



Include. All:

Publication on equal
opportunities in
management



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Publication on equal opportunities
in management

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Editor in chief
Sonja Šmuc

Editorial board
Anisa Faganelj
Mojca Podržaj
mag. Natalie C. Postružnik
mag. Edita Krajnović

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SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES



INCLUDE.ALL

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Not by accident, but by design

Photo: archives of Danfoss Trata



Aleksander Zalaznik, General manager of Danfoss Trata and President of the Managers' Association of Slovenia.

Such a coincidence demands a great deal of wasted, unproductive energy. Can you achieve a goal even if you are unsure as to what precisely that goal is? You can, but only by accident. Why not use the capital invested in companies and the energy of workers in order to achieve strictly defined goals that meet the strategic interests of the company and those of its owners?

It is through managing performance or 'performance management', one of the six measures of Model 6 to achieve balanced management teams that we focus the entire energy of a company to achieve our Goal. At the company level, these objectives are often generic: growth, profit and cash flow. Through appropriate analysis, these may be converted into the tangible goals of each individual. Through appropriate analysis such goals may be transformed into the tangible goals of each and every individual. On the basis of these goals and with cooperation between the various organizational levels including that of the individual employee

Doubling the talent pool from which to hire – namely men and women, results in a statistically significantly greater chance that we will choose the best leaders.

Working together I believe that we have sufficient will and wisdom to achieve the goal we have set ourselves in the Commitment for a successful future.

we can determine activities, periodically monitor their implementation and take action when something goes wrong. And so it is every year. Only the goals are more ambitious.

Working together I believe that we have sufficient will and wisdom to achieve the goal we have set ourselves in the Commitment for a successful future. This belief stands as the cornerstone of the programme of the Managers' Association: namely that by 2020 Slovenia should be ranked among the 15 most developed countries in Europe. The programme to achieve this ambitious target covers four areas in which we as managers are working systematically and will make progress:

- knowledge and ambition,
- innovation and efficiency,
- direct foreign investment and internationalisation, and
- competitive business environment.

Underling everything is ethical and professional conduct: good results achieved in the right way. We want economic growth and set ourselves the goal of increasing the return on invested assets from 0.8 percent to 5 percent. This is a measure of our success. And to achieve our goals we need all the talents. Doubling the talent pool from which to hire – namely men and women, results in a statistically significantly greater chance that we will choose the best leaders. These are simple principles that apply to both the economic and social sector.

We should stick to our path and follow the signposts to achieve our goal. Include.All is a reliable compass for success. ■

Adapt. Get involved.

We all have to understand that the involvement of women in business is not only necessary, but absolutely essential. And beneficial. Women are an equal driving force behind the development of every community, every business and every country.

Melanie Seier Larsen, Principal at the Boston Consulting Group and President of the of the Section of Women Managers within the Managers' Association of Slovenia

Photo: personal archive



In the wake of the financial crisis the world has in recent years changed dramatically. Macroeconomists and 'forecasters' predict that we will not return to pre-crisis market conditions, and that the current state of affairs represents a new base line or rather a new reality. This means that we shall all have to change, all have to adapt to new trends and to the needs of the new situation in which we find ourselves.

As a result, we have to become more open and amenable to all around us. Again and again I am saddened to discover that women are still spoken of in the context of being a minority.

Of course, in recent years much has changed and the situation is still improving, but all too slowly. One of the few countries in Europe where growth in the number of women in top managerial positions is evident – is France. Moreover, in Europe there are still major differences in the representation of women in managerial positions between different industries: the highest proportion of women is in the sector of consumer goods; on the other hand, the proportion of women in the transport and construction sectors is almost negligible.

A turning point is coming, and indeed must come! Adaptation. We all have to understand that the involvement of women in business is not only necessary, but absolutely essential. And beneficial. Women are an equal driving force behind the development of every community, every company and every country. Slowly we have to rid ourselves of distrust of women

in managerial positions, since many a study has repeatedly shown that companies run by women better financial results and survived the darkest days of the crisis with least difficulty. So, these women are therefore doing something right.

Many companies are actively looking into with the issue of the proportion of women in managerial positions. Everyone wishes to understand the needs of women and also to show both externally and internally, that it is a serious issue and that they are dealing with the issue in a serious manner. Unfortunately, if we look a little deeper we see that the aforesaid topic is rarely placed high on the strategic agenda or among priorities. All of which once again proves that we all need to define and adopt more 'aggressive' and incisive actions to enable the situation to improve in the future. In the collection in front of you are the six measures of Model 6 *Include.All* designed to improve the balance of management and to achieve better operating results. Use them – in order to adapt and survive. ■

Again and again I am saddened to see that women are still spoken of in the context of being a minority.

Opportunities for improvement do exist. Let's recognise them.

Women make up half the population and participate in the labour market in about the same numbers as men; only in managerial positions do we see the underrepresentation of women.

Anja Kopač Mrak, Minister of Labour, Family, Social Affairs and Equal Opportunities

Photo: archives of MD DSZ



This year marks the third year since the Member States of the European Union initiated negotiations on the Directive which requires large companies listed on the Stock exchange to undertake to have supervisory boards composed of at least 40 percent women and in senior managerial positions a total of 33 per cent of either gender. Why has this measure, which would at the very least have started to regulate the issue of the loss of the talent and potential of women, been under negotiation for almost three years and why are the contents of the proposal increasingly being watered down? Slovenian politicians and businesses, which would be affected by the Directive, support the proposal. Support is also expressed in many other countries - even those who oppose the proposal do not oppose the aim of the Directive, namely the balanced representation of women and men in managerial positions. The problem is in the execution. Member States that oppose the directive are of the opinion that this should be left to business and that states should not interfere in such matters as to who manages a company. But is this really the case? Is it not the task of the state to take steps to intervene where self-regulation is not working, where one of the sexes does not have options and opportunities for realising their potential?

The so-called natural path in this case does not lead to the desired outcome. European Commission data show that in 2003 company boards of directors were made up of 8.5 per cent of women, while in 2012 this figure was 13.7 per cent. So, to put it simply a mere 5.2 percentage point improvement in nine (!) years. This means that we shall have to wait for at least another 45 years for the proportion of women and men on the boards of companies to become

more or less equal. To reach the very top, i.e. the position of President of the Board of Directors, at least 40 percent of one of the genders will have to wait even longer. Currently, in both the European Union and in Slovenia these positions on the boards of the largest stock exchange-listed companies are 95 percent held by men. For at least a further two generations of female and male managers this means half a century of waiting for 'nature' to take its course. It means that equal opportunities to gain access to the very highest positions remain the hope of a generation of women not yet born.

Why does it matter that both sexes should be equally represented in managerial positions? Women make up half the population and participate in the labour market in about the same numbers as men; only in managerial positions do we see the underrepresentation of women. Because economic logic often fails to listen to arguments of social justice, it is reasonable to expect that those who decide on the top managerial appointments might be more amenable to arguments that women are on average better educated than men and that their poor representation in managerial positions means the loss of great educational capital, the wasting of the knowledge and experience of half the population. We are losing a diversity of views; we are losing a variety of ways to solve problems and addressing consumers, both male and female. We are losing the opportunity to find more innovative and in all likelihood more successful ways of bringing about economic recovery. We should follow the example of those companies that do not need the Directive, since they have long recognised and made full use of the untapped potential of half the population so that today women in such companies fully contribute to organisational development and smooth business operation. ■

European countries legislating for a greater share of women in decision-making positions

SONJA ROBNIK

Netherlands law, 2012

By 2016, all companies with more than 250 employees or companies exceeding a certain level of profit have to ensure at least a 30% representation of both genders in positions of executive and non-executive board-member positions. There are no sanctions. However, the rule "comply or explain" applies.

Ireland law, 2014

State-owned companies have to ensure a 40% representation of both genders on the management board. No deadline is specified.

Belgium law, 2011

By 2012, state-owned companies shall have a one-third representation of both genders in the executive and non-executive board-member positions; listed small and medium-sized enterprises by 2017; and companies with less than 50% of shares listed on the stock exchange by 2019. Sanctions for non-compliance are temporary withdrawal of financial and non-financial benefits for board members.

France law, 2011

Listed companies and companies with more than 500 employees shall have a 20% representation of both genders in non-executive board-member positions by 2013 and a 40% representation of both genders by 2016. If they do not meet the objective, the elections are annulled, and the members do not receive the attendance fee. This way it is the members preventing women from taking up board positions that are punished - not the companies themselves.

Austria law, 2011

Companies whose major owner is the state shall have at least a 25% representation of both genders on the management board by 2013, and at least a 35% representation of both genders in the management board by 2018. There are no sanctions for non-compliance.

Portugal implementing regulation, 2012

State-owned companies shall adopt action plans for gender equality which specify activities for the promotion of gender balance in board positions. The government also recommended listed companies to adopt such action plans.

Spain law, 2007

Larger companies are encouraged to change the representation of genders in executive and non-executive board-member positions, attaining at least a 40% representation of both genders. There are no sanctions for non-compliance; however, non-compliance is taken into account in the allocation of resources.

Iceland
law, 2010

In public companies and publicly-owned companies with more than 50 employees, management boards with three or more members shall have at least a 40% representation of both genders by 2103. Companies with at least 25 employees shall reveal the number of women and men employed in the organisation and their numbers in managerial positions.



Norway
law, 2003

At least 40% of each gender on the board of listed companies and of companies whose owner is the state or a municipality. Failure to comply with quotas results in a formal notice, fine or winding-up of the company.



Finland
implementing regulation,
2008

The action plan for gender equality specifies that state-owned companies have to have at least a 40% representation of both genders in decision-making positions. The Finnish government also has to take the gender equality aspect into account when designating its representatives.



Denmark
law, 2012

The biggest companies have to set their own targets to increase the share of the less represented gender in positions of senior management.



Italy
law, 2011

Listed and state-owned companies shall have a 33% representation of each gender on management boards. Sanctions for non-compliance with the provision increase incrementally; the management can also be dissolved.



Slovenia
implementing regulation,
2004

Decree regulating the criteria for the implementation of the principle of balanced representation of women and men specifies that there shall be at least a 40% representation of both genders in representatives of the government in public companies. The principle "respect or explain" applies.



Model 6 Include.All

Measures for the promotion of gender equality in decision-making positions

Recruitment and promotions

Performance indicator:

- one of three candidates for leading positions is a woman

Career sponsorship

Performance indicators:

- number of sponsored persons and their gender structure
- number of sponsors in the company and their gender structure
- number of sponsors outside the company and their gender structure

Education programmes for women managers

Performance indicators:

- number and type of active programmes of diversity and inclusion in the organisation with the emphasis on balancing gender structure
- incorporation of all programmes of diversity and inclusion into the company strategy

Performance management

Performance indicators:

- equal and fair monitoring of effectiveness of task and duties performance regardless of gender, and enabling business and private life balance

Career mentoring

Performance indicators:

- number of mentors in all of the three types of career mentoring, and the number of mentored persons and gender structure
- presence and appropriateness of the content of career mentoring plans

Target share of women in company management

Performance indicators:

- number of women and men in the management structure

■ **Dejan Turk:** Balance is the most important. Work, family. Business, fun. Gender mixed teams. I believe in the project!

■ **Sonja Šmuc:** Talent, intelligence, desire ... none of this is gender-related. The same should apply to career opportunities.

■ **Tomaž Berločnik:** Equality is the highest level in the evolution of society. I believe in a society where there are no divisions.

How do you show respect?

Men who do more work at home, have a better sex life. So do their partners, notes John Gottman.* Partners who share less pleasant tasks such as housework, more often also share more pleasant tasks than couples who are stuck in traditional gender roles. In separate studies, sociologists Constance Gager and Julie Brines further emphasised the connection: the more housework a man does (the same applies for a woman), the better his (and her) sexual life is. All of these researchers note that sharing housework connects couples. If partners are sensitive to each other's needs and respond to each other's feelings, this connects them, as such an attitude is seen by them as mutual respect, understanding and investing energy in their relationship. That makes them happier.

