became a member of it. But it has been my safe space ever since, an environment where even early academic ideas and work can be presented without fear of judging by others; where research ideas are exchanged in confidence; where (for me) new areas have been introduced, for example through reading seminars; and where even personal professional (or personal-personal) situations have been discussed, more occasionally than regularly, but still.

The Gender Research Group has gone through different phases that I remember very well. When I started, the active group was relatively large. I was fascinated by more experienced colleagues' work but sometimes both devastated and furious by how unfairly they could be treated in academia; how discriminating the structures were and how hopeless many felt about it. I was a doctoral student without those experiences and with somewhat naïve and individualistic expectations of how hard work brings success. Besides knowledge sharing in research in general, and within the partly overlapping research topics we had, we have also shared a lot of lived experiences of the academic world – I have cherished both, but especially the latter kind later on, when facing similar situations in academia as colleagues before me, but not feeling completely alone, as I can recall the feelings of loyalty and support throughout the years, and feel strengthened by them.

The Gender Research Group has also had more inactive phases, with a lot smaller group of active people, but even then, having a perhaps

symbolic meaning by reminding the “mainstream” about the importance to look even in the margins, to listen to quieter (or suppressed) voices and to try to see behind the structures. And to apply this even outside of the own organisation is important. As many have moved on to new organisations, I hope they have spirit of the Group has followed them and that new safe havens have been born.

The Gender Research Group has continued to be active despite Covid-19. This has been a good time for reflection. How should we organise ourselves in the future? Is it more inclusive to be online in late afternoon than it was before the pandemic, when we met on Monday mornings every month? Is something of the distinct spirit lost when going viral? One thing remains the same: the need for a group like this. A group where solidarity is stronger than individual gain. Thank you for being and thank you for remaining. Thank you to all past, present and future colleagues in the Gender Research Group!

3.12 Jean Helms Mills and Albert Mills

Jean Helms Mills is Professor Emerita, Saint Mary's University, Sobey School of Business, Halifax, Canada and Guest Professor, Swedish School of Social Sciences, Helsinki. She is Co-Editor of Qualitative Research in Organizations and Management. Jean's research interests are in the areas of Historiography, Gender, Critical Sensemaking, Intersectionality and the Sociology of Knowledge.

Albert J. Mills is Professor Emeritus of Management at Saint Mary's University (Canada) and O2 Professor of Innovation Management at the University of Eastern Finland. His central interests include gender,

diversity, and history in management in organizational studies. He is the author of over 40 books and edited collections, as well as 200 book chapters and journal articles.

Fond memories

It is hard to believe that the Gender Research Group is already 21 years old! Over the years the Group has become an important collective for social change – joining other gender research groups in academia in various countries. Personally, for us, the group became an island of support, not only for the exchange of ideas but also for friendship as we were invited to become part of the vibrant and supportive environment.

Our first association with the group was in 2009, when we started our association with Hanken. As Jeff Hearn was our host, we quickly became involved in the group and our connection has been ongoing ever since.

Through the years, the research group has provided a safe and welcoming environment to present our research and get constructive feedback from like- minded academics. It has also provided an outlet for PhD students to present their cutting edge research and given us all an opportunity to hear it first.

In fact, it is this connection with established academics and new PhD students that has been a highlight of our visits to Helsinki over the years. New friendships have led onto long lasting friendships; existing friendships have deepened; and the group has offered research and work collaborations. To us the Gender Research Group represents a close-knit circle of scholars and friends.

3.13 Linda McKie

Professor Linda McKie is Dean of Social and Political Science, University of Edinburgh and Visiting Professor of Gender Studies at the University of Helsinki. From January 2022, she is Executive Dean for the Faculty of Social Science and Public Policy, King's College London.

The outsider, insider: standing back, reflecting, smiling

My abiding memory of the Gender Research Group is one of a supportive welcome every time I arrived at the department. Across a decade I returned two or three times a year to Management and Organisation Studies to teach on the Quality in Qualitative Research Methods course, research with a range of energising colleagues, and to mentor colleagues and friendships at various stages of their careers. My journeys from Scotland to Finland were ones of eager anticipation of a dynamic environment in which we could reflect on gender.

The group brought us into contact with a range of theories and approaches to research. Students, colleagues, and visitors shared their work and ideas. For myself, it awakened me to the possibilities of intersectionalities in theoretical and research practices. Ageing, disability, ethnicities, identities, and sexualities; we discussed all of these as they cut across lively debates on gender. Added to this were the geopolitical events taking place around us in Finland, Estonia, Russia, UK and much wider afield across the globe. I recall being in FLO during the financial crisis of 2008 and our concern at the impact of inequalities across many communities and countries.

We shared our research at various stages aware that feedback would be offered by “critical friends” and we could return with further iterations as we progressed. Several of us applied for research grants, with some

success. A number of us wrote articles which were eventually published, all the better for our many debates. The Gender Research Group provided a forum in which we discussed drafts and fine-tuned ideas. Whilst much took place in the seminar room it was the after discussions with the all important pulla and coffee when we clinched ideas and divided up tasks. Fun! That said, my undying love for the infamous cinnamon bun made every visit to FLO a challenge for the waistline as well as the “old grey matter”.

The Gender Research Group was an oasis in Hanken; perhaps it still is? We created this amazing space for creative thinking, research and writing on gender and yet around us there was limited progress on equality, diversity, and inclusion. Perhaps that has changed in recent years? For myself, a decade ago my career took me to new roles and time became short limiting visits to once a year and often in the summer months.

Fond memories and delighted to be part of this 21st anniversary as we continue to pursue the power of research on gender to enhance the possibilities for change.

3.14 Anna Maaaranen

Anna Maaranen is currently a PhD student in Management and Organisation at Hanken, where her research focuses on the expanding role of social media in contemporary organizations and society. She is one of the three current convenors of the Gender Research Group in 2021.

First impressions

The day in 2019 was cold and snowy, the kind of day in January when the world goes a bit off the rails even in Finland. So did my tram that

morning (not literally, to be fair, but it was very late), and that is why I was now running towards Hanken, late from what would be my first ever meeting there as a new PhD student. I had been invited to attend the Gender Research Group, because I was planning on doing research on gender equality issues on social media. Upon arrival, I was met with what, at that moment, seemed like a Hogwarts-worthy maze of corridors I had to figure my way through. When I finally got in, the meeting had already started and I felt terrible about the out of breath, windswept, arrives-late-to-meetings kind of first impression I had just given everyone. However, as the meeting went on, the embarrassment slowly faded as the conversation pulled me in. I felt a sense of ease and, most importantly, I felt welcome.

Since that first day in January, I have met many more new people, been to many more meetings, and the focus of my research has gradually shifted from gender to social media more generally. Nevertheless, GRG remains a valued community for me not only because it was the first one to welcome me to Hanken, but also because I find the space it creates for discussion truly important. Each monthly meeting is a reminder of the many inequalities, biases, and other issues present at workplaces and in society – the kind of topics that are often left outside of the mainstream organization research. And even though the topics are often heavy, the atmosphere in the meetings is not: there is a comforting sense of hope in knowing that these themes are brought up, discussed, and researched. This year, I am lucky to be one of the people convening these discussions with Inkeri and Jonna.

3.15 Jonna Louvrier

Jonna Louvrier was a doctoral student at the department of Management and Organization and defended her dissertation “Diversity, Difference and Diversity Management. A Contextual and Interview Study of Managers and Ethnic Minority Employees in Finland and France” in 2013. She has been a member of the Gender Research Group since 2003 and has been a co-convenor of the Group since 2017. She is the founder and CEO of Includia Leadership.

Fragments from a tape - a story of community

Thinking back at all the many memories related to the gender group is like rewinding an old video tape. (I wonder why it is an old video cassette that comes to my mind, and not a dvd!) There are many different moments, different years and different people on the tape. Where should I stop and press play?

Maybe at the start?

Here we have a morning meeting in the seminar room in Casa. It is a rainy and cold day, the seminar room seems full of people. This must have been in the early 2000s, many doctoral students are present, but also faculty. We discuss articles, totally new theories to me. New ways of seeing and mapping things. Bewildering, there and then.

Or should I stop towards the end? Here we sit in the meeting room of Arkadia. We have a discussion around academic work from the perspective of time, or maybe the body? The group is smaller, the doctoral students in the casa seminar room have turned into postdocs and research directors, many have moved to other universities or out of academia. New doctoral students have joined.

I rewind the tape. To that session when I presented my first research plan about diversity and ethnic minorities. What could have become a memory of stress and anxiety, is one of community. I was welcomed and supported, and while I was a beginner with so much to learn, a senior member took the time to show me my strengths.

For me the gender research group first and foremost is about this community. A community where at all stages of an academic career one can exchange ideas, challenge, support and encourage each other.

3.16 Sari Lappi

Sari on toiminut Hankenilla eri tehtävissä ja osallistunut aikavälillä 2016-2020 aktiivisesti ryhmän toimintaan. Hän on valmistunut Itä-Suomen yliopistosta pääaineenaan sosiaalipsykologia ja nykyään hän työskentelee työn ja työhyvinvoinnin kehittämisen tehtävissä julkisella sektorilla.

Onnea täysi-ikäisyyden johdosta, Gender Research Group!

Täysi-ikäisyyden raja on Suomessa nykyään 18 vuotta, joissakin maissa täysi-ikäiseksi tullaan sen sijaan 21 vuoden iässä. Gender Research Group on siis tullut täysi-ikäiseksi viimeistään nyt vuonna 2021 ryhmän viettäessä 21-vuotispäiväänsä.

