



# Vključi.vse

Revija za enake možnosti v vodenju.

Januar  
2015  
13

Poiščimo  
rešitve  
za bolj  
uravnoteženo  
družbo.



Foto: Johan Oedmann

Nils Daag, švedski  
veleposlanik za  
Slovenijo

## Enakost spolov – švedski pristop

Vprašanje enakosti spolov ima na Švedskem že dolgo zgodovino in je izjemno pomembna tema v našem političnem življenju. Danes med vsemi političnimi entitetami velja, da je enakost bistvena za trajnostni razvoj države, še posebej ko govorimo o vključenosti žensk na trgu delovne sile.

Ženske in moški morajo imeti enako možnost oblikovati tako družbo kot tudi svoje življenje. Čeprav smo prehodili že dolgo pot, Švedska še ni dosegla te točke. Naše ambicije za doseganje enakomerne zastopanosti spolov so visoke. Zavedanje o tej problematiki pa želimo povzdigniti tudi v drugih državah. Zato bo švedsko veleposlaništvo omogočilo razstavo dokumentarnih fotografij 'Life Puzzle' v Ljubljani, ki bo del mednarodne konference Združenja Manager z naslovom Lepotica in zver: Ne podcenjujte moči talentov. Razstava predstavlja švedski pristop k politiki enakosti spolov ter družinski politiki. Naš cilj pa je prispevati h konstruktivni razpravi, deliti tako dobre kot slabe izkušnje in skozi odprti dialog poiskati rešitve za bolj uravnoteženo družbo. ■

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■ **Mag. Natalie C. Postružnik:** Katero podjetje se brani za 41 % višjemu dobičku? Ko govori matematika, morajo pasti ovire za napredovanje najboljših (moških in žensk). Učimo se od tistih, ki so te lekcije že osvojili.

■ **Helena Krištofelc:** Zaposleni se razlikujemo ne samo po spolu, temveč tudi po vedenju, vrednotah in drugih osebnostnih lastnostih, zato smo v Petrolu z veseljem pristopili k sodelovanju v projektu Vključi.Vse.

■ **Mag. Gordana Tekavčič:** Vprašanje je, če delodajalci uporabljajo orodja, s katerimi lažje prepoznavajo dodano vrednost, ki jo ženske predstavljamo podjetjem. Moj odgovor je: še vedno premalo.

29. januar 2015:  
Januarsko srečanje  
Združenja Manager

JANUAR · JANUARY · JANVIE

DON · THU JEU · DON	FRE · FRI VEN · VRI	SAM · SAT SAM · ZAT	SON · SUN DIM · ZON	MON · MON LUN · MAA	DIE · DI MAR ·
1	2	3	4	5	6
15	16	17	18	19	20
29	30	31			

5. in 6. februar 2015:  
Mednarodna konferenca  
Lepotica in zver: [Prijavite se!](#)

· FÉVRIER · FEBRUARI

MON · MON LUN · MAA	DIE · TUE MAR · DIN	MIT · WED MER · WOE	DON · THU JEU · DON	FRE · FRI VEN · VRI	SAT · SAM ZAT · ZON
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“  
ZAKAJ ženske  
v podjetjih  
NE DOSEGAJO  
visokih POLOŽAJEV?  
KER IMAJO  
prenizke pete.  
”

# "Spremembe se ne zgodijo spontano. Lahko pa voditelji ukrepajo."

Intervju z Allyson Zimmermann, izvršno direktorico v The Catalyst Europe, vodilni neprofitni globalni organizaciji s ciljem širjenja možnosti za ženske.

TEKST: ANISA FAGANELJ



Foto: osebni arhiv

If organizations want to minimize gender disparities, they need to enable women and men to make behavioral changes.

Allyson Zimmermann ima od leta 2007, ko se je v organizaciji Catalyst zaposlila kot svetovalka za komunikacije, ključno vlogo pri vodenju in usmerjanju organizacije. Slednja se po njenih besedah zavezuje k oblikovanju bolj vključujočih delovnih mest, kjer lahko vsi zaposleni uspejo. Njihovo poslanstvo je ozaveščanje podjetij o tem, kako različnost koristi globalnim podjetjem, in daje napotke, kako naj sprožijo spremembo.

Življenje in delo v petih različnih državah jo je obogatilo z globalnimi izkušnjami, ki jih ponuja članom Catalista. Ima ameriško in švicarsko državljanstvo, trenutno pa živi na Škotskem. Prisluhnili ji boste lahko tudi na februarški konferenci "Beauty and the Beast" v Ljubljani.

