

Vključi.vse

Revija za enake možnosti v vodenju.

Foto: Andrej Krž



Mag. Barbara Smolnikar, predsednica Uprave NLB Vita, prejemnica priznanja Managerkam prijazno podjetje 2014

Ženskam najbrž manjka samozavesti in poguma.

"Druga priložnost" morda ne pride

Vsi v NLB Vita smo ponosni in veseli, da smo prejemniki priznanja Managerkam prijazno podjetje. Vseeno pa se sprašujem, zakaj takšna priznanja sploh obstajajo?

Najbrž zato, ker nam, ženskam, manjka samozavesti in poguma. Ker vedno želimo biti popolnoma pripravljene in ker se vsakič znova, pred vsakim napredovanjem sprašujemo, ali to zmoremo, ali smo dovolj sposobne. In zato prevečkrat čakamo na "drugo" priložnost, ki morda nikoli ne pride, saj jo namesto nas zgrabijo moški. Priznanje Managerkam prijazno podjetje razumem kot sporočilo ostalim 90 odstotkom slovenskih podjetij, ki jih vodijo moški, da medse povabijo več žensk, saj preprosto še nismo dovolj pogumne in samozavestne, da bi se ponudile same. ■

Sama sicer verjamem v uravnotežene ekipe tako po spolu kot tudi po starosti. Vendar pa verjamem tudi, da za to, da pridemo do takih ekip, potrebujemo zgodbe, kot je naša.

■ **Branko Rožič:** Nagrajenka z ravno pravšnjo zmesjo samozavesti, resigniranosti, izzivalnosti in odločnosti predstavlja izziv tako za 90 kot za 10 odstotkov.

■ **Marjana Lavrič Šulman:** Dlje, kot sem v poslu, bolj opažam, da je gospodom vendarle včasih lažje, zato so taki projekti in priznanja potrebni.

■ **Toni Balazič:** Zaradi dobrih izkušenj s t.i. ženskim principom vodenja, ki ga zelo cenim, spodbujam prodorne ženske, da sprejmejo voditeljske izzive.

14. 11. 2014
MQ konferenca za inovativno voditeljstvo 2014

T	4	11	18	25	
W	5	12	19	26	
T	6	13	20	27	
F	7	14	21	28	
S	1	8	15	22	29



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MDDSZ je izbralo agencijo **Pristop**, ki bo izvajala komunikacijsko podporo projektu Vključi.vse.

Mesta odločanja:
**Odgovorite in
soodločajte!**



"Ne sme nas več biti strah voditi!"

Pogovor z dr. Anno Elisabeth Prinz, nemško veleposlanico v Sloveniji

TEKST: ANISA FAGANELJ

Lani poleti je kot nova nemška veleposlanica na svojo željo v Slovenijo prišla – po 13 letih v različnih azijskih in evropskih državah bi se po protokolu lahko odločila za eno od držav, ki so na diplomatski lestvici nekoliko 'višje' – dr. Anna Elisabeth Prinz. Diplomantka političnih ved, prava, angleščine in ruščine ter doktorandka upravnega managementa, ekonomije ter mednarodnih odnosov je magistrirala tudi na Harvardu. Z njo smo govorili o njenih pogledih in bogatih mednarodnih izkušnjah s prispevki žensk na vodstvenih mestih ter večjem vključevanju žensk na odločevalskih pozicijah. Ne nazadnje prihaja iz države, ki je bila po globalnem indeksu razlik po spolu za leto 2013 na zavidljivem 14. mestu, medtem ko se je Slovenija med skupno 68 državami uvrstila šele na 38. mesto.

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 both men and women. We know that women and men have different communication skills, different perspectives on life and different attitudes towards hierarchy. By including women and men in decision making, we avoid the so called "blind spots" and the risk of forgetting important aspects of life because men are educated to hide their weaknesses, while women sometimes even emphasize them.



Foto: Nemško veleposlanstvo

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

Diplomacy needs social intelligence in order to understand the feelings and thoughts of decision makers and people in other cultural and political environments. Diplomacy tries to find compromises. Sometimes public diplomacy tries to present different points of view to gain an understanding of different positions of their home country.

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. We live in a democratic society where women are equal to men. This is not the case in all societies. Every female diplomat is a symbol of these values if posted in societies where women are deprived of their rights.

How many women does Germany have in politics, for example, in the government, and can you point out the positive impact of this on the economy?

The percentage of women in the German government is 38 %, 36.5 % in the federal parliament (the Bundestag) and 32.1 % on average in the regional (Länder) parliaments. At the government level, only 24 % of the Secretaries of State and only 16 % of the Head of Departments are women. In the foreign ministry, 50 % of our staff already consists of female employees at the level of supporting staff. Among advanced career diplomats, the number

is just about 20 %. There are also huge differences between parties. The Greens (die Grünen) attract almost 40 % of women as members, whereas the new eurosceptic Alternative für Deutschland (AfD) has the lowest female participation at just above 15 %.

Positive effects for the economy are now showing as female students have better results in university and are now increasingly entering the job market as companies are looking desperately for qualified staff. Some companies, such as Telekom Germany, pursue a clear strategy of promoting women, but among top managers, we are still a rare species. A positive impact on the economy could be to allow enough time for family, recreation, culture, sports. 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?

Europe is guaranteeing equal rights to men and women at a convention and most importantly in the Charter of Fundamental Rights. You can go to court if your rights are violated. 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. I cannot comment on other European countries. In Germany, we ►

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have a continuing discussion concerning whether large companies should be forced to have at least a certain percentage of women in supervisory bodies.

