



*Europe*

TASKFORCE  
LEADERSHIP & LIFELONG LEARNING

**EUROPEAN WORK SHOP**

TRIESTE - ITALY

1<sup>st</sup> - 3<sup>rd</sup> april 2016



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## PREFAZIONE

Dal 1 al 3 aprile 2016 si è svolto a Trieste (e per la prima volta in Italia) un workshop europeo della Task Force "Leadership e formazione permanente" della Business & Professional Women Federation. La BPW è l'associazione femminile più influente al mondo, con 85 anni di attività, sedi in 95 paesi e più di 11.000 socie solo in Italia nella Federazione Italiana Donne Arti Professioni e Affari, affiliata alla BPW International. Ha delle rappresentanze permanenti all'ONU, nel Consiglio d'Europa, nella Lobby Europea delle donne, collabora con la Commissione Europea, con l'Organizzazione Internazionale del Lavoro e con l'UNESCO.

In questi due giorni, relatrici di altissimo profilo provenienti da diversi paesi europei hanno presentato le best practice nella formazione continua in Finlandia, Germania, Svizzera e Italia, un nuovo Programma di potenziamento personale e un nuovo programma di Leadership. Hanno, inoltre, approfondito importanti tematiche quali l'intelligenza e l'apprendimento emotivi, la gestione dei pregiudizi inconsci nella leadership e la leadership laterale. Quest'ultima è diventata molto rilevante nel nuovo sistema di lavoro 2.0, che grazie alle tecnologie e alle nuove forme di comunicazione immediata (mobile, social, ecc.) vede le organizzazioni sempre più "flat", con una minore gerarchia verticale.

**Master** ha voluto essere il main sponsor di questo importante evento poiché crede nella formazione permanente e nello sviluppo delle risorse interne. Queste, infatti, hanno un ruolo sempre più centrale nella crescita delle imprese, in quanto concorrono a un aumento di competitività e di leadership.

In questo contesto, Master si propone di accompagnare le aziende durante tutte le fasi del loro percorso di sviluppo, dall'individuazione dei fabbisogni specifici e degli obiettivi di miglioramento, alla valutazione dell'impatto della consulenza sull'organizzazione, aiutando l'imprenditore a cogliere nuove opportunità di crescita. Propone una consulenza di processo, che individua i bisogni aziendali rispetto agli obiettivi che l'impresa si è posta, creando un progetto di sviluppo dell'azienda che dia risposte efficaci alle necessità individuate attraverso una specifica indagine. Master, inoltre, dà supporto nella gestione dei processi di crescita e valuta il reale impatto che questi percorsi hanno avuto sulla vita quotidiana dell'impresa. La scommessa più importante da vincere per un'azienda che è protesa al proprio miglioramento è, infatti, quella di attivare azioni che producano un aumento delle competenze, poiché sono queste a generare il cambiamento, traducendo le visioni strategiche in azioni concrete.

Se un'impresa ha come obiettivo l'internazionalizzazione, Master la aiuterà a concretizzare la sua visione, traducendo la strategia in azione da un punto di vista qualitativo, quantitativo e temporale, andando ad individuare le risorse interne già presenti e confacenti all'obiettivo e quelle che invece bisogna creare, rafforzare o trovare. La consulenza di tipo manageriale è quindi ormai una scelta obbligata, perché oggi il management ha bisogno di competenze che aiutino a saper leggere con tempestività i cambiamenti in atto e ad adattare l'organizzazione in funzione di tali mutamenti e la consulenza diventa quindi strumento facilitatore di questi processi.

Master è, inoltre, impegnata nell'attivazione di molteplici collaborazioni con realtà del territorio, con l'obiettivo di connettere le imprese e aiutarle ad innovare i processi aziendali. Oltre la sua sede centrale a Venezia Mestre, ha infatti delle unità operative a Verona, Trieste, Rimini e Trento.

L'evento organizzato dalla BPW si è inserito all'interno dell'iniziativa **Naetfor**, di cui Master è promotrice.

**Naetfor** è una rete di imprese, enti e associazioni che costituisce una piattaforma di comunicazione che affianca e mette in relazione i soggetti aderenti, valorizzando i loro progetti di sviluppo aziendale.

[www.masterfor.it](http://www.masterfor.it)



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## INTRODUZIONE

**La Task Force internazionale “Leadership e formazione continua” della BPW** è specializzata in programmi di potenziamento delle competenze per le proprie socie ed è composta da docenti universitarie e libere professioniste che si occupano di formazione manageriale. La task Force si occupa del P.E.P. (Personal Empowerment Program) e del nuovo programma di leadership, organizzando momenti formativi, convegni, workshop, comunicando le buone prassi tra i diversi paesi. Lo scopo istitutivo è quello di sostenere le socie nella loro vita professionale e implementare il motto internazionale: “Fare la differenza attraverso la leadership e l’azione”.

Nel workshop di Trieste, il “parterre de reines” era senza precedenti: la Presidente internazionale della Task Force e già Presidente internazionale della BPW Antoinette Ruegg, la Presidente Europea della Task Force Conny Montague, la Presidente nazionale Pia Petrucci, la Presidente del Distretto Nord Est Italia Dora Paronuzzi ed Elisabetta Gregoric (componente della Task Force e organizzatrice del workshop).

Le relatrici hanno trattato tematiche molto attuali ed interessanti quali: l’ intelligenza e l’apprendimento emotivi, le chiavi di lettura dei comportamenti di genere, la gestione dei pregiudizi inconsci nella leadership, la leadership laterale e la leadership nell’associazionismo. Hanno portato nuovi format di training, esempi di best practice in Italia e presentato progetti organizzati tra la BPW tedesca e la General Electric sulla diversità di genere nel management.

Questo meeting europeo ha dimostrato l’impegno della BPW nel miglioramento costante del Diversity Management, ovvero la nuova strategia di gestione delle risorse umane, che consente alle organizzazioni di ottenere vantaggi competitivi attraverso la valorizzazione delle diversità individuali di genere e di cultura. A questo proposito, va ricordato come l’applicazione in Italia della Legge Golfo-Mosca (che impone la presenza femminile nei CdA delle società quotate in borsa e delle aziende pubbliche) stia diventando un esempio in Europa. Le prime valutazioni degli effetti di questa legge, mostrano che non solo il numero di donne in posizioni di vertice è aumentato, ma anche che la governance delle società è migliorata. Al termine dei lavori Giulia Bernardi (gemmologa e cofondatrice della gioielleria Bernardi & Borghesi di Trieste, socia della Sezione Tergeste Venezia Giulia) ha omaggiato le ospiti con delle meravigliose pietre dure.

In questo contesto è stata consegnata la pergamena come Socia Honoris Causa della BPW Italy a Barbara Franchin, a testimonianza della sua autentica leadership, conosciuta in tutto il mondo come anima ideatrice e direttrice di International Talent Support ([www.itsweb.org](http://www.itsweb.org))

Per facilitare i lettori italiani, le relazioni sono state sinteticamente tradotte qui di seguito e riportate integralmente in inglese nella seconda parte della pubblicazione.

# 1. SINTESI IN ITALIANO DEGLI INTERVENTI

Hanno aperto il workshop con i saluti le seguenti autorità BPW: la Presidente della Task Force europea "Leadership e formazione permanente" Conny Montague, la Presidente internazionale della Task Force Antoinette Ruegg, la Presidente della BPW italiana Pia Petrucci, la Presidente del Distretto Nord Est Italia Dora Paronuzzi, la componente italiana della Task force Elisabetta Gregoric.

**La Presidente italiana**, l'architetto **Pia Petrucci**, ha dato il benvenuto a tutte le autorità presenti, alle componenti della Task Force e alle partecipanti del workshop, comunicando il focus del suo biennio di presidenza su: il mentoring, l'imprenditoria e la comunicazione per creare un circolo virtuoso "win-win".

**La Presidente del Distretto Nord Est**, la manager **Dora Paronuzzi**, ha ringraziato per l'invito e per l'organizzazione di questo importante evento europeo, che si inserisce perfettamente nella tematica internazionale "Fare la differenza attraverso la leadership e l'azione".

**Bettina Giordani, Responsabile della Comunicazione della BPW italiana**, ha portato la sua esperienza nell'ambito della leadership laterale. Nella costituzione di un team formato da sette rappresentanti dei Distretti ha appreso che è essenziale avere una chiara lista di competenze richieste e obiettivi da raggiungere, comunicare la mission e la vision al team e, trattandosi di volontariato, capire qual è l'elemento più importante per le componenti del team (es. un ruolo rilevante o il riconoscimento sociale) ed infine essere gentili ma ferme. Come leader laterale è necessario, infatti, avere molta energia positiva e molta autostima. Einstein diceva: "Se vuoi avere una vita felice, collegala ad un obiettivo, non alle persone o alle cose".

**Conny Montague, Presidente della Task Force europea sulla Leadership e la formazione permanente** ed esperta formatrice di manager di grandi aziende, ha aperto i lavori partendo da un concetto molto interessante quale la gestione dei **pregiudizi inconsci**.

In base al Dizionario di Cambridge, un pregiudizio è "*l'azione di sostenere o di opporsi in modo sleale ad una particolare persona, perché influenzati dal proprio giudizio personale*". Anche la c.d. "prima impressione" è una sorta di stereotipo poiché tutti giudichiamo molto velocemente le persone al primo incontro. Se ci fanno una prima buona impressione avranno un' immediata facilità a relazionarsi con noi e viceversa.

In un test della Implicit Association il 76% dei partecipanti ha associato il termine maschio con "carriera", femmina con "famiglia" e il 70% ha associato uomo con "scienza" e donna con "arte".

Nel mondo del business e della leadership gli uomini sono giudicati in base al loro "potenziale", mentre le donne sui "risultati e l'impegno".

Gli studi sui pregiudizi di genere confermano, purtroppo, gli stereotipi derivanti dalla prima impressione:

- a. le orchestre che chiedono ai candidati di suonare dietro ad una tenda per non essere influenzati
- b. per i curricula inviati con il nome cambiato al maschile o al femminile si assiste al 79% di assunzioni al maschile e il 49% al femminile
- c. le madri dei maschi che sovrastimano le capacità dei figli maschi e sottovalutano quelle delle figlie

Il risultato è sempre una mancanza di opportunità.

A parte le considerazioni sui diversi sistemi giuridici del lavoro nei diversi paesi, ci sono degli aspetti etici e manageriali comuni:

1. i team misti sono più innovativi e produttivi e soddisfano meglio i bisogni dei clienti
2. il gap dei talenti ha bisogno di essere colmato
3. lo sviluppo demografico può essere gestito meglio con più donne nella forza lavoro
4. l'immagine pubblica e la reputazione di un'azienda, così come quella dei dipendenti
5. gli investitori e gli stakeholders delle aziende chiedono sempre di più la diversità
6. un ambiente complesso richiede una risposta complessa
7. la diversità è un vantaggio competitivo

In merito alla risicata presenza delle donne in posizioni rilevanti esistono diverse teorie.

Una di queste afferma che non ci sono abbastanza donne in grado di occupare queste posizioni, anche se in realtà ci sono più donne laureate che uomini. La motivazione che viene data è che alle donne mancano alcune qualità per occupare posizioni di leadership, perché sono troppo sensibili, hanno poca autostima e vogliono aver un buon rapporto con i colleghi. Diverse recenti ricerche hanno dimostrato che i pregiudizi inconsci e gli stereotipi sono le maggiori ragioni perché le donne non raggiungono posizioni di leader.

A causa di essi:

- lo stesso comportamento
- lo stesso approccio al problema
- la stessa qualifica e competenza
- la stessa performance
- la stessa opinione

non sono sempre valutati, considerati e riconosciuti allo stesso modo.

Gli stereotipi sono "scorciatoie" che ci possono aiutare a gestire la complessità del mondo e possono essere utili come norme sociali collettive, ma non devono essere applicate agli individui.

Per evitare i pregiudizi possono essere utilizzate alcune piccole strategie:

Focalizzare le persone

- riconoscere i propri pregiudizi
- comportarsi in modo inclusivo e adottare la prospettiva di un altro gruppo
- aumentare i contatti con altri gruppi
- guardare le caratteristiche delle altre persone invece che in base ai propri stereotipi

I leaders possono giocare un ruolo importante nello scoprire i pregiudizi nascosti.

Nel concetto più vasto, ognuno di noi può essere un leader, un opinion leader, un modello, un team leader, una mamma, ecc.

Pertanto:

- io posso cambiare il mio comportamento
- tu puoi cambiare il tuo comportamento
- tutte le socie della BPW possono cambiare il loro comportamento

Conclusione

Dove e come le donne si boicottano la carriera?

Semplicemente non lo fanno: lo fanno gli stereotipi. Lo fanno le organizzazioni che hanno pregiudizi.

Gli stereotipi rendono difficile alle donne diventare dei leader.

Come possono i leader aiutare a superare gli ostacoli e le sfide?

Eliminando i pregiudizi e quelli della propria organizzazione

\* Uscire a pranzo, socializzare, focalizzarsi sulle persone

\* Dimostrare interesse e fare domande sulle diversità, essere impegnati

\* Non chiedere di "aggiustare" le donne, ma fare in modo che la propria organizzazione sia scevra da pregiudizi, curi i talenti e sia un'organizzazione ispirata.

Per approfondimenti:

<https://implicit.harvard.edu/implicit/>

[http://www.pwnparis.net/newsletter/2013-09/post/6\\_lean\\_in\\_settembre.html](http://www.pwnparis.net/newsletter/2013-09/post/6_lean_in_settembre.html)

<https://www.youtube.com/watch?v=Ahg6qcgoay4>

**Elisabetta Gregoric** (Componente della Task Force europea e Presidente della Sezione Tergeste Venezia Giulia) **ha presentato le buone prassi italiane nella formazione permanente**, con l'esperienza italiana del P.E.P. (Personal Empowerment Program), programma internazionale della BPW creato per potenziare le conoscenze e le competenze delle donne in ambito professionale e privato. Grazie al suo ruolo nella Task Force, lo ha portato in Italia adattandolo alle esigenze delle socie italiane. E' stato svolto per la prima volta nel 2014 nel Distretto Nord Est, grazie ad Anna Cargnello (unica P.E.P. trainer certificata in Italia) e alla Presidente distrettuale Gabriella Vaglieri che ha creduto subito in quest'iniziativa. Tra il 2014 e il 2016 sono stati organizzati 7 seminari, ai quali hanno partecipato un centinaio tra socie e simpatizzanti. Aprire le attività formative anche alle simpatizzanti ha lo scopo di far avvicinare nuove potenziali e giovani socie all' Associazione, in modo che ci sia sempre nuova linfa vitale.

Le tematiche trattate nei seminari sono state le seguenti:

- Come raggiungere i propri obiettivi personali e professionali
- Comunicazione, public speaking, leadership e team building
- Marketing, social media e networking
- Time management
- Personal branding

A seguito di un incontro svoltosi a Venezia il 30 ottobre 2014 tra Conny Montague, Elisabetta Gregoric e Anna Cargnello è stato deciso di organizzare il primo workshop europeo a Trieste nell'aprile del 2016.