**What are the benefits of including a larger number of women in the decision-making process?**

We know from Catalyst research and

other studies that companies with more women in top leadership positions, on average, far outperform those with fewer, companies with more women board directors are more likely to have more women corporate officers five years on, and that companies with more women in senior leadership positions practice more corporate philanthropy.

**If an organization's leadership doesn't reflect its marketplace and customers, it will not be able to compete in the global economy.**

Women today, according to the Boston Consulting Group, control \$20 trillion in worldwide global consumer spending. The more an organization's workforce mirrors its markets, the more likely it is to understand consumer needs and build relationships that deliver long-term value.

Diverse teams think differently and are more innovative and more creative in solving problems. In today's economy this can be the difference ➤

It's time to make a change. This is not a question of gender. It's about getting the most talented people to the table.

between a company having or not having the competitive edge in its industry.

### **What are the challenges and opportunities faced by women who are in leading positions?**

Progress to achieve gender diversity in leadership has been painfully slow and it can't be solely explained by women having children and leaving the workforce. We also know from our research that this has nothing to do with women's choices. Women encounter a number of barriers that prevent them from advancing in the workplace including: gender bias and stereotyping, a lack of role models, fewer hot jobs (mission critical roles/projects), too few mentors and sponsors, and exclusion from informal networks.

A cultural change is needed in companies. At the present time there is unequal access for men and women (we have seen this through our research) so a deliberate strategy is needed. Organizations also need to introduce more agile/flexible workplaces. We know from Catalyst research that women who worked at companies which do not offer flexible work arrangements were twice as likely as men to downsize their career aspirations (57% of women compared to 28% of men have downsized their aspirations). What can we expect this does to a company's talent pool?

### **What mistakes are made when performing "diversity and inclusion"?**

To accelerate change, we need to stop treating gender as if it were a woman's burden and think of it as a talent issue.

Companies with more women in top leadership positions, on average, far outperform those with fewer.

If organizations want to minimize gender disparities, they need to enable women and men to make behavioral changes. And most importantly, organizations must enlist both women and men to work together as allies in changing the organizational norms and structures that perpetuate gender gaps.

Men are the predominant power group in the workplace and without their buy-in, change will be slow. Catalyst's Engaging Men research has found that before men would support initiatives to end gender disparity they needed to recognize that inequality exists and the most important aspect in this was appealing to men's sense of fair play. We also found that a rise in men's sense of fair play more than triples the likelihood that they will actively champion company diversity efforts.

### **What do you prefer: mentoring or sponsorship? And why?**

According to Catalyst research, a mentor is usually someone who provides career direction and advice, helps to identify opportunities, and offers feedback and support. A sponsor is an ally, someone with influence in your current company who will advocate for you at the decision-making table when it comes to staffing large, highly visible projects, international assignments, and advancement decisions, and who has the power to effect change.

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.

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

discussion – you need a sponsor AND a mentor.

### **What is your vision for the future? With more women on the decision making positions?**

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 – they would say 'give it time' and believed that the best and brightest would rise to the top. 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.

### **Concluding thoughts.**

It's time to make a change. This is not a question of gender. It's about getting the most talented people to the table. We're calling on leaders to disrupt their status quo and to cast their net wider into the talent pool or risk being left behind. More. ■

Tom Falk, the 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."

Mentorska mreža za managerke  
Konec januarja bo Združenje Manager odprlo razpis za sodelovanje v mentorski mreži managerk. Prijavite se na spletni strani Združenja Manager!

# Beauty and the Beast: Don't Underestimate the Power of the Talents\*

**\*Lepotica in zver: Ne podcenjujte moči talentov.**

5. in 6. februar 2015

Grand Hotel Union, Ljubljana

**Z**druženje Manager je v zavezo za uspešno prihodnost Slovenije 15/2020 zapisalo: želimo večjo konkurenčnost Slovenije. Večjo učinkovitost in dobičkonosnost podjetij. Skozi raziskave MIT, The Catalyst, McKinsey in mnoge druge se manifestira, da se uravnoteženost spolov pozitivno odraža na finančnem rezultatu. Dobiček podjetij je kar za 41 odstotkov

višji v podjetjih, kjer je sestava vodstva po spolu uravnotežena. Zato Združenje Manager izvaja projekt Vključi.vse. In zato bodo na mednarodni konferenci Beauty and the Beast: Don't underestimate the power of the talents, vrhunske predavateljice s področja upravljanja talentov, predstavile najboljše mednarodne prakse. ■ **PROGRAM:**

