



Gender Diversity: How Is it Seen in Romanian Business?

Organizatori:



27 noiembrie



SUMAR

- ✓ **Argument**
- ✓ **Social Level**
- ✓ **Individual Level**
- ✓ **Organizational Level**
- ✓ **General Conclusions**

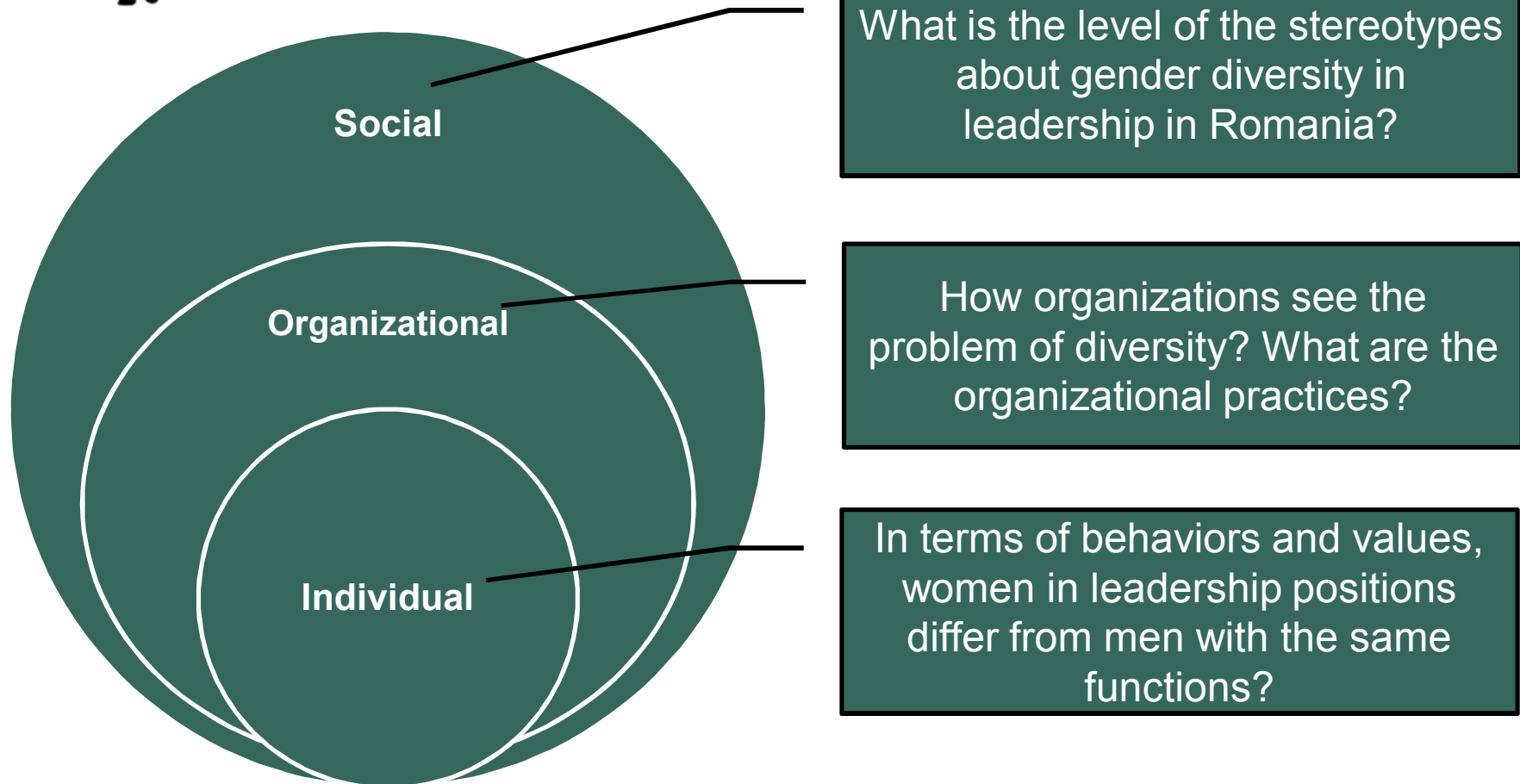


Argument

- Studies show that top management teams with a balanced proportion between men and women generate superior financial results and a higher level of commitment.
- Gender diversity in business environment and especially in the management teams has become an interesting topic of research and also a social phenomenon, especially in western countries.
- In Romania, the problem has not been studied simultaneously at the individual, social and organizational.