What does that have to do with women in managerial positions? Sex is not the common point between these research studies and company success. However, elements leading to a healthy relationship in private lives are surprisingly similar in the business environment as well. Where employees have the values of respect and understanding, they are more committed, and the effects of that commitment are translated into concrete figures and higher profits. Companies run by men and women, i.e. with gender diverse management, have up to 41% higher profits than companies with single-gender management, shows the study in the US (MIT study, 2014). A Slovenian study carried

out by the Faculty of Economics shows that women in supervisory positions in predominantly male supervisory boards bring a two-percent increase in company productivity per year. Each year.

The numbers are impressive. The statistics are as well. Most companies with high moral standards feel a bit uncomfortable at the question of how many women they have in management positions. In Slovenia, two thirds of companies have never ever had a female director, in 23 listed companies there is only one female chairman of the board, almost 60% of Slovenian companies are run exclusively by men. And this despite the fact that the purchasing power has in recent decades dramatically turned in favour of women.

To be honest: the female gender itself does not bring better financial results. But their proportion at the top tells a lot about the culture in these companies. Do they respect individuals irrespective of who and what they are? How does a company understand and fulfil the needs of its employees? Each individual, male or female, has different needs; however, each gender has common characteristics. If a company does not even ask what those needs are and how they can facilitate the work of employees to unleash their capabilities, it does not manage talents available to it in an optimal way. Most often the ones that are ignored and misunderstood are women, who consequently do not develop their potential to the fullest.



Photo: Mireja Jorđević

Sonja Šmuc, Managing Director of the Managers' Association of Slovenia

Which is a pity – both for them and for the company.

When we talk about a company, we most often talk about its management, which dictates the rhythm and tone in the company. The management has to create a competitive corporate climate and is responsible for human resource development: generally it reaches its business goals through other people. This is why of the measures in Model 6 we noted in first place that the management goal is to remove barriers to talent development and to develop a culture of respect and understanding. Such an environment enables an individual to thrive. Those who most deserve it reach the top. The best men and women reach the top.

Therefore, the decision to promote women to managerial positions is a decision to encourage a culture of respect, cooperation, commitment and competitiveness. This can only bring good to companies and employees. Like those men for whom it is not difficult to do the dishes. ■

Companies run by men and women have up to 41% higher profits than companies with single-gender management.

* Virginia Rutter, Psychology Today, 2014; translation Global, October 2014.

sPonsoR*

– career relations

How a career sponsor can help a woman to progress

SANDRA KECMAN

Studies done by Harvard Business Review (HBR) and Catalyst have shown that men and women acquire different skills through educational relations. Women obtain support, achieve personal growth, learn how to listen to others and themselves, while men mostly receive feedback and advice on how to influence key people and factors. On the basis of concrete examples they learn how to react in certain situations and, most importantly, are presented to key people who can help them in their careers. Why? Because men do not choose mentors, they choose career sponsors.

Sponsor helps us build our personal brand

Many confuse career sponsorship and mentoring, although there are important differences between them. Let us see what these are.



Photo: Maja Rostohar

While a mentor can also be a sponsor, a sponsor cannot be a mentor. The purpose of sponsorship is not an emotional and personal growth, which is generally characteristic of a mentoring relationship. Sponsorship focuses on progress and is based on impact.

A career sponsor offers protection, strives for an individual's promotion and often works in the same organisation or company as the sponsored individual. A career sponsor helps build an individual's social capital. Under the term of social capital, we can understand all the connections that ensure us cooperation and support. Sponsors open doors, they provide knowledge and ensure promotion. Career sponsors promote a (career) personal brand.

Good sponsorship can also help accelerate the progress of a woman's career.

Getting a career sponsor through sponsor programmes

More and more companies that tend

to actively search for talent (mostly female) to fulfil the highest positions in the company organise so-called sponsorship programmes. Through these programmes, women are connected with career sponsors who are (in most cases) board members or managers in the organisation.

In this way, women are presented to all members of the management, thereby expanding their visibility (social capital), while career development and the development of managerial skills are also ensured. According to the studies done by HBR and Catalyst, women included in sponsorship programmes have 50% more chance of promotion. The best sponsorship programmes are those that teach men in managerial positions how to sponsor women.

If your company does not have a sponsorship programme, career sponsor choice should not be like shopping for a handbag, but rather like buying

According to the studies done by HBR and Catalyst, women included in sponsorship programmes have 50% more chance of promotion.

*A career sponsor can bring to a sponsored female's personal brand what a PR person can bring to a trademark.

new shoes. Why? When we are buying a handbag, our choice is simple: if we like the colour and the shape, we buy the bag. But when buying new shoes, we must pay attention to the shoe size, heel height, comfort ...

Our choice of manager should not be one whom we do not already know since managers make their decisions based on their previous experience with us. Find a person whom you can trust and who believes in you, and tell that person what your ambitions are.

Career sponsors create stars

Through sponsorship the sponsored person is prepared for complex new roles, helping her determine where, when and how to make strategic

decisions for the organisation and her own career. The biggest advantage of having a career sponsor is the help in discovering business added value and that competitive edge – your "x factor" – and selling this.

Mutual trust is also key to a successful relationship. A sponsor has to be sure that the woman he/she is sponsoring will do good work, because the sponsorship puts at risk his/her reputation and career. The protégé and the sponsor operate synchronously and tactically, all decisions are taken together and are based on trust and on a strategic plan.

Why become a sponsor?

Many career sponsors believe that the

■ Maria Anselmi:

I owe my career to my sponsor. He offered me unlimited opportunities: I made mistakes, but at the same time developed my own style. Freely.

persons they sponsor give them access to information about what is happening in the organisation and to a better understanding of the work. They receive the best feedback from the company and learn about how younger people think.

Organisations that have undertaken the sponsorship programme (particularly for women) have reported an increase in job satisfaction, greater feeling of belonging to the organisation and creation of a culture that shapes talents and encourages the principle of "passing forward".

A good manager can demonstrate added value to the strategic development of talents and equality in managerial positions. Let us put an end to excessive mentoring and start balanced mentoring and sponsorship for both genders.

The responsibility of the sponsor in such a relationship is big, because the sponsor stands behind the education and governance of the sponsored person with his/her connections and name. If she fails, the sponsor fails. It is recommended that the sponsor remains with the sponsored person for the first 100 days after she takes over a leading position. This makes work easier for her and helps consolidate her arrival at the new position. ■

How career sponsorship takes place

• Identifying the goals:

At the beginning of the relationship, the protégé and the sponsor identify specific goals and focus areas. Example: getting wider exposure and increasing visibility.

• Regular meetings:

Regular meetings are designed to monitor progress, and to set new tasks and challenges. Example: emphasising the differences between leadership and management and identifying the process of strategic decision-making.

• Group meetings:

As part of the sponsorship programme within the organisation, separate joint meetings between the sponsored and the sponsors are recommended.

• Informal meetings:

Informal meetings are intended to raise the visibility of the sponsored and are usually held in the afternoon at opening ceremonies, performances, sports events etc.

The biggest advantage of having a career sponsor is the help in discovering business added value and that competitive edge – your "x factor" – and selling this.

Sponsor or mentor: to succeed you need both

Interview with
Allyson Zimmermann,
Executive Director of
The Catalyst Europe

ANISA FAGANELJ

Since 2007, when she joined the global non-profit organisation The Catalyst Europe as a consultant for communications, she has played a crucial role in managing and directing the organisation. The latter, in her words, is committed to creating more inclusive workplaces where all employees can thrive. Their mission is to raise awareness among enterprises on how diversity benefits global businesses, and provides guidance on how to initiate change. Their goal is the expansion of opportunities for women.

Living and working in five different countries have enriched her through the global experience afforded to members of the Catalyst organisation. She has US and Swiss citizenship, currently lives in Scotland. You can hear her views at the February conference, entitled Beauty and the Beast in Ljubljana.

Companies with a balanced leadership are more successful. How do you comment on this?

Let me share the words of Tom Falk, the



Photo: personal archive

CEO of Kimberly-Clark: "You and I are going to pick an all-star team from this room in front of us. Now, I only get to pick from these 50 people on the left side, and you get to pick from the whole room. Who will have a better team? If you're only picking your team from a small subset of the group, you can't possibly believe that you have the best team."

Your vision for the future? How do you see Europe in 2030, with more women on the decision making positions?

How can your vision be achieved?

Change will not happen naturally unless leaders take action – "thoughtful intervention" is required. Many people thought for a very long time that this will naturally take care of itself. But that's not the case and data tells us now that it's simply not going to happen without focused attention and making it a priority.

In your opinion or in other words what do you prefer: mentoring or sponsorship? And why?

It's not an either/or discussion (either mentor or sponsor), it's an "and" discus-

sion – you need a sponsor AND a mentor.

While mentors may be seen as career developers, sponsors are considered to be career accelerators. Having a mentor is not enough for advancement. Catalyst revealed in its research that sponsorship, along with access to hot jobs, predicts advancement and can profoundly influence a woman's career trajectory.

Think of a sponsor as your workplace champion. A sponsor can offer you visibility, help remove barriers, and vouch for you when the doors are closed in the decision-making room.

What are the benefits of sponsorship?

Sponsorship provides a triple win for all involved – the protégé benefits, sponsors become better leaders, and organisations have more engaged talent, a stronger pipeline, and less turnover.

Is there a "good" or a "the best" way to perform sponsorship?

Sponsors tend to find their protégés directly. This will usually happen organically through work projects, recommendations, and informal networking on the golf course or in the local pub. But research shows that one of the key barriers to women in the workplace is the lack of access to these types of informal "old boys" networks. How then, do you increase your visibility? A sponsor will only champion people who are performing at the highest level and who they are confident will continue to perform at that level. ■

A sponsor can offer you visibility, help remove barriers, and vouch for you when the doors are closed in the decision-making room.

Sponsorship in place of mentoring

Do well-educated women with big career ambitions really need the advice of white Caucasian middle-aged men (this is the most common category of mentors)? Do female mentorees need advice on how to talk, walk and act in order to get their own office space?

No. What a woman really needs is someone who will allow her to test and prove herself within the organisation at those levels where important decisions are made. She needs to become visible, she must have the opportunity to act as the person she really is, rather than being trained into someone she will never be.

Visibility, the fact of being seen and recognised changes norms. Therefore, mentoring as the old way of thinking does not change anything, because it reproduces the very values, norms and attitudes of behaviour that hinder businesses to exploit their full potential.

Sponsorship is something new. Sponsorship is the genuine article. Sponsorship triggers change. I know this because for the last six years I've worked with some of Sweden's largest global companies. With women already working within these companies, we identified habits, processes, activities and measures that will enable people like these women access to executive and managerial roles. One of the things

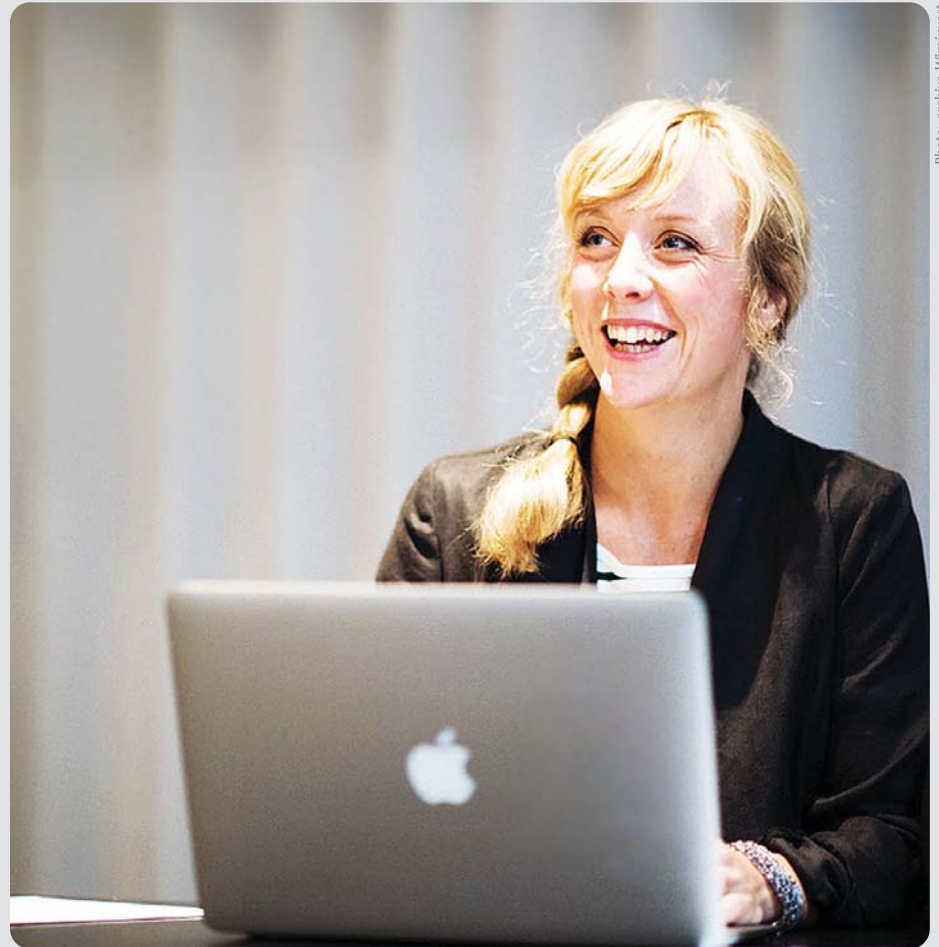


Photo: archive Wminvest

Sofia Falk is executive director and founder of Wminvest and co-founder of the project Battle Of The Numbers, Sweden

that change the rules of the game is when a senior manager appoints a talented female as his 'adviser'; she then participates in management

meetings, in strategic business meetings, is introduced to key individuals and is able to participate on important business trips with top managers.