**Gudrun Weber ha presentato le buone prassi di un programma di sviluppo individuale che tiene dal 2008 all'Università tecnica di Monaco**, con la collega Sabine Gerhard (ambidue socie della Sezione BPW di Monaco, Germania).

I seminari si tengono dal venerdì pomeriggio alla domenica mattina. Alla fine del seminario le docenti chiedono agli studenti di fare un viaggio immaginario su dove si vedono tra 5 e 10 anni. In questo modo sviluppano i loro obiettivi individuali per la loro vita privata e la loro carriera professionale. I partecipanti imparano che è molto importante fare il primo passo nella direzione che hanno scelto entro 72 ore. Dopo 72 ore la docente manda un email agli studenti per sapere se hanno fatto qualcosa per avvicinarsi al loro obiettivo. In questo modo rimangono in contatto con i partecipanti al seminario e li accompagnano verso il raggiungimento dei loro obiettivi personali e professionali.



**Anna Cargnello** (training certificata del P.E.P. della BPW, socia della Sezione Tergeste Venezia Giulia) **ha presentato un nuovo “format” per la formazione**, che ha già utilizzato con successo in Italia.

La creazione di questo nuovo format parte da alcuni presupposti fondamentali che è necessario considerare quando si progetta la formazione, ovvero: la tematica, il target di riferimento e l'utile che si vuole ottenere. E', pertanto, necessario fare un business plan per valutare in via preventiva l'idea, per gestire le risorse che verranno investite e per programmare le azioni organizzative, produttive e commerciali.

Dopo aver individuato un argomento interessante ed innovativo per uno specifico target di possibili partecipanti, aver definito un prezzo giusto ed una strategia di comunicazione vincente, aver scelto un'adeguata sede per il corso e aver preparato un buon materiale didattico, si può presumere che l'attività di formazione possa avere successo.

Ma alle volte tutto questo non basta e le aspettative in merito alla partecipazione vengono deluse. Allora bisogna cercare di capire da cosa può dipendere la scarsa affluenza, anche quando ci sono tutti gli ingredienti giusti per un'attività di successo.

In primis va considerato che molto spesso le persone partecipano a i corsi quando conoscono i relatori, o ne hanno sentito parlare, quindi il personal branding e la strategia di comunicazione sono molto importanti. Altre volte, non sono interessate e molto spesso non hanno tempo, perché non considerano la formazione come un investimento per la loro vita, ma qualcosa da fare quando si ha più tempo a disposizione.

Per convincere e motivare le persone a partecipare ai corsi, bisogna dunque capire quali possano essere i loro veri bisogni, come ad esempio:

- imparare qualcosa
- incontrare persone
- trovare qualcosa di speciale
- fare una nuova esperienza
- passare delle ore piacevoli
- fare networking

Considerato, pertanto, che oggi le persone non vogliono più avere solo un'esperienza alla volta, cosa si può fare per soddisfare questi bisogni? Durante la formazione si potrebbe, ad esempio, lasciare spazio per l'ascolto attivo e per degli esercizi da fare in aula, facilitare la creazione di una rete tra i partecipanti.

Visto che dopo un corso ben riuscito le persone non vogliono andare a casa, ma si fermano a porre domande e a chiacchierare tra di loro, si può offrire un nuovo format, con i seguenti ingredienti:

- 2 o 3 ore di formazione
- seguite da un aperitivo di networking
- in una location piacevole

Per ottenere ciò sono necessari: un giusto target di partecipanti, un'alta qualità nell'erogazione della formazione (nella capacità oratoria, nei contenuti e nel materiale didattico), una bella sede e una comunicazione efficace.

Per concludere, valutando attentamente la congruenza tra i bisogni del target e l'offerta che si propone, le probabilità che il corso attiri molti partecipanti si alzano notevolmente.

Al termine, si possono utilizzare i social media, le pagine web e le newsletter a testimonianza del successo del corso e per pubblicizzare le edizioni successive.

Buona fortuna!

**Ann Wood** (autrice del Programma di Leadership e Past Presidente della Sezione di Ginevra) e **Petya Barraud** (autrice del Programma di Leadership e componente del Comitato di Presidenza della Sezione di Ginevra) e Sabine Schmelzer (Coordinatrice Europea della BPW 2011-2014) **hanno presentato il nuovo programma BPW sulla leadership e come pubblicizzarlo tra le socie.**

Il training è organizzato in due giornate e copre tre tematiche:

- Io come leader
- io e il mio team
- io e la mia organizzazione

Ogni tematica ha diversi moduli, tra i quali:

- come trovare il tuo stile di leadership
- come motivare il team
- come gestire il cambiamento
- la gestione dei conflitti
- il ruolo nei consigli di amministrazione

È un seminario interattivo che combina teoria, esercizi pratici e buone prassi.

I seminari pilota si sono tenuti nel Simposio europeo delle giovani a Tallin nel 2014 e nel 2015 a Monaco.

Il primo seminario completo si è tenuto a Berna in Svizzera nell'ottobre 2015.

Tutte le informazioni sui seminari si trovano nel sito web della sezione di Ginevra e sul sito internazionale.

**Rosemarie Steinhage** (Vice Presidente della BPW tedesca) ha portato l'esempio di un interessante **progetto svolto in Germania tra la BPW tedesca e la General Electrics, che ha coinvolto le donne in carriera che hanno una famiglia.**

Per diversi anni la GE Capital (il dipartimento finanziario della General Electric) ha investito nella diversità. Nel 2012 ha iniziato una campagna per promuovere la diversità in Europa, con un investimento di 300.000 euro in tre anni. Successivamente ha pensato di collaborare con un'organizzazione non governativa (quale appunto la BPW) per iniziare un progetto per promuovere il "diversity management" in un paese europeo. Il progetto iniziale è partito da un annoso problema: quello delle madri che ritornano a lavorare dopo la pausa per maternità. Anche se le compagnie tedesche assumono e investono nelle donne per le posizioni di leader, molte non riescono a raggiungere il "soffitto di cristallo" perché le stesse compagnie non danno una maggiore flessibilità alle madri lavoratrici, quando ritornano in azienda. Questo progetto ha organizzato 18 seminari (da due giornate l'uno) per giovani donne, in un arco temporale di tre anni. I seminari avevano lo scopo di dare supporto alle donne nell'organizzare la loro maternità e fare in modo che ritornassero prima e rimanessero in contatto con l'azienda durante tale periodo. Il presupposto era che le donne che restano in contatto e informate durante la maternità, ricominciano a lavorare da un ottimo punto di ri-partenza.

Le due giornate di seminario erano così suddivise:

1. La prima era focalizzata sul passato, sulle loro competenze ed esperienze.

2. La seconda sul futuro, sui loro obiettivi, sul come raggiungerli, come negoziare uno stipendio, sul proprio network personale che poteva aiutarle e sostenerle.

In due anni (dal 2012 al 2014) 215 donne hanno partecipato a 18 seminari (12 donne per seminario, circa).

La cooperazione tra la BPW tedesca e la GE Capital è continuata nel 2015 con un progetto di un anno, dedicato ai giovani - donne e uomini- con 5 seminari (da due giorni l'uno), a cui hanno partecipato 55 donne e 10 uomini, per un totale di 65 persone.

Da questi incontri è emerso che le giovani generazioni hanno aspettative diverse, danno peso ai loro valori, vogliono conciliare la vita professionale con quella familiare e preferiscono nuove forme di lavoro c.d. "2.0" (sistemi social, mobile, business intelligence, smart work, self employment), il lavoro part-time e culture aziendali "flat", ovvero con poca gerarchia verticale.

**Antoinette Ruegg** (Presidente internazionale della Taskforce e Presidente mondiale della BPW dal 2002 al 2005) è intervenuta nel workshop su tre interessanti tematiche ed ha condiviso con le partecipanti la sua importantissima esperienza internazionale nella BPW.

Le tre presentazioni hanno come focus le competenze di leadership che sono vitali per le donne:

- le chiavi di lettura dei comportamenti di genere
- il volontariato, la cultura democratica, il lavoro retribuito hanno bisogno di competenze di leadership diverse
- diventare PRO attive, ovvero "BPW International Member initiated Taskforces and Projects" (tutte le informazioni sono sul sito internazionale [www.bpw-international.org](http://www.bpw-international.org))

Antoinette ha iniziato il primo dei suoi tre interventi sulla motivazione dell'appartenenza alla BPW, quale l'avanzamento dell'evoluzione sociale per le uguali opportunità tra uomini e donne nella vita professionale. Dal momento che l'evoluzione sociale implica una leadership cosciente, la task force supporta questo concetto. Essere leader all'interno della BPW richiede delle speciali competenze, poichè si tratta di utilizzare regole democratiche in un contesto di volontariato, diverso quindi dall'ambito lavorativo e retribuito.

Qui di seguito vengono analizzati alcuni criteri fondamentali, quali: la motivazione, le priorità, le condizioni di lavoro, le competenze e le dimissioni.

### 1. Motivazione

Nel mondo del lavoro siamo abituati ad essere retribuiti in base alle nostre performance, per un leader i soldi rappresentano potere. Nel mondo del volontariato, invece, le socie lavorano solo in base alla motivazione e quindi le loro competenze e il clima di lavoro devono essere particolarmente favorevoli. Le componenti dei consigli direttivi che desiderano una posizione soltanto per il prestigio, si demotivano facilmente e diventano un problema per l'organizzazione nel suo complesso. E' pertanto di vitale importanza che nella scelta delle candidate si valuti attentamente la loro reale motivazione.

### 2. Priorità

Ogni leader della BPW deve essere cosciente che per le socie e i consigli direttivi, lavorare per l'associazione è al terzo livello delle priorità personali. La prima è la propria professione, la seconda i doveri familiari. E' pertanto necessario un approccio molto flessibile e innovativo nella gestione dei comitati di presidenza.

### 3. Il clima organizzativo

Un buon clima organizzativo ed una gestione del tempo efficiente sono di fondamentale importanza. Lamentarsi degli errori degli altri e ripetere le stesse cose, diventa solo una fonte di distrazione dagli obiettivi da raggiungere.

### 4. Compiti

Le socie e le componenti dei Comitati di Presidenza (o Consigli direttivi) svolgono i loro compiti fino a quando sono motivate. Nel volontariato una leader di successo è una persona capace di “attrarre” le persone che hanno la motivazione giusta per svolgere quanto richiesto.

### 5. Mandato

Quando una persona non ha più la motivazione per svolgere il proprio compito, è preferibile aprirsi ad uno scambio di opinioni e pensare ad una soluzione a lungo termine per il bene dell'associazione.

### 6. Dimissioni

Le dimissioni nell'ambito del volontariato, devono essere trattate con delicatezza. Può succedere, infatti, che una socia accetti un incarico sovrastimando le proprie competenze per poi lamentarsi delle altre socie per le proprie difficoltà e lasci l'incarico a pochi giorni dall'evento. In queste situazioni una leader deve prendersi in carico i compiti (ed eventualmente redistribuirli tra le componenti del Comitato di Presidenza o della Commissione o della Taskforce), poiché introdurre una persona nuova potrebbe costare maggiore tempo ed energia, piuttosto che fare un lavoro in più.

### 7. Cambiamenti

Se nel lavoro i cambiamenti vengono determinati e gestiti dall'alto, nel volontariato devono essere concordati con le volontarie, poiché la nuova funzione deve essere di interesse della persona. Di conseguenza, le associazioni non sono molto flessibili e i cambiamenti hanno spesso bisogno di molto tempo.

### 8. Funzioni che non nessuno vuole

Se nel lavoro si viene compensati con il denaro, le persone fanno qualsiasi tipo di lavoro. Nel volontariato, invece, dove la motivazione è l'unica leva, ci sono compiti che nessuno vuole. Di conseguenza, farli in prima persona può costare meno tempo ed energia, invece di cercare qualcuno che lo faccia.

### 9. Componenti dei Comitati di Presidenza

Se una Presidente non può scegliere le componenti del suo Comitato di Presidenza (o della Commissione o della Task Force) deve conoscere bene la natura umana ed avere competenze psicologiche per gestire il suo team. Lavorare in un gruppo con componenti elette dalle socie (e non scelte dalla Presidente) può essere, infatti, una grande sfida. Si imparano lezioni che non si accetterebbero mai nel mondo lavoro. Molte Presidenti dicono che il loro mandato le ha cambiate come persone. Spesso si sottovaluta l'incarico, ma poi si matura accettando la sfida. La maturità raggiunta dopo l'incarico, è molto più importante di qualsiasi somma di denaro.

### 10. Conflitti

La BPW è un posto meraviglioso dove diventare competenti nella gestione dei conflitti. Nel volontariato le persone tendono a essere più aperte e più oneste e per sentirsi a proprio agio pensano di dover essere oneste con loro stesse, atteggiamento che porta a maggiori conflitti.

### 11. Critiche

Considerato che nel volontariato il lavoro è considerato un regalo che si fa all'associazione, le critiche sono molto difficili da accettare. Pertanto, vanno fatte con molta cautela. La BPW è un posto meraviglioso dove fare pratica nella critica costruttiva.

### Lavorare in una cultura democratica

Molte componenti dei vari Comitati di Presidenza (di una Sezione, un Distretto, un Paese della Bpw, una Commissione o un Task Force) non sono consapevoli che la leadership in una cultura democratica di volontariato, si differenzia moltissimo dal mondo del business: le decisioni vengono prese più lentamente, far girare le informazioni implica molto tempo ed energia, a causa del mandato a termine (due anni per il nazionale, tre anni per l'internazionale) le competenze e le esperienze vengono ignorate.