3 directions





Social Level

Romania: Social stereotypes and perceptions



Argument

Myths about Women in Executive Positions

Myth 1: Women don't want to become managers

Myth 2: Women don't have the same managerial skills as men

Myth 3: Women have the wrong training

Myth 4: Women don't have enough experience

Myth 5: Top jobs and parenthood are irreconcilable – for women

Study conducted by Women to the Top (W2T) - The project was funded by the European Commission within the framework of the EU – Program relating to the Community Framework Strategy on Gender Equality (2001-2005)



Methodology

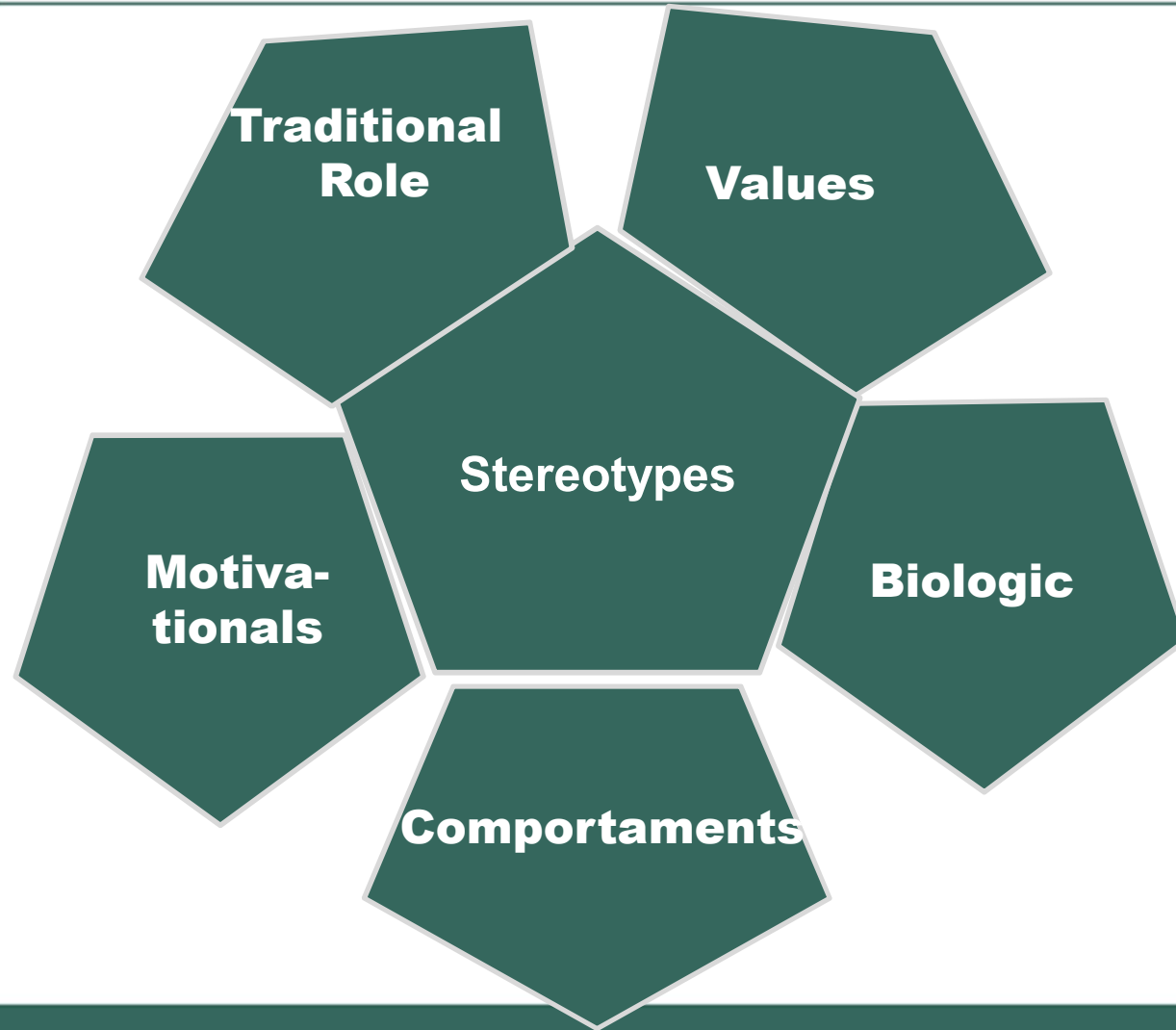
- ✓ The questionnaire was developed by Mrs. Daniela Vercellino, Psychologist, PhD. (It is part of the research contained in her doctoral dissertation on "Identification of gender stereotypes that arise in the Romanian cultural level.")
- ✓ 39 items about attitudes, behaviors or beliefs regarding women in society.
- ✓ Data collection: April-November 2013
- ✓ Sample: **836 participants**