Hankenilla vietettyjen vuosien mittaan olen myös itse tietyllä tavalla kasvanut, sillä oma tieni on noina vuosina käynyt korkeakouluharjoittelusta valmistumisen kautta työelämään. Alussa olevalla uudella työrallani toivon pääseväni toimimaan erilaisissa tehtävissä työyhteisöjen hyväksi, ja olen vakuuttunut siitä, että toimintaani työn kentällä vaikut-

tavat myös kokemukseni gender-tutkimusryhmästä. Erityisen merkityksellisenä seikkana koenkin sen tiedollisen perustan erilaisista sosiaalisen kestävyuden aiheista, joita ryhmässä on monipuolisesti käsitelty ja joista olen saanut oppia. Lisääntynyt ymmärrys monimuotoisuuden teemoista on tukenut kykyjäni toteuttaa myös opintojen kautta hankittuja tiedollisia perusteita käytännön työssä.

Teemoja on käsitelty monissa tapaamisissa huomattavasti syvemmin ja monipuolisemmin kuin muissa yhteisöissä, mikä tulkintani mukaan kumpuaa ryhmän akateemisesta taustasta sekä siihen liittyvistä toimintaa määrittävistä arvoista.

Mielestäni onkin paikallaan kiittää ryhmän toiminnan kulloisiakin järjestäjiä ja tilaisuuksien kokoonkutsujia. Taustalla on ryhmälle omistautuneita henkilöitä, joiden sitoutuneisuus on mahdollistanut säännölliset tapaamiset. Tuon omistautumisen seurauksena myös minun voi ajatella päätyneen uudelle työuralle piirun verran tietoisempänä monesta tärkeästä aiheesta.

Edelleen voi kuvitella ryhmän toiminnan kumulatiivisia vaikutuksia; ryhmä on ollut osaltaan lisäämässä tietoisuutta monimuotoisuudesta, yhdenvertaisuudesta ja tasa-arvosta niin pitkään, että tuon tietoisuuden voi ajatella tänä päivänä levinneen jopa ympäri maailmaa. Yli 20 toimintavuoden aikana tietoisuutta monimuotoisuuden teemoista on siis hippunen kerrallaan levitetty, ja kuinka moniin yhteisöihin, organisaatioihin ja perheisiin tuo tieto on voinutkaan vaikuttaa! Toivon tämän teoksen tekevän osaltaan näkyväksi tuota tehtyä työtä ja sen mahdollisia vaikutuksia.

Alun perin suunnitelmissa oli juhlia ryhmän 20-vuotispäivää vuonna 2020. Vuodesta 2020 muodostui kuitenkin erityinen koronapandemian

vuoksi ja tästä syystä ryhmän taipaleen äärelle pysähdytään nyt vuotta myöhemmin. Toivottavasti vuosien jatkaessa vierimistään ryhmän olemassaolo jatkuu. Kiitän ja onnittelen 21-vuotiasta!

3.17 Anne Kovalainen

Professor, School of Economics, University of Turku, Finland. Anne is an economic sociologist, with positions as invited faculty fellow at Harvard University, Stanford University School of Sciences and Humanities, and LSE. Currently she analyzes gendered forms of work in the new platform economy, rise of the entrepreneurial university, and professionalism and entrepreneurship. She is member of the Finnish Academy of Science and Letters and the Finnish Society of Sciences and Letters. Among her latest books are Poutanen, S. & Kovalainen, A. & Rouvinen, P. (2020) Digital Work and the Platform Economy, Routledge, NY, and Vallas, S.P. & Kovalainen, A. (2019) Work and Labor in the Digital Age. Emerald, and Poutanen, S. & Kovalainen, A. (2017) Gender and Innovation in the New Economy - Women, Identity, and Creative Work by Palgrave Macmillan, shortlisted for 2019 global Agarwal Prize.

Intersectionality, gender, social class and the neoliberal self-governance of institutions and individuals

Prologue

The Swedish School of Economics in Helsinki, where I was nominated for a fixed-term gender professorship in 1997 probably differs in many aspects from today's Hanken School of Economics. Equally though, I assume some things have not changed. The size of Hanken has not

dramatically changed. It was smallest of the 19 universities at that time, with c. 150 research personnel - a size of a small faculty. Despite the size, it is still governed as any university by a board consisting of impressive external members and a highly prominent chairperson, alongside the academic leadership.

Hanken maintained its independence in the university merger wave of the early years of the 21st century. Looking back, what has endured in the university turmoil is that Hanken of the 21st century has been able to withhold its independence, and strengthen the image and position of being the strong defender of Finnish-Swedish business elite and its values.

Along with the value preservation, I believe there are also other things that have not changed over time: it would be difficult to imagine that the elite identity-building, social class and the ethos of 'us' vs. 'them' as inescapable institution-strengthening discourses would have evaporated or disappeared over time. How did the intersectionalities of social class, gender, silence, otherness and neoliberal university assemblage at Hanken c. 20 years ago?

Narrative

In the mid-1990s, the Ministry of Education allocated funding for fixed-term gender professorships to seven universities. Unfortunately, there is no space to describe the important work of gender researchers' national collective and TANE. The funding for fixed-term professorships granted by the Ministry came with the 'wish' – no sanctions followed - that professorships were to be made permanent after five years. In the 1990s universities were part of the civil servant machinery of the state in their planning and rule-following. Universities were supposed to obey with Ministry. Five of seven obeyed with Ministry's wishes in this matter.

I accepted the nomination to Swedish School of Economics' fixed-term gender professorship in the Autumn 1997, moving from Åbo Akademi University fixed-term post of an acting professor in sociology. Prior to that, I was visiting research fellow at the Gender Institute at London School of Economics and Political Science, and research fellow at Academy of Finland project, analysing gender, NPM and privatisation of the welfare society. I had finalized my PhD in economic sociology during a short stay at Bradford University, UK, invited by the late professor Sheila Allen, due to our interests in gender and entrepreneurship. By the time I moved to Hanken, I had had my share of academic nomadism. Upon arrival to Hanken I opened up negotiations with Rector of the possibility to fund a visiting fellow, a prominent colleague who was working short-term at Åbo Akademi University. I was successful in securing visiting fellow funding for Jeff Hearn for 2 years, and able to welcome him to visiting position, after his fellowship at ÅAU came to end.

By 2000 I had been successful in receiving Academy of Finland large multidisciplinary project on 'Knowledge Creation', analysing gender, economy and epistemic questions, and was part of an international project on 'Disability and Labour Markets'. I was also one of the authors of Academy of Finland's Liike-programme, and at Hanken, I designed with colleagues the Gender research programme, conducting research and planning future activities for and within gender studies. At the time when 4 years' worth of the funding had been consumed, I assumed I had earned the permanency 'credentials' by bringing in 'highly valued' external funding very early on of my fixed-term period. These, along with other activities and invitations, should surely be enough to initiate discussions with leadership, following Ministry's wishes and prior the end of the funding.

Epilogue

At hindsight, my rather naïve assumption was that the clearly articulated - but non-sanctioned - wish by Ministry of Education to make the professorships permanent would materialize by itself at Hanken when the output would be sufficient. That materialization did not happen. Following a move abroad and resignation of one professor, the leadership prioritized to open that vacated post at the department, decision which left gender professorship undecided. Being token – and alone with my request – materialized to me rather quickly.

It is here where the assemblage of social class, gender, silence, otherness and neoliberal university can be scrutinised and dissected. Intersectionality as a concept has become to mean in feminist studies the ability to search for the complexities of lived experiences embedded in systems of power and privilege (e.g. Carbado et al. 2013). Indeed, intersectionality enables us to understand how an array of socially constructed dimensions of differences such as social class, power, gender and neoliberalism intersect to shape experiences and actions. It is crucial though, as in this case, to understand intersectionality as a work-in-progress. As e.g. Misra et al. (2021) and Tomlinson (2018) remark, it makes little sense to frame intersectionality as a single ‘contained entity’ but rather consisting of processual elements on the move. This understanding enables capturing the dynamics of power beyond the narrow terrain of articulating identities.

How do social class and gender assemblage with minority elite culture and neoliberalism? Thinking intersectionality as a method, as a heuristic and an analytic tool, the analysis – here with only few sentences available of the 1,000 word limitation – looks as following. For the first-generation working-class academic such as me, stepping into the first post, the background gives no a priori knowledge of how to navigate within the

privileged culture and self-interest preserving institution. This, combined with the otherness produced by not having ties to the Finnish-Swedish business elite culture of Hanken, were the key processual elements on the move, that intersected with the neoliberalist competition that seeps into researchers' ways of being in academia, strengthened by "us and them" –thinking.

Looking back, the decisions made by the leadership were decisions of a rational economic (man) agency: why pay for two when you get one into the professorship that can service both jobs.

The assumption that institutions such as universities where we work, are moral agents to the extent that their actions and decisions would be decisions of 'a humane man' against 'a commercial man' (Nussbaum, 2017) is beautiful but naïve. The privilege and power of institutions such as universities is governed not by 'a humane man' but by leaders entangled in their reference groups, connections, competitions, hierarchies and knowledge limitations, in Nussbaum's terms, by 'a commercial man'.

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3.18 Carolyn Kehn

Carolyn Kehn is an affiliated researcher at Hanken's GODESS Institute and was an active member of the Gender Research Group from June 2019-September 2020. She is now studying for her Master of Social Work degree in San Antonio, Texas.

We were not our titles, but rather our individual selves

During the period where I worked as a research coordinator for the GODESS Institute, I also actively participated in the Gender Research Group every month. The research and publications we discussed were innovative, historically grounded, and theoretically rich. However, the trait that distinguished this group from other academic groups for me was the open, welcoming atmosphere. As a student in a masters program, it is easy to embody the precarious nature of academia. Uncertain over my own desire or ability to pursue advanced degrees, I often dismiss myself from opportunities before being rejected by others. Without many publications or research fellowships, I also wonder if my contributions have worth in their own right. The comparisons that diminish not only self-image, but also the pursuit of knowledge, are as alive in the academic sphere as anywhere else.