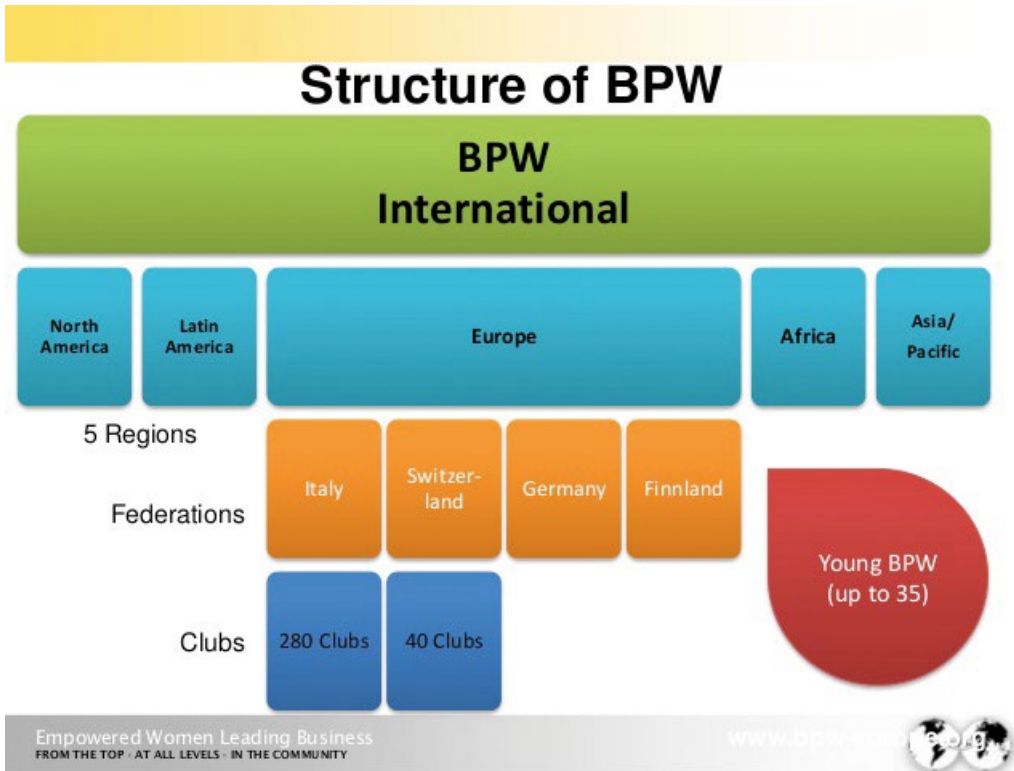
Lavorare con un comitato eletto dalle socie (e quindi non scelto direttamente dalla Presidente) è una grande sfida, poiché il team lavora in modo meno efficace rispetto al mondo del lavoro.

Considerato che il mandato ha una durata specifica (due o tre anni) molte competenze ed esperienze vengono perse alla fine di tale periodo. Questa perdita può essere parzialmente compensata, inserendo le componenti in commissioni o task force. Il nuovo concetto "Member initiated Taskforces and Projects" fa in modo che le persone esperte continuino a lavorare nel loro settore di competenza fino a che ne sono motivate. Con questa strategia l'associazione può contare sull'esperienza delle sue socie.

Considerato che queste importanti differenze non vengono affrontate nei libri di leadership, devono diventare parte di futuri workshop. Una leadership di successo nel volontariato, ha bisogno di molta intelligenza emotiva. Se la manipolazione funziona nel mondo del lavoro, non attecchisce altrettanto nell'associazionismo, soprattutto nel lungo termine.

Una buona esperienza e competenza, flessibilità, rispetto ed empatia sono elementi che portano al successo a lungo termine.

## 2. STRUCTURE OF BPW INTERNATIONAL



### 3. TASK FORCE LEADERSHIP AND LIFELONG LEARNING

The Task Force for Leadership and Lifelong Learning specializes in educational programs for international women developed by experienced international women.

Our interest is to provide BPW members with affordable up-to-date training to support them in their professional life. It is our belief that in addition to changing the political and societal climate for women in business, it is also of vital importance to help them with their further career development and learning.

The Task Force is responsible for the PEP (Personal Empowerment Program) training as well as for the new Leadership Training for Women. Members of the Task Force also give presentations and workshops at various BPW events.

In addition to developing educational programs, our aim is to share experience and best practice in education and training in different countries as well as mutual support. With our work we want to help implement the international motto: "Making a Difference through Leadership and Action."

In the European Task Force we have members in Germany, Italy, France, Estonia.

Here is a list of the active members of the European Task Force:



Conny R Montague

**Chair – BPW European Task Force Leadership and Lifelong Learning**

#### **Professional Experience and Occupation**

Conny runs her own training organization and specializes in developing and marketing intercultural and other business seminars, as well as giving these seminars as a senior trainer. She manages free-lance training staff and runs Train-the-Trainer seminars. She works as an examiner for

the Munich Chamber of Industry and Commerce.

Her clients are large and medium-sized companies with a strong international focus from the sectors of automotive, production and finance, both in Germany and abroad.

She is also a lecturer at the Aalen University for Applied Science where she teaches management and presentation skills to various MBA and MSc courses.

#### **Roles at BPW**

Conny is one of the founding members of her BPW Club in Burghausen and was the Club President for six years. She is a certified PEP Trainer (by BPW/USA in New York) and runs Train-the-Trainer courses for PEP trainers in Europe.

Currently she is the Chair of the BPW Europe Task Force for Leadership and Lifelong Learning and apart from organizing workshops for the team members and giving lectures she is also an author of the BPW Leadership Training for Women.

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Ann Wood  
**BPW Task Force Leadership and Lifelong Learning**

### **Professional Experience and Occupation**

Ann is a leadership development consultant and coach with a focus on personal and group development. She designs and works on leadership programs at business schools in Europe, the U.S., Asia and the Middle East. She also works with individual coaching clients in leadership skills, career and life transitions, and communication and presentation skills.

Founder and director of the company Effective Business Communication, Ann has worked with clients in consumer, business-to-business, high technology, manufacturing, government, non-profit and educational institutions.

### **Roles at BPW**

Ann is one of the founding members of BPW Lake Geneva, the first English-speaking BPW club of the 40 clubs in Switzerland, and was Club President for five years. She was also on the board of the French-speaking BPW Lausanne club for five years.

A member of the BPW Task Force for Leadership and Lifelong Learning, she is a certified PEP Trainer and also an author of the BPW Leadership Training for Women.

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Sabine Küsters  
**BPW Task Force Leadership and Lifelong Learning**

### **Professional Experience and Occupation**

Sabine Küsters is a qualified consultant and trainer for professional and interpersonal communication. She holds a doctoral degree in Biology from Konstanz University. During her career, she gathered experience in pharmaceutical research, product management, sales and business development at international pharma and biotechnology companies. For

many years, Sabine trained and coached US-American and European customers and staff. Since the beginning of 2011, Sabine is a freelance business consultant, facilitator and trainer. She also conducts train-the-trainer courses. Her customers are individuals as well as agencies and larger companies in Biotech and Diagnostics, Finance, Automotive, Consumer Products and more.

### **Roles at BPW**

Since 2007, Sabine is member of the BPW Club Düsseldorf, Germany; and from 2007 until 2014, she was Club President. Sabine chaired the BPW's FrauenErfolgsForum 2016 in Düsseldorf, a 2-day symposium on New Work.

A member of the BPW Task Force for Leadership and Lifelong Learning, she is a certified PEP Trainer and also an author of the BPW Leadership Training for Women.

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Elisabetta Gregoric

### **BPW Task Force Leadership and Lifelong Learning**

#### **Professional Experience and Occupation**

Elisabetta is a manager, Head of the Executive education Department and International Affairs of an Italian consultancy company.

She has a Ph.D in international policy and she has been working for the Council of Europe for ten years, organizing “training for trainers” seminars for civil servants of the Eastern European countries.

She has been a lecturer at the International University Institute for European Studies for several years and she made a research for the Italian Council of Ministers, concerning the enlargement of the European Union. She has been invited by the Washington State Department to hold conferences on the relationship between the enlarged EU and the United States.

She holds conferences in Italy and abroad and her books, concerning the OSCE and the enlargement of the EU, are studied in the Italian universities.

#### **Roles at BPW**

Elisabetta is one of the founding members of her BPW Club Tergeste Venezia Giulia (Trieste, Italy) and she is the Club President for the second time. She has been the Italian referee of the relationship with the international and european BPW Commission.

Currently she is a member of the BPW Europe Task Force for Leadership and Lifelong Learning and the local organizer of the first European Workshop, held in Trieste in april 2016. She is also a BPWI Social Media Ambassador, since july 2016.

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Petya Barraud

#### **Professional Experience and Occupation**

Petya is MA Psychology graduate, personal empowerment and leadership trainer with extensive experience in event organisation and NGO project management and evaluation at national and international level. She has followed a number of postgraduate trainings in general management; solution focused brief therapy; art and group therapy, and psychodrama. In her work she transmits her passion about on-going personal development and life-long learning.

#### **Roles at BPW**

Petya is a member of BPW Lake Geneva, Switzerland. She is a member of the Board, where she spent one year as a Membership Chair and for four years now she has been responsible for finance and treasury.

A member of the BPW Task Force for Leadership and Lifelong Learning, she is a certified PEP Trainer and also an author of the BPW Leadership Training for Women.

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Anna Cargnello  
**BPW Task Force Leadership and Lifelong Learning**

#### **Professional Experience and Occupation**

Anna is the Coordinator of Goethe-Zentrum Triest (Partner of Goethe-Institut) , she is responsible for the coordination of all the activities of the Association, for marketing and internal and external communication and she runs several projects in collaboration with public schools.

Beside she is consultant and trainer for Marketing, Time Management and Communication, and she is professional coach for private and business clients. Her clients are small and medium-sized companies and the Chamber of Industry and Commerce of Triest.

#### **Roles at BPW**

Anna has been a member of BPW since 2012, she is past Vice president and currently Secretary of the Club Tergeste in Triest. She is a certified PEP Trainer and runs PEP Trainings in Italy.

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Elisabeth Liberda  
**BPW Task Force Leadership and Lifelong Learning**

#### **Professional Experience and Occupation**

Working in IT projects as project leader and consultant for big companies since almost 20 years, Elisabeth has always been interested in what makes people work together well and achieving good results. This was how it came that she completed her functional expertise from professional projects with advanced studies in organization, leadership, project management, agile methods and systemic coaching.

#### **Roles at BPW**

Elisabeth is member of the BPW Club in Munich, Germany. She is certified PEP Trainer and contributes to the Leadership Program with a module on “Lateral Leadership”.

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Gudrun Weber

## **BPW Task Force Leadership and Lifelong Learning**

### **Professional Experience and Occupation**

Gudrun runs her own training and fundraising consultancy business "Fundraising-Events-Projekte" in Munich / Germany.

She is Bachelor Professional of Human Resources Management.

She is also a lecturer

- at the Rosenheim University of Applied Sciences/Advanced Technical College where she teaches presentation skills to various MBA and MSc courses

- at the Private Academies for Applied Economics in Stuttgart and Wuerzburg where she teaches all subjects about economics, management, marketing, quality management, HR management, project management.

Her clients in the consultancy business are non-profit organisations who start a new project or foundations and associations in the course of formation.

### **Roles at BPW**

Since 1994, Gudrun has been member of the BPW Club München (Munich), Germany; for 4 years, she was member of the managing board of BPW Club Munich.

She also was part of the founding team for new BPW clubs in Germany as in Regensburg, Augsburg, Nuernberg, Wuerzburg.

With a team of Munich BPW members she was organising several congresses "Erfolg" ("Success") for the BPW Club Munich, a fair with regional exhibitors and a convention with workshops.

Gudrun is a member of the BPW Task Force for Leadership and Lifelong Learning.

Since 2007, she has been a certified PEP Trainer (by BPW/USA in New York).

In 2007 and 2008, she was part of the German delegation at the CSW (Conference on the Status of Women) at the United Nations in New York.

She runs PEP courses in other BPW clubs and PEP Trainings for students and PhD students in MINT subjects at the TUM (Technical University of Munich).

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Rodica Rosu Fridez

## **BPW Task Force Leadership and Lifelong Learning**

### **Professional Experience and Occupation**

Born in Romania, Rodica worked in several East-European countries and has lived in Switzerland for 10 years. She has over 15 years of experience as a learning and development professional in personal and business settings.

In her previous roles as Sales Trainer for a multinational company in Europe then as a Professional Trainer in Switzerland, Rodica has acquired extensive experience in multinational, small & start-up companies, covering training, people management, marketing communications and direct sales.

Within these roles she has successfully designed and delivered tailored training programs in Leadership, Team Management, Sales and Communication Skills.

Her strong desire to apply her knowledge has led Rodica to leave teaching to work as an independent trainer and consultant. With a Masters degree in Human Resources Management and a Bachelor in Communication and Public Relations, she set up and manages SR Communication, specializing in training, marketing communications and consulting.

### **Roles at BPW**

Rodica has joined the BPW Jura (Switzerland) in 2012 and she became certified PEP Trainer for the French speaking part of Switzerland. In 2015 she moved to Lausanne Area and joined the local BPW club. In March 2016 she has been nominated as a member of the Board in the BPW Lausanne club.

Rodica's aim is to inspire others and to get the best out of individuals and teams.

"I want to inspire people. I want someone to look at me and say 'because of you, I didn't give up.'

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Eveline Kaik

### **Professional Experience and Occupation**

#### **Entrepreneur and Business Consultant**

Her targets as a co-founder and senior consultant are to strengthen the future of the companies she has been working for them, the further growth as well as the business continuity. Her skills in relation to interpersonal relations allow acting customer focused as well as result orientated with effective interpersonal skills. She's been working for over 20 years as entrepreneur for different levels and developed her leadership skills as a natural authority, motivator and organizer. In addition to her main work Eveline carried out activities as a business consultant and mentor, also as fitness- and Pilates coach. Eveline lives in Cologne, Germany.

### **Roles at BPW**

As a member of the BPW Club Cologne in Germany Eveline achieved the certification as a PEP trainer. The PEP Training supports women to develop their leadership potential and motivates them to focus and reach their goals. In connection with her empowerment activities Eveline assists the German member of the International Task Force for Mentoring in developing the program for the BPW mentoring program within Germany.

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Diana Manneh

## **BPW Task Force Leadership and Lifelong Learning**

### **Professional Experience and Occupation**

Diana Manneh is the CEO of Agilika consulting and coaching company in France. She is an executive coach specialised in change management and conflict resolution in corporations.

She works with teams in various cultures and languages. She speaks four languages fluently.

“Over the years, I saw a profound need for mentoring leaders in how to effectively overcome the common traps inherent in the layers of corporate management. I assist managers on four levels: personal, relationship, Management and organizational.

Today, I help organizations build the internal competency to manage change effectively through team building and inspired shared vision.

Together with the clients, we find solutions to build their leadership capacity and achieve their goals.

I assist people develop their skills necessary to improve individual and team performance, build a culture of accountability and create lasting and sustainable change.”

### **Roles at BPW**

Diana has been the President of BPW Lyon since 2013. She has participated in the Leadership summit in NY.

She is member of the BPW Task Force and Life Learning. She contributed to inclusions and she is currently translating the content to French.

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Dr. Antoinette Rüegg

## **Chair - BPW international Task Force Leadership and Lifelong Learning**

### **Professional Experience and Occupation**

Antoinette Rüegg has a degree in Biology. For twenty years, she taught biology at a Grammar School and held the post of Head of the Biology Department. She used her skills to focus on learning behaviour and headed for 10 years the Committee ‘Learning Behaviours and Working techniques’ of the Swiss Office for In-service Training of Upper Secondary Teachers. In 1991 she established her own consultancy business.

She made second studies in applied Psychology and specialized in Career Development, Leadership and Emotional Intelligence. From 2007 – 2010 she conducted lectures on gender issues at the University of Fribourg, Switzerland.

### **Roles at BPW**

Former World President of ‘Business and Professional Women International’ (2002-2005).

Former President of ‘Business & Professional Women Switzerland’ (1995-1999)

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## 4. THE TRIESTE WORKSHOP

The Task Force organized a workshop in Trieste, Italy on April 1st-3rd, 2016. The purpose of the workshop was to communicate information on projects and best practices of the clubs on local, national and international levels.