Einstein once said that we cannot solve our problems with the same thinking we used when we created them. This is the reason why companies cannot rely solely on mentoring as the only way of increasing the number of women in managerial positions.

Otherwise nothing will change. ■

■ Barack Obama:

Given the opportunity women will raise our economy, and consequently the whole country. We must therefore ensure that we will support their efforts.

Recruitment for gender diversity

MILENA PERVANJE

In recent years, the principle of equal opportunities in the personnel selection has been very present in our area. Various studies confirm the positive effect of gender diverse teams. The positive effect of the synergy of "male" and "female" principles on the climate in the companies has also been proven. This applies to leadership positions within the management teams as well as for other jobs in single-gender professions.

As regards the problem of a too small share of women in decision-making positions, the economic sectors in European countries have already introduced some measures to ensure a greater presence of women on the boards of companies and in prominent political positions on the basis of the leverage principle. One of these leverages are quotas. In Slovenia, as well, there is more and more discussion that it would be easier to ensure such gender diverse teams in such a way.

Quotas are a solution, but only a partial one

Quotas are a good way to help



Illustration: Maja Rostohar

women get to managerial positions easier, but until we change our mindset and overcome prejudices regarding women, bigger changes will not be possible. Moreover, with quotas we can set the share of women in managerial positions, while more general problems remain unsolved. What we would like to see is more mixed teams and a higher share of women (or men) in the traditional occupations typically performed by the other gender.

Furthermore, those that select the personnel in companies are faced with the question of how to provide gender diversity and at the same time not to discriminate in their selection. There are some examples of good practices in high-technology corporations. These have approached the problem in the long term. They

identified the potential and established good relationships with the given population – when a particular profile of a professional (female professional) is needed, they can include in their set of potential candidates the already identified candidates from the given group.

Getting talented female colleagues with the help of talent maps

How? By researching, connecting and including in the selection procedure:

• Phase 1: Preparation

Labour market research in a given area (country, region) to identify women who work in a field that is linked to a specific sector, for example IT, or is compatible with it. This research, called "Talent Mapping" or "Drawing a talent

Shortlisting female candidates in some IT corporations is also one of the performance indicators (KPI) of a human resources manager and the hiring manager.

If the competencies of female candidates are comparable to those of male candidates shortlisted, a woman shall be given preference. However, gender in itself should not in any way present a better starting position.

map", captures women who are successful in their field and have developed skills that are of interest to the company. Besides jobs in computer companies (e.g. sales, development, programming), the research also includes jobs related to a similar business model to that of the given IT corporation (marketing, distribution network management, product management). The study thus also encompasses pharmacy, general consumption, automobile industry, telecommunications etc.

The "typically female" fields (e.g. jobs in the personnel service, finance and accounting) are not included or may be considered like a mirror using the opposite sign – the identification of male candidates for such jobs.

• **Phase 2: Warming up**

IT corporations get information on the potential female candidates, and the personnel service, together with the marketing or public relations department, develops a programme for managing these potential candidates. The company contacts the women on the list, establishes informal links (social network), offers special events with interesting content (business meetings, breakfasts/lunches, social events), provides them with small benefits (possibility to attend short conferences for personal growth, inclusion in certain internal events) and thus shares the company's values.

These activities must be carried out discreetly and, of course, non-aggressively, since the wrong approach would nullify the good cause.

Furthermore, caution is needed, so that management of relationships with potential candidates does not turn out as a cheap publicity, the whole process should be done consistently, without any hidden agenda and reflecting the desire to provide equal opportunities, encouragement and positivity.

• **Phase 3: Selection**

When the need to recruit arises in one of the areas that is "typically male", the personnel service also invites the already recognised experts to submit their candidature and includes them in the selection process.

The selection process is carried out as usual, and the female candidates included are treated the same as other candidates. If the competencies of female candidates are comparable to those of male candidates shortlisted, a woman shall be given preference. However, gender in itself should not in any way present a better starting position.

There are more similar cases, which prove that things can change. Of course, these are all long-term projects, nothing happens overnight. With a clear objective, support for decision makers, patience of responsible persons and good ideas, there will certainly be positive results. ■

■ **Julij Božič:** Team diversity in every organisation enables a broader set of ideas and different approaches to solving common challenges.

■ **Mag. Ladeja Košir Godina:** Good leadership is a balanced leadership – in values, vision, objectives and energy. Female and male.

■ **Tamara Valenčič:** Decision makers devote too little attention to the compatibility of the management team. Not only in terms of the type of governance, but also in terms of personal style.

■ **Toni Balazič:** Because of positive experiences with the so-called female leadership principle, which I hold in very high regard, I encourage talented women to accept leadership challenges.

It is proven that the synergy of "male" and "female" principles has positive effects on the climate in companies.

"We have to employ highly-educated housewives!"

Interview with Annika Elias, President of CEC

ANISA FAGANELJ

Annika Elias is the President of two organisations: President of the European Confederation of Managers, CEC and the President of the Swedish Managers' Association,



Photo: Ledarna

I strongly believe that everyone should be given the opportunity to contribute to the society with their best efforts and not be stopped by prejudice or discrimination.

herself to heading Ledarna – one of the few non-profit organisations, which in recent years has experienced significant growth.

Under her leadership, CEC, which is also a member of the Managers' Association of Slovenia, put forward as one of its central themes for the future the goal of encouraging women to assume leading positions in the economy.

Ledarna. After 25 years' experience of management in the field of nutrition in the public sector, since 2006 the graduate of literary science, economic history and philosophy has devoted

Immediately – or after some reflection?

Too few Slovenian companies have a written strategy for human resources and, more importantly, actually carry out such a policy.

Many times we want results immediately, men take a risk and promise that the results will be ready, and we believe them. Women are more cautious, at first impression more wary and do not promise the impossible.

However, women possess many good qualities, which even during

the selection process we may be overlooking in our over eagerness to reach our goal.

It is quite right that we start to incorporate these perspectives into the human resources strategy and to work in the corporate environment. This allows the acceptance of those other different characteristics of women and encouraging them that notwithstanding their different roles women too are also capable of a managerial role. ■



Photo: personal archive

Tanja Skaza, CEO of Plastika Skaza, Women Managers Friendly Company award 2013

What and why prompted you to back the initiative to include more women on leading positions?

I strongly believe in the rights of the individual and I also believe that everyone should be given the opportunity to contribute to the society in which they live with their best efforts, and that they should not be stopped by prejudice or discrimination.

What are the benefits of including more women in the decision making process?

In order to reach the best decisions, the most competent people need to be included in the process. This means that you cannot choose merely from one half of the population.

Companies with a balanced leadership tend to be more successful.

They have probably chosen the most competent leaders.

What are the most common mistakes in implementing "diversity and inclusion"?

One of the most frequent mistakes is allowing the gender issue to be a part of the general diversity. Women are not a minority, in fact women represent a majority within the population.

What can women do differently, in order to see some changes?

We need to address this question on all levels. You cannot work merely with quotas and legislation, work only with corporate governance and work solely with politics that deal with education, parental leave, childcare and care for the elderly. If we wish to see real changes all of these issues need to be addressed simultaneously.

What is the role of the Managers' Association in the issue of women in managerial positions?

They need to promote the issue at all times and with authority. Since we often have direct access to companies we can support our affiliates to work "from the inside".

Do you have or have you had a mentor or sponsor? And are you a mentor or a sponsor?

I used to have a mentor and I am currently mentoring a young manager. I see it as a relationship in which a lot can be learned from one another.

How do you see Europe in 2020? Will there be more women on decision making positions?

If Europe wishes to regain a strong economy we must use all of our assets. We need to employ the well-educated European housewives and make it possible for both young men and women to work as managers while being parents. ■

Photo: archives of the Managers' Association



Jose Antonio Morales, Head of management failures, founder and co-organiser of The Fear & Fail Events

Balance, equality and entrepreneurship

Not long ago a friend of mine on Facebook announced: "Every outstanding person is a feminist." In my comment in response to this, I mentioned the need for balance. She said: "... Balance should be replaced by the word equality." She made me think and this brought me to the conclusion that balance and equality are two entirely different concepts within this context. Equality refers to human rights; balance refers to the

appropriate use of male and female characteristics.

Becoming an entrepreneur is therefore for me a great business environment for women and men, which enables them to experience satisfaction, and enriches them with experience. What about large organisations? They are one of the best places to create an internal entrepreneurial environment. ■

QUOTAS: Because we believe in gender equality

SANDRA KECMAN,
ANISA FAGANELJ

The target of 40 percent women in management positions by 2020 can be achieved in two ways: by quotas or by purposeful work in this area. The introduction of quotas stimulates mixed responses: fervent support and equally passionate opposition. Women also figure among the latter.

The common starting point in both cases is the same: in Slovenia, women occupy 20 percent of management positions; only 5 percent of CEOs are women – zero percent in state-owned enterprises. How, then, can we enable talented people to flourish of talent irrespective of whether they wear trousers or a skirt? How do you propel them to leading, decision-making positions, irrespective of gender?

Quotas: another word for target

Quotas are used as a measure to increase the representation of groups in organisations. Through the introduction of legally-enforced gender quotas we can establish a mechanism that will help reduce barriers and increase social justice. Given that the country daily invests money in the education of

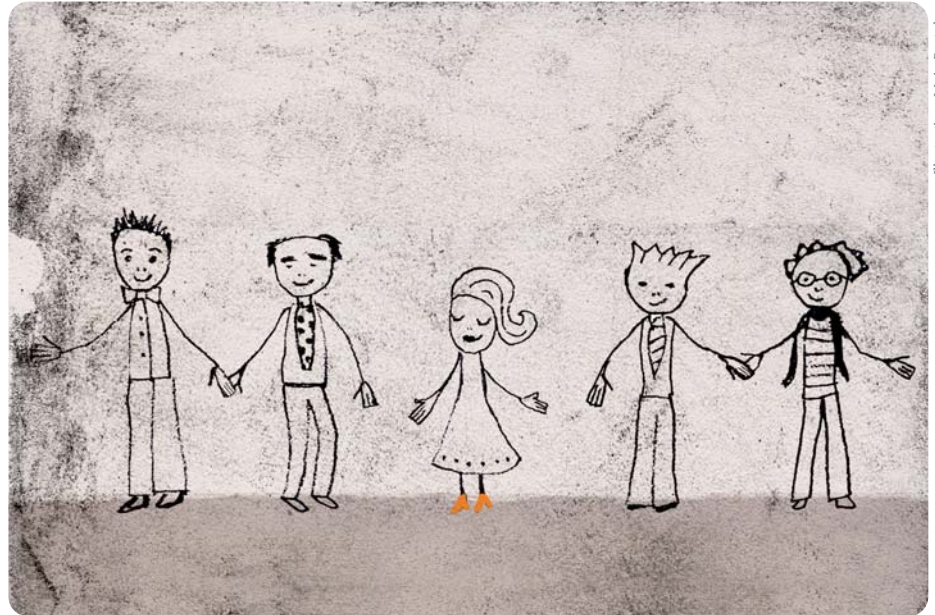


Illustration: Maja Rostohar

In Slovenia, women occupy 20 percent of management positions; only 5 percent of CEOs are women – zero percent in state-owned enterprises.

women, who then do not take up positions appropriate to their education; this is one of the possible measures by which the country can impose conditions to achieve a gender balance.