Yet, the spirit and community of the Gender Research Group allowed for questions and comments from all participants. We were not our titles, but rather our individual selves – composed of experiences that could not be quantified or ranked. Furthermore, there was a commitment to ongoing education, learning and unlearning going hand in hand as different contributors mentored the next generation. I often remember more clearly *how* topics were discussed, rather than *what* their core components were. The Gender Research Group embodied a spirit of togetherness as we explored and deconstructed problems that we all

face. Whether or not I decide to remain in academia, this group provided both intellectual inspiration and a structural model that preserved the accessibility of scholastic inquiry. As I continue forward in work that seeks to alleviate the social burdens and barriers that people encounter, my fond memories of the Gender Research Group help me maintain a commitment to the possibility of more egalitarian communities – even in the least likely places.

3.19 Mira Karjalainen

Mira Karjalainen worked at Hanken as a post-doctoral researcher from 2012 to 2016, and was an active member of the GRG. Now she works as a senior researcher in Gender Studies at the University of Helsinki.

Amongst academic tribes – reflections on the Gender Group at Hanken

Welcome to the Jungle! I said to myself when I first stepped inside the doors of Hanken nearly ten years ago. This was a happy notion for a scholar with an anthropological mind, and I was excited to find myself in an academic environment vastly different from my alma mater, the faculty of humanities at the University of Helsinki. The language was different, people dressed differently, they discussed doing research in a different manner, the research interests and thus talking points were quite unlike, and it was simultaneously smaller and more international research site than my previous workplace. And I did not know a single person there.

I had completed my PhD in humanities few years back in a very different field – study of religion – and starting work as a postdoc in business

school was certainly not an obvious choice. The reason I made this choice was Jeff Hearn. I had familiarized myself with his work for my PhD dissertation on men working on oil tankers and this made it possible even consider working at Hanken, which from the humanities point of view seemed very, very far away.

The Gender Group provided me an instant home in the department of Management and Organization. Group members welcomed me warmly and wanted to get to know me. One of the surprising notions was that, at that time, the department seemed to be divided and I soon learned how to recognize those belonging to the Gender Group – they would greet me cheerfully and invite me for lunch. Thus, the group provided me a safety net from the very first day at Hanken. The other side of the coin was that I was treated as “one of the Gender Group” before I really had a chance to know what the group was about or whether I wanted to join it or not. This was rather perplexing: although no one knew me in the department, I was already labelled and put in a strict category. Where had I come?

The Gender Group turned out to be an inspiring academic environment and I was happy to be a member once I had become familiar with it. Eventually, and with some rather determined effort in the form of invitations for lunch or coffee, I got to know researchers outside the Gender Group and was accepted in the general crowd. Despite that, the Gender Group remained my home at Hanken.

3.20 Marjut Jyrkinen

Marjut Jyrkinen worked at Hanken over 10 years during 2000-2011. She completed her PhD in 2005 and was co-convenor of the Gender Research Group for approximately two years. She is now Professor in Working Life Equality and Gender Studies at the University of Helsinki.

Some reflections on membership of the Gender Research Group

My first encounter with Hanken colleagues was through attending a seminar at the Management and Organisation Department where without much warning and any preparation I was asked to present my Doctoral research plan. This was a bit exciting encounter as my background was not in business studies. This first jump into the new environment to do my PhD was followed by an invitation to the Gender Research group, which opened up to be a supportive collective of researchers at different career stages. For a Doctoral student, it was important to be able to meet regularly other researchers with similar kind of topics and interests, but also to reflect together the hurdles and successes common in many researchers' careers. Obviously, many hurdles arise also from sensitive research topics that relate to gender, management and organisations and different kinds of power relations that are embedded in academic life with high competition. Gender Group meetings and seminars were excellent platforms to share experiences and knowledge in a friendly atmosphere.

As Hanken Honorary Professor Joan Acker (1990) has stated, organisations are gendered in many ways. This is the case also in academic organisations, although there is often a strong belief in meritocracy. A concrete example is the 'gender scissors' of careers and the differences in permanent positions held by men and by women in a study on

business schools (Hearn et al. 2011). It is obvious that many overt and covert inequalities in everyday work in teaching, such as the number and level of courses, supervision possibilities, and longer fixed-term or more permanent positions in early career phases are relevant in developing one's academic career. Thereby the discussions and research by members of the Gender Group have been of outmost importance to show how gendered processes are present in our own organisations, although these are often difficult to see and admit. Discriminations, exclusions and marginalizations need to be revealed in the academia in order to deconstruct them and to rebuild equal working opportunities and career possibilities for all genders.

Members of the Gender Group have done remarkable research, both in forms of Doctoral theses and through collaborative projects and writing. It has been a great platform to test new ideas, develop them in supportive environment, and to gain knowledge on fresh research and ongoing funding possibilities and international colleagues' projects. Teamwork by many members has also been a springboard for new research funding applications. In particular, the international emphasis of the Gender Group has been important and many current collaborations have the origin in that.

Facilitating the Gender Group has enabled many researchers to participate in development work and concrete leadership tasks, often with a senior colleague(s). The Group members have also shared their pedagogical experiences and enabled good setting for teaching development. Obviously, the most inspiring part has been the actual focus on gender-based research in different areas. Some of the initiatives and activities have led to new research projects and new career development possibilities for many. One aspect that has been important in the Gender

Group work is the organising of national gender research conferences together with colleagues from other business schools.

My warmest congratulations for the 20+ years anniversary of the Gender Research Group, and thanks for all the support and collaboration with former and current group members!

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3.21 Marjana Johansson

Marjana was at Hanken during three separate periods between 1998 and 2006, initially as a project coordinator affiliated with a research institute and later as a lecturer and PhD student. She was an occasional GRG-participant (and designer of promotional materials) and is now a Senior Lecturer at the University of Glasgow in the UK.

I didn't know it at the time ...

My introduction to and occasional participation in Gender Research Group activities happened gradually and during different periods at

Hanken. I started working at Hanken in 1998 as a project coordinator, located in FLO (the Department of Management and Organisation) in a management training/consultancy capacity rather than as a researcher, although the research institute I was with worked closely with some academics and PhD students in the department. Having at that point worked for a few years after completing my first degree, I found that I liked being back in an academic setting. The GRG was formed around the same time, which turned out to be a fortuitous coincidence. I just didn't know it at the time.

I left Hanken in 2001, but the thought of doing a PhD had taken hold. As a result of it I returned in 2002 to do some teaching and to start my PhD project. I eventually had the opportunity to do it at the Stockholm School of Economics instead which led me to leave Hanken again in 2003. However, continuing the pattern, I returned a couple of years later to spend some time in the department as a visiting PhD student. Overall, this meant that my time at Hanken and my participation in the group was sporadic, and I especially view the 2005-2006 visit as the time when my contact with the group produced a shift in how I was approaching and conducting my own research.

Much of it happened informally, and I didn't realise how much it would shape my later work. What I did know was that I was interested in what members of the group were working on and talking about. Thinking back, I often see before my inner eye the kitchen/coffee room at the end of the corridor of offices at FLO, next to what was later the 'open space' office for PhD students. At times people would have a break and a chat in the kitchen, which I would sometimes join. Partly through those conversations, and through occasional participation in GRG activities, including listening to presentations at a conference organised by the group in 2003 if memory serves me right, I started reading more about gender, work

and organisation. After finishing my PhD I have increasingly incorporated these perspectives into my thinking and writing.

In all, I did not realise at the time what a shift coming into contact with the group would produce, and how much participating in a small manner would mean. I have continued being on the mailing list through which I follow what the group is doing, and I have met members at conferences now and then over the years. Taking up a job at Hanken twenty-three years ago turned out to have a long-lasting, important effect.

3.22 Liisa Husu

Liisa Husu is Senior Professor of Gender Studies at Örebro University, Sweden, and affiliated researcher in Hanken, Department of Management and Organisation, member of the Gender Group since 2008, currently working in two EU projects: UniSAFE on gender-based violence in universities, and GRANTeD on gender bias in research funding, as well as advising several national and international gender equality projects and actions.

Warning: serious research development going on

For a social scientist and gender scholar focusing on gender and inequalities in academia, science and knowledge production, interrogating how academic *organisations, management and leadership* are gendered has been a long-term key interest and concern. This kind of organisational approach contrasts to those approaches that are individualised, or which represent ‘women-as-the-problem’, both of which have been very common in this research area. Exchange and debates with other scholars combining organisational and gender approaches in their research have

been vital to move my own research and thinking forward. In Finland, Hanken and especially the Department of Management and Organisation has been a rare concentration of such research, be it on business, military, cultural, public sector or NGO fields, with several high-profile research projects and a continuous flow of high-quality PhDs with gender focus. I have felt privileged to take part in numerous lively discussions and topical seminars of the Gender Group over the years since 2008, having first succeeded Minna Hiillos as a Project Manager of NASTA – Women’s Leadership, Research and Education Development, and later involved in European Social Fund Project on women’s careers NAISUrat, and lately, the GODESS institute. Thinking of the Gender Group from a networking and academic research development perspective, to maintain this kind of academic forum successfully for such a long period is a rare accomplishment to be applauded. Skål!

3.23 Minna Hiillos

Minna Hiillos worked at Hanken 1996-2008. She completed her PhD at Hanken in 2004. She was an active member and co-convenor of the GRG. She works now as Vice President of Teaching and Learning at Haaga-Helia University of Applied Sciences.

‘Application agents’

The joy of working with like-minded colleagues. The energy triggered by an inspirational atmosphere. These are the first thoughts that pop into my mind when thinking about my active time in the Gender Research Group. A group with a strong shared mindset constantly discovering new research ideas, organising conferences, presenting and publishing – it was a very active and happy time. We were so active in searching for new

funding opportunities and producing applications that we even produced black T-shirts for our group - with a white text 'Application Agents'!

During my time in the group, I finished my PhD with a focus on emotions in organisations. The empiric data consisted of interviews with personnel managers. Many of them were women. The concepts of emotion and women's leadership began to interest me more and more. Just after my PhD, a chance to apply for funding from the Ministry of Education for a project on Women's Leadership was a fantastic opportunity. Together with Gender Research Group colleagues and colleagues from Jyväskylä University and Helsinki School of Economics (now Aalto) we managed to receive long-term funding for NASTA - Women's Leadership – a research and education development project. I was employed by this project as a project manager for three and a half years. This was the most productive period of my career as a researcher.

