

Vključi.vse

Revija za enake možnosti v vodenju.

Foto: arhiv Zdrženje Manager



*Jose Antonio Morales,
vodja za upravljanje neuspehov,
ustanovitelj in soorganizator
The Fear & Fail Events.*

Uravnoveženost, enakost in podjetništvo

Nedolgo tega je prijateljica na Facebooku objavila: "Vsaka izjemna oseba je feminist." V svojem komentarju na to sem omenil potrebo po uravnoveženosti. Odgovorila je: "... Uravnoveženost bi zamenjala z besedo enakost." Spodbudila me je k premisleku, ki me je pripeljal do ugotovitve, da sta uravnoveženost in enakost dva popolnoma različna koncepta znotraj tega konteksta. Enakost se nanaša na človekove pravice, uravnoveženost pa se sklicuje na primerno uporabo moških in ženskih lastnosti. Podjetništvo je zame zato odlično poslovno okolje za ženske in moške, ki omogoča izkušnjo zadovoljstva, in jih obogati z izkustvi. Kaj pa velike organizacije? Slednje so eno najboljših mest za ustvarjanje notranjega podjetniškega okolja. Celotno kolumno lahko preberete [tukaj](#). ■

Kar imenujemo zlom starega sistema, je razlog za dodajanje pravega pomena besedam družbeno, učinkovito, vpliv, oglaševanje, politika, logično. Je to kolektivni odziv, ki kliče k uravnoveženosti?

■ **Nadya Zhexembayeva:** "Preporod globalnega gospodarstva je vedno težak in ustvarja zmedo. Ali je kdo bolje opremljen za to, da se ukvarja z rojstvom, od ženske?"

■ **Tomaž Bole:** "Svet, v kakršnem smo se znašli, zahteva spremembo vodenja. Intuicija, moralni čut, odgovornost, vztrajnost in zanesljivost so vrednote in vrline voditeljic."

■ **Anita Hrast:** "Ravnovežje zagotavlja zdravje posameznika in podjetja. Zato uspešne organizacije poskrbijo za uravnoveženo zastopanje obeh spolov."

25. in 26. september
Managerski kongres v
Portorožu – **bodite z nami!**

T	2	9	16	23	30
W	3	10	17	24	
T	4	11	18	25	
F	5	12	19	26	
S	6	13	20	27	



V MIK d.o.o. je potekala že druga delavnica v okviru projekta **Include.All**.

30. 9. ob 16. uri:
Predstavitve izsledkov raziskave **Enakost spolov na mestih odločanja v gospodarstvu**, FDV, predavalnica 10.

T	2	9	16	23	30
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T	4	11	18	25	
F	5	12	19	26	

"Med 85- in 100-odstotno moško vodene družbe so sesule globalno ekonomijo. Le kako bi lahko šlo ženskam slabše?"

Pogovor z Marianne Økland, generalno direktorico svetovalnega podjetja Avista

TEKST: ANISA FAGANELJ

V tej in nekaj naslednjih številkah e-mesečnika Vključi.vse vam bomo predstavili intervjuje z izjemnimi ženskami, ki jih prepoznavamo kot sooblikovalke sveta prihodnosti.

Začenjamo z **Marianne Økland**, Norvežanko, ki je v svoji karieri vodila posle v že skoraj vseh velikih skandinavskih bankah ter zavarovalnicah in delala na številnih največjih združitvah ter prevzemih na tem območju. Trenutno je generalna direktorica svetovalnega podjetja Avista in neizvršna direktorica treh podjetij: Islandsbanki Islandija, IDFC India in Scorpio Tankers Inc. Pred tem je bila še članica nadzornega sveta NLB, poleg omenjenih funkcij pa je tudi aktivna zagovornica večje vključenosti žensk na vodilnih mestih. Ko so jo nekoč vprašali, ali je dobro, da je v upravah podjetij več žensk, je odgovorila z zgovornim primerom: med evropskimi državami ima Norveška največje število žensk na pozicijah odločanja, Grčija pa jih ima najmanj ... In pustila presojo novinarju.

To begin with: 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. Like her, I believe that every woman who is successful in whatever walk of life 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.

The benefits of the initiative

According to a study, 75% of US women identify themselves as the primary shopper for their households. It also concludes that women will control 2/3 of the consumer wealth in the 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.

Only a few years ago, Mothercare (UK retailer of mother and baby products) appointed the first woman to its board. This is a chain where 90% of the customers are women. I don't think I have to explain how a woman or two could improve on decision making process on that board....

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, no matter how well designed, is destined to fail without continuous, enthusiastic senior support.

Your vision of Europe in 2030?

Your wishes?

It is pretentious to talk about my vision. However, I would like to experience a society 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".



Foto: Osební arhiv

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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.

As women we also have opportunities to effectuate change by raising our sons to treat women as equals and our daughters to expect to be treated that way. Furthermore, we must set an example to our children through how we share domestic duties and other chores. My partner who also works does half of the housework, which include some excellent cooking and he beats me hands down in bread baking where he regularly scores a perfect 10 whilst I have rarely scored above 7 for my creations.