The introduction of quotas will not bring about an overnight change in values and in existing ways of thinking and operating. However, it is right that in the area of talented people and their development we set clear and measurable objectives. Madi Sharma, who is committed to the introduction of women in senior management roles and who in March 2013 was a guest speaker at the Include.All event in Slovenia, goes so far to advise: "Do not use the word quota: rather talk about the objective of how many women you want to have in senior positions!"

Quotas already exist and are in operation. Norway has introduced them by law and set up a minimum 40-percent

share for the less represented gender on the boards of companies. Following the introduction of the law on quotas, women in Norway have equal access to decision-making positions in companies. At the same time the law also triggered additional interest in such positions among women who may have not previously thought of that possibility, but today they know that this is possible.

"The process of finding new talent has also fundamentally changed. Now, we more actively seek out good staff and we put them through an entire induction process, because we want to make sure that they are really the best," says Olaug Svarva, Director-General of Folketrygdfondet, the largest investment house in Norway.

Germany is also preparing similar changes. In 2011, the thirty DAX index companies voluntarily took the decision that the number of women in their

Quotas are used as a measure to increase the representation of groups in organisations.

administrations would increase to a minimum 30 percent. Why did they decide to implement this without the official introduction of quotas?

"Sometimes, the mere threat of legislation is enough to move things forward," explained the German Minister of Labour Ursula von der Leyen.

Research, including Davies's research report on Women on Boards in the UK, showed that on executive boards the selection of new candidates is conducted without formal interviews and only through acquaintance. That is why, according to Lord Davies, a former minister in the British government, which strongly supports the increased representation of women on company boards in the UK there is the need to introduce strict rules for the selection of candidates.

Achieving balanced management: with or without quotas

To implement balanced management companies successfully draw on four approaches – clearly-set objectives in the form of key performance indicators, efforts to balance free and working time, flexibility for career breaks, and mentoring and sponsorship:

1. Clear objectives with transparent – key performance indicators (KPI)

The main indicators should measure: achievable percentage of women at predetermined senior positions, reduction in disparities in salaries, the influx of new talents, and progress of other measures (mentoring, sponsorship ...).

2. Work – life balance

In this category we are talking mainly about the introduction of

flexible working hours for all employees. It is important to highlight the point regarding the absence of women from the office, as women due to illness of a family member are in at least 10 percent of cases more frequently absent from work. Flexible working time enables organisations to reduce a great number of costs.

3. Flexibility with regard to 'career breaks'

Due to the decision to create a family women often benefit from career breaks. These should therefore be made available to women and women should be afforded equal opportunities for promotion, and achieve the same salary scale. The

solution is simple: a career plan and regular meetings before and during departure on maternity leave.

Interesting fact: only 5 percent of women after their 'career break' want to return to the same organisation as they are of the opinion that due to the break they will not be able to catch up with former colleagues (Harvard Study – McKinley 2007).

4. Mentoring and sponsorship

The programme raises awareness among women to begin to take more responsible roles, and we can thereby support the influx of new talent into the organisation (through scholarships and internships). ■

What is your position?

I am AGAINST quotas because I think that:

- quotas are contrary to the principle of equal opportunities for everyone since they give women an advantage over men;
- women in management positions will then be vulnerable to the viewpoint that they are there because of quotas and not because of their abilities;
- quotas may lead to a situation where managerial positions are not filled by the best and most suitable persons for the job. What are we going to do in the case of an appointment in engineering, given that each year only a few percent of graduates are women: are they all suitable for managerial positions?!
- quotas can be "got round", women can be offered only positions with no real decision-making power, or you can simply leave empty chairs in the boardroom.

I am IN FAVOUR OF quotas because I think that:

- quotas are the quickest and most effective way to ensure an equal number of men and women on management boards;
- quotas undermine elitist systems;
- women who have occupied top decision-making posts, are most likely to recruit more women;
- women will be able to focus more on their career, without having to deal with gender discrimination;
- quotas empower women, help them overcome invisible barriers and break the "glass ceiling"
- experience of women is desperately needed in all management boards throughout the country and that the active participation of women is one of the preconditions for social and economic development;
- women are as capable as men at making decisions.

"I dream about a society in which meritocracy will be the norm."

Interview with Simona Paravani-Mellinghoff, Italian Financier

ANISA FAGANELJ

Simona Paravani is a top-level banker and passionate advocate of selection of talent based solely on competences who is developing her career between Europe and Hong Kong.

What and why prompted you to back the initiative to include more women on leading positions?

I am a firm believer in meritocracy! I believe that it is in the society's best interest to remove all barriers that might stand in the way of flourishing talents and allow the talented people to contribute to their fullest.

What are the trends in the regulations and initiatives that support women in leadership positions?

This is an extremely active and quickly developing area. There are numerous legislative changes that enforce greater balance on boards. On a broader note, it is worth highlighting the initiatives to formally track the diversity of boards and executive teams: as the saying goes, it counts to count!

What are the benefits of including more women in the decision making process?



Photo: www.icc.org.hk

When a decision is assessed by people with different skills and perspectives, it is likely to be a sounder decision with a more balanced analysis of the pros and cons and the possible implications.

Another opportunity might not come along

All of us at NLB Vita are proud and delighted that we are the recipients of the Female Manager-Friendly Company award. However, I wonder why such awards exist at all? Probably because we, women lack self-confidence and courage. Because we always want to be fully prepared and because before each promotion we wonder whether we can do the job, whether we are capable enough. And so on too many occasions we wait for 'another'

opportunity that may never come, because instead of us it is grabbed by a man. I perceive the Female Manager-Friendly Company award as a message to the other 90 per cent of Slovenian companies run by men, that they should invite amongst them more women, simply because we women still lack the courage and confidence to put ourselves forward. ■

Photo: Andrej Križ



Barbara Smolnikar, CEO of NLB Vita, Women Managers Friendly Company award 2014

What are the challenges and opportunities that women on leading positions face?

It is hard to generalize as each position, each individual is different. Having said this, leadership often provides the opportunity to make a difference, to behave in a way that fosters inclusion and diversity.

The financial sector is in the women's domain, because women are good housekeepers. Do you agree or disagree?

I would hope it is both, the domain of women and men alike: I believe in diversity!

What are the most common mistakes in implementing "diversity and inclusion"?

One has to be careful not to focus the debate and policies merely on the gender issue as this might make it appear as "a woman issue" only. This is about meritocracy and the ability to draw on talent from different backgrounds and walks of life.

Will there be more women on decision making positions in the future?

I dream of a society in which meritocracy is the norm and women as well as men are free to choose their destiny based on their abilities, priorities and aspirations. There is no single recipe for such an end-goal. Ultimately, each and every one of us has the responsibility to try to make a difference!

Companies with a balanced leadership tend to be more successful. Can you comment on this?

Complex problems require people with different skills and perspectives, thus it is hardly surprising that organizations that are able to build teams with complementary skills tend to do well.

Do you think women are "under-associated"? Why?

If "under-associated" means that they have fewer and less-established net-

All of us – women and men – can make tremendous contributions that will ensure that future generations will inherit a more diverse, open and meritocratic society.

works, this is likely a historical legacy and something that is changing quickly.

Your final thoughts for readers.

We shouldn't forget that in the area of inclusion of women we have made great progress in recent years. What is more, we can all, both men and women, make a great contribution to ensure that future generations will inherit a more diverse, open and meritocratic society. ■

Photo: archives of Petrol



Tomaž Berložnik, CEO of Petrol

We are happy to be pioneers

At Petrol we live by our values and all employees are treated equally, irrespective of gender. Among our basic objectives is the well-known phrase: recruit the right person to the right job. To this end, we are trying to discover by a multitude of means any untapped potential, to develop it and to fill the gaps between leadership expectations and achievements of an individual. We are happy to be pioneers – we are

interested in innovative approaches to management and staff development. Therefore, we gladly joined the project Include.All. Each individual counts – we are all in the same boat and rowing towards the same goal. On the way we do not forget the synergy, which is achieved through diversity and cohesion of colleagues of both genders when our excellence is daily tested by our customers, partners and owners. ■

The right employee is one who is engaged, the initiator of change and good business ideas, someone who enjoys his work.

MENTORING

– career crutch or treasure trove of advice?

SANDRA KECMAN

The word mentor derives from Greek mythology, but today it is used when we are describing the relationship between a young, that is to say inexperienced individual and an older, more experienced individual who helps the younger party to cope in the adult world and the world of work.

A mentor, who is in effect our 'safety net', helps us in building our self-confidence, in taking decisions and setting ever-higher career goals.

Eventually he or she may also become our sponsor or introduce us to a sponsor. However, the two roles are quite distinct.

Adult teaching and learning methods

By the term mentoring literature refers to a specific form of educational activity, which is described as the process of collaboration and knowledge transfer.

A study carried out at the University of Michigan in 2008 highlighted mentoring, networking and sponsorship as important factors in progression in the business world (especially for women).

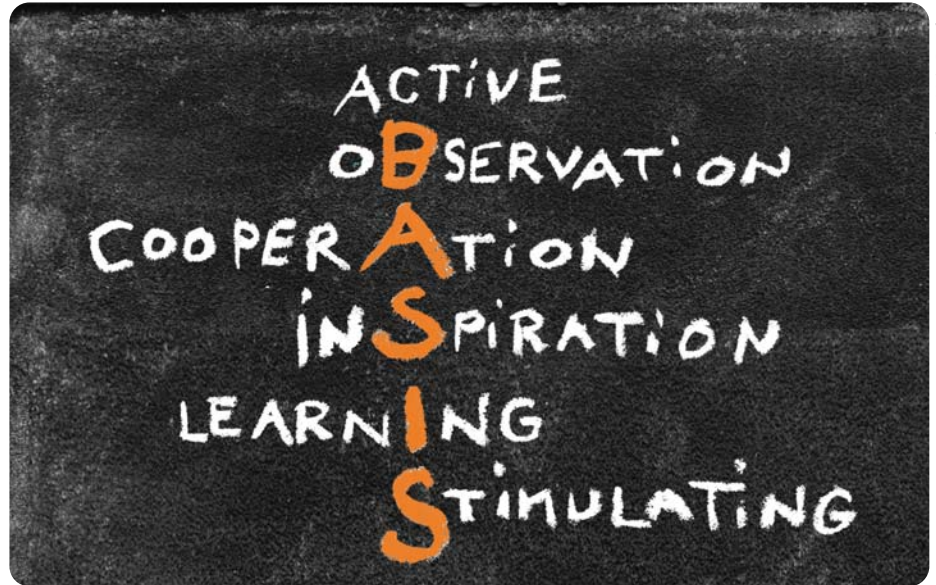


Photo: Maja Rostohar

Mentoring is an important measure in developing a career at all levels within an organisation. There is also the possibility of informal mentoring, whereby the relationship between the mentor and the mentoree develops spontaneously.

In both cases, the important pillars of a mentoring relationship are clearly defined goals, such as for example the acquisition of skills, introduction to professional tasks, understanding the functioning of an organisation and the organisational culture, support in decision-making and guidance in career advancement.

DUTIES OF A MENTOR

- Provides support, feedback and advice, and encourages the mentoree.
- Is a role model.
- Helps in gaining self-confidence, confidence in oneself and in one's decisions.
- Helps mentoree in finding balance between work and private life.
- Actively listens and encourages professional behaviour.
- But: the mentor is not a therapist or psychologist.