The role as a researcher and a project manager in this very inspiring project was a kind of a turning point in my career. I became very aware of the way how work life functions from a gender perspective. Also, I realised that I really enjoyed organising and managing the activities of the NASTA and the Gender Research Group. I started to think about applying for managerial jobs within academia. The Gender Research Group empowered and inspired my own choices in life to a great extent. I am grateful for that.

3.24 Jeff Hearn

Jeff Hearn is Professor Emeritus in Management and Organisation, and Research Director, GODESS Institute, Hanken School of Economics, and one of the founding co-convenors of the Gender Research Group.

It is not so easy to know what to write ...

It is not so easy to know what to write. Certain meetings stay in my mind, some have been momentous, some quite fleeting and have vanished, or almost vanished, from memory. For me, being there from the beginning has brought a certain sense of responsibility – for what has gone well, and what hasn't been so good, for what has worked, for what has not worked out. Co-convening initially with Guje Sevón, Anne Kovalainen, and then with Minna Hiillos, Marjut Jyrkinen, Lotta Niemistö and Annamari Tuori has been a great and diverse privilege. Also, Denise Salin agreed to co-convene, but then gained some years' research funding elsewhere and so never took up the baton; and more recently it has been so good to now have Jonna Louvrier, Anna Maaranen and Inkeri Tanhua taking over as co-convenors.

There have always been “regulars”, and these are the people that keep the group going, in all sorts of practical and intellectual ways. Small things, small gestures, can make a huge difference. And then, there are those who “drop in”, sometimes for just the occasional session. These are equally important, but in a different way. Sometimes, in some of these “drop ins”, it seems to be a time when “the penny drops” – ahah, so now I see how gender is really, really important; and that helps to explain x, y or z, and why I haven't been able to put a, b or c into words. I have sometimes found that especially moving.

In practice, what has happened within the Gender Research Group, or GRG for short, has varied a lot, often moving between detailed discussions of gender research to discussions of gendered lives of researchers, and sometimes the gendered life of Hanken. Often, the actual sessions have been very lively, exhilarating; sometimes people are just tired, whether through too much work or a kind of gender-fatigue: some things, some problems, don't go away, they just return again two, five or ten

years later. FLO/Management and Organisation has been the home, but over the years quite a lot of others from other parts of Hanken have joined, as well as interested researchers and practitioners from outside Hanken. Then there are visitors from various part of the world, also equally important, in giving energy and saying we are not alone in all of this struggle. Also, important have been the lunches after meetings, the multiple contacts between meetings, and very occasional social gatherings and outside events. For some of those who work and live outside the Group, it must have been or still be all very confusing, not least in mixing up what is the GRG and what is institutionally the quite different GODESS Research and Development Institute.

Over the life of the Group, the GRG has been like a spine ... essential but also hopefully fairly flexible. It's always there in the background, even if you're not always aware of it, that is, until you get backache – or until you get gender ache: a profound condition that can take several forms, from minor to major, from acute to chronic.

And so how about a specific memory? There are many, but some of those that particularly stay with me involve times when we have organised or co-organised workshops, events and conferences, like the two Suku-puolentutkimuspäivät conferences which we co-organised with friends and colleagues in Kauppis/Aalto. These weren't any vague meanderings, but focused and task-driven, often with great urgency, and sometimes some panic too. The way people worked together, truly collectively and collaboratively, was immensely powerful – the very antithesis of the individual researcher with no commitment to organisational citizenship that has been encouraged by some recent trends in academia. Preparing those events certainly involved being very organised, as when thanks to Marjut we were able to secure President Tarja Halonen to open one of the conferences, and the day before the opening Minna told me I just have to wear a suit and tie!

I also particularly recall our hiring Laulumiehet restaurant just nearby to Hanken for the evening party of one of those annual Gender Studies conferences. Then, after some tense persuasion of the restaurant manager, we managed to get permission to temporarily cover the faces of the men in all the paintings of men around the main room (and not damage the paintings!) with printouts of many different kinds of faces of women, via an ingenious system of string and paper clips. Last minute, getting the venue ready, tidying the rooms and installing those new paper faces with Teemu Tallberg and Hertta Vuorenmaa (then Niemi) was certainly a small panic – even if when the party got going no-one seemed to notice that the portraits of men had been covered by the various masks of various women, at least for those few hours.

3.25 Pernilla Gripenberg

Pernilla Gripenberg completed her master's degree at Hanken in 1996 and continued her doctoral studies there between 1997 and 2005. She then continued as a teacher and researcher in various positions until 2011 when she moved on to Hanken & SSE Executive Education where she is now a member of the management team as Director of Design and Delivery.

Belonging, learning in a context or growing and learning in dialogue with your context

The Gender Research Group was an important group for me as a doctoral student (1997-2005) and a member of faculty at the Department of Management and Organisation (2005-2011), although my research was never directly related to the topic of gender or diversity. All founding members, Guje Sevón, Jeff Hearn and Anne Kovalainen played vital roles in how

my thinking in organization theory and my doctoral research around the relationship between humans and technology developed over the years.

Guje Sevón who founded the Department of Management and Organisation (then called the Department of Business Administration) was the one introducing me to Weick's Sensemaking in organizations and Translating organizational change (by Sevón and Czarniawska), Bruno Latour's, Michael Callon's and John Law's work on Actor-Network Theory, Shozanna Zuboff's *In the age of the smart machine*, and later I found Antony Giddens' and Wanda Orlikowki's work on Structuration theory and the duality of technology that all impacted my studies and thinking. I still find those ideas about the relationship between humans and technology fascinating, yet still very badly understood in society today. I remember a story Guje told about when she picked up Bruno Latour from the airport in her Saab. Bruno did not fasten his seatbelt and the car started beeping loudly, serving as an actor in the network forcing Bruno to act, i.e. to buckle up! Today I can witness how my own teenagers are totally enslaved by technology, and they feel forced to act to get their daily awards in different games and apps and not miss their streak in Snapchat etc.

Jeff Hearn was a rock and mentor to me during my doctoral studies and long after, when I worked at the department. I dwelled in his fantastic library that he kept in his office, borrowing books that further developed my thinking on the relationship between humans and information technology, for example, introducing me to the work of Manuel Castells (*The rise of the network society* etc.), Joshua Meyrowitz (*No sense of place* – highly relevant framework for analysing what has happened now when work has moved home and boundaries are even more blurred than before), and of course to the gender perspective (and the Gender Research Group), to which people's blindness can still baffle me com-

pletely. Jeff supported me by taking the time to review my texts and guide me forward in my thinking and writings, he was a wonderful support to me and all my fellow doctoral students. I remember once saying to him that I wish I could be a “Reader” only spending time reading fascinating and interesting books, and he told me that in UK there are people at universities with that title! In my current job I very rarely have any time to read, and I sometimes miss that luxury of sinking into the fascinating world of books where thinking, ideas, frameworks and theories are being developed.

Anne Kovalainen, I learned to know later, and she turned out to be my rescuer at a time when I was struggling and at a loss with my research, and out of a proper supervisor. She helped me structure my various research efforts and projects into a coherent article thesis in no time, and I am truly grateful for her support. I also learned to understand how important it is that you get support in your process and I have tried to advise others to make sure they have proper supervision or belong to an active research group if they are planning to embark on a doctoral journey. For me it was a lifechanging and exiting, although not at all easy, journey.

My current colleagues often praise me for being so good at taking feedback; that I never get low, take it personally, or get offended, but just listen carefully, go back to the drawing board and come back with some kind of new improved solution and then happily move on. I tell them it is because of the good work we did at the department and with the Gender Research Group on how to give constructive feedback to each other and how not to take it personally, but as constructive help to improve science. We actually arranged a workshop on that involving the whole department! That has remained with me and today I am teaching managers and leaders of Finnish and international companies how (among other things) to create a positive feedback culture.

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3.26 Leila Gharavi

Leila started her career in telecommunication engineering and worked for Nokia as a research engineer. Later, she transitioned from engineering to the social sciences, motivated by a switch to studying sport management. This got her to be fascinated and involved in gender-related issues, which took her to GODESS Institute. She next leaned about the new field of computational social science (CSS) and in 2019, started a second master's program in CSS. She's now working on her PhD proposal in the same field.

In all honesty ...

In all honesty, my observation of academic careers has not been a positive one (perhaps more so, the social science-related ones). And by ‘academic careers’ I mean those that start with a Doctoral degree and may lead onto doing research, teaching, and professorship – in various combinations – in academic institutions. It seems to me that such careers are characterised by excessive tasks and obligations, and pressures of competing and delivering (e.g., carrying out the work and publishing scientific papers, books and book chapters; preparing for and attending conferences; combining research and publications with teaching responsibilities; engaging in writing research proposals for funding – which is a constant in academia – either individually or collectively). If one does not fully engage in all those undertakings, one way or another they are left behind.

Contemporary technological advances such as fast and ubiquitous connection, smart devices, digitalisation, and social media, which provide the potential and the possibility of staying always on and responsive, appear to have only exacerbated an already intense situation. Academic colleagues seem to be working full force during the working periods, fulfilling urgent responsibilities during that time, and then slowing down so-to-speak during a few days or weeks of holidays here and there but using those to try to catch up with all the rest of what may need further attention, plus, their own personal career aspirations and interests, say, readings, writings, and applications. Stress and burnout seem to be part and parcel of such academic careers. Within this landscape, gender-related issues are likely to make matters more pronounced for women, in general, and mothers, in particular.