Organized by Conny Montague, Chair European Task Force, Leadership & Lifelong Learning, and hosted by Elisabetta Gregoric and Anna Cargnello, BPW Tergeste Venezia Giulia Club, the workshop allowed the 18 participants to share knowledge as well as reflect on how to move forward with the projects under way.

PEP (Personal Empowerment Program) trainers from Italy, Germany, Switzerland and Finland presented what is being offered in their countries. PEP is a basic leadership skills training for women, and due to its success, an advanced Leadership Training for Women has now been developed. An update was provided at the workshop. The first training has already been held in Bern, and will now be offered on June 4th-5th in Basel and on October 22nd-23rd in Munich.

Dr. Antoinette Ruegg, Past International BPW President, explained what was happening at the international level, including a newly restructured website and "Member-initiated task forces and projects."

Educational sessions were held on "Lateral Leadership," "Managing Unconscious Bias in Leadership" and "Key to Gender Behavior."

The goal of the meeting was – apart from networking and planning further projects- to exchange information on the different topics the participants are working within the framework of the LLL Task Force BPW Europe.

Different ideas and insights were presented e.g.:

- The difference between various leadership trainings on the market
- The importance of incorporating men in some training formats
- How careful evaluation of trainings can be effected
- The reminder that the secret of success are fitting teams
- The challenges of lateral leadership
- Motivating success stories from the MINT field
- The omnipresence and danger of unconscious bias
- How to organize successful trainings

The great potential of the presenters and participants, the vivid discussion and the candid exchange of views made the workshops a very valuable part of the meeting.

As usual, BPW participants were treated to several lovely social activities to get to know each other better, including a gala dinner at the exclusive Yacht Club Adriaco. Finally, a visit to the ITS Archives allowed participants to view the inspirational work of Barbara Franchin, who has established an internationally renowned competition for young fashion designers as well as an archive of their fashion projects.

At the end of the works Giulia Bernardi Borghesi (owner of the jewelry [www.bernardieborghesi.it](http://www.bernardieborghesi.it) and member of the Tergeste Club) offered the guests some wonderful semiprecious stones.

## 5. AUTHORITIES OPENING SPEECHES

### Pia Petrucci - FIDAPA BPW Italy National President

*“Dear Antoniette, dear Conny, dear Elisabetta and Anna, dear Colleagues, I'd like to personally welcome each of you to the BPW Task Force LLL Workshop in Trieste. It's an exciting time for BPW Italy and BPW International as we continue to face new challenges. We grow in same territories and we shrink and other. We have to adapt, remaining always flexible, motivated and responsive to our members needs and our objectives! Our organization is confronting a time of many changes and we're meeting these changes during a time of larger nation-wide and global change. The world of Leadership and Lifelong Learning task force is an exciting area in which to be engaged as you can help us to have the right attitudes and knowledge to address some of these issues. I'm excited to attend this meeting in order to meet and learn from inspired people, to ensure our federation remains at the cutting edge. Let me give you a brief update on where we are today in Italy as federation in regards of leadership and lifelong learning. As you might know I'm in charge as National President since first October 2015 and will stay in charge till 30 September 2017 (two years). I decided to focus on three main areas : Mentoring, Entrepreneurship and Communication. The main reasons are : I would like to introduce a virtuous circle. Win – Win for those who give and those who receive and tell everybody in the way they want to listen! We're transforming the way we operate to continuously improve our ability to share contents we work on in each club, to attract new members, to engage already signed members and to stay motivated and influence our social community to reach our statutory goals. Our members and supporters should stay focused on our federation's goals and to excel, despite setbacks. We should all be very proud of where we are today and excited about where we would like to be. Women have still a long way to go. We had the opportunity to meet recently in New York and at the CSW60 to understand that we can aim for higher goals! Before I close, I'd like to thank each of you. You, as organization leaders, have the vision, the knowledge, the wherewithal and the experience to help us pave our way into the future. I'm here to learn and share in order to be better every day.”*

*Thank you*

### Dora Paronuzzi - President of BPW North East Italian District

*“Dear Presidents, dear All, I wish you all a warm welcome to this special meeting in Trieste. I am grateful to the BPW Europe and personally to Elisabetta Gregoric for inviting me to this event and I would like to thanks our hosts, Anna Cagnello as well as Elisabetta, for the local organization and Conny Montague for the coordination of the workshop contents. (I met Conny for the first time in Venice last year.) An event which promises to be very interesting. It is my pleasure to be in your midst to listen to you and thank you for sharing your experiences as well as reflections with us. A few reflections from BPW perspective on the role of European Task Force in Promoting Leadership and Lifelong Learning as well as Development, but also on the nature of the debate how can we implement the International Theme “Making a Difference Through Leadership & Action”.*

*I am sure that this workshop will provide another impetus to strengthening our relationship. Thank you, and I wish you fruitful workshop/discussions.”*

## 6. WRITTEN MATERIALS

### 6.1 Conny Montague *Managing Unconscious Bias*

According to the Cambridge Dictionary a bias is “ the action of supporting or opposing a particular person or thing in an unfair way, because of allowing personal opinions to influence your judgment”

As an introduction to the subject, let ´s assume that - based on the very limited information you get, you HAVE to decide the profession and other details of these people:



Are they married, colleagues or just good friends? Is he a quarter back, an exchange student or a killer?

For a complete Implicit Association Test please check the following web page:

<https://implicit.harvard.edu/implicit/>

#### **The Power of first Impressions**

First impressions: we all have them and we judge people very quickly. Often they “don´t get a second chance to make a first impression” with us. When people make a good first impression on us, they have it easier. And vice versa.

The impact of the first impression is always some sort of stereotype.

In an IAT (Implicit Association Test) 76% of the participants associated male with “career” and female with “family” and 70% of the participants associated male with “science” and female with “arts”.

In leadership and business scenarios men are judged on „potential“ and women on “performance and achievement”

Some of the well known gender blind studies confirm the stereotype resulting from first impressions:

- Orchestras who ask candidates to play behind a curtain hire more women.
- Individual CV s with just the name changed to male or female: 79% worthy of hire with a male name and 49% worthy of hire with a female name
- Mothers of sons overestimate their son ´s crawling ability – mothers of daughters underestimate their daughter ´s crawling ability
- The Heidi / Howard syndrome or the difficult choice between success and likeability (see : [http://www.pwnparis.net/newsletter/2013-09/post/6\\_lean\\_in\\_septembre.html](http://www.pwnparis.net/newsletter/2013-09/post/6_lean_in_septembre.html))

The result is always less opportunity.



Many members of our BPW network fight for equal opportunity and are very aware of these stereotypes and biases and might be inclined to say: *"I would not do that. I am not part of the problem"*.

But you are if you are not an active part in the solution .

The Business Case for Diversity is Clear

Apart from legal considerations in different countries there are also ethical and management aspects:

1. Mixed teams more innovative and productive and can assess customers´ needs better
2. The talent gap needs to be filled
3. Demographic development can be handled better with more women in the work force
4. Public image & reputation of a company as well as employer branding
5. Increasing share of CSR-Investors are asking about diversity
6. A complex environment requires a complex answer
7. Diversity is a competitive advantage

Why are so Few Women in Leading Positions? – Some Theories

Pipeline Theory

The main argument is that there are simply not enough women to fill leadership positions. However, in the meantime there are more female university graduates than male university graduates. In courses like business administration, law or medicine there is an equal number of male and female students (in Germany e.g.) but there is a disproportionately high number of male leaders in these fields.

Deficit Theory

The main argument of this theory is that women are lacking certain qualities needed in leadership positions. HR managers complain about women being too sensitive and not self-confident enough.

In a survey conducted on the occasion of the International Women´s Labour Day 2014 30% of personnel officers claim that wanting to be liked is a career obstacle for women.

Unconscious Bias and the stereotypes involved.

A lot of recent research confirms that unconscious bias and stereotypes is one of the main reasons why women do not make it to leadership positions.

Because of unconscious bias and stereotypes

- the same behavior
- the same approach to a problem
- the same qualification and competence
- the same performance
- the same opinion

is not (always) evaluated, rewarded and recognized equally.

Stereotypes are basically shortcuts and help us to handle the complexity of the world and could be helpful as a group norm, a "first best guess" about another group.

However, they should not be attributed to individuals.

Stereotypes attributed to individuals can be a performance threat.

We distinguish the following stereotypes:

Descriptive stereotypes (e.g. women are like that ) prescriptive stereotypes (e.g. women should be like that) prohibitive stereotype (e.g. what should women not be like)

### **Study Women ´s Forum**

While most people explicitly believe men and women are equally effective leaders, they tend to associate leadership more strongly with unknown men than with recognized female leaders.

And yet, at the implicit level, the picture could not be more different: the same respondents tend to associate leadership much more strongly with unknown men than with world-famous and recognized female leaders. (example: Christine Lagarde) It is as if the brain was on autopilot.

### **Bias Interrupters – Strategies**

Small things can make a huge difference:

Focus on people

- Recognize and acknowledge your own biases
- Counter act with specific behaviour such as:
- Be inclusive
- Perspective thinking - Adopt the perspective of the other group
- Contact -Increase contact and networking with others/other „groups“
- Individuating - Viewing others according to their personal characteristics rather than the stereotypical ones

### **Leaders can play a key-role in uncovering hidden bias**

In the widest sense, everybody is a leaders. An opinion leader, a role model, a team leader, a mother etc.

- I change my behaviour
- You change your behaviour
- All BPWs change their behaviour

### **Conclusion & Summary**

- Where and when do women self-handicap their careers?

They do not: stereotypes do. Biased organizations do.

Stereotypes make it difficult for women to be business leaders

- How can leaders help to overcome obstacles and challenges

De-bias yourself and your organizations

- Go for lunch, socialize, focus on people
- Show up and ask questions about diversity, be committed
- Do not ask to „fix the women“, rather „fix the organization“: Create bias-free talent processes and an inspiring organization

What is your next move?? TO AGREE IS NOT ENOUGH!!

Source: <http://blog.3back.com/wp-content/uploads/2013/05/Thumbs-up.jpg>

For Fun: Do the Following Awareness Test:

<https://www.youtube.com/watch?v=Ahg6qcgoy4>

## 6.2 Elisabetta Gregoric Italian best practice in life long learning

First of all I would like to thank:

Antoinette Ruegg, who started this event (without knowing it!)

Conny Montague, who believed in us since the beginning

Pia Petrucci, who is supporting us on the national level

Bettina Giordani, who is helping us for the communication

Gabriella Vaglieri, who immediately agreed with the idea

Dora Paronuzzi, who is supporting us on the district level

Anna Cargnello, who went to Munich in 2013 to the PEP training and we started the Personal Empowerment Program seminars in Italy

Mariangela Bodrati, who is my personal angel

Manuela Visintin and Ondina Ghersin for their help in the organization

### How everything started

In 2012 I became a member of the LLL European Task Force appointed by the International President Freda Miriklis. At that time the European Chairperson was Antoinette Ruegg and she sent me an invitation for the Personal Empowerment Program (P.E.P.) training for trainers in Munich in 2013. I did forward it to Anna Cargnello (member of the Italian Tergeste Club), she did attend it and became a P.E.P. trainer. We started thinking about some P.E.P. topics that could be interesting for our Italian members, then we involved the Board of the north east Italian District and we started the seminars in Mestre (Venezia) in 2014.

The first three seminars had the following topics:

- How to reach personal and professional goals
- Communication, team building, leadership, public speaking
- Marketing, social media and networking

In October we met Conny Montague in Venice and we discussed about the Italian approach to the P.E.P. Program and we started thinking about the workshop that took place in Trieste in april 2016.

Then she made a speech on the BPW Lifelong Learning in the North east Italian district Conference on the international theme *"Making a difference through leadership and action"* in Venice, in June 2015, organized by Anna Giovannoni (Past President of the North east Italian district).

In September I went to the Bologna Club, with a speech on: "The BPW international: a tool of change and empowerment" and I made the presentation of the Personal Empowerment Program.

Together with the new national and district boards (October 2015 - September 2017) we decided to organize the seminars in several Italian towns, moving the lecturers in order to reach a bigger number of participants. One club can host the seminar in order to let the members of other neighbours club participate, moving in a short distance.

The target of the seminars are: members of the Italian clubs and new young sympathizers, that could become members of the Federation.

The most interesting topics for the Italian Bpw clubs are: communication, public speaking, organization, time management, marketing, social media, personal branding and international business etiquette.

In 2016 we organized the following seminars:  
Lonigo (Vicenza), Communication  
Verona, Time Management  
Verona, Social Network  
Pordenone, Personal Branding for the Young (during the Italian National Conference in June 2016).

### **6.3 Gudrun Weber PEP Trainings for students and PhD students in MINT subjects in- formation and best practice sharing**

FACTS

- IDP (Individual Development Program) Trainings / PEP (Personal Empowerment Program) Trainings since 2008
- BPW Munich, Certified PEP Trainers Sabine Gerhard and Gudrun Weber
- Cooperation with the Technical University of Munich (TUM)
- The trainings begin on Friday, 6 p.m., continue on Saturday 10 a.m. to 5 p.m. and on Sunday 10 a.m. to 3 p.m.
- At the end of the trainings on Sunday, Sabine always offers an imaginary journey. The participants experience where they want to be in 5 years, in 10 years. In this way they develop their individual goals for their private life and their professional career and talk about with the other group members.

They learn that it is very important to do the first step in the direction to their goals between 72 hours.

So, the trainers send them an email at the end of these 72 hours “what about your goals?” That way we keep in touch with the participants and they hold on to their goals.

Trainers:

1. Gudrun Weber  
Bachelor Professional of Human Resources Management  
Lecturer: University of Applied Sciences/Advanced Technical College  
Lecturer: Private Academy for Applied Economics  
Leadership Trainings, Soft Skills, Educational Workshops  
Fundraising Consultant
2. Sabine Gerhard  
Head of Catholic Student Community at TUM  
Intercultural communication and cooperation, Master of Arts (M.A.)  
Certificate of Theological Studies  
Registered Social Worker

Mixed groups

Having Fun with participants of all ages

Sharing different experiences of life and professional experiences

- Female employees (external)
- Freelancer, self-employed women (external)
- Employees at TUM
- Female students and postgraduate / Ph.D. students

#### Success stories

- Mechanical Engineering student overcomes the psychic trauma of her father who failed the pre-degree in Mechanical Engineering and did not want her success in her studies
- Spanish student of applied Physics gets the chance speaking at The Lindau Nobel Laureate Meeting
- 50 years old participant gets her dream job as an IT consultant
- The trainers Gudrun and Sabine get a new teaching assignment at University of applied sciences, Rosenheim for „Key Skills“ in the MINT subjects
- PhD student did a very good job for her PhD supervisor. That's why he wouldn't let her go. She finally finished her thesis and began to work in a technology venture.