DUTIES OF A MENTOREE

- Is the driving force of a mentoring relationship.
- Explains the specific problem and asks the mentor for help.
- Carries out tasks (agreed with the mentor).
- Unwritten rule exists that the mentoree should receive an answer only to those questions that he/she has specifically asked.
- Follows directions of the mentor and builds up his/her own knowledge.

Choosing the right mentor

Gender is often an obstacle when choosing a mentor, since mentors are most frequently middle-aged men. The latter often choose men for their mentorees because they feel more relaxed in encouraging professional and personal development. At the same, it is a means to avoid potential allegations of sexual harassment in the organisation.

Women, who are normally more likely to encounter organisational barriers, have fewer mentors; there is also a distinct lack of female mentors since

Women in the business world should first become visible, only then will they be able to find the right mentors.

women are in a minority in terms of senior positions.

The most successful mentoring relationships are those where men mentor women or even go on to sponsor women. Therefore today every man in a senior position who believes in gender equality in the workplace, has an obligation to take an active role in achieving this objective, in so much as part of the solution is becoming a mentor or sponsor.

The mentoring relationship often develops into one of deep mutual respect and friendship.

The best 'spontaneous' mentoring relationships are born out of prior mutual respect and connection. Although currently in the business world there prevails a kind of axiomatic belief that women should, as soon as possible,

choose mentors with a view to becoming successful, the truth lies elsewhere: women in the business world must first become visible, only then they can find the right mentors.

Let's start with observation

An interesting method, which we might regard as an introduction to mentoring, is the so-called scheme of observing and monitoring the activities of a colleague ("job shadowing").

Monitoring a colleague is a very common form of training for new employees. It allows new employees to experience during the first few days of employment a specific period of time with a fellow-employee who performs the same tasks.

In this way he/she gains an appreciation of the overall responsibilities of

■ **Kena Fraizer:**
Mentoring programmes are crucial for the promotion of women.

the workplace, the way of performing tasks and methods that allow the effective performance of duties. Some companies offer their employees the opportunity to spend a day or two with a colleague, and moreover in an area of the workplace which is of particular interest to them. This can facilitate excellent internal flow of knowledge and ensure faster integration into the working environment.

Most important of all is advice

As a mentor is an experienced person whom we hold in high regard, his/her words and advice are worth more – remember your school days when your conjugation of the verb to go gained the praise of the Slovenian language teacher who was exceptionally demanding but fair. Suddenly you took a liking to the Slovenian language, even though at the beginning 'it was not your thing'.

The best advice that I received from a female mentor does not solve the problem; it delivers an approach to the problem, and then you can find the solution yourself. Her response to my stressed and desperate monologue was simple: "When you took this job, you took it with the intention of learning something from this process and of growing as a person, right? But you surely did not think that this will be painless?" When you receive such advice, there follows what you might call an 'aha' moment, it certainly helps you to solve the situation yourself and thereby gain greater self-confidence. This is why your mentor is your adviser not a 'career crutch'.

Opening up the possibility of a different approach to a problem combined with sound advice is what we need from our female and male mentors – not solutions. ■

There are three types of mentoring

- **Induction mentoring:**

Focused on the transfer of values, knowledge and experience to individuals entering the labour market.

- **Developmental mentoring:**

Focused on teaching the hidden curriculum and internal policies of the organization as well as transferring knowledge and experience, designed for individuals taking on new (management) roles or entering new internal working environment.

- **Peer mentoring:**

Focused on the transfer of personal experience, mentor and mentoree are of the same generation, but a mentor already has some experience in the area to which a mentoree is entering. Peer mentors do not necessarily come from the same organisation as mentorees. This type of mentoring is part of a long-term career plan of the employee.

Taken from the document Guidelines for the promotion of equality.

Mentoring is an important measure in career development at all levels in an organisation.

"Companies between 85 and 100 percent run by men crashed the global economy. How could women do any worse?"

Interview with Marianne Økland, General Director of the consulting company Avista

ANISA FAGANELJ

Norwegian Marianne Økland, General Director of the consulting company Avista and non-executive director in the companies Islandsbanki Iceland, IDFC India and Scorpio Tankers Inc., has in her career led operations in almost all the large Nordic banks and insurance companies. She was also a member of the Supervisory Board of NLB. She is an active advocate of greater involvement of women in leading positions.

What prompted you to support the initiative of including a larger number of women in leading positions?

Former US secretary of state, Madeleine Albright, once said that there is a special place in hell for women who do not help other women. I also believe that every woman who is successful should appreciate the mixture of skill and luck she has had and make an effort to help other women achieve their goals by motivating them and sharing her experiences.

What are The benefits of the initiative?

According to a study women will control 2/3 of the consumer wealth in the

Every woman who is successful should appreciate the mixture of skill and luck she has had and make an effort to help other women achieve their goals by motivating them and sharing her experiences.

US over the next decade. In our quest for consumer led growth, it is irresponsible to ignore the input from representatives of this powerful group in corporate strategic decisions such as product developments and market segmentation.

What mistakes companies make when performing "diversity and inclusion"?

Lack of success on the diversity front is, in most cases, due to a lack of commitment from the senior level in terms of time, internal promotion of the initiative and the allocation of the necessary resources. Any diversity initiative is destined to fail without continuous, enthusiastic senior support.

What is your vision of Europe in 2030? And your wishes?

I would like to experience a society



Photo: personal archive

where, if a woman fails, the response will be "She didn't have what it takes" as opposed to "Women don't have what it takes".

How would we achieve this?

I alluded to the MCKinsey study that includes a lot of practical solutions and I strongly believe we have a better chance of succeeding if we help each other.

How is the initiative progressing in Europe?

According to a report from April 2013, there are now 16.6 % women in non-executive positions in the EU. This is up from 15.8 % the year before. At this rate, it will take another 26 years to get to 1/3. This can, at best, be characterised as a glacial pace and a lot of very smart women will reach pensionable age before there is mean-

ingful representation that will allow them to contribute.

Norway introduced a hard 40 % quota for female board members in certain listed companies in 2006, which came into force in 2008. Since then, gender quotas have been imposed in Belgium, Iceland, Italy, the Netherlands and Spain.

Which country or company would you highlight as an example of good practice?

In my experience, we are much closer to gender equality in the Nordic countries and the USA. In these countries, there tends to be a more equitable allocation of home and family duties allowing both parties to achieve a better work life balance.

What about the weaknesses and threats of female inclusion?

The biggest drawback of diversity is that it tends to increase conflict levels as more opposing views are represented. However, it should, in theory, lead to better decisions. It will simply take longer to get there.

What can women do then in order to provoke some changes?

If no further progress is made, women could consider forming pressure groups targeting companies who show no will to reform. The internet is ideal for this kind of activity.

‘Companies with balanced leadership are more successful.’ Your comment?

I'm not sure why women have to justify the fact that companies with a diversified management will be more successful. After all, it was a large number of companies led by 85-100 % men that

just crashed the world economy. How can women do worse?

Are women "under-associated"?

I will revert to Madeleine Albright who said: "Women are good at making friends and not good at networking." Business is a combination of both, but you cannot make new friends without networking.

Mentor vs. sponsor. Which one do you prefer and why?

Mentors can help you focus, avoid pitfalls and give valuable advice in various situations. I have had both male and female mentors in my career and, though some of them have challenged me as much as supported me, I have valued their contributions enormously. Sponsors, however, are your marketing managers and promote you internally. ■

Mentoring can be more effective

We select talented people by employing the methods of the most objective identification of development potential and tendencies irrespective of gender. In parallel, we find gaps in necessary knowledge, competences and skills in relation to the defined development path. One of the routes in this is mentoring, which primarily means the transfer of knowledge and experience and often allows faster and more effi-

cient training of staff as other, more formalised approaches. At the same time it enables mutual understanding, creates contacts, in particular, it is targeted at filling perceived gaps in knowledge and experience of each and every employee, male or female. Performance of the mentoring is measured by monitoring the progress of an individual, male or female, included in the programme against defined objectives. ■

Photo: archives of the Managers' Association



Vojmir Urlep, CEO of Lek, a member of the Sandoz group

Practice confirms that mixed teams most successfully cope with challenges and are beset by less friction when it is necessary to find a new route to the desired objective.

Managing staff performance



BOJAN BRANK

How best to translate the term "performance management" was the first challenge I faced when I was invited to write a few thoughts on this topic. I chose the title above, though I realise that even the word 'management' is itself something of a trap. How do we managers and leaders actually manage?

If we acknowledge that quality management of oneself represents something of a challenge², then it is not hard to come to the realisation that it is harder to manage the performance

'Management' of performance is in the broadest sense the ability of organisations to engage their staff to the fullest degree.

of others. Not to be misunderstood: from a position of power and possibly an associated arrogant management style and behaviour it is certainly possible to impose your will upon employees. Particularly in the current climate where there is a limited number of job vacancies – you may certainly demand of employees that, for example, in time interval x , job y should be completed. If we measure the effectiveness of management and thereby performance with essentially similar inadequate criteria (number of items produced in a given time span – this can only be a relevant indicator in basic manufacturing production), the dilemma touched upon in the introduction, namely by what means do we managers and leaders effectively manage, effectively becomes redundant.

Engagement: the key to success

I doubt that with an attitude of power and arrogance one can impose qualities such as creativity, innovation, passion, loyalty and engagement. The latter (quality, characteristic or value?) is, and I am not alone in this belief, at the heart of 'management' of performance.

Consequently, of crucial importance is the prevailing culture and the climate resulting from it that encourages, creates, sets qualitative challenges, motivates and supports the engagement (this should not be equated with 'the favourite' of the 90s, namely employee satisfaction).

More important than the format and layout of sections on the form that serves as a basis for discussion on individual goals and feedback – hopefully not only once a year – is the way he/she the conducts his or her daily activities. Such a culture and climate attract individuals with the right attitude³, nurture talents and take the organisation forward. This is not and cannot be the only role of HR departments. Corporate culture and everything that derives from the cause-effect chain⁴, including the 'management' of performance, is not the result of framed texts on the walls of buildings, websites, and internally declared policy management.

Greater engagement starts with the manager

The level of engagement in organisa-

tions⁵ is the result of the everyday conduct of senior management and managers at all levels. Particularly positive and effective is the realisation that managers of smaller departments within larger organisations may through appropriate actions exert an influence upon their staff and thus upon the culture and climate of the department and the entire company. The task of the HR department is to offer them expert support and in this way participate in the implementation of the strategy of the organisation. Implementation of the latter is the key task – not just of senior management.

However, judging by the prevailing attitudes another key problem is the fact that most strategies are not successfully put into practice⁶. I regret to say that as editor and at the time still acting in the capacity of chairman of the board of the Port of Koper, at last year's Slovenian HR conference from the views of respondents I was able to determine that HR departments in large measure not only are left to fend for themselves, but are also marginalised from the initial planning of the preparation of strategies and scheduling their implementation – in those instances where a plan actually exists. The good news is that this is certainly not true with most forward-looking Slovenian companies.

Motivating employees

One might summarise thus: 'Management' of performance is in the broadest sense the ability of organisations to engage their staff to the fullest degree, both at the emotional, physical and cognitive level. This interpretation of

Relations and results are intertwined and interdependent.

Khan's definition from the beginning of the 90s⁷ is relevant today. The existing – manifestly minority – element of those actively engaged must, if we are to be successful, become predominant⁸. The path to this objective relies on a modernised classical repertoire of HR tools (job description and expected results, proper selection, development and training of staff, modern methods of providing feedback and reward, etc.), and above all on insights about the context of 'governance' and the knowledge and mastery of the required skill set.

Peter Senge's recommendation in his cult work⁹ *The Dance of Change* on the crucial importance of identifying obstacles to achieving change has in over 15 years remained its relevance. The same applies to his legendary comparison with the gardener, whose primary concern is focused at eliminating obstacles to successful growth. We might also add that trying to persuade plants cannot be compared with the elimination of weeds.

