

# DIGIGEN

## *Up-Skilling Programme*

---

*Introduction*

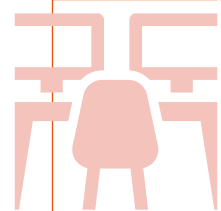
**DIGI**  
**GEN**



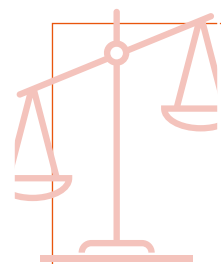
Co-funded by  
the European Union

# Challenging Environment

 Digitalisation & Digital  
 Transformation



New Work



Equality Efforts

# Challenging Environment

- V Volatility
- U Uncertainty
- C Complexity
- A Ambiguity

Barber (1992)

# Digitalisation

“Digitalization can be interpreted as the introduction of new solutions based on Information and communication technologies (ICTs)”

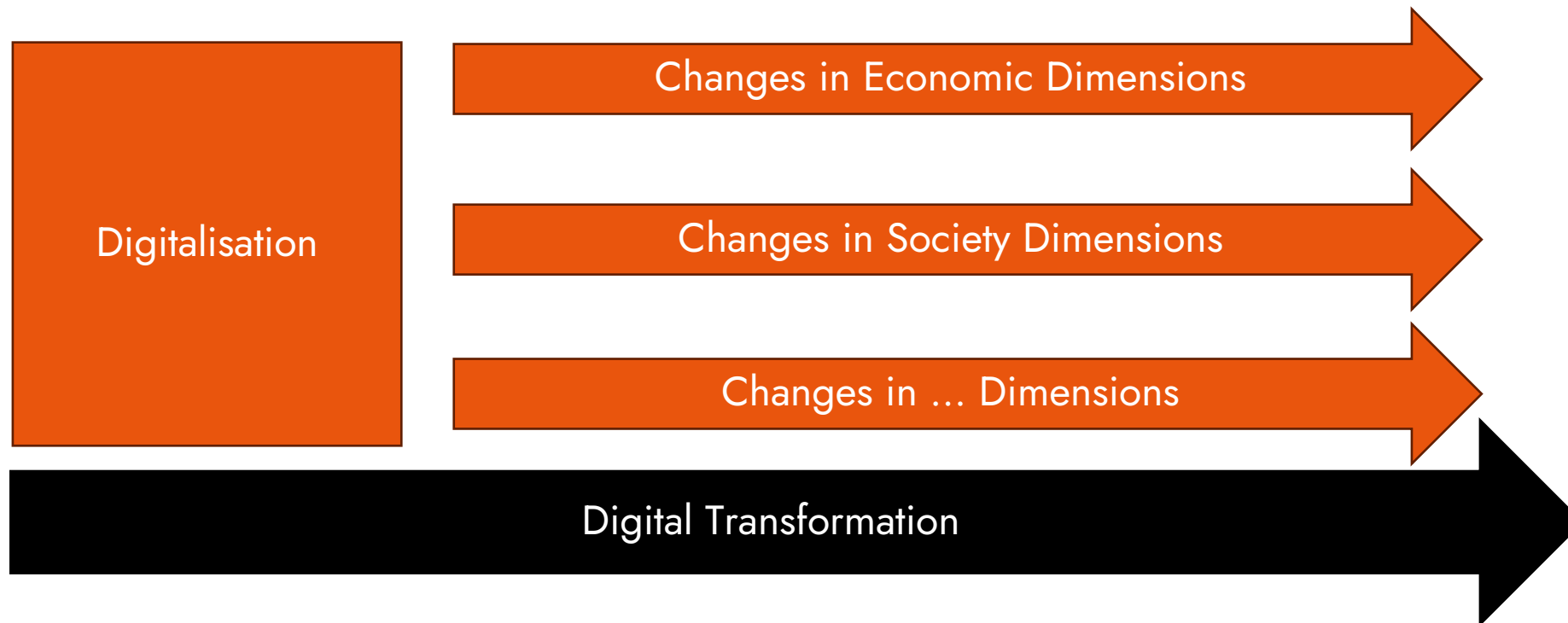
(Herberger et al. 2023; Herberger et al. 2021)

# Digital Transformation

“Digital transformation addresses the implementation induced by digitalization and the associated changes and risks resulting from digitalization compared to the initial situation, which ultimately determines the consequences for all stakeholders also beyond the implementation issue.”

