



ZEIT AKADEMIE

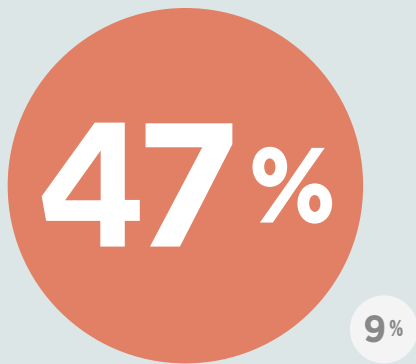
MIXED LEADERSHIP

Taking the lead together

Leading together: Opportunities, cultural change & »New Work«

ARE WOMEN AND MEN IN GERMANY REALLY ENJOYING EQUALITY?

From a legal perspective, yes; but actually they're not. **Some numbers, data and facts**



47 percent of employed women **between 20 and 64 years old** were working part time in 2019. That can only be said of **9 percent** of the men. The main reasons for this were care of children and care-dependent people or other family, respectively personal commitments. (Source: Destatis)



Women earned an average of **4,16** Euro **gross less** per hour in 2020 (unadjusted gender pay gap).
(Source: Destatis)



Just barely every third manager (29,4 percent) was female in 2019, including board members and managing directors as well as executives in trade, production and services.
(Source: Destatis)



In the crisis year 2020 the **share of women with the 30 DAX companies** dropped with **12,8 percent** to the level of 2017.
(Source: AllBright-Stiftung)

IDENTIFYING ADVANTAGES, LEVERAGING OPPORTUNITIES

In this country, women still earn less money on average than men, have fewer opportunities for top positions in companies, and are much more likely to interrupt their careers to look after children, family and household.

The federal government has also recognized that this has to change. They want to campaign for more equality of women and girls. This goal is also included in the United Nations' 2030 Agenda for Sustainable Development and Germany has committed to it. By 2030, the gender pay gap should decrease to a maximum of 10 percent, at least 30 percent of women should sit in the supervisory boards of stock-listed companies, and the German development aid aims to train a third more girls and women worldwide in this decade than in 2015.

So far so good. But why weren't these goals agreed on and implemented much earlier? What has to be done in practice so that equality in Germany is not just a formality, but part of everyday life?

»The advantages for companies are obvious. A study by Boston Consulting states that companies that have diverse management teams have a 9 percent higher profit margin. Well, the results are simply better.«

Fränzi Kühne, Board Member, Entrepreneur, Author



Photo: Tom Wagner

»WE CANNOT BE SATISFIED
IF 90 PERCENT OF GERMAN
BOARD MEMBERS ARE MEN.«

WHO IS LEADING THE FIELD IN GERMANY?

Christian Berg, Managing Director
of the AllBright Foundation

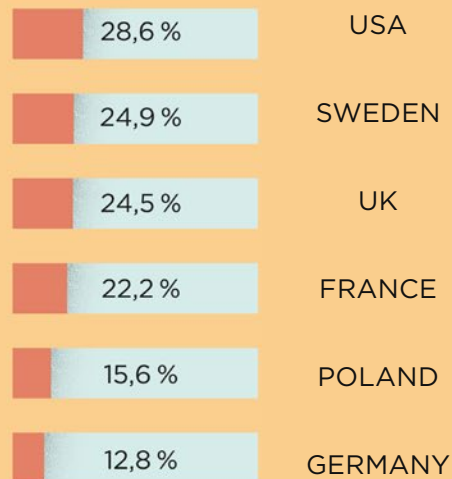


90 percent of the top executives in Germany are men. Their average age is 53 years, their names are Thomas or Michael, they originate from western Germany and have studied economics or engineering. And every year men of the exact same type are appointed to the board of directors. They don't contradict each other, they have the same ideas about performance and qualifications. Thomas recruits Thomas in an endless Thomas cycle. And that is a problem, not only for women but particularly for companies and for men, too.

There are many international studies that show that mixed management teams make companies more profitable, more innovative and more attractive to applicants. This is proven for example by the study [»The Mix That Matters: Innovation Through Diversity«](#) of the Boston Consulting Group and the Technical University of Munich. Germany needs a change of mindset; it needs different expectations and ideas of qualifications and performances. Stereotypical gender roles and the associated expectations that still prevail in this country must be questioned and resolved. Everyone can personally contribute to ending inequality. The problem is solvable.

INTERNATIONAL COMPARISON

Share of women on the executive boards of each of the
30 leading companies in the country



GERMAN BOARDS HAVE A COMPARATIVELY SMALL SHARE OF WOMEN.

Sweden, Christian Berg's homeland, does better. He knows that it takes time for women to be equal in leadership – and that it is possible.

Nationale Indizes: Dow Jones, OMX 30, FTSE, CAC 40, WIG 30, DAX 30

INFLUENTIAL VOICES: STRONGER TOGETHER

»The fact is that 50 percent of the population are women. So I think a participation is just completely natural. And it is also very valuable for companies if they have diversity and not just gender diversity in supervisory or management committees because women bring a different perspective in decision-making and problem-solving. And it's always good to have different perspectives to solve problems.«

Simone Menne, Multi-Supervisory Board Member, Entrepreneur



Photo: Jürgen Mai

»IT'S NOT ENOUGH TO SIMPLY
CHANGE EXTERNAL PROCESSES
AND STRUCTURES.
TRANSFORMATION IS A FAR
MORE COMPREHENSIVE PROCESS.«

COMPETENCE-BASED LEADERSHIP

Dr. Joana Breidenbach, Social Entrepreneur and Author



It requires new structures, processes, management models and organizations that both take people's needs seriously and act economically successful. Because the gap between the existing corporate structures and the wishes and requirements of many employees, especially many women, is increasing.

In business you can see how rigid structures, hierarchies and role descriptions are being dissolved and replaced by new, agile, and much more flexible structures and processes. Leadership can be distributed throughout the entire company: Decisions are no longer only made at top level, but all employees are responsible for leadership depending on their task and competence. The term »New Work« is on everyone's lips.

The question of the role of women in these transformation processes is important. However, not because of their biological sex because every person has parts in themselves that are generally considered to be more male or more female. Management positions need a far more diverse mix of attitudes, values and interests. A mix of the more masculine connotations such as goal-orientation and actionism on the one hand, and the more feminine attributes such as the ability to relate, multiperspectivity and intuition on the other hand. And both men and women have the necessary competencies for the new world of work.

HOW DIVERS IS YOUR COMPANY?

This is how it works:

- 1** Assess the diversity in your team. To do this, rate various dimensions with 1 to 5 points. The more diverse a dimension in your team, meaning the more different the people are (the skills, the opinions) the more points you assign.
- 2** Question the relevance of the dimensions. What skills and qualities do you need in your team? And which ones are important for your customers? Evaluate again according to the same scheme: the more relevant the more points.
- 3** Now isolate those dimensions that are highly relevant. These aspects should definitely be taken into account when selecting and developing staff. And now take a look: Are all persons who are relevant for your team and your customers represented in your team? Or can you become even more diverse?

DIVERSITY CHECK

Dimension	How divers are we?	How important is it for our team?	How important is it for our customers?
Gender	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Age	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Ethnicity	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Social background	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Family status	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Languages	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Education	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Geographical location	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Work experience	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Work style	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
Communication Skills	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
	○ ○ ○ ○ ○	○ ○ ○ ○ ○	○ ○ ○ ○ ○
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