Relations and results are related

Comments regarding the critical importance of engagement (some authors view engagement as the opposite of burn-out at the work place¹⁰) are not committed to record because when facing the dichotomy between attitudes and results their author might be uncritically inclined to the former and thereby be a proponent of the concept of some inefficient debating club where the

results of operations are of no interest. Far from it.

Relations and results are intertwined and interdependent. The reasons as to why we shall have to radically change our attitude to the theme of commitment are laid out in a brutally frank piece without embellishment by Jim Clifton, CEO of Gallup, in the preface to the presentation of the results of their highly publicised research on employee engagement at global level¹¹. If we ascribe to his view – notwithstanding perhaps a degree of commercially conditioned *cum grano salis* scepticism¹², we must imagine the number 140 followed by 12 zeros. This gives the technical term 'the million-dollar answer' a whole new meaning. Required reading for all managers and decision-makers. ■

■ **Maja Makovec Brenčič:** 'Performance management' is our ongoing concern that we are successful as individuals and as a society.

■ **Marko Lukić:** Interviews with employees and information about their objectives, perspectives and vision manifestly contribute to achieving better results in companies.

Corporate culture that promotes, creates, sets quality challenges, motivates and encourages discussions, attracts committed individuals and retains talent.

"We should no longer be afraid to lead!"

Interview with Anna Elisabeth Prinz, German Ambassador to Slovenia

ANISA FAGANELJ

Anna Elisabeth Prinz personally requested to take up the post of Ambassador to Slovenia even though after 13 years in diplomacy she could have opted for one of the countries that are slightly 'higher' on the diplomatic scale. Prinz comes from a country that occupied an enviable 14th place on the global index of gender differences in 2013, while Slovenia ranked only 38th among a total of 68 countries.

What do you consider to be the main benefits of including a larger number of women in decision making?

The main benefit is a more acceptable result in the decision making for men and women. By including women and men in decision making, we avoid the so called "blind spots" and the risk of forgetting important aspects of life.

How does it work in diplomacy? How does this deliver benefits for society?

I think it would be misleading to have only a male or female perspective on developments. The analytical framework should be the same but there is certainly a difference in attitudes. Every female diplomat is a symbol of these values if



Photo: German Embassy

posted in societies where women are deprived of their rights.

Can you point out the positive impact of this on the economy?

The economy could benefit from creating new jobs around households to allow women and men to combine family and jobs in a more flexible way.

How is the initiative of including more women in decision making going on in Europe?

At the level of the European Union, we have clear employment rules. At least 40 % of the employed should be male or female to achieve mixed teams. I think this is a big step forward.

What are the main mistakes when performing the "diversity and inclusion"?

In my opinion, the selection process should be changed. There should be a public tender, followed by a selection process in which the "leader" of the working group along with a panel or colleagues selects the right person to fit in the team according to some general rules.

We have to fight constantly for time for our family and work-life balance in order to maintain creativity and innovation.

How do you see Europe in 2030: will there be more women in decision making positions?

We have to invent new ways of distributing work. We have to support families and distribute the work between men and women to ease the stress for both and enhance a work-life balance. This is my vision of 2030.

Which are the weaknesses and the threats of the inclusion?

As the general working climate is very competitive on a global scale, we need to maintain flexibility and work hard. We need balance in teams, hunters and gardeners and possibilities to change roles after some time. We need to be able and to accept to work from home, if needed. This is not a threat but a challenge. We have to fight constantly for time for our family and work-life balance in order to maintain creativity and innovation.

Last, but not least: what can women do differently for changes to happen?

Most importantly, we should not be afraid to lead. We should not be afraid to establish a certain hierarchy to avoid constant rank fighting. And we should lead with a smile, set good examples. ■

Photo: personal archive



■ **Damijan Toplak, journalist at Večer:**

Thoughts about equal career opportunities for women and men should in both theory and practice be a matter of the 19th or in the worst-case scenario of the beginning of the 20th century. Despite the proverbial egalitarian nature of Slovenian society, certain discrimination against women inevitably exists. It cannot be detected in journalism though. There are several bright examples where the companies were or still are run by women: Melita Ferlež at Henkel, Slavka Marinič at Primat, Sonja Anadolli at DBS bank to name but a few; but also several not so positive examples such as Hilda Tovšak at Vegrad, Romana Pajenk at Probanka or Tatjana Fink at Trimo. It is true, however, that the percentage of women in management positions is still low. However, in my opinion this can be mainly attributed to women themselves. Without women's quotas there would be precious few female politicians in Slovenia and that despite the fact that there are more women than men in Slovenia.

Photo: Borut Krajnc



■ **Marcel Štefančič jr., Slovenian film critic, television host and publicist:**

Lately there is a lot of talk about inclusion and inequality, especially economic and social. 'Inclusion' was surprisingly the keyword of last year, financial elites discussed the urgency of "inclusive" capitalism at their forums, and it was debated in Davos as well. And here is the trick: the problem of economic inequality and social exclusion will not be solved by "fighting against poverty", but with the elimination of social and economic conditions that generate the issues. Likewise, the problem of gender inequality and exclusion of women will not be solved by "fighting for quotas", but with the elimination of social, economic, political and cultural conditions that enable sexual inequality and exclusion.

Photo: personal archive



■ **Marjana Kristan, editor of the economics editorial in Delo:**

Management is a challenge for everyone, a challenge where you need a great measure of perceptiveness, negotiating skills and assertiveness at the right time. Creation of media content has lately been taken over by women who proved themselves as journalists, gained the trust of their colleagues and demonstrated that female editors-in-chief can be excellent media representatives. Today a majority of Slovenian media are led by women who prove their ability over and over again by exposing the pressing issues and holding a mirror up to politics and society. Media therefore provide a great example that women can and know how to lead.

Career plan for women in 7 steps



DANIJELA BREČKO

One way to plan your career is to create your desired position yourself.

Today, people feel that they need to change careers approximately every 5 to 7 years. This shows itself in a special inner restlessness and wish for personal growth.

In our life, we build several careers and several career curves. At a specific workplace or, in more contemporary terms, in a specific organisational role, an individual advances along the learning curve towards the top. The learning curve can be compared to the career success curve. The more we are approaching the top the more successful we are. However, after we reach the top, our path inevitably turns downward. This is typical for the growth curve or development cycle of all living beings in nature. An individual can influence this cycle by starting to create a new career curve just before they reach the top, i.e. just before they reach their peak in a specific organisational role.

It is recommended that before we reach the peak of one career, we start planning a change and second (third, fourth, etc.) career curve.

Of course, this does not mean that any career develops on its own, it is nece-

ssary to build and plan it with the help of a written career plan. This especially applies to management staff and women who often perform a variety of different roles in their lives.

Step 1: Know yourself, know your career anchor!

First, we have to ask ourselves what we are made of and where we are on our life path. An excellent tool that helps us discover our basic orientation in life are Schein career anchors which help us determine our anchors or what we are motivated by and which things we are not prepared to give up for anything in the world. Career anchors are formed during the first 10 years of work experience and can often be identified even before entering the labour market and are not easily changed.

Step 2: Find an appropriate organisational role.

Once your career anchor is identified and you know what motivates you and what your wishes are, you should link it to positions or organisational roles. Check out your organisation. Are there any suitable positions for you? Has

Women need to make their career aspirations even more visible or, as Woody Allen said, "80 percent of success is showing up".

anyone retired or is a new position opening? Share your career ambitions with your human resources department or your direct supervisor at your annual interview.

Women need to make their career aspirations even more visible or, as Woody Allen said, "80 percent of success is showing up".

If your organisation does not have any suitable positions to offer, have a look outside the organisation, monitor job openings, inform your social network that you are looking for a new challenge, sign in to LinkedIn and share your profile with the business community. There is no doubt that certain people will support you and spread a good word about you.

The third option is that you create a new organisational role or a new position yourself. Suggest changes and inform others about how this will help your organisation. Specify a time frame in which you will choose a suitable and realistically achievable position, for example in 3, 6 or 12 months. One way to plan your career is to create the desired position yourself.

Step 3: Focus.

You have chosen your desired position. At this moment it is very important to focus only on the selected position. Invest all your energy in achieving your goal and stop thinking of other things. Find out what is expected from the

selected position, what skills and competences are needed and what level of development of these competences is expected.

Step 4: Measure your potential, find out which are your weaknesses and write your personal development plan.

Measure your potential with the 360 method in your current working environment which will provide the most objective picture of your skills profile and a professional analysis of your weaknesses based on which you will write your development-educational plan.

Step 5: Follow your personal development plan

Get to work as soon as possible; go to seminars and workshops that offer relevant contents that you need. Connect with other participants of these workshops and share experiences. This will help you boost your confidence. Practice also at home. It is wise to hire a personal coach who will guide you on your journey and help you reach your goal faster.

Step 6: Connect with people who can help you!

Competences are not the only thing that can help you move forward. Other people can also help and support you on your journey. Find out

who they are as soon as possible and contact them. First, get support from your family, especially your partner. Then, take a look at your organisation. Who can help you? Choose your mentor who will transmit their knowledge and experience to you. Help from an "external tutor" is also recommended, i.e. someone outside the organisation who will help you build a broader social capital and look at your development from a third-person perspective. Contact personally everybody involved.

A successful career is not always a reflection of your competences but also depends on your relationships with others and their support.

Step 7: Evaluate your activities

Set intervals for the evaluation of your career plan activities. Which competences have you improved and to what extent? Perform another 360 analysis after 6 months and measure the progress! Evaluate cooperation with your mentor: what did they teach you, what did you gain from them? Evaluate cooperation with your tutor: what changed in your social network, are you satisfied with the upgrade of your social capital, do you know more influential people than you used to? Evaluate cooperation with your coach: have you reached the necessary level of confidence to make a new step in your career? ■

■ **Dr. Danica Purg:** An individual's ambition, motivation and initiative are essential for career development.

■ **Andrej Božič:** It is important to always stay true to yourself in terms of your talents, potentials and values and to talk about this with the relevant others.

■ **Irena Prijović:** Personal development, which is naturally followed by professional development, represents a sequence of events that put the individual at the right place.

Photo: personal archive



Natalie C. Postužnik, Nikrmana,
head of Include.All project for the
Managers' Association of Slovenia

Don't give me a fish. Teach me how to fish.

NATALIE C. POSTUŽNIK

Every good story starts with an unusual introduction and has an unexpected end. This also goes for the story about learning how to fish or according to the professional terminology: how to identify (and minimise) obstacles that push women against a glass ceiling or leave them in a labyrinth without Ariadne's thread. Or even more clearly:

how to empower talented, capable, educated women to realise their full potential and occupy senior management positions – something which, as shown by different research studies, significantly improves the efficiency and profitability of organisations.

Research studies, foreign and domestic experience, and the findings of top experts in this field from around the world have led to the development of Model 6. This model covers six fields identified as the most important fields to break through the glass ceiling and escape from the corporate labyrinth.

In Slovenia, courage to find new solutions and introduce changes was shown by Petrol and Mik, the first two pilot companies that have joined Model 6 and started implementing its activities.

And what is the promised "twist" of the story? Through six workshops conducted in two pilot companies focused on finding tools and activities that would (will) enable women to exploit their full potential, we found out that these tools could be used to find people with great potential of both genders. It is not a question of women vs. men, but to identify people with the greatest potential and talent, regardless of gender, race, colour, religion or any other characteristic.

Model 6 is therefore not a fish. It is a glass breaker and Ariadne's red thread. It is a net that catches the fastest and most adaptable fish in the ocean that are able to cooperate with other marine inhabitants. In short: this is "THE" tool of organisations for the 21st century.

Use it.

P. S.: If you are still not convinced, read statements of the workshop participants.



Franci Pliberšek,
MİK d.o.o.

I highly respect women in all their roles, which is ultimately reflected in the number of women that

occupy managerial positions in our company. I believe that both genders contribute to a more successful, efficient, and comfortable atmosphere in a company – which is why I was even more interested to attend the workshops that are part of the project. And the workshops delivered the expected results: synergy between women and men brings optimal solutions and maximum results also in the business environment. A company's competitiveness therefore depends on gender balance in the company.



Nina Potisek,
Petrol d.d.