(Herberger et al. 2023; Herberger et al. 2021)

# Relationship between Digitalisation and Digital Transformation



# Digitalisation and Digital Transformation and their impact on women in management positions

- Especially Women on a high-income level could be negatively affected by the digital tool AI.  
(Gmyrek et al. 2023)
- Gender digital gap is an expression of the (negative) gender differences to which extent digital technologies and their design are available as power resources.  
(Lott 2023)

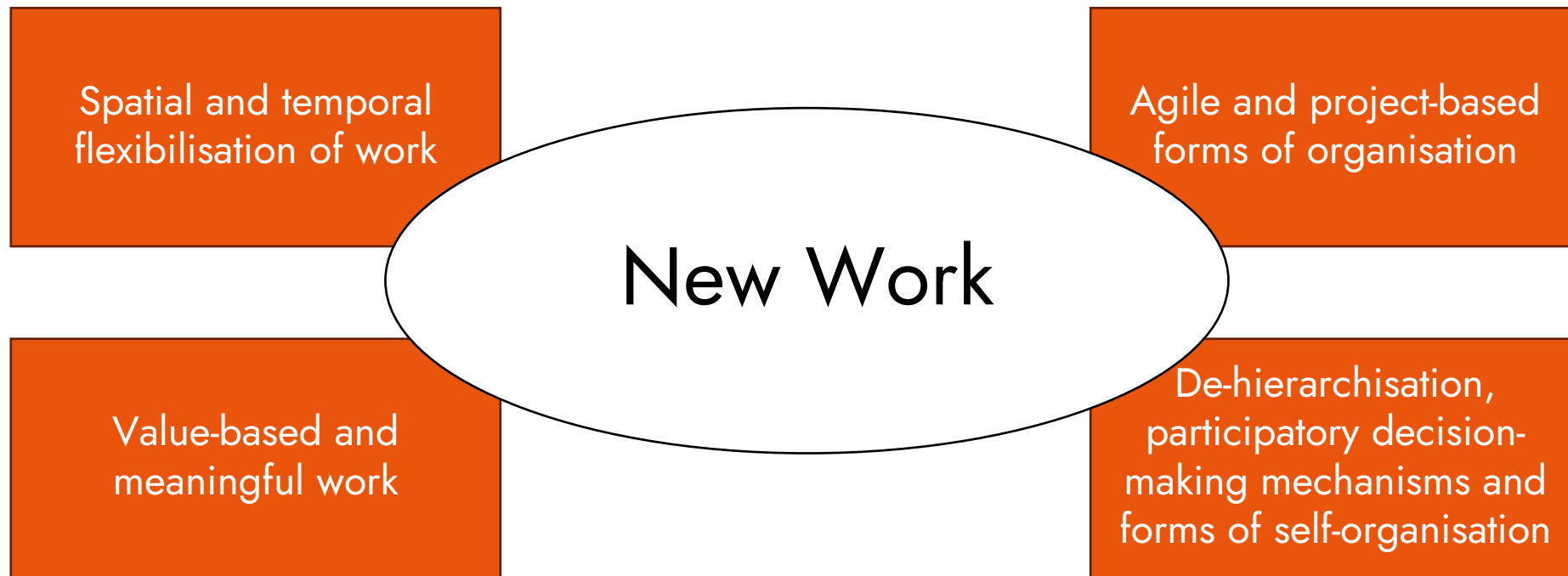
# New Work

**New Work** refers to a form of work that is characterized by **self-concordant action**, **time sovereignty** and a high level of **subjective well-being**. This is achieved through **interventions** at the educational-psychological, organisational, technological and political levels.

(Berend et al. 2020a)



