

Foto: osebni arhiv



Kar bom zapisala, je heretično, a tvegam malo provokacije – slednja namreč izziva razmišljanje.

Tonja Blatnik, vodja korporativnega komuniciranja na IEDC-Poslovni šoli Bled

Kompleksno razmišljanje je hudič

(Mlade) ženske se v hipu, ko pridejo na vrh, soočijo z novimi problemi. Zgodovinsko gledano smo zmagale: imamo več moči, več pravic, smo bolj uveljavljene, raziskave kažejo, da nas ima raje celo kapital. A vsaka zmaga ima tudi temno plat in naša ima resnično dvojni obraz. Ženska 'moč nad močmi' je kanal ekskluzivne nege novorojenčkov. Ko ženske prepustimo ta kanal moškimi, se uravnoteži razdelitev dela, a zgodi se več kot to. Zgodi se, da se odrečemo vrednosti. Zgodi se, da se odrečemo zasebni sferi moči, ki je bila vedno v lasti žensk. Zgodi se slaba vest. Opažam jo zlasti pri mladih managerkah. Kako olajšati to razžirajočo zavedanje, da zmoremo biti v vrhu, a s tem nismo pomirjene? Vse varuške in babice so zgolj najboljši substitut, a če ostanemo prave mame, nas moški prehitijo. Kako rešiti to vrzel? Veste, drage moje, prepogosto opažam, da lahko imamo vse, a ne bomo ljubljene. Več. ■

Kaj v resnici dajemo za popotnico svojim hčerkam, ko jim odpiramo pot v vrhove, oziroma bolje: kaj dajemo svojim (pra)vnučkam?

■ **Hedvika Usenik:** Ženske moramo zbrati pogum in kandidirati tudi za najzahtevnejša delovna mesta. Pri tem je potrebno preskočiti mnogo ovir, tudi takih, ki si jih postavljamo same.

■ **Thoraya Al Awadhi:** Do the promotion of other women. This is what women can do for each other!

Letošnje prejemnice priznanja **Artemida** so: **Mavricija Batič**, generalna direktorica Zavoda RS za zaposlovanje; **Ljerka Bizilj**, direktorica Televizije Slovenija; **mag. Violeta Bulc**, evropska komisarka za promet; **Vanja Hrovat**, predsednica uprave Generali zavarovalnice; **Senja Vraber**, direktorica kranjske občinske uprave.

Predstavitev Modela 6 Vključi.Vse na delavnici v okviru hrvaškega projekta **Dismantling the Glass Labyrinth**, 17. junij 2015.



Projekt Vključi.vse smo predstavili na Catalystovi okrogli mizi **o trendih zaposlovanja v prihodnosti** na Dunaju, 17. junija 2015.



"Ženske si moramo medsebojno bolj in bolje pomagati!"

Intervju z Mirello Visser, osrednjo govornico na Forumu Vključi.vse, ki se je 9. junija 2015 odvil v okviru konference Odličnost managerk na Bledu.



Foto: arhiv Združenja Manager

AVTOR: ANISA FAGANELJ

Nizozemka Mirella Visser je, po več letih delovanja na vodilnih mestih finančne hiše ING Group v Aziji, leta 2004 ustanovila Centre for Inclusive Leadership, katerega cilj je razvoj vključujočega vodenja v mednarodnih organizacijah. Visserjeva svetuje številnim mednarodnim podjetjem, nevladnim organizacijam in Evropski komisiji.

Že od začetka svoje kariere je zelo aktivna. Je soustanoviteljica več poslovnih organizacij za ženske, med njimi tudi European Professional Women's Network, ki ji je predsedovala do leta 2010. Je članica nadzornih svetov, neizvršna direktorica, svetovalka (tudi v kabinetu nizozemskega ministra za zunanje zadeve), članica različnih odborov in komisij, med drugim izborne komisije za najboljšo nizozemsko managersko knjigo. Je avtorica nešteto strokovnih prispevkov in treh knjig. Na vprašanje, kako ji vse to uspeva, z nasmehom odgovori: "Biti moraš zares zelo učinkovit in ne sme te biti strah delegirati. Prej se naučiš delegiranja, bolje je!"

What prompted you to support the initiative of including a larger number of women in leading positions and how did it happen?

It all started when I was hired as a management trainee at ING Group, a large international financial service company. I was the first woman that they ever hired for a senior management position.

That was in 1987. At that time I started to wonder where the other women were. When looking around me, there were no other women in the company, at least not in business unit management. That was when I realized how to support the development of women in leadership positions. After five years I started with a project called ING Women's Network and I have been doing that ever since. I strongly believe that women need to work together. If you are the only one or there are just a few in management positions, it is really difficult to make progress.

If you are confident and you know your goals, you will not be distracted by too much jealousy around you.



Why we should have more women in leadership positions?

The right question should be: Why not? If you look at the leadership positions in the world, in politics and in business, there are few women leaders. In the EU there are only four heads of government out of 28, and if you look at the CEO's of big companies there is only 3 % of women, the other 97 % are still men. This is 2015, not the 1900's, when women did not have the same education as men and when they still had not been recognized to have the same intelligence as men.

What can women bring in business that men cannot?