At Petrol, a lot of attention is paid to creating a working environment that encourages mutual respect and enables employees to deve-

lop their skills and competencies to the best of their ability. Therefore, we were happy to respond to the initiative of the Managers' Association of Slovenia to take concrete measures to ensure a balanced managerial structure with the knowledge that we will achieve better results if we respect mutual differences and take advantage of all the benefits provided by differences between men and women. We believe that the companies that will succeed in the future will be those that will carefully choose their talents and provide them with a variety of measures for quality professional and personal development.



Anita Lovše,
Petrol d.d.

What I learned at the workshops is that despite the bad statistics, women are increasingly taking jobs in management

positions. A good leader follows a combined or balanced approach that includes all the talents in the decision-making processes, and a classic rivalry is replaced by a collaborative management approach. Furthermore, I was surprised by the fact that women still spent on average 2 hours per day more on household work than men and that they spend at least 3 hours per week more to maintain the expected level of appearance than men. Only with exceptional organisational skills can a woman coordinate her family and work obligations, and a suitable agreement among partners

on even distribution of chores is crucial. After I attended the workshops I often wonder what would happen if a certain decision was made by a woman or vice versa. Or is gender really completely insignificant, as I have been telling myself so far? Gender equality is already ensured by law and we have to respect it if we do not want to be sanctioned... But the reality is far from being this simple and we should all strive in our everyday life to ensure equal treatment for everyone since men and women are equally important.

After I attended the workshops I often wonder what would happen if a certain decision was made by a woman or vice versa.



Klemen Žagar,
MIK d.o.o.

If we want the company to be successful and profitable, we need to have a successful, ambitious and

well-coordinated team. Conditions for the creation of such a team are good working "atmosphere", good relations among employees and mentoring in order to find new and fresh design ideas. Employees have to be aware that all work should be respected and the work of their colleagues is no less challenging or worthwhile than theirs. Or as our director says: "Together, up, forward". By joining forces, any company can be successful.



Bojana Virant,
MIK d.o.o.

The motto of every company should be "connected, we are stronger".

Connection means that we

all help each other, regardless of our position in the company and gender, because we all strive to increase the visibility and profitability of our company. Mixed teams perform better because the male-female principle is very important in the decision-making process. I recommend all executives in large companies to join the project and thus gain key feedback from their employees to ensure even better business results.



Stanko Rak, Petrol
Maloprodaja
Slovenija d.o.o.

The message that touched me the most at the workshops was that the effectiveness of gender repre-

sentation in top management is of utmost importance. I have learned new facts which should be taken into account when recruiting. I believe that Include.All project deals with highly topical issues, which reduce sexual stereotypes of women in managerial and executive positions, and raises awareness of the importance of a gender balanced management team, both from the financial and good talent-management point of view. I recommend that companies familiarise themselves with the contents of the project, join it and in so doing also gain a competitive advantage.



Lučka Lujanac,
MIK d.o.o.

In the business world, women have to work much harder than men and prove again and again that they can

be efficient and effective in management positions in a given company. It is important that they are aware of their own potential, values and ambitions. We should not expect that our company will offer us our desired career by itself. However, the implementation of Include.All guidelines and measures in the company can help us reach our career goals, and in return for this possibility and its help, the company will gain a skilled, motivated and loyal female leader, which will, as has been shown, result in greater efficiency and competitiveness of the company.

Transparency and non-discrimination in recruitment: feasible in theory, but in practice...

SONJA ROBNIK

The survey called "Decision-making positions – gender perspective" was conducted in 2014 in the framework of the Include.All project, which is co-financed by the European Commission's PROGRESS programme. It looked at the representation of women and men in decision-making positions in Slovenian public and private sectors, the impact of transparent and corruption-free recruitment procedures on gender equality in the studied organisations and the situation in the field of diversity-related organisational measures. 543 organisations participated in the survey, of which 21% were private companies, 16% public administration organisations, 10% local community companies, and 50% public institutes. A few preliminary results are presented below.

Women are better represented in the public sector than in the private sector

In the private sector, the majority of participating organisations have never had women in the top decision-making positions, while the proportion of such organisations in the public sector is significantly lower. Currently, top positions in the private sector are dominated by men, while the situation in the public sector is more balanced.

76 percent of public limited companies have never had a woman in the top decision-making position

	Companies that have never had a woman in the top decision-making position	Companies that currently have a man in the top decision-making position
Public limited companies	76 %	92 %
Private limited companies	60 %	79 %
Public authorities, prosecutor's offices, courts	15 %	35 %
Local communities	41 %	67 %
Public institutes	15 %	38 %

¹ Questionnaire was prepared by Department for Equal Opportunities of the Ministry of Labour, Family, Social Affairs and Equal Opportunities in cooperation with the Commission for Prevention of Corruption. Survey was conducted in October and November 2014.

Organisations with more than 51 employees, i.e. 61% of all participants, were asked whether they ensure a gender balance in top decision-making positions, i.e. whether such positions are occupied by at least 40 percent of each gender. 35% of public limited companies, 25% of private limited companies, 45% of public authorities, courts and prosecutor's offices, 50% of local communities and 39% of public institutes said "yes" to this question.

However, serious concerns were raised by the fact that a relatively high proportion of private sector organisations said that female candidates are not suitable and do not have sufficient experience (none of the public limited companies or limited liability companies had similar remarks about male candidates), that men have a final say in the recruitment process and that they mainly support male candidates, and that recruitment rules are better suited to men.

Respondents say they their recruitment process is transparent

93% of respondents believe that the recruitment process in their organisation is transparent. However, such a high percentage was not confirmed by a more detailed analysis. Compared to the private sector, a higher percentage of respondents from the public sector believe that gender-discriminatory and non-transparent processes would be perceived as unacceptable within their organisation.

The situation in which a male candidate is appointed to become the head of the department although a female candidate is more skilled, ambitious and is supported by her colleagues, but will probably have children in the future, was given as an example of a gender-discriminatory recruitment practice. Respondents were asked how such a recruitment process would be perceived in their company (Figure 1).

The situation in which a female candidate performed better than a male candidate in all recruitment phases was given as an example of a non-transparent recruitment process. During the process, the female candidate informs the commission that she is pregnant. The commission proposes to the management to offer an employment contract to the candidate. The management – unofficially due to pregnancy, and officially due to the possibility of choosing between several candidates – invites both the female and male candidate to an interview even though in similar situations in the past this was not the case and the management offered an employment contract to the person proposed by the commission. Respondents were asked how such a recruitment process would be perceived in their company (Figure 2).

Figure 1: How would such a recruitment process be perceived in your organisation?

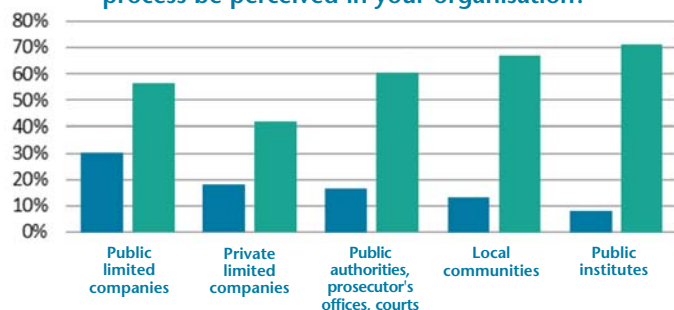
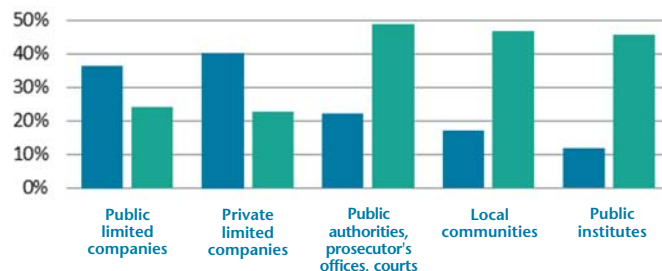


Figure 2: How would such a recruitment process be perceived in your organisation?



Mid-level management positions are being taken without calls for applications

To access the highest decision-making positions, it is important that organisations have an appropriate base of mid-level managers. Therefore, the survey is focused on the recruitment process of mid-level management. In the case of mid-level management, publication of an internal or public call for applications is not a common practice in private and public sector. The selection process is often a mere formality, because the successful candidate is normally selected in advance. Approximately 20% of participating organisations report nepotism in the recruitment process and that senior management has a key role in the selection process. In 20% of private sector companies, mid-level managers are selected based on a personal decision made by their future supervisor whereas this happens twice less frequently in the public sector. Respondents believe that formal or unwritten criteria are more suited to people with no family responsibilities or to men – approximately three times more often than to women.

Recruitment process in the private sector is less transparent

Since the processing of data is still ongoing, we cannot claim

that non-transparent recruitment processes significantly affect the gender-balance in managerial and executive positions in Slovenian organisations. So far, the results of the survey show that the private sector is more subject to using less transparent recruitment practices than the public sector and that no sector is immune to such practices.

However, many challenges in the field of so-called positive measures to increase the percentage of women in decision-making positions remain unsolved, i.e. organisational training programmes, mentoring and sponsorship for the purpose of career development for women or other measures to ensure a balanced representation of women and men in managerial and executive positions. Currently, only a few organisations have introduced such measures, and even less are implementing them.

Probably the most important challenge will be to change the belief that recruitment processes in organisations are transparent. The survey results show that existing protective mechanisms often need to be changed completely or that new mechanisms should be introduced which will enable that recruitment processes will be based on competences rather than on gender. ■

How does this work in practice²

Always or almost always	Public limited companies	Private limited companies	Public authorities, prosecutor's offices, courts	Local communities	Public institutes
When a pre-selected candidate has outstanding competences, a call for applications is not published.	32 %	29 %	10 %	11 %	11 %
The selection process is a mere formality, because the successful candidate is normally selected in advance.	17 %	11 %	16 %	11 %	10 %
Criteria for a certain position are adapted to a certain in advance.	4 %	4 %	5 %	11 %	10 %
Nepotism (favouritism in employment practices or other benefits granted to relatives).	6 %	5 %	4 %	4 %	2 %
Candidates are appointed to these positions on the basis of a personal decision by the mid-manager's supervisor.	21 %	18 %	13 %	4 %	13 %
Formal or unwritten criteria are more suited to people who have no family responsibilities.	4 %	8 %	3 %	0 %	4 %
Formal or unwritten criteria are more suited to men.	6 %	7 %	4 %	0 %	2 %
Formal or unwritten criteria are more suited to women.	2 %	2 %	4 %	0 %	0 %

² The examples mentioned occur regularly or almost regularly, when it comes to the selection of mid-level management. The percentage in relation to the organisational structure is also presented.

Companies are still run by men

ALEKSANDRA KANJUO MRČELA AND BARBARA LUŽAR

Despite ever-increasing gender equality in society, the most senior positions in the economy are still largely occupied by men. Women, who represent almost half the workforce and more than half of university graduates in Europe, fail to achieve comparable participation in top managerial positions, although they have all the necessary conditions to do so. To enable women to break through the glass ceiling faced by women in the business world, in March 2011 the European Commission announced the introduction of quotas for those European public limited companies unwilling to provide a more equal gender balance in decision-making positions. The European Commission wants to achieve at least 40 percent representation of each gender in non-executive managerial positions by 2020.

Quotas were first introduced by Norway in 2003, followed in 2007 by Spain and by the end of 2011 by a further six EU countries. Other European countries have introduced less binding recommendations or codes of corporate governance. Despite the positive effect of the introduction of codes in some countries, the legal regulation of quotas or more accurately political pressures for their implementation are still the most effective measure to increase the representation of women in decision-making positions in the economy.