Responses were collected using a 5 step scale

Strongly disagree 1 2 3 4 5 Agree



What does the questionnaire measure? 5 types of stereotypes





Additional factor

- **People engagement in actions about discrimination**

Actions against discrimination

- How do people report themselves in situations of discrimination



Results

Note:

- The shown results represent the average score of the sample on each scale.
- Each keyword behavior is represented on the scale.



Stereotypes about women related to motivation

Motivation

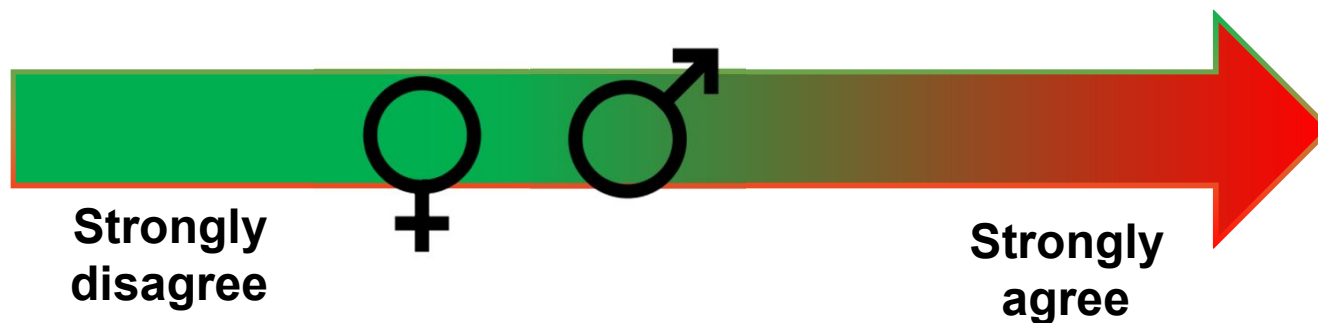


- ✓ Women do not have career expectations as high as men ✓ 63%
- ✓ Women do not like power positions ✓ 83%
- ✓ Women are not interested in professional success as men ✓ 86%



Behavior

Stereotypes about women related to behavior



- ✓ Neither men nor women do not like a woman leader. ✓ **62%**
- ✓ Women do not successfully handle crisis situations. ✓ **55%**
- ✓ Women have not leadership skills ✓ **51%**