Personally, I can divide my own career in research, either in or in close correspondence with academia into three parts:

1. I was a research engineer for nearly 10 years at Nokia Research Center, and I have worked with many others with masters and PhD degrees, including those in academia with whom we had common projects. One issue to note is that in the private sector, there did not seem to be a pressure for researchers to have or obtain a Doctoral degree in order to build careers as researchers. Furthermore, I have experienced engaging in top-rated research, while enjoying perfect balance between work and non-work, with good pay, support, and benefits.
2. More recently, I worked for three years at Hanken School of Economics, which is where I came to observe the academic careers up close and personal. This is where I also engaged more closely in the activities of the Gender Research Group (GRG), as well (although, I knew of GRG and had participated in its meetings a couple of year prior to my employment at Hanken). During this period, we talked with colleagues about careers in academia, and more so because I was usually at the receiving end of this question: Are you going to start a PhD? (I had already discontinued one PhD in telecommunication engineering) Meanwhile, two colleagues who were post-doc researchers left academia to pursue other aspirations. There were others, too, who pivoted and, for instance, started their own external careers and slowly shifted to that direction.
3. During the past two years, I have enrolled in a new, research-oriented master's degree at Linköping University in Sweden to study computational social science. As a student, I was now at the receiving end of educational services provided by a group of researchers and lecturers in academia. In this capacity, I could plead with the educational system to separate the research task

and teaching task so that no one could possibly engage in both, because the end result can well be the suffering of master's degree students and having their wellbeing jeopardised. When a researcher has too much on their plates to attend to (e.g., research, publications, funding applications, teaching responsibilities), it is no wonder that the education and welfare of students has to be a lower priority.

Finally, in a matter of weeks, I will be starting to work in a research project at Aalto University, and it already seems so that the two researchers/lecturers, with whom we will be working, hardly have time to respond to their Emails. :)

It goes without saying that personalities are different; capabilities, approaches to issues, coping mechanisms, preferences and interests are varied, while the degree of humanity and care for others are different, too. Nevertheless, the idea of academic careers invokes the feeling of unnecessary pressure in me. As a result of these anecdotal references, I have had my own knee-jerk reaction to the prospects of doing a PhD. I feel like I will only engage when I make sure that what I have is a burning question, for which I need to find answers. Otherwise, life is supposed to come with ease and flow, humans' well-being is and should stay off-limits, stress and burnout are absolutely human-made and were not supposed to be part of life, and balance in life is of a prime value.

In this environment, I feel that Gender Research Group (GRG), having already clocked over 20 years after its conception, has served as a community for professional and emotional support and care to its members. Formally, GRG was formed in 1999-2000 in order to advance scientific knowledge on gender-related issues, and to put gender at the centre of research and analysis on such subjects as national and transnational organisations, economy, identity and culture, information, technolo-

gy. The existence of such a long precedence in research on gender at a business school is quite remarkable but as I mentioned, my observation and attendance in the monthly meetings of the group have shown me that this group goes beyond its formal guidelines. It has been flexible and stood with open arms to topics that members might have wished to discuss, even outside of the circle of gender, and to talks from outsiders to the group.

What has remained constant has been the will to keep the monthly physical meetings intact, sometimes with 4-5 people only, sometimes many more, and to make these meetings more than just an academic/professional exchange. To my knowledge and experience, the meetings were held in the midday, after which the participants would go to have lunch together, as well. Yet another plus sign in the profile of the GRG. :) I have personally attended, presented in, and invited outside speakers to the monthly meetings of the GRG and have enjoyed them all. We have spoken about all aspects of gender, theory, methodology, human psychology and wellbeing, academic careers, race, etc. etc. I have also witnessed the GRG position itself as a friendly and supportive space for researchers to receive feedback on their work prior to presenting in a formal setting that might be of significance to their careers. I am confident that through the years, members of the GRG have drawn all kinds of personal and professional benefits from this group, and GRG has served as a community where the members have discussed their concerns and have found from other members that even though the going may get tough, they are not alone and that together, they can find a way. To me, this is how a gender-aware society would present itself and function.

Finally, a word about our current historical times, marked by the COVID-19 pandemic. I have noticed that many physical gatherings, seminars, conferences, festivals, etc. that had to go online during the

pandemic have noticed that they can attract many more – as well as more diverse – audiences to their cause. Moreover, society as a collective has got more technologically sound and fluent in video conferencing, and everyone has become increasingly more used to initiating or being at the receiving end of online gatherings. It remains to be seen how nearly everything in life will turn out to be after the COVID-19 pandemic is over, including the monthly meetings of the GRG.

Happy 21st anniversary to the GRG! And here is to the next 20 strong years ahead ...

3.27 Martin Fougère

Martin Fougère is an Associate Professor in Management and Politics at Hanken. He has been an occasional member of the GRG since 2007, when he became an Assistant Professor in Politics and Business within the Department of Management and Organisation.

The GRG and its constructively radical discussions

While I have been a member of the Gender Research Group (GRG) at Hanken since 2007, I would say I probably haven't participated in more than 15 meetings over the years, which means approximately one per year on average. Even so, the GRG has meant a lot to me, not least because it has made me aware of possibilities for going about academic presentations and discussions differently. Before I became a member, I experienced research seminars primarily as the theatre of a confrontation of academic egos. As a junior postdoc scholar eager to contribute with my own perspective, I was excited by these types of seminars and did

find them sometimes rewarding. But they were also intimidating, and in some cases, downright scary.

Against this backdrop, attending my first GRG meeting in 2007 was a refreshing experience. It soon seemed to me that due to a very benevolent atmosphere, everyone in the group feels there is a low threshold for both presenting and discussing. While a constructive climate is valuable in itself, what is particularly remarkable is that this GRG climate seems to subsist almost effortlessly despite the issues discussed being anything but ‘easy’, frictionless themes. At the core of the GRG, there is a questioning of (economic, societal, but also academic) structures, and the members seemingly remain always open to discussing some of the most complex societal topics, often with a denaturalizing element and subversive implications. This combination of radical openness to critical discussions and inclusive constructive dialogue has been very inspirational for me – although exactly how it is achieved also remains something of a mystery to me.

Many of the initiatives I’ve been associated with since 2007 have been influenced by the GRG – though certainly not always consciously. The CREME cross-disciplinary seminars at Hanken were meant to be in a similar spirit as the GRG, and so are the Responsible Organising (RO) ‘What do you think?’ seminars. However, neither of these seminar series have been as successful as the GRG at (1) always delivering a benevolent atmosphere, and (2) getting a critical mass of people to always be there. There is definitely something unique about the GRG, and I have experienced this every single time I have attended GRG meetings since 2007.

3.28 Katja Einola

Katja is an assistant professor at Stockholm School of Economics and her research focuses on teams, leadership, research methods, HRM and higher education. She has twenty years of professional experience in small and large multinational firms spanning three continents.

A community to lean on

To me, the Gender Research Group has meant the type academic community I was expecting to find when I left my job of 15 years in IT/Telecom and decided to do a PhD in my early forties. To my disappointment I had slowly discovered, however, that many academic environments are not communities I had imagined. In my, well, fantasy, perhaps inspired by the thrilling discoveries by the many men and women of science I so admired, I had built unrealistic and naive expectations of the Academic Sect. With time I found out that collegiality was a value cherished by some, for sure, but not by many others. Around me, I saw rather hierarchical institutions with cultures resembling those of some big consulting firms or investment banks with people working in teams but relentlessly pursuing their own interest, being rewarded for that, and building structures that worryingly look like pyramids.

I suppose, like so many others, I started playing the game while keeping a diary on my experiences, a lot of which was about gender, being an over-aged junior academic, organizational dysfunctions of all kinds (my job in IT was to sort out such dysfunctions so I keep on spotting them after all this time, still getting frustrated that I cannot do anything about ... anything much anymore) and about the impossibility to make things like 'work/life balance' work for me.

I never really joined the Group but sort of gravitated towards it organically through a series of informal encounters first with Jeff, my then office neighbour, and then with Charlotta, Annamari, Leila, Inkeri, and so on. In the midst of trying to put bread on the table and to secure funding, a job, a consulting assignment ... and get those bloody four-star-publications that pave the way to a job (perhaps), I one day found myself in one of those Group's Monday meetings. I just sat back and enjoyed the company and learned something new, completely different. I felt my feet on the ground and head in the clouds. Yes, in my numbness I felt something and that was ... interesting.

My role in the group has been peripheral and participation sporadic, but I have all along had a reassuring feeling that within this group, I could relax, let go and freely talk about my budding ideas, embryonic projects and also my saddest failures and hurts I have had to hide from the outside world. I think the most precious thing in this group is its (unacademic!?), open-minded humanity, openness to difference and tolerance of divergent opinions and worldviews, including mine that reflects a curious but sceptical attitude towards gender studies and feminism in general.

But with time, with every instant, we change, and the world changes. I've changed, too.

I do not know exactly what is the cause and what is the effect of all this changing, nor do I care. All things are interlinked and tangled in my mind. Hopelessly and fantastically messed up. In fact, I stopped caring about causality altogether at some point. I am writing about gender-topics now, on the side of other topics like leadership, teams, ignorance and method ... It is like continuing with the diary, but raising my tone of voice.

3.29 Hanne Dumur-Laanila

Viimeiset kaksi vuotta Hanne Dumur-Laanila on toiminut tutkimuskoordinaattorina Hankenilla Responsible Organising (RO) -vahvuusalueella. Päätyön ohella Hanne tekee selvitys- ja julkaisutoimintaa konsulttina, on aktiivinen järjestötoiminnassa ja on hurahtanut täysin viherkasveihin sekä pihaviljelyyn.

Yksi ryhmä – monta näkökulmaa

Niin kuin monet muutkin työyhteisöt tässä ajassa, akatemiakin on melko kilpailuhenkinen ja hierarkkinen. Tällaisessa maailmassa tulee väistämättä etsineeksi tilaa, jossa voi säännöllisin väliajoin sulkea oven kaikelta muulta ja kokea tulevansa hyväksytyksi yhteisön tasavertaisena jäsenenä titteleihin tai arvomerkkeihin katsomatta.