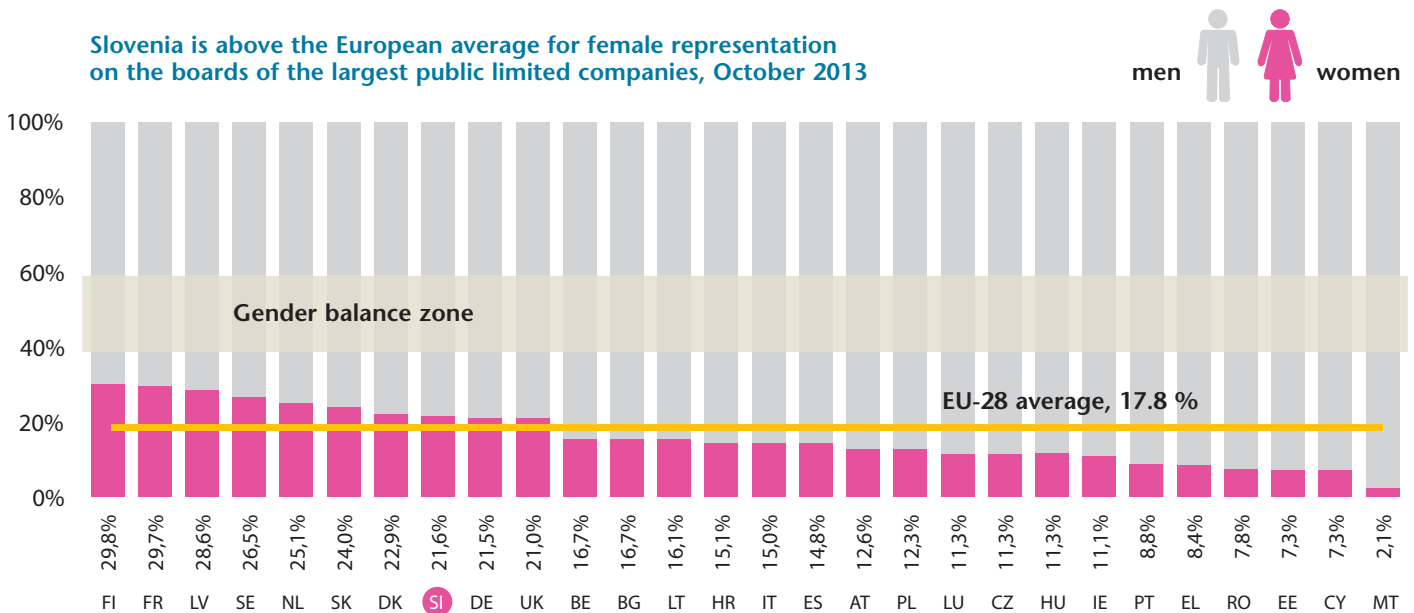
In the EU fewer than 3 percent of CEO positions are held by women

In October 2013 in the EU, 17.8 percent of managerial positions within the largest listed companies were held by women, of which women represented less than 3 percent of Chief Executive Officer posts. Women make up a quarter of the members of executive boards in

only five European countries: Finland, France, Latvia, Sweden and the Netherlands. In Slovenia, the proportion of women in decision-making positions of the largest listed companies in the same period was higher than the European average and amounted to 21.6 percent. More women are evident in decision-making positions in other public institutions: in 2013, women made up 40 percent of the management of the Central Bank and 37 percent of senior officials within the Supreme Court, 33 percent in the national Parliament and 21 percent in the Government.

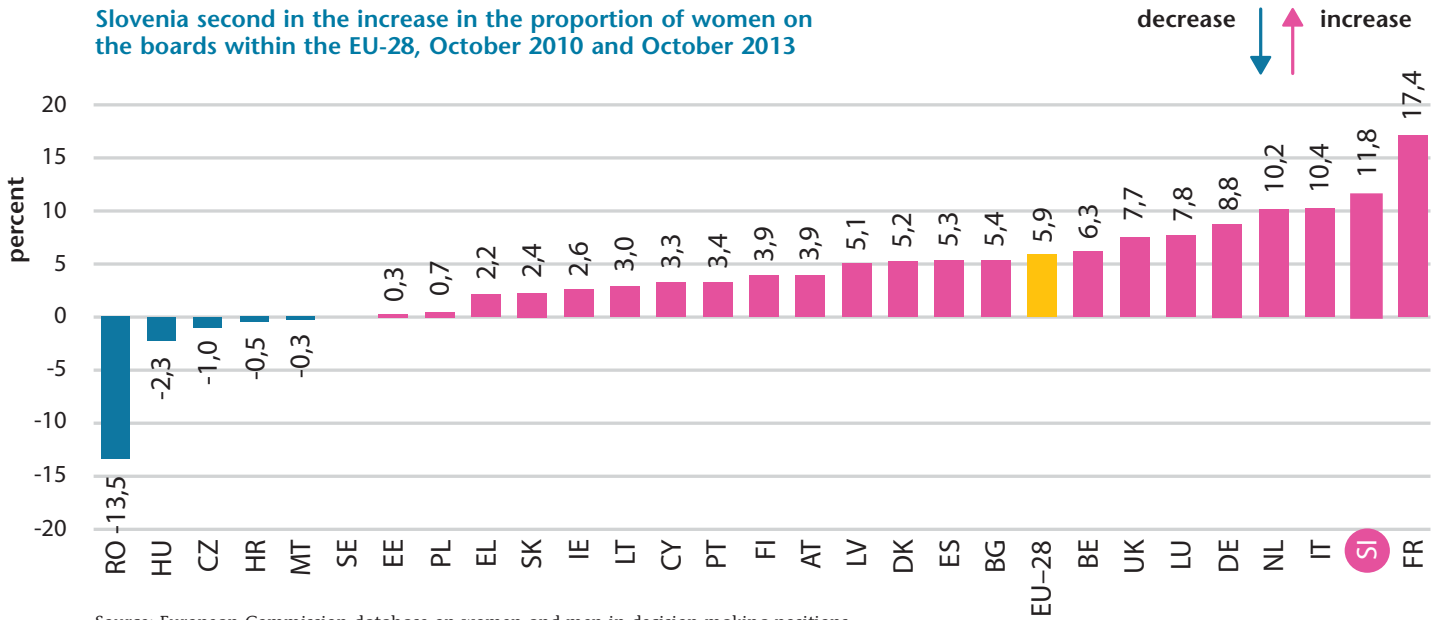
Gender equality in decision-making positions in the economy is gradually improving both in Slovenia as well as in Europe; between 2010 and 2013 the proportion of women in leading positions of the largest companies rose in as many as 22 EU countries. The greatest increase was seen in France

Slovenia is above the European average for female representation on the boards of the largest public limited companies, October 2013



Source: European Commission database on women and men in decision-making positions

Slovenia second in the increase in the proportion of women on the boards within the EU-28, October 2010 and October 2013



Source: European Commission database on women and men in decision-making positions

(17.4%), Slovenia (11.8%), Italy (10.4%), the Netherlands (10.2%) and Germany (8.8%). Of these, all except Slovenia and Germany have introduced quotas in publicly traded companies. More progress might have been achieved by those countries that have adopted or plan to adopt legislative measures or have had an intensive public debate on this issue.

Although the world of business in most Member States is less disposed to the imposition of quotas, their legal enforcement is supported by some governments and social partners, institutional investors and other stakeholders, some companies, business and professional associations.

An example of successful promotion of gender equality in decision-making positions in the economy is that of the Scandinavian countries. Norway prescribed by law quotas on executive boards; Sweden and Finland in accordance with the code of good governance, introduced them on a voluntary basis. Although Norway with the legally enforced introduction of quotas and strict sanctions has reached 40 percent representation of both sexes in the greater part of Norwegian executive committees, restrictions on the imposition of such quotas have also become apparent. The most senior positions in the economy are still largely held by men; progress has been made, where it is legally established. Therefore, analysts point to the urgent combining of

quotas with other incentives, such as measures for the empowerment of women, increasing women's competencies through mentoring, training, networking, etc.

Slovenia: we shall succeed with a combination of measures

Quotas for the electoral lists of political parties in Slovenia were introduced in 2005. However, the public debate on gender equality in decision-making positions in the economy began only recently. Research on women in the Slovenian management has in the past highlighted the problems that women face in their careers and in the exercise of managerial work. These are mainly related to the reconciliation of work and family life and stereotypes about gender specific roles in organisations. The results of research carried out last year within the framework of the Include.All project confirmed the results of previous analyses:

- smaller gender differences in the way of achieving the highest positions and work therein,
- women overburdened with care work, which has a double negative effect on progression because it affects their avail-

ability in terms of time and is the basis for statistical gender discrimination, and

- the existence of factors at a social and organisational level that hinder the advancement of women to top positions.

Previous analysis has shown the need to combine measures to address the individual, organisational and social aspects of inequality of women and men in decision-making positions. In Slovenia, where women have already overcome many obstacles to progress, it is necessary to consider organisational and institutional measures, including the introduction of more binding measures. We estimate that in the Slovenian business environment there is already a critical mass of women who show ambition for advancement and frustration with the current situation, that quotas are supported by public opinion and should be followed up by hitherto (less successfully) introduced measures which would supplement them. When introducing gender quotas and other measures it would be reasonable to take into account the characteristics of the Slovenian business and social environment as well as the good and bad of European experience. ■

Women make up a quarter of the members of the executive bodies of only five European countries.

Managers' Association of Slovenia: Good results achieved in the right way

MOJCA PODRŽAJ

The Managers' Association of Slovenia in the international arena is considered one of the leading peer group managerial organisations, boasts amongst its members more than 1,000 representatives of high-level, executive and middle management of Slovenian companies and other organisations.

Through responsible leadership and professional management the association strives to influence the achievement of common progress. As a professional association we have for more than 25 years done our utmost to promote:

- progress of management as a profession,
- competitiveness of the Slovenian economy, and
- protection of professional interests.

In 2011, with the Commitment for a better future of Slovenia 15/2020 we stimulated the debate on a social agreement with regard to a new great goal for Slovenia: namely, to breakthrough into the top 15 most developed countries in the EU by 2020. This means placement among the countries with the highest quality of life.

Our vision, which focuses on collaboration to transform opportunities into success and to propel Slovenia into the 15 most developed countries in Europe, will be realised through the programme of the association. In the current three-year term of office under the leadership of President Aleksander Zalaznik, this has meant focusing on four areas:

- ambition and knowledge,
- innovation and efficiency,
- direct investments from abroad and internationalisation, and
- competitive business environment.

The cornerstone of the functioning of the association is the professional and ethical conduct, which may be summed up by the slogan: *Good results achieved the right way*. All members of the association are obliged to respect the Code of Ethics.

Section of Women Managers: Well on the path to meet our target of 40% by 2020

MOJCA PODRŽAJ

The Section of Women Managers within the Managers' Association brings together about 280 female managers, which represents 28 percent of the membership. The section encourages businesswomen to utilise their abilities in the most effective manner and to create conditions in their environment for achieving first-rate business results. In this way, we affirm the importance of women's management and its contribution to the economic and social development of Slovenia.

At the forefront of the section's activities are four key areas:

- The Conference *Originality of Women in management*. For some 14 years, in June more than 100 Slovenian businesswomen meet at the Conference Excellence of Businesswomen, where knowledge and best practices are shared.
- *Awards of the Section of Women Managers*. The Section presents two awards: The Managers Friendly Company award that is awarded annually to a company with more than 40 employees and a management structure made up of more than a third of women and the Artemida award for breaking through the glass ceiling. The Artemida award is presented to a woman who in the past year for the first time assumed a leading position in a company with more than 40 employees.
- Guidelines for the promotion of equality *Include.All*. The document, which advocates high-quality management talent, was formed in 2012 with the aim to reach or exceed the critical threshold of 40 percent of women in leading positions. In subsequent years, it has grown into the project *Include.All*.
- *Include.All project*. The purpose of the project of the Ministry of Labour, Family, Social Affairs and Equal Opportunities, which is a major partner in the Managers' Association of Slovenia, is to promote balanced representation and participation of women and men in the highest positions of management and leadership in the economy.

“

WHY **are all bosses**

male?”

BECAUSE FEMALE BOSS
TITLE **exceeds**
length LIMIT ON A
bussiness card.

”



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**EXCLUDE
STEREOTYPES.**

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Enakost spolov



INCLUDE.ALL

“

WHY **women**
still CANNOT
REACH **the** HIGHEST
MANAGERIAL **positions?**
BECAUSE **their heels**
are not high enough.

”



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Enakost spolov



INCLUDE.ALL