I do not believe that women leadership is very different from men's leadership in general. Women are supposed to be more transformational leaders, but this is a generalization and you always have to look at individuals. So, I firmly believe in a good balance, in a good mix. We need both, women and men, with their strengths and weaknesses, to create a good team and to take the best decisions.

"Companies with a balanced leadership are more successful". What do you think about that?

Some companies, yes. There are a lot of research being done, proving the correlation between having women in senior management positions and the productivity and/or the results of the

WOMEN IN LEADERSHIP POSITIONS WHY

- Equal representation
- Legitimacy of power
- Quality of decision-making
- "Female advantage"
- Talent pool management
- Corporate Social Responsibility
- Economic business case
- Governance
- Innovation
- Ethics

HOW TO BE EFFECTIVE AS A LEADER?

- See yourself as a leader.
- Voice your ambition.
- Develop your toolbox.
- Network strategically.
- Find mentors.
- Go for stretch assignments.
- Become a player.
- Make choices consciously.
- Develop your leadership credo.

company. However, this is a causality that has never been proven. In my opinion, companies that are open to welcome women into their management teams are more open to society and they do understand that 50 % of their customers are women, so they also want to have women at every level of the decision making process. This is why they understand the client better and are more successful.

Are women "under-associated"? Why?

We need to associate more and help each other in a better way. The first speaker at the *Odičnost managerk* conference, Mrs. Thoraya Al Awadhi, addressed the issue of jealousy between women. I think this is our weakness. Jealousy is often the reason for our insecurity and lack of confidence. If you are confident and you know your goals, you will not be distracted by too much jealousy around you. We need to be more confident and more focused on getting an outcome, on connecting and doing something for each other, doing business together. We need to be more proactive in supporting each other.

Your wishes for Europe in 2020?

I wish that there will be at least 40 % of men and 40 % of women at each board, but I do not think that we are going to accomplish that. At least,

I strongly believe that women need to work together. If you are the only one or there are just a few in management positions, it is really difficult to make progress.

not yet. However, I think that now we have created "the momentum" and if we put all of our efforts together, we can really make a big move forward. Now we need legislation at European level. To reach this, we first need a better connection among all women initiatives and work together to influence policy, to take the right steps.

Your final thoughts ...

Why is it so important to have women in decision-making positions, not only as advisors and consultants? Keep in mind: "If you are not at the table, you are on the menu". So, if you are not at the table, where decisions are being made, your interests are not being taken care. That is why we need to be there, at the table, because only then we can take care of our own issues and interests, and those of other women. ■

Zanimivi raziskavi:

- [Promoting Women in Management](#)
- [Women in Top Management in Italy, Latvia, Romania, Spain, UK](#)



Odličnost managerk 2015

14. mednarodne konference Odličnost managerk 2015, ki sta jo 9. junija na IEDC-Poslovni šoli Bled organizirala Planet GV in Združenje Manager, se je udeležilo več kot 110 udeleženk in udeležencev. Slavnostna govornica konference je bila šejka Thoraya Al Awadhi, vodja združenja poslovnih žensk Združenih arabskih emiratov, ki ima 12.000 članic. Al Awadhijeva je z udeleženkami razmišljala o pomenu usklajevanja poklicnega in družinskega življenja ter o povezovanju in podpori žensk v poslu.

V sklopu rubrike Kariera iz strasti, ki jo vodi Sonja Šmuc, sta o svojih kariernih poteh spregovorili dr. Maja Makovec Brenčič, ministrica za izobraževanje, znanost in šport, ter Ana Roš, kuharska mojstrica Hiše Franko. Na okrogli mizi Plačilo za uspešnost managerk in managerjev pa so priznani managerji ter strokovnjaki: Irena Prijović, Enzo Smrekar, Boštjan Škufca Zaveršek, Stefan Vavti in Bojana Zupanič z udeleženci delili svoje izkušnje. Imena prejemnic priznanja Artemida smo objavili na prvi strani. ■

Forum Vključi.Vse/Include.All

V sklopu konference Odličnost managerk se je 9. junija na IEDC-Poslovni šoli Bled odvil Forum Vključi.Vse/Include.all. Na njem so spregovorile zanimive gostje:

Mirella Visser, Centre for Inclusive Leadership, Nizozemska, je z udeleženkami delila ugotovitve zakaj in kako promovirati ženske na vodstvena mesta.



Līga Veca, Society Integration Foundation, Latvija, je pojasnila, kakšno je Orodje za promocijo gospodarske konkurenčnosti in vrednost enakosti, ki so ga razvili v okviru projekta Progress.



Giulia Fedele, Afaemme, Španija, je predstavila izkušnje in izsledke projekta Ženske v srednjem managementu v Italiji, Latviji, Romuniji, Španiji in Veliki Britaniji.



Ana Miruna Bucurescu, German Women Lawyers Association, Nemčija, je zbranim spregovorila o izledkih projekta Evropske delničarke zahtevajo enakost spolov.



Boryana Manolova, Council of Women in Business, Bolgarija, je predstavila, kako in zakaj so ustanovili Bolgarski svet žensk v poslu.



Mag. Natalie C. Postružnik, Nikrmana, Slovenija, je zbranim predstavila šest ukrepov Modela 6 Vključi.Vse in glavne ugotovitve ter zaključke strokovne delovne skupine, ki je ukrepe oblikovala.