#### Problems to be solved

- For some participants the training fee was tax deductible, others had employers who reimbursed their training fee. So they all needed a bill. The problem with writing a bill is 19% VAT (Value added tax) in Germany. Exemptions are only possible for state examinations not for trainings. So the trainers were obligated to write the bills with VAT and to get the payment on Gudrun's business account
- The maximum price for students is 100 euro including any charges, taxes etc.
- Change in cooperation with the TUM (Technical University Munich): Women's Office → Gender Centre → TUM Diversity. Now it is not possible anymore to offer trainings only for women. We also must admit men
- For getting listed at Carl-von-Linde-Academy for advanced trainings (cooperation with TUM), we only can offer trainings for men and women. If we do so, the trainings can be for free for the students and we will be paid by the Academy.

## 6.4 Anna Cargnello New Training Format

If I want to plan a new training, first of all, I have to answer to a basic question: how does training work?

The main points are, of course, the following:

- I have a subject I would like to share and I think it could be interesting
- I have to choose my specific target
- I would like to earn some money

Answering to these questions I have my ingredients for the training:

- an interesting subject
- a specific target of possible participants
- the training materials and powerpoint presentations
- a nice location
- the right price
- a successful communication

If each ingredient is right and they all fit well together, are people coming to my training? Maybe.

So let's analyze why are people usually coming to a training session:

- very often people come because they know the speaker
- or through the word of mouth

For these reasons, personal branding and winning communication are very important!

Let's now analyze why are people not coming to a training session:

- they are not interested in the topic
- they do not have time
- they don't consider it as an investment, but as a waste of time

For the above mentioned reasons, to convince people to come to my training, I have to know the real needs of the participants, as:

- learning something
- living a new kind of experience
- meeting other people
- having the possibility to create a network
- having a nice time

Considering that nowadays people don't want to have just one experience at a time, how can I fulfill these different needs?

- During the training I can offer a new kind of experience through active listening, project works and networking.

Usually, after a good training session people don't want to go home, they keep asking questions and they talk together.

I can, therefore, offer a new format with:

- two or three hours of training, with a networking cocktail at the end, in a nice location.

To offer this kind of format, you need: the right target of participants, a high quality of delivery and teaching materials, an effective communication.

If the needs of the specific target and your offer fit well together, you will probably have a higher possibility to have many participants coming to your training!

After the training, you can use the social networks, the websites and the newsletters to witness the success of the session and to market the next editions.

Good luck!

## 6.5 Ann Wood and Petya Barraud Introduction of and experience with the New Leadership Training for Women Program

What it is - description:

Why leadership training for women? How is it different from the general leadership programs? What is there for me?

To answer these questions, an international team of BPW members, who are experienced in leadership development training, has developed Leadership Training for Women program in cooperation with BPW Task Force Leadership and Life Long Learning.

The training is designed as a two-day event and covers three topics: Me as a leader, Me and my team, Me and my organization. Each topic consists of several modules, including finding your leadership style, how to motivate your team, change management, conflict management, and women on boards. It is an interactive seminar that combines theory, practical exercises and sharing best practices in a special environment for women only.

The training takes participants on a learning journey that will enable women to develop as leaders.

“Me as a leader” gives participants time to find out where they stand as a leader, where they want to go next and what it takes to get there.

“Me and my team” helps participants to gain a deeper understanding of how to match their leadership style to the maturity level of different team members as well as the specifics of leading in an intercultural context.

“Me and my organization” allows participants to solve challenging change management situations they face in their practice. It talks about how women can position themselves for the next step in their career: it is about who to talk to and how to get your network to work to promote your plans.

We all know it is hard work to craft our careers: the training is designed to get the discussion started and to support participants to take action on the insights they have gained.



## **History to date:**

Pilots of the training were run at the Young BPW Europe Symposium in Tallinn, Estonia in December 2014, and in Munich, Germany, in February 2015. The first full training was offered in Bern, Switzerland, in October 2015.

In this paper we present our experience from this first training.

We were three trainers (Sabine Schmelzer, Ann Wood and Petya Barraud) for Bern and had 10 registrations with one last minute cancellation. After two intensive days of work and fun, here is some of the feedback we received:

*"Great content that should be spread!"*

*"Value of small group very much appreciated"*

*"Promote more!"*

*"Discussions with participants were useful to deepen my thoughts."*

*"Glad I did it!"*

*"Keep doing it!"*

All (7) participants that have answered the feedback survey will recommend the training to other people.

We also got quite extensive and helpful feedback on what could be improved and have worked to incorporate that for our next workshop.

Going forward in 2016:

Along with our current presentation, a sampling of the program is going to be presented to the General Assembly of BPW Switzerland on May 28th and a second training of the entire Leadership Training for Women program is scheduled in Basel on June 4th and 5th. Another training is scheduled in Munich in October. Further information about the program you can find on BPW Europe and BWP International websites.

"Promote it!" - as one of our participants said.

The next step of the program is putting together trainer's notes so that every qualified BPW trainer will be able to run the training in her club or her federation. In the meantime, you are of course invited to attend the training programs being offered in Basel and Munich.

## **The New Leadership Program and How to Market It**

In this session we would like to present to you the steps our team (Sabine Schmelzer, Ann Wood and Petya Barraud) follows when organizing Leadership Training for Women event.

The first thing to do is to decide on a DATE(s), keeping in mind national holidays, school holidays in your region and other important events like the yearly carnival or other public celebrations.

Next, find the LOCATION (region, town, venue). Keep in mind accessibility by public transport and distance from your major targeted areas.

For our first training Bern was a perfect choice as it is located in the center of the country with excellent train connections.

Think about the COSTS and set up a PRICE (FEE) depending on your location specifics. The price may vary depending on your country, region, town, average revenue, personal connections, etc., but should be kept reasonable.

If your budget allows it – think about early bird price, special price for young BPWs, % reduction if you bring a friend are just a few ideas.

Create your FLYER. Think about including all the general information and may be add your own touch.

Today we have with us flyers for 3 different trainings – Basel 2016, Munich 2016 and Munich 2015. , You can see how they are similar and at the same time personalized by the trainers.

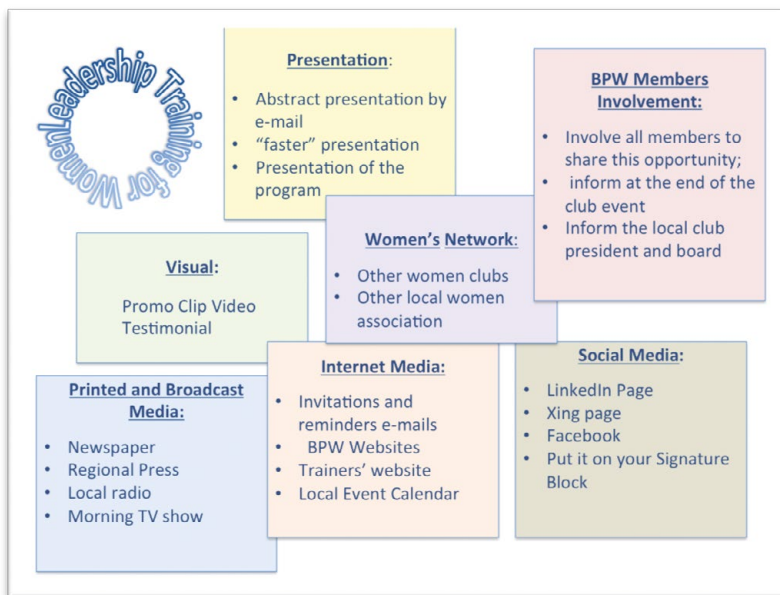


REGISTRATION. Decide on the best way for you to organize the registration. We would recommend having a web-based registration (for example, you can use your BPW club website) with a follow up by e-mail.

At this point we would like to invite you to think and write down on a Post-It note what would be YOUR next step(s) to spread the news of your new BPW LTW:

Exercise: Each participant has a number of Post-It notes to write down her ideas. Time: 3-5 minutes. When ready, the notes are collected and stuck on a flipchart, organized in groups. Read the proposals

Here are some ideas from our Trieste event:



What our team does:

- Presentations in our BPW clubs;
- Promote in big national, European, International events;
- Information posted on our club’s and national BPW websites;
- Distribute leaflets at BPW events we participate in;
- Send e-mail information and invitations.

Our experience:

- Do it yourself! No one will do it for you!
- The more – the merrier: the training consists of quite a lot of modules and it is much better to be presented by 2 or 3 trainers.
- Plan plenty of time for sharing experiences and exercises.

Our next event:

Our next training is in Basel, Switzerland, on 4-5 June 2016, in English. The registration is open on the BPW Lake Geneva website. You can find more information on the BPW Lake Geneva Club website, as well as some general information about the Leadership Training for Women on BPW Switzerland, BPW Europe and BPW International websites.

## **6.6 Rosemarie Steinhage**

### **Building on diversity – Career paths for women with family**

#### **A project cooperation between BPW Germany & GE Capital**

The vision of BPW Germany is that women and men are equal at work, in organizations, in politics, and in society. In particular, our vision is that they are not just equal before the law, but that they also work together as equals at all levels of organizations and of society. To realize this vision, BPW Germany has started several projects, for example in the areas of:

- Equal pay
- Quota for more women on boards
- More women in leadership positions in companies
- Diversity in companies

A new project cooperation to promote diversity in organizations

For several years, GE Capital, the financial services unit of General Electric, has invested in diversity. In 2012 they started a campaign to promote diversity in Europe, funded with an initial investment of 300,000 Euros over three years. They then sought to collaborate with an NGO to start a project promoting diversity in Europe. The target was to address a fundamental problem related to diversity in organizations in one European country.

GE Capital has been working together with BPW Germany on the project “diversity in companies” since 2012. The inaugural project focused on a longstanding issue in Germany: the problems mothers face when returning to work after maternity leave.

Obstacles to diversity in organizations in Germany:

In Germany, women are ahead of their male colleagues when they leave the educational system. They graduate from school and university with higher degrees and in less time than their male colleagues. Although women start their career more qualified and seemingly in a better position to attain leadership positions than men, they often find that their career is stalled by maternity leave.

In Germany, the Maternity Protection Act provides mothers with mandatory time off from work, job protection, and pay protection after pregnancy. In addition, the new Parental Allowance (Elterngeld) allows both parents to take time off work to care for their newborn. Despite these laws, many mothers struggle to return to their jobs after their maternity leave. After their maternity leave, women often prefer to work part-time at first. This is partly due to the lack of childcare facilities, meaning that there are not enough kindergarten spaces in many areas. Unless grandparents are able to help, families are often left at a loss when the mother wishes to return to work. Additionally, when it comes to raising children, traditional thinking is still prevalent among many people, both men and women. For example, it is still a widely held belief that the best childcare is provided when mothers stay at home to care exclusively for the children in the first years of their life. These factors often influence women’s decision to take longer maternity leaves (up to one or more years) and return to work only part-time while the children are still young.

When women wish to work part-time, however, they often face resistance from their employers. Many companies generally do not want to employ on a part-time basis and may claim that the job cannot be done in part-time or that the returning mothers no longer meet the qualifications of their job because of their time off work. This essentially forces many mothers out of their previous jobs despite Germany’s protection laws. In other cases, women must accept less salary when they return.

The consequences for gender diversity in companies are considerable. Although companies increasingly invest in recruiting and training talented women for leadership positions, many women still do not reach these positions because of the company's unwillingness to allow mothers and returning mothers more flexibility. This is detrimental for mothers, but also for companies, because diverse teams and workplaces tend to be better for business.

#### Situation of women taking maternal leave

The women in the project took maternity leave at the age of 35 after the birth of their first child. During this time they tend to lose contact with their colleagues, supervisors, and the company. While they manage a newborn there is also no time left to brush up their knowledge through trainings. Thus, when they return to work after one or more years they find that they have lost knowledge or have not kept up with recent developments. Their self-esteem often suffers as a consequence of this and they lose confidence in their skills and abilities. This often leads to women accepting less qualified work (at less pay) when they initially return to work. Soon they may also notice that they do not have the support of their supervisors anymore and that there is no real chance to climb up the career ladder anymore.

#### Situation of men taking paternal leave

In families where fathers take time off, parents often decided to take leave at the same time. That is, many fathers on leave do not have to juggle baby and household all by themselves, and so are able to still be involved at work to some extent. For example it is often possible fathers continue working on projects from their home-office or take trainings to brush up their knowledge. Most fathers that do take parental leave also tend to take time off work for no longer 4 months. Upon their return to work, they are usually able to return to their previous position. In the long run, they find it much easier to advance to leadership positions and demand salary increases. The difference between the salary of men and women increases at this point.

#### Aim of the inaugural project

The project offered 18 two-day seminars for young women over the course of three years. The seminars were designed to support women in arranging their maternity leave in a way that would enable them to return to work earlier and remain involved during their leave. The assumption is that young women who are well informed throughout their maternity leave have excellent starting positions when they return to work.

#### A unique cooperation

The beginning of the project cooperation marked the first step of making the vision "more diversity in companies" a reality. Yet, a project cooperation between a business company and an NGO over a period of four years is quite unique. The company is predominated by men in leadership positions, whereas the NGO is a network organization consisting of working women who are engaged in the NGO on an honorary basis. The cooperation is a prime example of two very different organizations with very different cultures working together to realize their vision. Both bring unique perspectives and expertise to the project.

#### The seminars

All seminars took place at GE locations, but the seminars were targeted at women working in companies other than GE to increase the reach of the project and promote diversity across various organizations in Germany. Each seminar was led by a female trainer. In addition, a GE HR representative or an executive leader took part. This involvement created an additional networking opportunity for participants and gave the HR representatives and executive leaders the valuable opportunity to gain a deeper understanding of the concerns and challenges young women face after maternal leave.

The two-day seminars focused intensely on participants' unique situations to help them address individual challenges. The first day was focused on the past. The women defined their private and professional situations, considered their higher education, former workplaces, and specific advanced trainings. Together with the other participants, they accentuated their strengths and their job-specific competencies. The trainer informed about biases resulting from beliefs about motherhood in German society, about parental leave laws, challenges women face after parental leave, and the resulting career interruption for young women, which can lead to very low pensions for women in the case of separation and divorce. The trainer then discussed ways to remain in contact with their supervisors and colleagues during maternity leave and options to retain and increase their professional knowledge.

On the second day, participants looked ahead into the future: they reflected on their goals and how they could achieve them, and marked the specific steps they wanted to take. In relation to their goals, they discussed when they wanted to return to work, what position they wanted to take after their return, what would be the best way to stay in touch with their supervisors, and how to bring up their return to their supervisors. Simulated job interviews and salary negotiations with leaders and HR personnel from GE Capital gave participants the opportunity to practice these challenging situations in a safe environment, receive feedback, and learn strategies to achieve better outcomes for themselves.

Finally, participants drew a picture of their personal network to help them identify resources they could draw upon in different situations. Specifically, they identified what kind of people are currently in their network, who supported them in the past, who could support them in the future, and who might be missing in their network and how could they grow their network to include missing contacts and resources.