Parhaimmillaan turvallinen tila antaa mahdollisuuden uuden innovointiin ja kehittämiseen. Se luo myös pohjaa kestäväälle ja luottamukseen perustuvalla yhteistyöllä. Se on kuin turvaverkko, jonka läpi ei putoa heti ensimmäisestä silmusta. Tai jos on putomassa, on aina joku, jonka käteen voi tarttua. Oman kokemuksen mukaan tiedeyhteisö kuten monet muutkin työyhteisöt tarvitsevat tällaista tiloja. Ei vain yhtä, vaan monta.

Minulle ”Gender Research Group” edustaa juuri tällaista pitkäjänteisellä työllä rakennettua tilaa, jossa voi vapaasti esittää ajatuksia ja näkökulmia tutustuen samalla uusiin ihmisiin. Olen saanut mahdollisuuden olla kuuntelemassa viimeisimpiä tutkimustuloksia ja saanut käsiini uunituoreita tutkimusartikkeleita. On hienoa kun saa ratsastaa ajan hermolla, eikö vain?

Silti, ennen kaikkea olen saanut etuoikeutetusti kuunnella kertomuksia myös onnistumisen tai epävarmuuden tunteista. Näistä tunteista har-

vemmin puhutaan työtovereiden kesken. Olen tästä nöyrästi kiitollinen. Nämä tarinat tulevat kuulluiksi, koska siihen on annettu mahdollisuus.

Jos voisin jotain konkreettista ottaa mukaan tästä ryhmästä, on se voimaantumisen tunne. Haluan kuljettaa sen tunteen ryhmästä ja työyhteisöstä toiseen myös tulevaisuudessa. Mielestäni jokainen työyhteisö tarvitsee oman gender-ryhmän!

Näillä sanoilla toivotan pitkää ikää kaksikymppiselle ryhmälle!

3.30 Stephanie Clark

Stephanie Clark completed her MA at University College London in 2019, has been an active member of the GRG since January 2021, and was accepted for doctoral studies at the University of Helsinki in August 2021 (thanks in no small part to the GRG's wonderful support!)

Reflections from a zygote

As I write this reflection, I am conscious that my voice may be slightly different from my fellow contributors to this volume. As someone who is both new to the group and also very new to academia as a whole (practically zygotic compared with the wealth of knowledge on display!), I am painfully aware that I have fewer experiences to give than others and a distinct sense that I have less licence to give those experiences. However, it is my hope that this different perspective can provide our readers with an idea of what it is to be a newcomer to the group, and hopefully even persuade some others to get involved!

Joining the GRG has been extremely timely for me – coinciding with my plans to move from the patriarchal world of consulting in London to

the distinctly more feminised world of academia in Finland, while also coming at a time of great discord in the wider world. Of course, all these things are connected. A global pandemic has been the perfect time to re-evaluate and reprioritise, leading me to get in touch with Jeff Hearn for advice about doctoral studies, which in turn led me to this group upon Jeff's kind invitation. I joined the group in January with some trepidation - I had heard a lot of stereotypes about the antisocial nature of Nordic people in general and Finns in particular (one fantastic joke to come out of the pandemic is how Finns look forward to the end of the two metre social distancing rule ... so they can go back to their usual six meters). These stereotypes have been proven spectacularly false by the group. Everyone has been so friendly and welcoming, and made me very quickly feel as though I had been a part of it for years.

The group has been somewhat of an oasis for me over the past few months, hearing engaging discussions about topics like aging and anthropocentrism, and receiving so much generous advice on my own work. It has absolutely convinced me that I am doing the right thing in planning on continuing my studies in Finland. The presence of welcoming spaces which encourage the active participation of women is something I've found to be surprisingly (and depressingly) rare in my career so far. I am also particularly conscious that, at the time of writing, as a Londoner, the murder of Sarah Everard by a London police officer is still very fresh in my mind and in the minds of many British people. It is these acts of violence which remind us of the preciousness of spaces in which women can feel safe and welcome – where public spaces feel unsafe it is these private spaces into which we retreat. It has been a real pleasure for me to have been invited into one such of these spaces and I hope it will continue long into the future – perhaps I will soon qualify for embryo status! Peukut pystyyn!

3.31 Valentina Carnali

Valentina Carnali is an undergraduate student of Contemporary History at the University of Bologna, and a trainee at GODESS Institute (September-November 2021). As a part of GODESS, she has attending the Gender Research Group meetings during her traineeship.

Previously she spent her second year of studies at Univerzita Karlova in Prague, focusing on contemporary history and gender history. Her main interest is the historical development of gender equality policies, mainly tackled from a cross-national perspective.

Reflection of a newcomer and early leaver

As the end of my already brief internship at GODESS is getting closer, it is not easy to process both the position of being a newcomer and an early leaver, and my voice may seem quite different compared with previous ones. When I was asked by Jeff to write a short contribution, my first reaction was “What am I even going to write?” “Shall I do that?” “Are you sure Jeff?”.

Nevertheless, now I feel that is a great and needed way to express the grateful feeling I have for the Gender Research Group. Despite having an incredibly microscopic career in academia, I’ve been warmly welcome by the GRG, invited to their sessions and join their interesting discussions. I felt so inspired listening to the experiences of all the researchers, PhD students, Professors I had around, as much as having a safe space where I could express my own thoughts without the fear of being “considered less”.

On top of this, the possibility to help in the last steps for the realization of this publication, has definitely make me acknowledge even more what a wonderful space of confront this Group is. Reading and going through

all the contributions made be somehow establish a connections with the past times of the GRG, that - funny enough- has almost my age.

I want to deeply thanks all: who let me be part of this, and also who I've never met but has been an active member of the process that has brought the GRG until this moment.

My gratitude is endless, and I hope I will have the occasion to contribute more in the future.

3.32 Ingrid Biese

Ingrid Biese is a Postdoctoral Researcher at the Swedish School of Social Science at the University of Helsinki in Finland with a PhD in sociology from the University of South Australia. She is also an entrepreneur and the founder of The Art Place Finland, a space and platform for bringing research findings back into the organizational world, and where she works with individuals and organizations around issues of sustainable working cultures, practices, and solutions. Biese was an active member of the Gender Research Group while she was a PhD candidate and during subsequent years when she was employed by the Hanken School of Economics. Biese's main area of research is the phenomenon known as opting out and includes both men and women who opt out of successful careers to adopt new lifestyles where they can live and work on their own terms. Her areas of interest are sustainable work, gender, masculinities, identity globalization and individualization. Biese regularly engages in public debates on sustainable careers and lifestyles, for example, through her blog theoptingoutblog.com.

My home away from home

When I started working on my doctorate, I decided to do the unconventional thing of enrolling in a PhD program at a university that was literally on the other side of the globe from where I lived. With my department, supervisor and colleagues so far away, I needed to build my own network and find colleagues that I could actually meet in person and collaborate with. I found this in the Gender Research Group, which soon became 'my home away from home'. Jeff Hearn and the other members of the Gender Research Group welcomed me with open arms and the warmth and collegiality I found meant a lot to me. The discussions were always friendly, open and constructive and the group became a safe place for me to share my ideas, to raise questions and insecurities, and to present my research as it evolved. I remember the first time I presented my research in front of the group, I over-zealously went on for almost two hours. However, no one got restless or seemed bored even for a second! On the contrary, everyone listened attentively and engaged in helpful discussions. The group was, at the time, a much-needed source of support and inspiration for me.

Being a part of the Gender Research Group opened up other possibilities as well. It has been the springboard for collaborations with other members and through the support of especially Jeff it provided teaching opportunities as well as work in projects. One example is the two-year ESF-funded research and development project NaisUrat (2013-2015) that I had the opportunity to manage.

For me, the Gender Research Group has always stood for collaboration over competition. It was a wonderful environment in which to grow as a researcher when I came back to academia after years in the business world, and for that I am thankful!

4. APPENDICES

Appendix 1: Completed PhDs include

Denise Salin *The Antecedents of Workplace Bullying*, 2003.

Minna Hiillos *Personnel Managers and Crisis Situations. Emotion-handling Strategies*, 2004.

Marjut Jyrkinen *Sexualised Violence, Global Linkages and Policy Instruments*, 2005.

Mia Örndahl *Survival Stories: Knowledge Intensive Organisations and the 1990s Recession*, 2005.

Solja Paganus *Finnish Business Repatriates' Coping Strategies*, 2006.

Teemu Tallberg *The Gendered Social Organisation of Defence: Two Ethnographic Case Studies in the Finnish Defence Forces*, 2009.

Hertta Niemi (now Vuorenmaa) *Managing in "the Golden Cage": An Ethnographic Study of Work, Management and Gender in Parliamentary Administration*, 2010.

Beata Segercrantz '... the walls fell down but the blokes just coded ...': *Varieties of Stability in Software Product Development during Organizational Restructurings*, 2011.

Charlotta Niemistö *Work/family Reconciliation: Corporate management, Family Policies, and Gender Equality in the Finnish Context*, 2011.

Violetta Khoreva *Gender Inequality, Gender Pay Gap and Pay Inequity: Perceptions and Reactions in Finnish Society and Workplaces*, 2012.

Marion Pajumets Post-socialist Masculinities, Identity Work, and Social Change: An Analysis of Discursive (Re)constructions of Gender Identity in Novel Social Situations, 2012 (Tallinn University).

Jonna Louvrier Diversity, Difference and Diversity Management: A Contextual and Interview Study of Managers and Ethnic Minority Employees in Finland and France, 2013.

Annamari Tuori Doing Intersectional Identity Work: Social Categories, Inequalities and Silences, 2014.

Sanne Bor A Theory of Meta-organisation: An Analysis of Steering Processes in European Commission-funded R&D 'Network of Excellence' Consortia, 2014.

Ingrid Biese-Stjernberg Opting Out: A Critical Study of Women Leaving their Careers to Adopt New Lifestyles, 2014 (University of South Australia).

Ling Eleanor Zhang On Becoming Bicultural: Language Competence, Acculturation and Cross-cultural Adjustment of Expatriates in China, 2015.