# New Work Elements

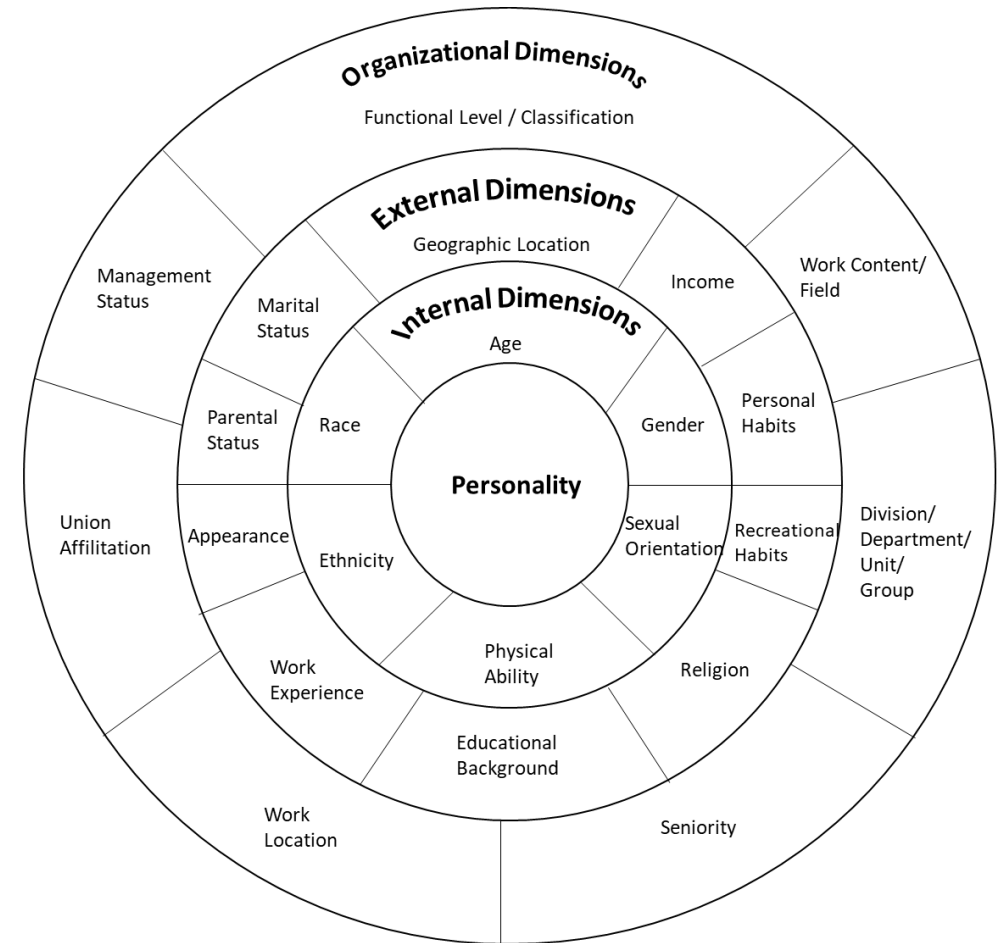


# Equality efforts

- Many legal national and international initiatives for an enhanced women's participation in working life (e. g. gender quotas)
- Merely less initiatives which address women who are already in management positions and struggling e. g. with New Work and digitalisation.

# Diversity is a complex term and equality efforts are only one pattern

- Empowering women in management positions without weakening men in their career opportunities.
- Aim is to counteract obvious disadvantages.
- Diversity is more than equality and its facets generate interactions.





# TARGET GROUPS

# Target groups

Indirect Target Group  
„Women in Management  
Positions“



Direct Target Group  
„HR Practitioners and  
Career Counsellors“

## What are the futural changes induced by digitalisation and digital transformation?

- More complicated / adaptability difficulties
- Increased complexity / more techniques / tools
- Easier, faster, more information

## What skills are necessary today and in the future for a successful work life?

- Digital affinity / openness & willingness
- Confident use / routine of digital technologies
- Digital coordination & communication

## How would you like to learn useful skills and to achieve useful competencies?

- A mixture of individual and group training
- Digital training for digital tools
- Learning by doing



## **What legal norms and initiatives are you aware of to promote women in management positions?**

- Legal standards related to gender equality / quotas
- None known

## Are you familiar with specific counselling approaches for women in management positions?

- Non-specific general programs
- Coaching / mentoring programs in general
- Career networks