From 2012 to 2014, 215 women participated in 18 seminars (on average 12 women per seminar). Keeping the number of participating women per seminar low allowed us to address individual circumstances and problems and use various role-plays to simulate challenging situations. The cost of the seminar was 100 euro, including accommodation. The overnight stay should give participants more opportunities to network with other participants and reduce stress due to travelling.

#### Challenges in the cooperation

Everyone involved - except the trainers who were paid a daily rate for designing and conducting the seminars - engaged in the project cooperation in addition to their regular jobs. For many, this resulted in a high workload they had not expected. In particular, there were some challenges concerning the public relations work needed for the cooperation. In Germany, women can find many seminars that are dealing with returning to work after maternity leave, and are free of charge. However, those offers usually provide much less individualized support to participants and do not give any opportunity to directly talk to decision-makers in organizations, such as HR representatives or senior executives. Because several social networks and job agencies did not want to advertise the seminars, we found ways to publish the seminar offers through business and private networking.

Several persons from GE Capital leadership initially did not want to be part of the seminars that took place on Saturdays because they preferred to enjoy the day with their families. This caused GE project leaders to put the purpose and importance of the seminars on the agenda in internal meetings. These discussions were helpful in creating internal support for the project and crucial in sparking change within the company alongside the seminars.

### Successes and outlook

After taking part in the seminar, several women created a virtual network to support and inform each other and to keep in touch. Some are also keeping in touch with employees of the personnel department at GE Capital and with their trainers. A number of women found new jobs in which they could combine family and work in a satisfactory way shortly after participating in the seminar. Some started a new job in full time, and two started in a leadership position at 80% time.

### Continuing the cooperation

In 2015 GE Capital and BPW Germany continued their cooperation with a new one-year project. The project consisted of five two-day workshops and addressed young professionals (both men and women) between 25 and 35 years. The seminars were led by a female-male trainer duo.

Saal Zwei, the first business online magazine for women accompanied the project with monthly articles about diversity in companies, and by organizing and conducting two kick-off events.

My values – my future. What are the very important things in my life.

This project was designed to address the wishes and goals of both men and women. The starting point was the observation that companies are finding it increasingly difficult to attract young high potential professionals, in particular young and highly qualified women. Young people in the workforce hold other values and priorities than previous generations of workers, such as placing greater importance on combining work and family life, but companies are currently not positioned to address them. In order to attract and retain young high potential professionals, companies must change their culture and policies to take these wishes and goals into account. Examples for such cultural changes are increased possibilities to work from various locations or from home, working part-time, and flat hierarchical structures. Companies that engage with young talent, learn their priorities, and engage them in shaping their work environments will be more attractive for them, and in turn, profit from increased motivation and engagement from their employees.

### The workshops

In this seminar series, half of the participants were GE Capital employees, and half were working for other companies. Overall, 65 young professionals participated in five two-day workshops. Of these, 55 were women, showing that women feel greater concern about how to combine their work with their wish to have a family.

Again, the workshops were very individualized and created a space to address personal life circumstances. As in the previous seminars, the first day focused on the past. Participants reflected on their lives by marking ups and downs they experienced on a graphical line. The line also helped them show their experience and strengths and consider important persons who accompanied different stages of their lives and supported them in the past. Trainers highlighted these connections as important resources and helped participants see their networks more clearly.

The first day also revolved around participants' individual values. They reflected on questions such as: what are my values? Which values are more or less important for me? Which is the most important value?

In a group, the young men and women then presented their most important value. Then, they discussed how their values relate to their work and how their values are reflected in their work and private lives: how do I want to work? How many hours a day do I want to spend working? How important is my family life?

An important realization of the first day was that it is the young professionals of today who will define the workplace(s) of the future. The more they engage in shaping their work now, the more they will be able to align their work with their personal values over their career. The second day focused on the future. Participants looked ahead towards how their lives might look in the year 2020. Based on this, they were encouraged to set targets they want to achieve in the coming years and assess whether they already have the resources needed to achieve these goals, or how they could obtain them. A person's network is an important resource, so the workshop also devoted time for participants to analyze their current networks, and how they could expand and strengthen them.

The workshops did not hand out blanketed solutions, but helped participants reflect on their personal situation and how they wanted to live in the future. Participants learned that they could combine work and family in many different ways, and that it was up to them to shape their workplace. In order to do this, they need to engage their superiors and discuss concrete steps.

#### Outlook

Companies need to engage with young professionals in order to be able to provide workplaces that attract young talent. Younger generations do not just want interesting jobs, they also place high value on being able to combine their work life with their family life. It is up to companies to create organizational cultures that allow young professionals – both men and women – to realize these ideas. Young professionals can accelerate this cultural change by engaging in shaping their workplace. Women in particular profit from actively preparing their maternity leave, and staying engaged throughout, so that they can return to an attractive position.

GE capital and BPW Germany are leading the way in helping professionals and companies make this cultural change.

## 6.7 Elisabeth Liberda

### Lateral Leadership – How to lead when you are not the boss

What is “Lateral Leadership”?

While most people associate “leadership” with top-down relationships in hierarchically structured associations, “lateral leadership” comes into play in situations when there is no explicit superior with hierarchical power.

Examples<sup>1</sup> for such situations and/or definitions are:

- Coordinating / controlling an organizations members with similar or equal positions – this coordination is not top-down, but rather from the side, so the term “lateral” (from Latin “latus = side”) applies here.
- Bringing several individuals to perform and
  - achieve a common goal while
  - allowing individual ways of working and developments
- Forcing members of a team just by the leader’s position / hierarchical authority is not possible: there is no small box in an orgchart which can be used as live belt<sup>2</sup>.

These situations occur both in professional and volunteering environments, e.g.

Professional (profit and nonprofit organizations)	Volunteering
Projects	Associations, e.g. BPW on local and regional level
Team work	Parent’s association at school
Matrix organizations	Social work
...	Ecology
	Political parties
	Churches
	Sports
	Firefighters
	Projects

Table 1: Examples for lateral leadership situations

But before looking closer to the essentials of lateral leadership it is worth to think about the differences between leadership tasks in lateral and hierarchical leadership situations.

Is there a difference in leading – without being the boss?

Genuine leadership and functional tasks need to be fulfilled in any leading situation<sup>3</sup>:

<sup>1</sup> A Google search returns many definitions and examples for lateral leadership. The examples listed here represent a small selection supported by the author’s personal experience.

<sup>2</sup> The life belt metaphor is taken from Faltin, L. 2014: Die drei Prinzipien des Lateralen Führens (<http://www.meincoach.at/fuehrungsprinzip/> - 29.03.2016), translated by the author. For the three groups of leaders’ tasks see Krämer, D./Lammert, K./Weigang, S. 2015: Führen ohne Vorgesetztenfunktion, Freiburg.

<sup>3</sup> For the three groups of leaders’ tasks see Krämer, D./Lammert, K./Weigang, S. 2015: Führen ohne Vorgesetztenfunktion, Freiburg.

Leadership tasks:

- Communication
- Delegation of work
- Motivation
- Feedback
- Support
- Equal treatment of all team members
- Conflict Management
- Interface function between many stakeholders
- Work coordination

Functional tasks

- Definition of goals
- Knowledge management
- Capacity building
- ...

The third task group for leaders is reserved for bosses, i.e. leaders in hierarchical structures: all tasks related to labor legislation, e.g.

- Hiring
- Firing
- Salary negotiations
- Any other topic related to the employment contract.

The exercise: key elements of lateral leadership

In the Trieste Workshop the participants were asked to separate in two teams and to imagine the following situation considering different aspects from the leader’s and the team’s perspective:

*A new taskforce / project is set up in their local BPW club – with an interesting, important, attractive and future oriented topic. It is the first team meeting.*

*Team 1 – the leader’s perspective: Imagine you are the leader in a new BPW task force and you are enthusiastic about the project starting now.*

*Team 2 – the team’s perspective: Imagine you are a member in this new BPW task force.*

Each of the teams was given a set of questions to think about and present the results on cards after ten minutes.

Team 1 – the leaders – summarized their expectations / efforts and fears in four cards:

Question	Team work result
What is important for you?	True motivation of the team
What do you expect / wish from the team?	
How can you make the team working to achieve the goals?	<ul style="list-style-type: none"> <li>• Communicate the vision</li> <li>• Goals</li> </ul>
What should not happen?	<ul style="list-style-type: none"> <li>• Skilled persons leave the team</li> <li>• Different ideas and personalities</li> </ul>



For team 2 – the team members – the following aspects are important:

Question	Team work result
What is important for you to keep you interested?	<ul style="list-style-type: none"> <li>• That the task makes sense</li> <li>• A reasonable time commitment</li> </ul>
What do you expect / wish from the leader?	<ul style="list-style-type: none"> <li>• Set clear goals</li> <li>• Set clear deadlines</li> <li>• ... and monitor them</li> </ul>
What matters that you enjoy working in the team?	<ul style="list-style-type: none"> <li>• Competence of other team members</li> </ul>
What matters that the team performs well, works for achieving the goals?	<ul style="list-style-type: none"> <li>• Open communication</li> <li>• Sharing knowledge</li> </ul>
What should not happen?	<ul style="list-style-type: none"> <li>• Not responding the phone, emails etc.</li> </ul>

The result of this short brainstorming activity fit perfectly to the idea of the three principles of leadership which will be presented in the next section.

### Three principles of (not only lateral) leadership

Successful lateral leading includes all three of the following aspects: an attractive goal, initiative and reflection<sup>4</sup>. Within these three elements, good communication skills, conflict management skills, empathy etc. are important personal qualities for both leader and team members. With these skills and qualities being relevant for any cooperation, they will not be explained more in this chapter on lateral leadership.

#### An attractive goal

How could a leader bring others to work towards a goal without knowing that goal and / or without being convinced about its value? This goal needs to be clearly defined and attractive. All team members need to know

- Why are we doing it?
- What's the purpose?
- What's the benefit? For me? For others?
- How are we going to achieve our goal?
- What are we doing? Method, activities, next steps,...

Finally, a well described goal also is important for answering the question

- How do we know that we have achieved our goal?

#### Initiative

The leader's initiative and enthusiasm are key for the momentum and... for staying in the leading position.

#### Reflection

Continuous reflection on one's leader role and actions as well as a sense for the evolving group dynamics is basic for any successful team work. This reflection of the leading role is also precondition for reflecting the way of working together with the whole team.

<sup>4</sup> See Faltin, L. 2014 and Faltin, L. 2012: Erfolgreich führen in Netzwerken. Gemeinsamkeit gestalten. Wien.

## 6.8 Bettina Giordani Case history: FIDAPA BPW Italy ad hoc communication team

I joined the Long Life Learning Team meeting as a guest, ready to learn and to understand how a no profit organization engages and holds a team together and focused on high value projects .

I ended up to share my personal experience as a current lateral leader of a no profit organization team.

My personal professional background is as Manager in high profitable business driven companies, with international presence.

I've been nominated as leader of the ad hoc communication team in BPW Italy on November 2015.

This position was strongly required by the new appointed National President Pia Petrucci, who will be in charge for two years. The position is not assigned by voting, but as proposal (the proposal has to be approved by the President committee).

She asked me to release and implement an effective and integrated communication plan that would support FIDAPA BPW Italy to be recognized and remembered nationally and internationally as the most important women's federation.

As result of a call to action to nominate 7 representatives, one for each BPW District, We got a team!

7 different women, each of them with a complete different professional background and personal motivation to participate! 7 different District Presidents, each of them not clearly informed about the project objectives and with little experience or expectation versus this new role.

1^ lesson learned

*Never call for participation in a project without a clear list of skill requirements and objectives to be ready to support as candidate if you join the team, especially if you have to work with volunteers.*

I gave some assumptions based on the fact that the call was for a communication team:

- To have some skills on any instrument to use to communicate (...web pages, social media, newspapers, newsletter, videoconference, whatsapp...)
- To have some skills in how to communicate (writer, blogger, journalists...)
- To be responsible for your role
- To have some time to dedicate to the job / tasks

We met the first time end of December 2015 and for the first time we tried to understand what we were supposed to do, too late to change any team member, too early to set goals.

2^ lesson learned

*Never give assumptions – especially if you start a new project, you have to be extremely clear on the Vision and Mission of the team. Which skills do you need, what kind of engagement the team members will have to have in regard of the organization they come from and how much time you assume they have to dedicate if they want to be effective.*

I decided to focus on their personal motivation objectives to leverage them as driver to gain their cooperation and engagement to do what they could all do: Inform.

It does not matter how they will do it but they are all able to inform about the findings, the rules we wanted to implement and which instruments we hope the members would use in future to increase awareness on our brand. An important fact was to make them understand why our brand would be at risk if we don't use a common "language" and a consistent way to present our federation to the inside and to the outside.

I shared my findings, I shared concerns and the visible objectives.

We decide to write together our team goals and to use them in a presentation letter to each District President and their teams.

This allowed us to understand underpinning structures and to engage other resources on Clubs base which could be part of the project without being a permanent member.

### 3^ lesson learned

In a no profit organization, personal motivation is the most important element to leverage in order to get a person to engage. It might be power (e.i. an important role ) or social recognition and you should understand which of these is the right one.

One person resigned after she realized she had no time to achieve minimum expectations and the new young lady entering into the team having a 5 months example to review, is highly motivate and engaged as she knew up front what we expected her to do.

After 6 months we were able to show measurable results and this helped to be credible.

We also started to show consistency in the way we asked to follow up on the documents we shared. We keep things simple in order to make sure that all members could do the same things in each District and I asked each member to find the missing skills with the cooperation of the District Presidents.

### 4^ lesson learned

Be nice and gentile but firm. If you try to implement something new, show them how to do it and that it is possible and that there is always the possibility to go back if you see that the outcome is not as expected.

As a lateral leader you need a lot of positive energy and a strong feeling of self-confidence. I feel lonely sometime and this is not getting better with the months, but I try to remember why I'm doing it. As Einstein said - "if you want to live a happy life, tie it to a goal, not to people or to things".

I do it because I strongly believe that our project could leverage the great value of the actions we do as Business Professional Women.

## 6.9 Antoinette Rüegg

### Key to gender behavior

**Voluntary work - democratic culture - salary work – require different leadership competences**

**Becoming PRO - active or “BPW International Member initiated Taskforces and Projects**

Being a member of an international Women’s organization like BPW means that you are motivated to advance the SOCIAL EVOLUTION for equal opportunities for women and men in professional life. As social evolution requires conscious leadership, the BPW International Taskforce “Leadership & Lifelong Learning” supports this concern. That’s why the Taskforce Chair of Europe, Conny Montague, supported by the host Elisabetta Gregoric, President of BPW Tergeste Venezia Giulia, organized the very successful “Trieste Workshop”.

My three presentations focus on leadership competences which are vital for women:

- “Key to gender behavior”
- “Voluntary work - democratic culture - salary work – require different leadership competences”
- “Becoming PRO - active or “BPW International Member initiated Taskforces and Projects”

### “Key to gender behavior”

Everybody who likes to work efficiently on gender equality should know the roots of gender behavior. This knowledge gives women and men the opportunity to work on the basics of their behaviors. This approach is more efficient than explaining behaviors using historical contexts.