How is the initiative progressing in Europe? Is it too slow?

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 meaningful representation that will allow them to contribute. Is this really an optimal utilisation of resources? ...

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

I do not want to draw attention to any particular country or company though, 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.

Instead, I would like to draw attention to a number of studies conducted by McKinsey in Paris called "Women Matter". It gives great back-

ground material on how women contribute and which measures are successful in bringing more women into senior business positions.

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 and I could envisage actions such as: Boycotting their products; Lobbying to get large investors such as pension funds (that are, after all, investing your money) to vote down boards lacking diversity; Naming and shaming and Asking questions in parliament (for state owned companies).

'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 also said: "Women are good at making friends and not good at networking. Men are good at networking and not necessarily at making friends." Business is a combination of both networking and friendship, but you cannot make new friends without networking.

To conclude: if we say 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. Your reputation tends to precede you, so if people are positively disposed towards you when they meet or evaluate you, it is easier to get promoted and be allocated the best projects. Več. ■

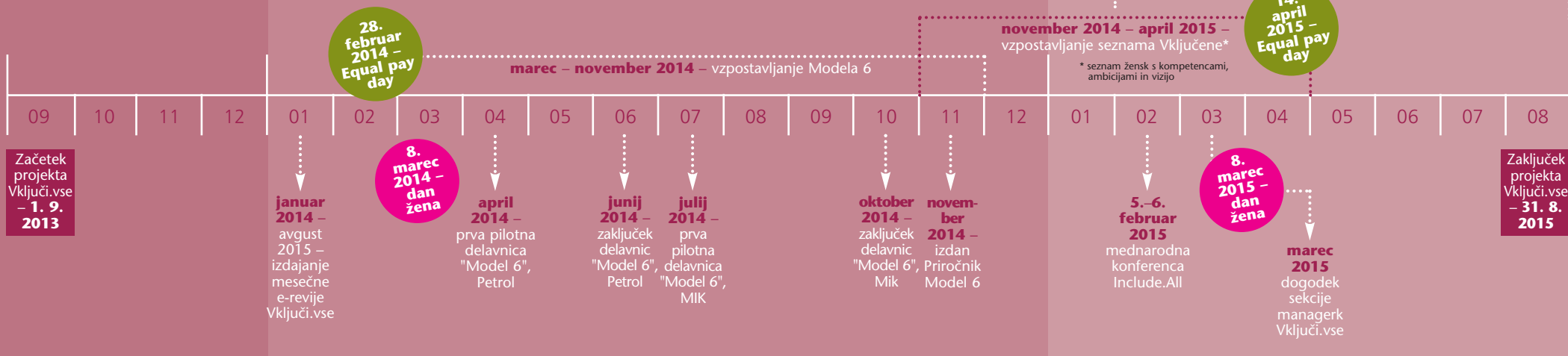


2013

2014

2015

Mejniki projekta Vključi.vse



Uravnoveženo vodstvo za učinkovito ekonomsko odločanje

V Petrolu d. d. – pilotnem podjetju izpeljave Modela 6 (6 ukrepov, ki bodo pomagali podjetjem poiskati in razviti talente z največ potenciala za vodilna in vodstvena mesta ne glede na spol), je strokovna ekipa, ki jo sestavljajo Ksenija Špiler Božič, Bojan Brank, dr. Danijela Brečko in mag. Natalie C. Postružnik, v obdobju med aprilom in junijem 2014 izpeljala tri delavnice, ki se jih je udeležilo preko 35 oseb iz različnih delovnih mest skupine Petrol d. d. Skozi različne metode dela so skupaj z udeleženci pripravili seznam možnih aktivnosti za vpeljavo sledečih ukrepov v poslovanje Petrola: razvoj kompetenc, mentorstvo, sponzorstvo in upravljanje uspešnosti zaposlenih. Delavnice v drugem pilotnem podjetju – Mik d. o. o. – smo začeli izvajati julija, trajale pa bodo do oktobra 2014. ■

Vodja nove dobe je sposoben integrirati ideje, sodelovati in vključevati. To so komponente ženskega tipa voditeljstva. (Raziskava McKinsey, 2010)

DeRC 2014

22. septembra vabljene na panel Ženske v gospodarstvu znotraj Podonavske regije!

MDDSZ organizira razpravo o pomenu uravnovežene zastopanosti žensk in moških na mestih odločanja, o možnih ukrepih za njeno doseglo ter o pomenu vidnosti uspešnih žensk. Pridružite se sogovornem 17. septembra v Nazarjah.

Ženske v 37 odstotkih hitreje kot moški spoznajo svoje dejanje za vredno opravičevanja. Poglejte, zakaj.



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Izdajatelj: Združenje Manager, Dimičeva 13, 1504 Ljubljana. Odgovorna urednica: mag. Natalie C. Postružnik. 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