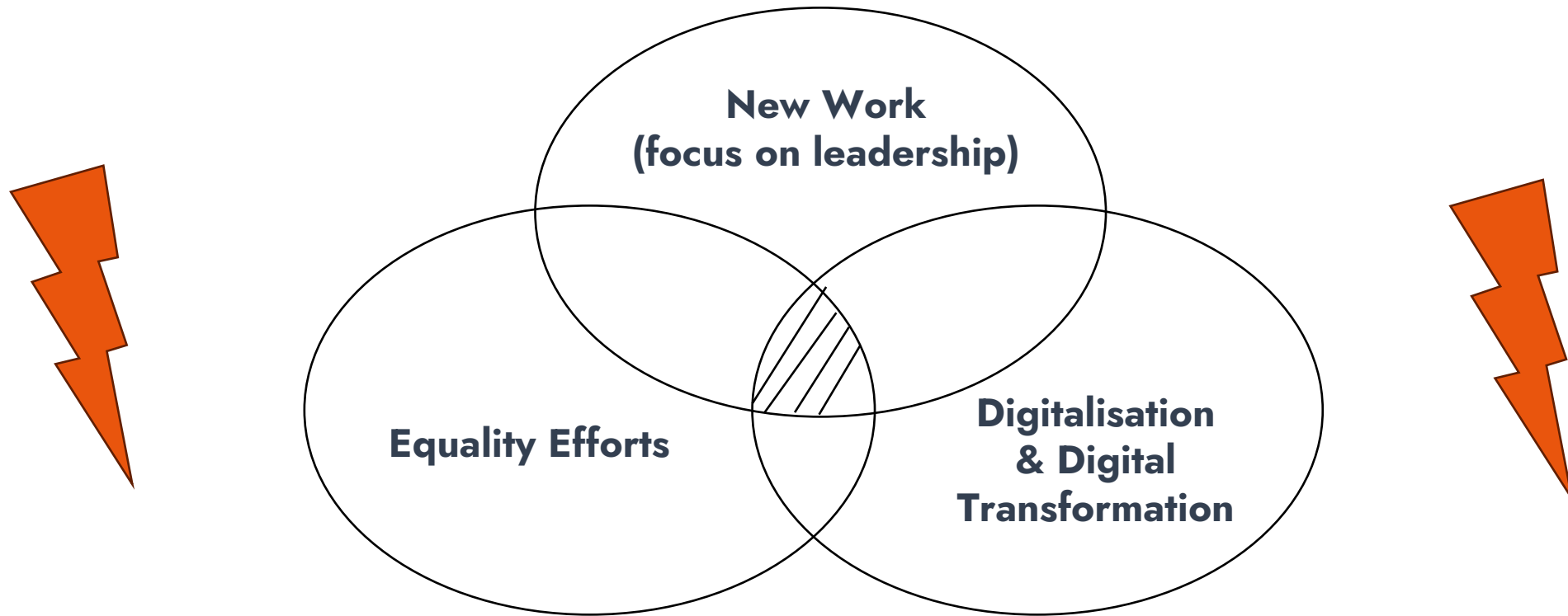
**From your perspective which aspects are important in your counselling approach?**

- A personal environment
- Creating a positive attitude
- Creating awareness for complexity of the topic