#### 1 Biological roots ≠ fix behaviors

Until today most “feminists” insisted on looking at gender behavior only from the historical perspective. They prefer to avoid the argument that behaviors caused by biological facts could trigger the assertion that behaviors are inherited, which means fixed and cannot be changed. They argue that men in power use behaviors caused by genetic patterns as a proof that compartments are “natural” and yet cannot be changed. For example they fear that biological roots give them the reason to insist on their preference to dominate. But the fact is, that humans can adapt their behaviors even such ones which rely on genetic patterns. If we are afraid we neither have to attack nor flee, as our biological inventory foresees, but we are able to adapt our behaviors along patterns which make more sense. Recently at a panel a young moderator told me that today the feminist movement has “overcome all biological arguments”. After my contribution she became very quiet and I hope that she became aware that it is not about believing in main streams but about looking open-mindedly at facts again and again.

#### 2 Two incidents lead to an insight

Until today, most people were not aware of the biological roots of our gender behaviors which strongly influence our compartment in professional life. I became aware of this important context through two incidents. The first step occurred during my theses. I learnt that reproduction is the most important task for any living being. Without reproduction, a species dies. That’s why evolution puts its greatest emphasis on reproduction. The second and more vital step was triggered by the psychology professor Norbert Bischof. In a psychology lecture he explained that our gender behavior relies on our reproductive behavior. Whereas my fel-

low students didn't understand the brilliance of his input, his remarks immediately caught my attention. He explained the context between our reproductive behavior and our gender behavior which immediately provoked an "aha" experience. Suddenly, I understood some of my former male colleagues, all smart academics, who practiced competition at all costs, imposed themselves or put down others without any objective reason. I also felt empathy for my female colleagues who preferred to RE - act, to follow or to work for the ideas of their male colleagues instead of asserting their own initiatives. During those years the strange and unprofessional behaviors of many colleagues preoccupied me very much and absorbed a lot of my energies. Totally unexpected I came upon the key to gender behavior which I will explain in the following slides and texts.

### 3 Reproduction is the most important task for any living being

Only through reproduction does life goes on. An individual might die for one or another reason, but if reproduction doesn't occur the species dies. Therefore the strongest evolutionary pressure is on reproduction and yet behaviors which are linked with it.

### 4 Consequences of INTERNAL fertilization

As long as living beings have EXTERNAL fertilization, the males and females have quite similar tasks. The female lays eggs and the male spreads sperms over them and parental care is not so time and energy consuming. Compared to external fertilization INNER fertilization has the advantage that less "material" gets lost in the egg stage which develops within the female body having much better protection.

But the inner fertilization of mammals provokes very different reproduction tasks for males and females.

### 5 Strong caring behavior

I was aware that women have a greater role in caring for their children. But from the biological point of view, offspring not only have to be able to walk and to feed themselves, but they also have to reach sexual maturity. Only when offspring are sexually mature, a living being is able to fulfil the reproduction task. For the purpose of evolution, having a lot of children is not relevant, only sexually mature offspring guaranty the survival of a species. It's obvious that women have the tendency to care, but I was not aware of the fact that evolution pushes women to care until the offspring reach their sexual maturity. Because evolution pushes for sexually mature offspring it furnishes mothers with much more caring behavior then I ever expected.

### 6 Men and hierarchies

The reproduction task of men is very different to that of women. In fact their only duty is to spread their sperms as successfully as possible. This causes a lot of competition and as mutual killing contradicts successful reproduction, biology invented HIERARCHIES. Even as a biologist this detail was new for me and touched me because I learned the vital key for an important issue. Many of my male colleagues, intelligent academics, with well-defined career positions and transparent salaries, couldn't stop to play competitive games. They imposed themselves and put down others like remote controls or without realistic need. These colleagues were not aware of their inappropriate behaviors in professional life which disturbed the working atmosphere and absorbed a lot of time and energy. Even some male colleagues found such behaviors inappropriate but didn't dare to criticize it. They just said: "You women can put the finger on such behaviors, but they will label men who make comments as not being masculine, even as men who fouls their own nest".

## 7 Reproductive behavior ≠ professional behavior

If humans had only raised their up offspring, gender behaviors would not be important. But the fact, that humans were able to establish a cultural evolution with a growing division of tasks and labor, the situation became different. Today men and most women spend much of their time in a professional life environment and compared to reproduction, biology didn't schedule vital programs for successful professional lives. On the contrary, we have to realize which biological patterns obstruct smart professional behaviors. As men organized and defined the rules in professional life, they unconsciously used their own patterns. Only when more women began to live active professional lives and took on responsibilities did society become aware of the suboptimal behaviors in professional life. Changes of behaviors are very slow but being aware of the patterns is the first vital step of any change. The motivation to establish hierarchies implements several consequences which are summarized in the following slide.

### 8.1 UP ↔ DOWN

As biology motivates males to ensure descendants by mating as many females as possible, a strong competitive urge is triggered. Therefore hierarchies, a wise tool, slows down competition and help mammals not to kill each other. But in human society and in professional life we should look at hierarchies more carefully. Hierarchies are a very valuable working tool to structure complex contexts or procedures. And there is nothing against competition on factual level, which stimulates performances and innovation. But using hierarchies and competition for power games and manipulations is a short term strategy and causes a lot of damage. Smart and emotionally mature human beings have neither to weaken others nor to impose themselves to deal with challenges or overcome insecurities. They are able to stick to facts by developing their own true self-confidence. Our biological background delivers behavioral tendencies which unfortunately take over, when somebody feels stressed or insecure.

As Hierarchies always implement an UP and DOWN, a higher and a lower, persons who rely on hierarchies and define their value by positions are very busy increasing their value non-stop. They do not focus on facts, but are driven by how they appear in the eyes of others. Here a reproductive behavior goes hand in hand with another issue, the fact that being a human creates a lot of insecurity. This basic insecurity unfortunately tempts women and men to look for more security in hierarchies.

### 8.2 Clear criteria

Hierarchical thinking delivers interesting side effects. To define a clear position in a hierarchy or to change a position, requires clear and simple criteria. On one hand bringing issues to the point or concentrating on the essential is a good skill, but on the other hand it can lead on to a "black – white" or an "either – or" – thinking and acting, which unfortunately in power games leads to polarizations.

### 8.3 Quick decisions

Clear and simple criteria facilitate quick decisions. But if issues are linked up, quick decisions can easily lead to wrong results. Taking quick and short term decisions is much easier in a group of men. In contrast to men women often get lost in the details and often spend too much time in the decision processes. Considering emotions complicates a decision processes, a reason why most men like to ignore emotions.

### 8.4 Dominating and expanding territories

Most men like to dominate their territory and try to expand it. That's why they like to test limits, to cross borders and to look for new opportunities. Women are motivated to look for

secure “nests”. Compared to women men like to take more risks, which supports their joy of discovery.

### 8.5 Teamwork

For a long time I didn't understand why teamwork among men was obviously less complicated than team-work between women. Already at university male colleagues made contact with “old boys” groups whereas women rarely had access to women mentors. Only when I had the opportunity to look closer at “old boys” groups, did I become aware that men not only establish groups to work carefully on issues but power games were equally involved. Being on the top requires a group of followers. A strong motivation to be part of a group is the expectation to climb up the ladder until one day one reaches on the top. It looks like a lining up, and the conviction on issues is sacrificed to maintain the position in the group. This mechanism doesn't work with women. In professional life women prefer to stick to their opinions and work very solitary. Having a reliable network or alliances is an exception for women.

## 9 Reproductive behaviors of women

The female reproductive behaviors differ very much from those of men.

### 9.1 Caring and RE - acting on needs

Caring, helping, supporting and RE - acting are common behavioral patterns of women. Women like to take responsibility for a “nest” or for an accessible group where members know each other. But as soon the entities get larger or become unfamiliar, women step back to the second row and work for the leader in the first row. If there are a few men in a group of women, a man will take the lead and the women will work in the second row. That is a one good reason why women's organizations are an excellent training field for women. Here no man can take over and women are forced to take the lead and have a great opportunity to practice leadership.

### 9.2 Emotions

Women are closer to their emotions than men as babies only survives if they can establish an emotional contact and communication. Emotional intelligence is a very demanding task as it requires a true inner emotional security. Unfortunately it is very tempting to use emotions for manipulations. Women know how to use emotions for all kinds of power games, a very common strategy is to dramatize. Our society offers good schools and universities to develop our intellectual intelligence, but regarding emotional intelligence or the development of emotional competences our society is still at the beginning. The development of emotional competences or a sustainable emotional life quality in professional life requires the awareness and commitment of both women and men. The success of our social evolution will depend on emotional intelligence.

### 9.3 Details

Whereas men do not bother very much about details, women are very sensitive towards details. In raising babies and young children details can provide the first signal of danger. Therefore being sensitive to details is imperative for women. But what's a blessing for maternal care can become a curse for professional activities. Urging women to make decisions which have to be accepted by a majority can become a demanding leadership task. It takes a lot of time to discuss the mass of interventions which show that this or that detail was not taken into consideration.

#### 9.4 Long term thinking and sustainability

Twenty year ago sustainability was the main topic of a further education week-end for professors of a prestigious technical university. As spouses were invited too, I followed the inputs with great interest and was most astonished to learn that thinking and acting sustainable was obviously not the basic norm for men. I learnt that my sustainable thinking and acting was rather an exception. When I worked with women later on I experienced that the majority of them had sustainable thinking too. For women short term actions are less frequent than long term thinking. The reproductive behavior of women might support long term care regarding our society and our planet.

#### 9.5 Small circles

Women prefer to work in small circles where members know each other. Most women do not feel at home in large or even international organizations. Men on the contrary like to belong to a big organizations and like to act on the highest level which is the international one. A majority of women prefer "smaller nests" and do not see a reason to invest in large organizations which are more powerful change agents. Whereas men know the financial means which are necessary to run an organization efficiently, even many professional women are not ready to invest the necessary money. For example they sabotage a lot of their voluntary work by not investing money in an efficient back office which would coordinate the numerous voluntarily delivered contributions.

#### 10 Normal distribution of female and male behaviors

Not every man or women behaves as described in the tables above, and we find a normal distribution of the different behaviors or traits. There are men who do not feel well in environments where a nonstop struggle for power and positions is standard. And there are women with characteristics who like power and power games. But more men like power games than women and I'm convinced that scientific comparisons would bring significant differences regarding different traits.

#### 11 Smart behaviors in professional life

As already mentioned, becoming aware of the unfavorable reproductive behaviors in professional life is a first step towards understanding the cultural evolution of humanity. Both genders have to find adequate behavior for their professional life, and women have the greatest opportunity to take the lead.

### **"Voluntary work - democratic culture - salary work – require different leadership competences"**

Leadership in BPW requires special competences. Common leadership trainings teaches leadership competences which fits the business world. But leading voluntary workers using democratic rules is quite a different task. Therefore it is important that BPW leaders are aware of the differences between behaviours in a voluntary working organizations compared to a salary work environment. In addition, in a company the power structure allows very different leadership rules compared to an organization with democratic rules.

The following comparisons should:

- show BPW leaders the numerous and important differences
- support them to lead using realistic facts and not illusionary ideas
- increase successes and avoid disappointments



### 1<sup>st</sup> Comparison: Leadership in salary and voluntary work

The following two tables show criteria where leadership tasks differ in a salary work environment compared to a voluntary work environment

#### 1.1 Motivation

Compensating someone's performance with money is what we are used to. For a leader money means power. For example if board members have to work only out of their own motivation, tasks and working climate have to fit very well. Board members who want a position for prestigious reasons are very quickly disappointed, their motivation to work fades away and they become a burden for an organization. Therefore it's vital that voters look carefully at the true motivation of any candidate.

#### 1.2 Priorities

Each BPW leader has to become aware that for members and even for board members working for the organization BPW has only 3rd priority. The professional life has first priority followed by family duties. This is a fact, even they are very uncomfortable to accept. It needs a lot of time and requires an extremely flexible and innovative leadership style.

#### 1.3 Working conditions

A good working climate and efficient time management are basic and a real challenge. Blaming each other when something goes wrong or telling again and again the same old stories of disappointments only distract everybody from the real tasks and should be avoided.

#### 1.4 Tasks

Board members or members fulfil their tasks as long as the motivation fits. In fact in a voluntary working organization a successful leader is a person who is able to attract and "collect" people with the required motivation for performance.

#### 1.5. Not fulfilled tasks

If an officer is no longer motivated to accomplish a task, pressure seldom leads to success. An open exchange and a new solution in the long run will yield the best results.

#### 1.6 Resignations

Where in a business replacements gets organized and are paid, a resignation in a voluntary working organization brings a special challenge for each leader. It can happen that a board member accepts the role to organize a function and overestimates her competences, and then tries to blame others for her difficulties and finally quits shortly before the event. In such situations a leader has to be able to step in and take over the task because introducing a new person would cost more time and energy than doing an additional job.

#### 1.7 Changes

Where changes in a salary work environment changes are ordered and managed, they have to be negotiated with voluntary workers. This is not only a time consuming task but finally the new task has to fit the motivation of the person concerned. Therefore voluntary working organizations are not very flexible and changes often need a lot of time.

#### 1.8 Tasks which nobody wants to do

If performances get compensated by a salary, persons can get found for any job. But if motivation and task have to fit, there are always tasks which get passed around and impede or even block a whole team. Here too, sometimes to accomplish a task oneself costs less time and energy than looking for somebody who is willing to do the job.

### 1.9 Team partners

If a president cannot choose her executive board members, good knowledge of human nature and psychological competences become essential. Working in a team with elected members can be a big challenge for any team member. Accepting the task to work in a team in which members can hardly work together is a very efficient training field. One has to learn lessons which one never would accept in a salary work environment. Several presidents say very openly that after their presidency they were a different person than before. I'm one of them. I underestimated the challenging task but also the personal maturity which develops by accepting such challenges. Finally, this personal maturity was more valuable than any salary.

### 1.10 Conflicts

BPW is a wonderful place to become a competent conflict manager. In a voluntary working environment people are more open and yet more honest. To feel comfortable they realize that they have to be true to themselves which again triggers more conflicts.

### 1.11 Critics

As a voluntary worker offers her performance as a gift, criticism is very difficult to accept. Who likes to be criticized for a gift? As criticism cannot be avoided, it has to be formulated very cautiously. BPW is a wonderful training field for practicing constructive criticism.

### 1.12 Appreciation, thank you

Good results, successes and a personal satisfaction have to compensate for the missing salary. Therefore appreciation, recognition, awards and thank yous are imperative for voluntary workers.

## 2. Working in a democratic culture

Many BPW board members are not aware that leadership in a democratic culture differs tremendously from leadership in a business. Leaders in democratic environments have to know that:

- decisions go slower
- information is very time and energy consuming
- and terms ignore valuable know-how and experience

### 2.1 Leader and her team

Working with an elected team is a big challenge. Leaders have to be aware that such teams work less efficient.