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

I do not have an overview over the mistakes in general. In my personal opinion, the selection process should be changed. The moment when a personnel division decides to "send" a person to a team simply because of gender rules, he or she immediately has the stigma of being a 'quota person'. 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. This guarantees that the quality and chemistry are correct.

What is your vision of the future? How do you see Europe in 2030: will there be more women in decision making positions?

We will live in a changed society in 2030 with more women in decision making positions. There will be a greater selection to choose from as women with excellent training often choose not to have children, but a career; marriages break up more easily. Due to an aging population, women are needed to fill the vacancies. If we are lucky and "economy 4.0" introduces the next step of industrialization with less working hours and a smaller work force needed for production, the decentralization of work due to computerization and so on, there might be a chance to combine family life with a job. 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. The

difference in time between the USA, Asia and others will have to be taken into account when organizing work. We have to be available as competitors do not care about the work-life balance yet. Therefore, 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. Technology already allows this and we have to change our rules to include new possibilities. 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 we (women) do differently for changes to happen?

I'll put it in the following 10 steps:

1. 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.
2. We should choose our team carefully to provide for different needs, care for our team, accept criticism and accept that we need support.
3. We should organize our work so that we are present when really needed, at work and at home, and organize reliable backup for problems. Be reliable and spend money on that, be an employer.
4. We should be willing to make sacrifices in our personal life for a good professional project to be credible, to prove our talent, but, more importantly, to get things moving and done.
5. We should have the courage to take calculable risks.
6. We need to listen to feedback from our staff and friends. Leaders are always criticized. Most of the time, there is no bonus for having worked well or solved a problem. Just ask yourself if the outcome was good and be satisfied with the result.
7. We should use enough time for the networking and marketing of your ideas and projects as we need allies and advice.
8. We should not sacrifice our careers for the careers of our husbands as the chance of divorce is already 50 % anyway. A family is a team with two leaders who get along well, not one deciding for the other, otherwise a family is vulnerable in a crises situation.
9. We should try to put a smile on our partner's face to make them happy. Happiness is renewable energy.
10. We should trust ourselves and our friends. John Kenneth Galbraith once gave splendid advice when I was studying in the United States. He said: Don't try to appease your enemies, build on your friends! ■

V sklopu projekta **Vključi vse/Include.all** bo **5. in 6. februarja 2015** potekala mednarodna **Konferenca o vključenosti žensk na odločevalske položaje**. Na njej bodo med drugimi sodelovale:

- **Madi Sharma**, European Economic and Social Committee,
- **Annika Elias**, predsednica CEC in Ledarna,
- **Allyson Zimmermann**, od 1. 11. 2014 dalje direktorica The Catalyst Europe,
- **dr. Sarah Rutherford**, VB, raziskovalka na področju enakopravnosti spolov,
- **Simona Parvani**, Global CIO, Wealth - HSBC Asset Management,
- **dr. Anja Kopač Mrak**, ministrica RS za delo, družino in socialne zadeve
- **mag. Andreja Kodrin**, Global Challenge



NLB Vita: Na vodstvenih pozicijah 62,5 % managerk

Priznanje managerkam prijazno podjetje, ki ga podeljuje Sekcija managerk pri Združenju Manager, je za leto 2014 prejela družba NLB Vita, d.d. V NLB Viti zagovarjajo načelo enakosti, zato spodbujajo razvoj vseh zaposlenih, ne glede na spol. Danes v podjetju med zaposlenimi s 73 odstotki prevladujejo ženske, kar se odraža tudi na vodilnih mestih – v NLB Viti ta mesta zaseda 62,5 odstotkov managerk. Upravo vodita dve managerki, mag. Barbara Smolnikar, predsednica uprave, in mag. Irena Prelog, članica uprave, širše poslovanje pa je uravnoteženo, saj polovico predstavljajo tudi managerji. Podjetje je v zadnjih petih letih zabeležilo 40-odstotno rast prihodkov in kar 486-odstotno rast čistega dobička. Oglejte ali preberite si več. ■

Odgovorite in soodločajte!

Projektna partnerja izvajata raziskavo o ženskah in moških na managerskih položajih – k izpolnjevanju vprašalnika vabimo kadrovske službe. Z anketo bi radi ugotovili, kakšno je stanje pri nas, ali obstajajo kakšne ovire, in če da, katere so tiste, ki enemu ali drugemu spolu onemogočajo dostop do managerskih položajev. Rezultati ankete bodo služili tudi kot izhodišče za pogajanja z drugimi državami članicami EU. Trenutno je namreč v pripravi evropska zakonodaja, ki bo posegla na to področje. Vprašalnik izpolnite do 5. novembra. Odgovorite in soodločajte! ■

Lifting women up lifts up our economy and lifts up our country... We've got to make sure that somebody is standing up for them. (Predsednik Združenih držav Amerike Barack Obama, 2014 – HeForShe).



HeForShe je svetovno solidarnostno gibanje za enakost spolov, ki spodbuja moške k aktivnejšemu zagovorništvu enakosti spolov. V Sloveniji imamo trenutno 101 podpisnika.

V Sloveniji imamo nov spletni medij – **Spol.si**, ki se družbeno angažirano osredotoča na teme, povezane s spolom. Prebrskajte za več.



6. november (Murska Sobota) – delavnica o komuniciranju z mediji (za ženske) v okviru projekta Meta Dekleta: kako učinkovito komunicirati z mediji in kako izgleda novodobno snovanje zagovorniških kampanj.

13. in 14. november 2014 (Kongresni center Brdo pri Kranju) – konferenca Ženske 20 let po Pekingu: kaj je bilo v zadnjih dvajsetih letih storjenega in uresničnega na področju enakosti spolov v Sloveniji, kakšno je stanje danes ter kakšni so izzivi za prihodnost.