# OUR APPROACH

# Intersection of topics

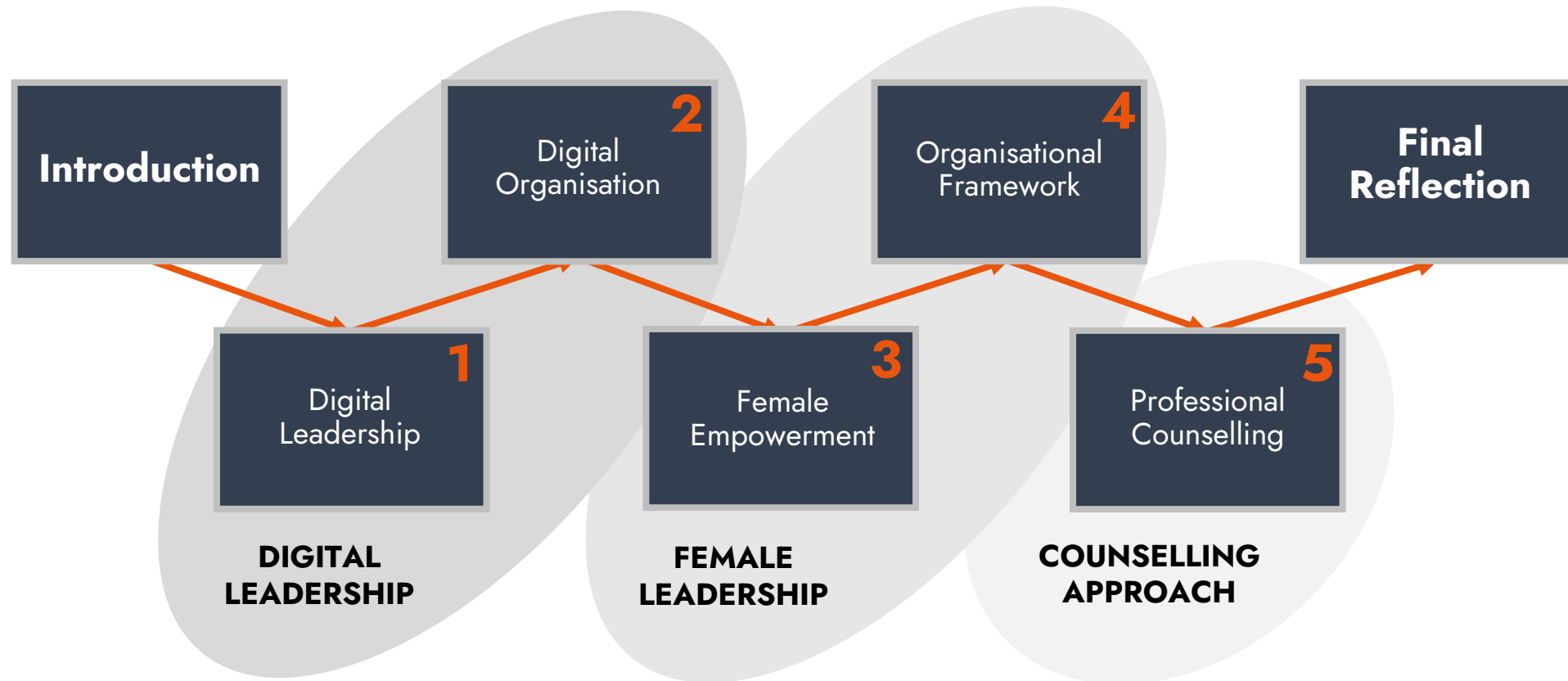


# Components of the up-skilling programme

## Addressing this intersection:

- *Digital leadership*
- *Female empowerment* (without putting others at a disadvantage)
- *Counselling approach*

# Curriculum



# Outcomes

## What are the outcomes of the programme?

- An empowerment for female managers to handle the challenges of a modern (digitalised) working environment without discrimination of other genders.
- Having an approach for reducing the negative effects of the VUCA-world for women.





Co-funded by  
the European Union

## DISCLAIMER:

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



ANDRÁSSY  
UNIVERSITÄT  
BUDAPEST



## PROJECT INFORMATION

[hochschule.digigen@arbeitsagentur.de](mailto:hochschule.digigen@arbeitsagentur.de)

<https://digi-gen.eu/>

## LICENCE

DIGIGEN © 2024 is licensed under  
CC BY-NC-SA 4.0.

To view this license, visit

<https://creativecommons.org/licenses/by-nc-sa/4.0/>

# References

- Barber, H. (1992). Developing Strategic Leadership: The US Army War College Experience. *Journal of Management Development*, 11(6), pp. 4-12, <https://doi.org/10.1108/02621719210018208>.
- Berend, B., Brohm-Badry, M. (2020a). Positive Psychologie und New Work. In M. Brohm-Badry, C. Peifer, J. M. Greve, & B. Berend (Eds.): *Zusammen wachsen. Förderung der positiv-psychologischen Entwicklung von Individuum, Organisation und Gesellschaft*. Lengerich, pp. 100–110.
- Berend, B., Brohm-Badry, M. (2020b). *New Work: Souveränität im postdigitalen Zeitalter – Zeitenwende für Unternehmer, Personalverantwortliche, Coaches und Angestellte*. Wiesbaden.
- Gardenswartz, L., & Rowe, A. (2003). *Diverse Teams at Work - Capitalizing on the Power of Diversity*. 2nd edition, Alexandria.
- Gmyrek, P., Berg, J., Bescond, D. (2023). *Generative AI and Jobs: A global analysis of potential effects on job quantity and quality*. ILO Working Paper 96 (Geneva, ILO), <https://doi.org/10.54394/FHEM8239>.
- Herberger, T., Dötsch, J. (2021). The Means Justifies the End? Digitalization and Sustainability as a Social Challenge. A Plea for an Integrative View. In Herberger, T.; Dötsch, J. (Eds.): *Digitalization, Digital Transformation, and Sustainability in the Global Economy*. Cham, pp. 1–8.
- Herberger, T., Ertelt, B.-J., Scharpf, M., Reuter, A., Somogyi, S., Cserkúti, Á., Broersen, W., Etter Martin, S. (2023). *Women, Leadership & Digitalization – Reports on Surveys in Germany, Hungary, and the Netherlands*. ERASMUS+ DIGIGEN Project Ref. No. 2021-1-DE02-KA220-VET-000025335.
- Lott, Y. (2023). *Der Gender Digital Gap in Transformation? Verwendung digitaler Technologien und Einschätzung der Berufschancen in einem digitalisierten Arbeitsmarkt*. WSI-Report, No. 81.