### 2.2 Terms

On the one hand, terms give the opportunity to train leadership for many members, which is a very important experience for women. On the other hand, an organization suffers because a lot of knowledge and experience gets lost by terms. This loss can be partly compensated by involving past board members in special tasks. The new BPW concept "Member initiated Taskforces and Projects" ensures that competent experts do not have to leave after terms but can continue working in their fields of expertise as long as they are motivated to do so. With this strategy BPW can keep competent experts who support the performance of the organization.

### 2.3 Decisions

Important decisions have to be voted on and voters have to get informed. This information is a very energy and time consuming process and needs a lot of sensitivity as the delegates have to understand the real issues. This is very tricky especially in an international organization where only 20% of the members have English as their first language. On the one hand leaders have to be aware of this fact but on the other hand our organization still doesn't use the new media sufficiently for an efficient information.

### 2.4 Dismissals

It is nearly impossible to fire an elected board member who does a poor job. Members want to know why somebody should leave and very easily members invest their time and energy in fights and gossip instead of constructive work. Competent leaders will find ways to bypass a difficult executive board member.

## 3 CONCLUSIONS

As common leadership books do not mention these important differences, they should become part of workshops for future BPW leaders. Successful leadership in voluntary working organizations with a democratic culture requires a lot of emotional competences. Where manipulation is a common tool in the business environment it seldom works in a voluntary working environment in a long run. Good expert knowledge, flexibility, true respect and empathy are competences which brings the best long term success.

“Becoming PRO - active or “BPW International Member initiated Taskforces and Projects”

At the last International Congress 2014 in Jeju, a tool which supports the PRO-activity of our members, the “Member initiated Taskforces and Projects”, was approved. It gives each member who is motivated to work on an issue the opportunity to create her own project or taskforce. All information, guidelines and registration forms are available on the website of BPW International [www.bpw-international.org](http://www.bpw-international.org).

#### 1 Women are well-advised to train their PRO-activity

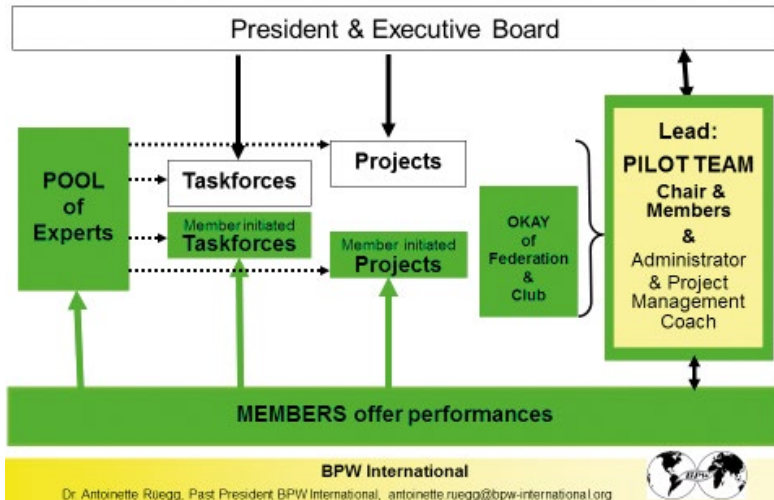
As presented in “Key to Gender Behavior” the reproductive behavior of women encourages them to RE - act, to support and to work in the second row. But activities in professional life have nothing to do with reproduction and women are well-advised to train their PRO - activity. Dropping the very strong role of helper and follower and taking the lead is a good training opportunity that BPW International offers each member.

#### 2 Members create their own project or taskforce “recognized by BPW International”

BPW is the first organization to offer its members not only “top down” projects and taskforces which get initiated by the international President and the executive board, but also a “bottom up” opportunity which offers members who are motivated to work on an issue the chance to create their own project or taskforce, which will be “recognized by BPW International”.

### 3 Organizational structure of “Member initiated Taskforces & Projects

#### “Member initiated Taskforces & Projects“ and Experts



#### 4 How to participate?

A member cannot only register as a Project or Taskforce Chair but also as an

- “Expert”
- “Committed Member”
- “Taskforce Member”

#### 5 WHY these new tools?

In fact there are two reasons:

- Taking the responsibility for one’s own project or taskforce offers interested members an excellent training in PRO – activity and leadership.
- There is another reason why this “bottom up” concepts is a good strategy for BPW International: A voluntary working organization, compared to a business or a government, has no money to buy the performances needed, therefore smart organizational structures have to give members, who are motivated to perform on an international level, the opportunity to do so.

#### 6 PRIMACY of Clubs and Federations

As the PRIMACY of Clubs and Federations has to be guaranteed, all registrations must be confirmed by the Club & Federation President to ensure transparency of information. Confirmation forms are available on [www.bpw-international.org](http://www.bpw-international.org).

Confirmation form of Federation President

Confirmation form of Club President

BPW members have such a rich potential that an OVERFLOW could be offered to activities on the international level without disturbing or competing with activities on the local or national level. On the contrary, synergies could emerge from these new “bottom up” opportunities. The traditional top-down structure gets complemented by a well administered bottom-up concept which uses the huge potential of our members. This new bottom-up concept is led by a “PILOT Team” which works very closely with the international Executive Board. The concept will be tested and evaluated during the next two terms.

## 7 RULES

All corresponding rules are in the Guidelines, here some general ones:

### 7.1 Subjects for Projects and Taskforces

The opportunity to work on a subject full-heartedly provides the energy for excellent performance. Applications which concern private business, a political party or a religious group will not be accepted.

### 7.2 BPW Clubs or Federations have no obligation

Clubs and Federations are without obligation to support the “Member initiated Taskforces or Projects”. However, the Taskforce or Project Chair is encouraged to find tailor made ways to obtain cooperation. If a project or taskforce would like the support of a Club or Federation to spread some information or to organize an event, the Project or Taskforce Chair is obliged to motivate the leaders of her Club or Federation. It is a goal of the PILOT Project to stimulate synergies between local, national and international levels and topics and encourage cooperation.

### 7.3 Finances

Taskforces and Project Chairs will serve as volunteers and receive no funding or reimbursement of expenses from BPW International. The Project Chair may apply for funds on behalf of BPW International but must submit the application forms to the Chair of the PILOT Team who will forward it to BPW International in order to screen for parallel actions. The Taskforce or Project Chair must inform the PILOT Chair about any fundraising results but is allowed to use the funds for the Taskforce or Project activities. To ensure transparency a budget must be submitted to the PILOT Team for adoption.

### 7.4 Language

The working language is English. During the PILOT phase there is no capacity to serve all official languages of BPW International. But language regions are very welcome to translate the documents and offer a person who can handle communication.

### 7.5 Registration & Guidelines

Guidelines and Registration forms for Experts, Committed Members, Project Chairs, Taskforce Chairs are available on the website of BPW International [www.bpw-international.org](http://www.bpw-international.org) The Registration, accompanied by a confirmation from the Club and the Federation President, will be approved by the Executive Board. If a Federation or Club wishes to register a Project or Taskforce they have to do it through a “liaison person” who registers and is in charge of all communication.

### 7.6 Action Plans and Reports

For initial registration the Taskforce and Project Chair submits an Action Plan. If the Annual Report is accepted the Taskforce or Project is registered for the following year. Each Taskforce and Project Chair is assigned to a member of the PILOT Team who reads each Report, compares it with the Action Plan and forwards the Reports together with a recommendation to the Executive Board.

### 7.7 International Congress and Regional Conferences

It will be very much appreciated if Taskforces and Project Chairs attend the International Congress and the Regional Conference in their Region to show their poster (Guidelines for posters on [www.bpw-international.org](http://www.bpw-international.org) ). The Taskforce and Project Chairs have the opportunity to submit a poster for the “Poster Gallery” at the International Congress and the Regional Conferences. The poster will show the activities and main results of a Taskforce or Project to a larger audience.

## 7.8 UN Conferences and Contacts

Many issues are also issues of UN agencies. Consequently, attending UN conferences can be very fruitful for the Experts, Committed Members, Project Chairs, Taskforce Chairs and Members. The PILOT Administrator will regularly inform them about conferences which may be attended by BPW members.

## 7.9 Website

All information regarding the “Member initiated Taskforces & Projects” is available on the website of BPW International [www.bpw-international.org](http://www.bpw-international.org)

## 7.10 PILOT Team

The “Member initiated Taskforces & Projects” are led by the PILOT Team which ensures communication among BPW International Executive Board, the members who offer a commitment and the President of the Clubs and Federations. The PILOT Team consists of the Chair, PILOT Team Members, a Project Management Coach and an Administrator. The Team submits a first evaluation of the PILOT Concept “Member initiated Taskforces & Projects” at Congress in 2017 and a final one at Congress 2020. The PILOT Administrator [pilot.administrator@bpw-international.org](mailto:pilot.administrator@bpw-international.org) is in charge of the extensive administration and receives compensation as a freelancer, 6000 Euros/year. All other persons involved work voluntarily. For all information regarding the PILOT Team please contact the PILOT Chair [pilot.info@bpw-international.org](mailto:pilot.info@bpw-international.org). For more information please contact [www.bpw-international.org](http://www.bpw-international.org) or [pilot.info@bpw-international.org](mailto:pilot.info@bpw-international.org)

## 8 Best Leadership Training in BPW

the best leadership training BPW offers is becoming an officer, especially the president of a Club, a Federation or the leader of the BPW International. There is a big difference between reading or speaking about leadership compared to walking in the shoes of a leader. Only “learning by doing” will challenge the whole personality, which also includes our emotional competences which are basic for any successful leadership.

## 7. AGENDA OF THE WORKSHOP

<b>Friday 1 April</b>	<b>UP-date!</b>	Sharing Information about what is happening on the LLL front in the different countries	
<b>Time</b>	<b>Topic</b>	<b>Purpose</b>	<b>Who</b>
14:00	Welcome , Introductions and Expectations, Words of Greeting	Clarify agenda and road map	Montague Petrucci Paronuzzi
14:40 - 15:00	Italian Best Practices in LLL	Information and best practice sharing	Gregoric
15:00 - 15:20	PEP Trainings for Students and PhD Students in MINT subjects	Information and best practice sharing	Weber
15:20 - 15:35	LLL in Finland	Information and best practice sharing	Lehmusvirta
15:35 - 15:45	PEP Training in French speaking Switzerland	Information and best practice sharing	Fridez
15:40 - 16:00	Coffee break		
16:00 - 16:30	Introduction of and experience with the new Leadership Program	Information and best practice sharing	Wood Barraud
16:30 - 17:00	LLL in Germany and special German Programs	Information and best practice sharing	Steinhagen
17:00 - 17:30	Information about the International Task Force LLL and other activities. Practicing pro-activity or -BPW International Member initiated Taskforces and Projects	Information on what is happening internationally	Ruegg
17:30 - 18:00	Discussion and time buffer	"Lessons Learnt" and "Take-home messages"	All Facilitation: Montague
19:00 - open end	Welcome cocktail Hotel Victoria	Networking and discussion	

<b>Saturday 2 April</b>	<b>IN-put</b>	To learn from each other and to share thoughts and information	
<b>Time</b>	<b>Topic</b>	<b>Purpose</b>	<b>Who</b>
9:00 - 9:15	Welcome and start into an productive day		Montague
9:15 - 9:45	“Lateral Leadership” : How to lead when you are not the boss	Input and 10 min discussion	Liberda
9.45 - 10.00	Lateral leadership	Business case	Giordani
10:00 - 10.15	Key to Gender Behavior	Input and 10 min discussion	Ruegg
10:15 - 10:45	Managing unconscious bias in leadership	Input and 10 min discussion	Montague
10:45 - 11:00	Coffee break		
11:00 - 11:30	New training formats	Input and discussion	Cargnello
11:30 - 12:00	Emotional intelligence and emotional learning	Input and discussion	Ruegg
12:00 - 12:35	The new Leadership Program and how to market it		Wood Barraud
12:35 - 12:40	The Leadership Program in French	Information for all	Montague
12:40 - 13:00	Summary of the morning	Lessons Learnt and food for thought	All Facilitation: Montague
13:00 - 14:00	Lunch Break		



	<b>OUT</b> -look	How will we continue What will we implement	
14:00 - 15:00	Yoga Session to recharge the batteries	Something good for us!!	Venier
15:30 - 16:30	<ul style="list-style-type: none"> <li>• What can we /the Task Force really achieve?</li> <li>• How much further education do women really need?</li> <li>• How can we build strong synergies between the people present?</li> <li>• How can we implement the International Theme "Making a Difference Through Leadership &amp; Action"</li> </ul>	Workshop Conclusion and next steps	All
16:30 - 17:00	Feedback Session - End of Workshop		
19.30	Special Event: Honoris causa membership to Barbara Franchin	Gala Dinner Yacht Club Adriaco	

<b>Sunday 3 April</b>			
10 am	ITS Archives		Barbara Franchin

## List of Speakers

<b>Petya Barraud</b>	Member of the Board ,BPW Lake Geneva, Author of Leadership Program, Certified PEP Trainer
<b>Anna Cargnello</b>	BPW Tergeste Venezia Giulia Club, Certified PEP Trainer
<b>Rodica Fridez</b>	BPW Switzerland, certified PEP Trainer
<b>Bettina Giordani</b>	National Communication Chairperson, BPW Italy
<b>Elisabetta Gregoric</b>	BPW President of the Tergeste Venezia Giulia Club. Member of the Task Force "Leadership and Lifelong Learning"
<b>Kukka Lehmusvirta</b>	BPW Finland, Certified PEP Trainer
<b>Elisabeth Liberda</b>	BPW Munich, Certified PEP Trainer
<b>Conny R. Montague</b>	Chair European Task Force LLL, Past President BPW Club Burghausen, Author of Leadership Program, Certified PEP Trainer
<b>Dora Paronuzzi</b>	President of the BPW North East Italian District
<b>Pia Petrucci</b>	President BPW Italy
<b>Dr Antoinette Ruegg</b>	Chair International Task Force LLL, Past President BPW International
<b>Rosemarie Steinhage</b>	Vice President BPW Germany
<b>Gudrun Weber</b>	BPW Munich, Certified PEP Trainer
<b>Ann Wood</b>	Past President BPW Lake Geneva, Author of Leadership Program, Certified PEP Trainer

## List of Participants (not contributors)

<b>Ingrid Asche</b>	President, Club Regensburg, Germany
<b>Marcella Desalvo</b>	BPWI UN CSW Standing Committee Member



**“ be INSPIRED,  
be POWERFUL,  
be BPW ”**



Un sentito ringraziamento a  
Giuseppe Pisani e a Master srl  
per aver creduto in questo workshop della Bpw  
e per aver sostenuto la pubblicazione degli Atti,  
consentendo la diffusione di tematiche importanti e innovative  
in ambito aziendale e associativo,  
a livello nazionale e internazionale.

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for the support of this BPW European workshop  
and for the publishing of the speeches,  
allowing the spread of some innovative and important topics  
in the business and in the federation fields,  
in the national and international areas.