Paula Koskinen-Sandberg The Politics of Gender Pay Equity: Policy Mechanisms, Institutionalized Undervaluation, and Non-decision Making, 2016.

Tricia Cleland Silva Packaging Nurses: Mapping the Social Worlds of Transnational Human Resource Management, 2016.

Appendix 2: Ongoing PhD projects

Susanna Bairoh: *The Gender(ed) Gap(s) in STEM – Exploring and Explaining the Underrepresentation of Women*

Cecilia Blomster: *Essays on Work and Family Economics*

Stephanie Clark: *Alterity and the Construction and Deconstruction of Masculinities in Anglo-Western Migrant Men in Finland* (University of Helsinki)

Neema Komba: *Entrepreneurship in Practice – Strategies for Start-up Survival and Growth in a Corrupt Environment*

Susanna Kallio: *Exploring Gender Dynamics in Intellectual Property*

Anna Maaranen: *Impacts of Social Media on Work and Organization*

Hanna Sjögren: *A Critical Approach to Maintaining and Promoting Human Sustainability in Elderly Care* (University of Helsinki)

Micaela Stierncreutz: *Resistance in Nordic Gender Equality Work*

Inkeri Tanhua: *Explaining Occupational Gender Segregation – Students' Experiences of Two Technical Study Programmes in Vocational Education*

Appendix 3: Gender Research Group brochure (2003)



**THE RESEARCH GROUP
ON GENDER RELATIONS
IN ORGANISATIONS,
MANAGEMENT AND SOCIETY**

The Swedish School of Economics and Business Administration,
Helsinki
Department of Management and Organisation

The FOCUS is on:

GENDER and ECONOMY

GENDER and INTERNATIONAL/
TRANSNATIONAL ORGANISATIONS,
AND MANAGERMENTS

GENDER, INFORMATION and
KNOWLEDGE

GENDER, IDENTITIES and CULTURE

**The Research Group on Gender Relations in
Organisations, Management and Society**

Department of Management and Organisation
Swedish School of Economics
and Business Administration
PO Box 479
FIN-000701
Helsinki
Finland

Email:
jeff.hearn@hanken.fi
minna.hillos@hanken.fi

Fax: +358 (0)9 431 33275

The AIMS are:

TO FACILITATE RESEARCH ON GENDER RELATIONS IN ORGANISATIONS, MANAGEMENT AND SOCIETY.

TO PRODUCE SOCIAL AND SOCIETAL ANALYSES THAT PLACE ORGANISATIONS, MANAGEMENT AND GENDER RELATIONS AT THE CENTRE.

TO DEVELOP TRANSNATIONAL and NATIONAL RESEARCH (Doctoral, Project and Long-term) AND SCIENTIFIC ANALYSES OF ORGANISATIONS AND MANAGEMENT THAT PLACE GENDER RELATIONS AT THE CENTRE.

TO FACILITATE INTERVENTIONS ON ORGANISATION AND MANAGEMENT DEVELOPMENT THAT PLACE GENDER RELATIONS AT THE CENTRE.

Members:

Co-convenors:
Jeff Hearn
Minna Hillos

Ingemar Björkman
Pernilla Gripenberg
Jonna Holopainen
Marjana Johansson
Marjut Jyrkinen
Hertta Niemi

Solja Paganus
Denise Salin
Beata Segercrantz
Andrea Sjöblom
Teemu Tallberg
Mia Örn Dahl

Founding co-convenors:
Anne Kovalainen, Turku School of Economics and Business Administration
Gule Sevón, Stockholm School of Economics, Distinguished Senior Fellow at the Swedish School of Economics and Business Administration

PROJECTS include:

Pernilla Gripenberg
Exploring human-ICT relationships in everyday life. A socio-technical interaction perspective.
Doctoral thesis.

Jeff Hearn
Men, gender relations, and transnational organising, organisations and managements.
Academy of Finland Senior Fellowship.

Jeff Hearn and Hertta Niemi
Thematic Network *Critical research on men in Europe*.

Minna Hillos
The role of the personnel department under crisis situations - emotion handling strategies.
Doctoral thesis (completion in 2003).

Jonna Holopainen
Ethnic discrimination in organizations: A European viewpoint.
Doctoral thesis.

Marjana Johansson
Event organising from a performance perspective. Case: The 50th anniversary of Hagalund.
Doctoral thesis.

Marjut Jyrkinen and Jeff Hearn
Policies on the globalising sex trade and ICTs - sexualised violence, global linkages and policy instruments.
Doctoral thesis.

Hertta Niemi
Governmental organisations and gender in the context of Finnish and Westminster Parliaments. The "inner" and "outer" legitimacy of the parliamentary organisations.
Proposed doctoral thesis.

Solja Paganus
Expatriates' readjustment - coping strategies.
Doctoral thesis.

Denise Salin
Workplace bullying among business professionals: prevalence, organisational antecedents and gender differences.
Doctoral thesis (defence in 2003).

Beata Segercrantz
What occurs during organizational restructuring? A social constructionist perspective on learning.
Doctoral thesis.

Andrea Sjöblom
The idea of corporate social responsibility - a contextual analysis of the concept responsibility.
Doctoral thesis.

Teemu Tallberg
Men's networks, gendered power and organisations.
Doctoral thesis.

Mia Örn Dahl
Stories of survival: lessons from knowledge intensive organisations and the Finnish 1990s recession.
Doctoral thesis.

Research projects funded by:

Academy of Finland
Eika och Georg Ehemooths stiftelse
Emil Aaltonen säätiö
European Union Framework V
KAUTE-säätiö
Likelihoodsrahasto
Marcus Wallenbergs stiftelse
Naisten liikesäätiö
Osakar Ohlands stiftelse
Stiftelsen Svenska handelshögskolan
Svenska handelshögskolans stipendiander
Svenska kulturfonden
Työsuojelurahasto
Victoriastiftelsen
von Franckells stiftelse

Research group funded by:

Jenny ja Antti Wihurin rahasto
KAUTE-säätiö
Marcus Wallenbergs stiftelse

Appendix 4: Genusforskning med internationell prägel



Den tvärvetenskapliga konferensen ”Kön och makt: Organisationer i förändring” samlade genusforskare från Hanken, Helsingfors handelshögskola och övriga högskolor. Professor Jeff Hearn i mitten. Foto: HKKK:s bildarkiv

Genusforskning med internationell prägel Genusforskningen är en gemensam nämnare för ett flertal forskare vid Hanken. Våren 2003 ordnades en konferens som besöktes av forskare från hela världen, tio bokprojekt fick sin början och kurser om genus fortsätter att locka glädjande många studerande.

Den tvärvetenskapliga konferensen ”Kön och makt: Organisationer i förändring” ordnades av Hankens forskningsgrupp – Gender Relations in Organisation, Management and Society – tillsammans med en motsvarande grupp kring genusforskning vid Helsingfors handelshögskola. Enligt professor Jeff Hearn hade tanken om ett möte grott länge.

Överraskande stort intresse

– Vi hade inte väntat oss ett så stort intresse som det blev, berättar professor Jeff Hearn vid institutionen för företagsledning och organisation (FLO). Trots anspråkslös marknadsföring svällde det lilla seminariet raskt till en konferens med hundra deltagare från både universitetsvärlden och andra organisationer. Det här var den första nationella konferensen i sitt slag om genus, organisation och ledarskap. Man visste att forskarfältet var splittrat men inte att det var så här stort. Hearn konstaterar att många som forskar kring genus kan vara ganska ensamma på sin arbetsplats. En del undervisar kanske i ett helt annat ämne, till exempel marknadsföring, och forskar vid sidan om det. Det finns inga tjänster som uttryckligen är vikta för forskning i genus, organisation och ledarskap. En effekt av konferensen 2003 var således att likasinnade fick träffas och utbyta idéer. En annan var att deltagarna enades om att ordna en uppföljande konferens på ett annat universitet i Finland. Sedan var steget att ge ut en bok med bidragen från konferensen kort. – Det var ett bra sätt att presentera ett tvärsnitt av den nuvarande forskningen i Finland, säger Hearn. Han och doktoranderna Minna Hiillos, Marjut Jyrkinen och Hertta Niemi har tillsammans med kolleger från Helsingfors handelshögskola redigerat texter till boken ”Sukupuoli & Organisaatiot liikkeessä – Gender & Organisations in Flux” som utkommer hösten 2004. I boken behandlas bland annat organisationer och kvinnliga ledare, företagande och kön samt teknologi, kön och organisationer. Jeff Hearn har bedrivit forskning om genus, organisation och ledarskap sedan slutet av 1970-talet i England. Han kom till Finland på 1990-talet och träffade då professor Anne Kovalainen och dåvarande Hankenprofessorn Guje Sevón. Sevón ledde ett genusperspektiv, säger Jeff Hearn. Han har varit ledare för ett forskarnätverk där man studerat män i Europa ur olika synvinklar. Fokus har legat på män hemma och på jobb, män och social

exklusion, män och våld samt mäns hälsa. Projektet fick EU-finansiering för tre år fram till år 2003. Forskarna i nätverket har tillsammans skrivit fyra böcker, bland annat "Men and Masculinities in Europe" och ett flertal artiklar till internationella tidskrifter. Institutionen för företagsledning och organisation har en internationell prägel. I början av år 2003 utsågs ämnet företagsledning och organisation till en av Finlands spetsenheter inom grundutbildningen för åren 2004–2006 av Rådet för utvärdering av högskolorna. Intressanta forskningsrön och innovativa undervisningsmetoder attraherar utländska forskare på längre eller kortare besök. Hit hör bl.a. professor Linda McKie från Glasgow Caledonian University som har varit gästprofessor och undervisat doktorander samt portugisiskan dr Cristina Reis som har tillbringat ett år av sina postdoktorala studier vid institutionen för företagsledning och organisation. Jeff Hearn är emellertid den första engelskspråkiga professorn som fått fast anställning på Hanken. Han har funnit sig väl till rätta på institutionen. – Det här är ett av de vänligaste ställen jag jobbat på, säger han. Toleransen är hög och attityden till språk avslappnad. Hans svenska är "inte så bra" men han klarar av att följa med institutionens möten. Arbetet med de studerande går utmärkt. – Så gott som alla doktorander skriver på engelska. Om du vill göra akademisk karriär och bli publicerad internationellt ligger det i ditt eget intresse att skriva på engelska, eller på något annat världsspråk.