## February 5th 2015

### WELCOMING SPEECHES – INCLUDE.US.ALL

- 15.00 **Sonja Šmuc**, Managing Director of the Managers' Association of Slovenia (MAS): Welcoming Speech on behalf of Managers' Association
- 15.15 **Dr. Anja Kopač Mrak**, Minister of Labour, Family, Social Affairs and Equal Opportunities: Opening Speech

### POLICIES IN GENDER EQUALITY AND INCLUSION: THE LOOK IN THE MIRROR

- Panelists
- 15.30 – 16.45 **Helene Reardon Bond**, Deputy Director Gender Equality, Inclusion & Communications, Government Equalities Office, UK: Best practice: What can we learn from UK; **Dr. Anja Kopač Mrak**, Minister of Labour, Family, Social Affairs and Equal Opportunities; **Annika Elias**, President of CEC and Ledarna: Practice in Europe – what was learnt and what needs to be done  
15 minutes for your Q and A
- 16.45 – 17.15 Break and Business Speed Networking

### RESULTS AND OUTCOMES: JUST DO IT! BECAUSE THE BOTTOM LINE MATTERS. AND THE REST OF IT AS WELL.

- 17.15 – 18.30 Panelists
- Allyson Zimmermann**, Catalyst Europe, Executive Director: Inclusive Leadership
- Stefan Vavti**, President of the Management Board UniCredit Bank Slovenia
- Simona Paravani-Mellinghoff**: Can women have it all?  
15 minutes for your Q and A
- From 19.00 **Zoran Janković**, Mayor of the Capital City of Slovenia Ljubljana, Reception at the Mayor's Office
- H. E. Nils Saag**, Ambassador, Swedish Embassy: Opening of the Swedish Art Exhibition (Life Puzzle) with the guests round table

*\*The program can be changed.*

## February 6th 2015

- 9.15 Mojca Podržaj, MAS: Morning briefing

### HARD (AND SOFT) FACTS: WHO NEEDS TO BLUSH?

- 9.30 – 10.45 Panelists
- Prof. Aleksandra Kanjuo Mrčela**, University of Ljubljana: Women and man in decision making process in Slovenia – Recent research findings
- Dr. Sarah Rutherford**, Rutherford Associates: Women managers – still travelling in a male world?
- Claudia Ritter**, Sofia Foundation, Communication on inclusion and diversity: L'art pour l'artism?  
15 minutes for your Q and A

- 10.45 – 11.15 Break and Business Speed Networking

### TOOLS: DON'T GIVE ME THE FISH, SHOW ME HOW TO CATCH IT

- 11.15 – 12.30 Panelists
- Sofia Falk**, CEO and Founder of Wiminvest, Best of the best: What we can learn through the Battle of the numbers
- Madi Sharma**, European Economic and Social Committee, Gender equality in Europe and our role in reducing the inequalities. Look at the SMEs
- Sonja Šmuc**, Executive Manager of MAS, MAS MODEL 6  
15 minutes for your Q and A

### THE LOOK INTO THE FUTURE: THE FAIREST OF THEM ALL

- 12.30 – 13.45 Panelists
- Mag. Andreja Kodrin**, ChallengeFuture: Long-term Resilience: Women's strength in the age of turbulences
- Melanie Seier Larsen**, President of Section of Women Managers at MAS, Principal at BCG Slovenia
- Mag. Violeta Bulc**, European Commissioner: Mobility of women – Time to rethink old concepts.  
15 minutes for your Q and A
- 13.45 – 15.00 Lunch: Networking with the representatives of the companies with Model 6 Implementation in Slovenia (Include.all), Guest Speakers and MAS

Prijavite se!

“ZAKAJ so vsi šefi moški? KER SE ŠEFICA čudno sliši.”

Več o govorkah in govoricah na konferenci

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Izdajatelj: Združenje Manager, Dimičeva 13, 1504 Ljubljana. Odgovorna urednica: mag. Natalie C. Postružnik, Nikrmana. Izvršno uredništvo: Mediade d.o.o. Uredništvo: Mojca Podržaj, Anisa Faganelj. Oblikovanje in prelom: Jamaja, Maja Rostohar. Kontakt: natalija.postruznik@zdruzenje-manager.si. E-revijo **Vključi.vse** delno financira Evropska unija iz sredstev Programa PROGRESS (2007–2013). Več informacij je na voljo na <http://ec.europa.eu/progress>. Vsebovane informacije ne odražajo nujno stališč in mnenja Evropske komisije. Vpisano v razvid medijev pod številko 1852. ISSN 2350-6016.