Genus lockar studerande

Genus diskuteras inte bara på doktorandnivå. Det finns en valfri kurs, "Gender, Management and forskningsprojekt om lågkonjunkturen, kvinnor och företagsamhet. I slutet av 90-talet fick Hanken som enda handelshögskola en av de åtta tidsbundna professurerna i kvinnovetenskap som undervisningsministeriet inrättat. Anne Kovalainen valdes till professor och Hearn samarbetade med henne i ett forskningsprojekt

som handlade om kön och ledarskap. De gjorde bland annat en undersökning om jämställdhet i finska företag. Som bäst görs en uppföljande studie med sju av dessa företag. Den högsta ledningen redogör för sin syn på jämställdhet i teori och praktik. Rebecca Piekkari har utfört intervjuerna som en del av sin postdoktorala forskning. Hearn utnämndes till forskare vid Finlands Akademi år 2000. Han har skrivit böcker som getts ut av internationella toppförlag, till exempel Sage. Dessutom har han anlitats som expert av Europarådet, Europeiska kommissionen och Sveriges regering. Genusforskning har alltså bedrivits under en längre tid på Hanken. I dag finns det ett tiotal doktorander vilkas ämne på ett eller annat sätt tangerar frågan om genus, organisation och ledarskap. Hearn nämner bland andra Minna Hiillos som intresserar sig för personalchefer och kriser, Denise Salin som nyligen har doktorerat på ekonomer och mobbning, Marjut Jyrkinen som fördjupat sig i globalisering, sexhandel och IT, Hertta Niemi som skriver om kön och parlamentariska organisationer samt Teemu Tallberg som granskar manliga nätverk.

Ledarskap och män

Genusforskningen på Hanken har fyra tyngdpunktsområden: Kön och ledarskap, olika former av våld inom organisationer, så som mobbning, kränkningar och attityder till sexhandel, informationssamhället och forskning om män. – Det kan verka självklart att fokusera på män, men faktum är att man sällan granskar mannen ur ett ”15 Organisation”, som grundstuderande kan ta. Doktoranden Minna Hiillos har lett den i två år. – Jag vet att handelshögskolor överlag har svårt att locka studerande till valfria kurser som behandlar genus. Läsåret 2003 var det 30 personer som deltog och till min stora förvåning anmälde sig ännu flera till våren 2004, berättar hon. Det här anser Hiillos är väldigt positivt och hon ser att det finns ett intresse bland högskolestuderandena för kurser i genus. – Det är inte alls självklart. Vissa studerande är ganska kritiska

till den här typen av kurser. Även om vi diskuterar genus så fokuserar kurslitteraturen mest på kvinnans ställning på arbetsmarknaden. Minna Hiillos är mån om att ha ett genusperspektiv men det är ett ofrånkomligt faktum att kvinnor är en minoritet på ledande poster. Ju högre upp i hierarkin man kommer, desto färre kvinnliga chefer finns det. Kvinnorna utgör 2–3 procent av ledarna i toppställningar. I studenternas kritik kan Hiillos skönja tankesättet att kvinnor inte vill stressa och ta de risker som till exempel en vd-post medför. Man menar att kvinnor av naturen är mera familjeorienterade och mindre karriärsugna. – Jag måste ge de manliga deltagarna en eloge. De kan ofta hantera den här frågan på ett moget sätt, säger hon. Det händer att de kvinnliga studerande vänder sig direkt till dem och frågar om män tycker kvinnor är ett hot på arbetsmarknaden. Till det har de manliga studerandena försiktigt svarat att de tycker konkurrensen överlag är hård. Kursen hålls på engelska vilket medför att en del utbyteselever väljer den. Härmed får kursen en extra krydda i form av olika kulturella perspektiv på genus.

– Fransmännen säger att vi skandinaver är längre hunna i de här frågorna. Vi talar om barn och hur familjelivet kan kombineras med arbetslivet. Sådant diskuteras väldigt lite hos dem, säger Hiillos. Hon bemödar sig om att utvidga begreppet genus och drar bland annat paralleller till andra minoriteter på arbetsmarknaden. Många av studenterna kommer att arbeta i en global miljö där det finns etniska och religiösa minoriteter. Eftersom normen i arbetslivet är den vita, västerländske mannen är det av intresse att diskutera hur andra minoriteter upplever sin ställning där.

Efterdyningar av lågkonjunkturen

Hiillos kom till Hanken år 1996 och har undervisat här sedan dess. Parallellt med undervisningen har hon deltagit i olika forskningsprojekt och skrivit på sin doktorsavhandling. Hon vill inte säga så mycket om

avhandlingen eftersom den ännu inte är klar. I korthet handlar den dock om personalchefer och hur de hanterar kriser. I slutet av 1980-talet jobbade Minna Hiillos med chefsutveckling på ett stort finländskt företag. Hon såg det ekonomiska uppsvinget och djupdykningen som följde. Händelserna under lågkonjunkturen väckte många frågor hos henne. – Det var en tuff period för alla personalchefer. Alla trevliga utvecklingsprojekt lades på is, konstaterar hon. Det här är bakgrunden till att hon valde att koncentrera sig på personalchefer och hur de handskats med svåra situationer i arbetslivet. Genusfrågan är aktuell här eftersom cirka 60 procent av personalcheferna i Finland är kvinnor. Hiillos har varit med om att skriva en bok om kvinnligt ledarskap, ”Näköaloja naisjohtajuuteen”, och där diskuterar hon bland annat frågan om moderskap. Det har nämligen visat sig att en kvinna betraktas som en potentiell mor på arbetsmarknaden - även om hon inte har barn. Det här påverkar hennes ställning i en rekryteringssituation. Om en kvinna är ogift utgår man från att hon snart kommer att gifta sig. Sen när hon är gift får hon antagligen barn och så måste hon ofta stanna hemma med sjuka småbarn.

– En kvinna är följaktligen andra klassens arbetskraft under en period på cirka tio år, säger Minna Hiillos. För en man är det däremot ingen belastning att vara i fertil ålder och gift. Då uppfattas han som någon som stabiliserat sig.

Kvinnliga chefer har dock en fördel. De kan utnyttja sin moderlighet i arbetet och göra det till en del av sin karisma.

Hiillos konstaterar att de merkantila ämnena av tradition uppfattas som könsblinda. Hon önskar att man oftare beaktade genus i forskningen. Genus är en aspekt som borde beaktas oftare till exempel när man undervisar i ledarskap, gruppdynamik och kommunikation.

Genus och kön

Många har stött på ordet genus i samband med skolgrammatiken då man lärde sig hur substantiv skulle böjas. Inom genus- och kvinnoforskningen används ordet genus i en annan betydelse. Professor Jeff Hearn ger en kort, förenklad förklaring:

Kön är biologiskt betingat. När vi föds kategoriseras vi som pojkar eller flickor.

Genus är kulturella, sociala, politiska och ekonomiska versioner av vad ett kön är. Den här kategoriseringen är inte biologiskt betingad och den varierar från samhälle till samhälle.



Source
SVENSKA HANDELSHOGSKOLAN
ÅRSBERÄTTELSE 2003
SWEDISH SCHOOL OF ECONOMICS
AND BUSINESS ADMINISTRATION
ANNUAL REPORT 2003

Jeff Hearn, Charlotta Niemistö and Margaux Viallon

Memories and Reflections from the Gender Research Group

In most organisations, ideas of collaboration and collaborative action are often lauded, but often in practice more challenging to carry into effect. The Hanken School of Economics Research Group on Gender Relations in Organisations, Management and Society, usually known as the Gender Research Group, or just GRG, was launched publicly in 2000. This collection celebrates those 21 years of existence. It brings together memories and reflections from members and former members. It is collective effort from the corridors of Hanken, from elsewhere in Finland, and from beyond. The continuing message is that gender matters, that researching gender and gender relations come in many shapes and sizes, and that these in turn impact in multiple ways on working, organisational and personal lives, and on the changing form of academia and science. In this long-term process, the importance of mutual support and mutual learning cannot be over-stated.

"[This publication] ... tells me about a supportive community and, (citing from the texts): a relaxed, inspirational and creative atmosphere, eye-opening occasions, honesty, companionship, laughter, friendship, equality, and humour, also when the topics are heavy or personal. At the same time, the meta story conveys the authors' feeling of being involved in important and meaningful academic work conducted in an international network." (Professor Emeritus Karl-Erik Sveiby, Hanken School of Economics)

"This publication is important because the experiences and accounts of the influences of the Group members to their studies, professional identities, careers and life in general are made visible. The publication shows that any research group, such as the Gender Research Group can have an extensive influence on many spheres of an individual's life, not solely to the advancement academic content-based knowledge of a topic in question." (Professor Anna-Maija Lämsä, Jyväskylä University)

"This delightful volume attests that the most generative moments in research can be found in the meeting of great minds. The personal stories are contagious, highlighting the emotional, serendipitous and transformative sides of research collaboration that too rarely get discussed in published work. Congratulations on this wonderful book!" (Rebecca Piekkari, Marcus Wallenberg Professor of International Business, Aalto University)

For anyone interested in getting inspiration on the potential that collaboration can bring, please read on!

HANKEN SCHOOL OF ECONOMICS

HELSINKI

ARKADIANKATU 22, P.O. BOX 479,
00101 HELSINKI, FINLAND
PHONE: +358 (0)29 431 331

VAASA

KIRJASTONKATU 16, P.O. BOX 287,
65101 VAASA, FINLAND
PHONE: +358 (0)6 3533 700

BIBLIOTEKET@HANKEN.FI
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