**Traditional
role**

Stereotypes about women's traditional role

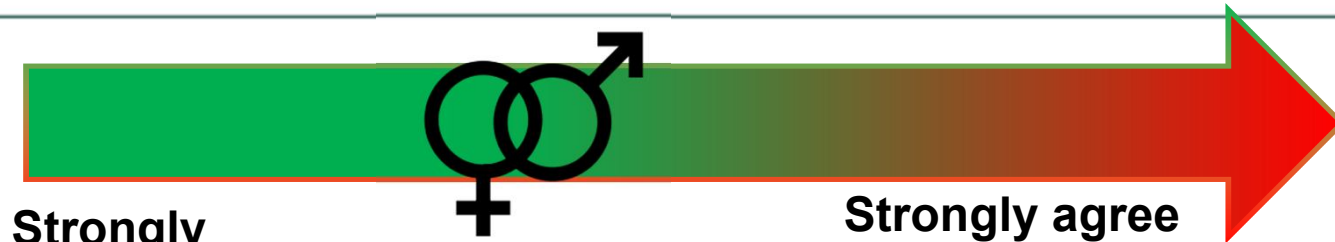


- ✓ The duty to take care of housework should return to women ✓ **60%**
- ✓ Women are the ones who should be primarily concerned about raising and educating children ✓ **17 %**
- ✓ Men do not have time for housework ✓ **78%**



Values

Stereotypes about women related values



- ✓ Management positions remove women from their family.

✓ 56%

- ✓ Women would not accept management positions if it were not for economic reasons ✓ 68%

- ✓ Women care too much about work conditions

✓ 37%



Biologic

Stereotypes about women related to biological differences



- ✓ Inequalities between women and men are a consequence of biological differences.
- ✓ Differences between men and women are on the personality level

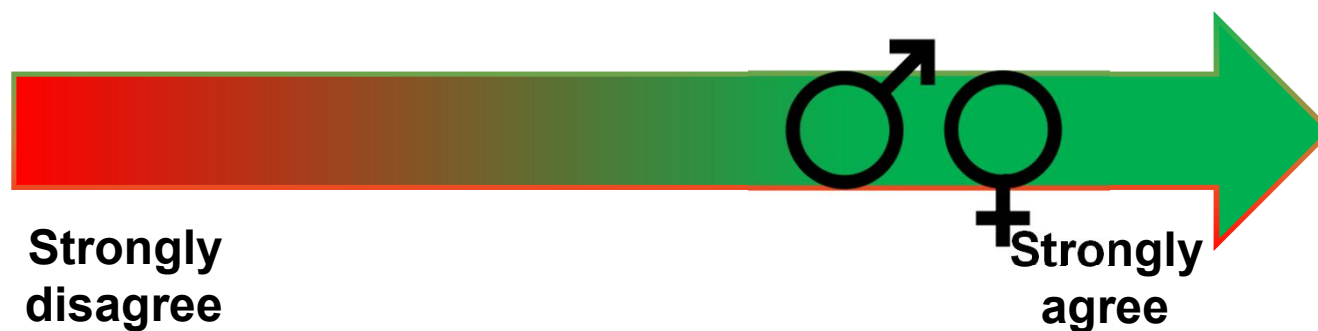
✓ 67%

✓ 44%



Actions against discrimination

Actions



- ✓ **43%** respondents say that if they feel disadvantaged because of genre, they would take action against this phenomenon.
- ✓ **36%** say that will support any measure to increase social benefits of women in the workforce.
- ✓ **2%** respondents believe that our society treat in a correct and equal manner women and men



Individual Level

Male leadership vs. female leadership: do personality differences exist?



Methodology

✓ Sample:

- 400 CEOs, top managers, middle managers from various industries
- 56% women and 44% men
- from 30 to 50 years

✓ Data collection: 2009 – 2012



Hogan Assessment in numbers

- **Hogan Assessments - premium instrument of self-knowledge and development for managers**
 - 30-year history of working with companies around the world
 - Top executives from companies around the world have gone through these profiles in development programs - 50% of Fortunes Top 500
 - + 3.5 million adults have completed these assessments in over 40 countries
 - Over 300 articles published
 - Over 700 validation studies of instruments.



What is leadership?

- ✓ "The ability to build and maintain a high performing team" (R. Hogan).
- ✓ The relationship between personality and success as a leader is stronger than the relationship between:
 - Bypass surgery and survival rate
 - Ibuprofen administration and pain reduction
 - Smoking and lung cancer in 25 years



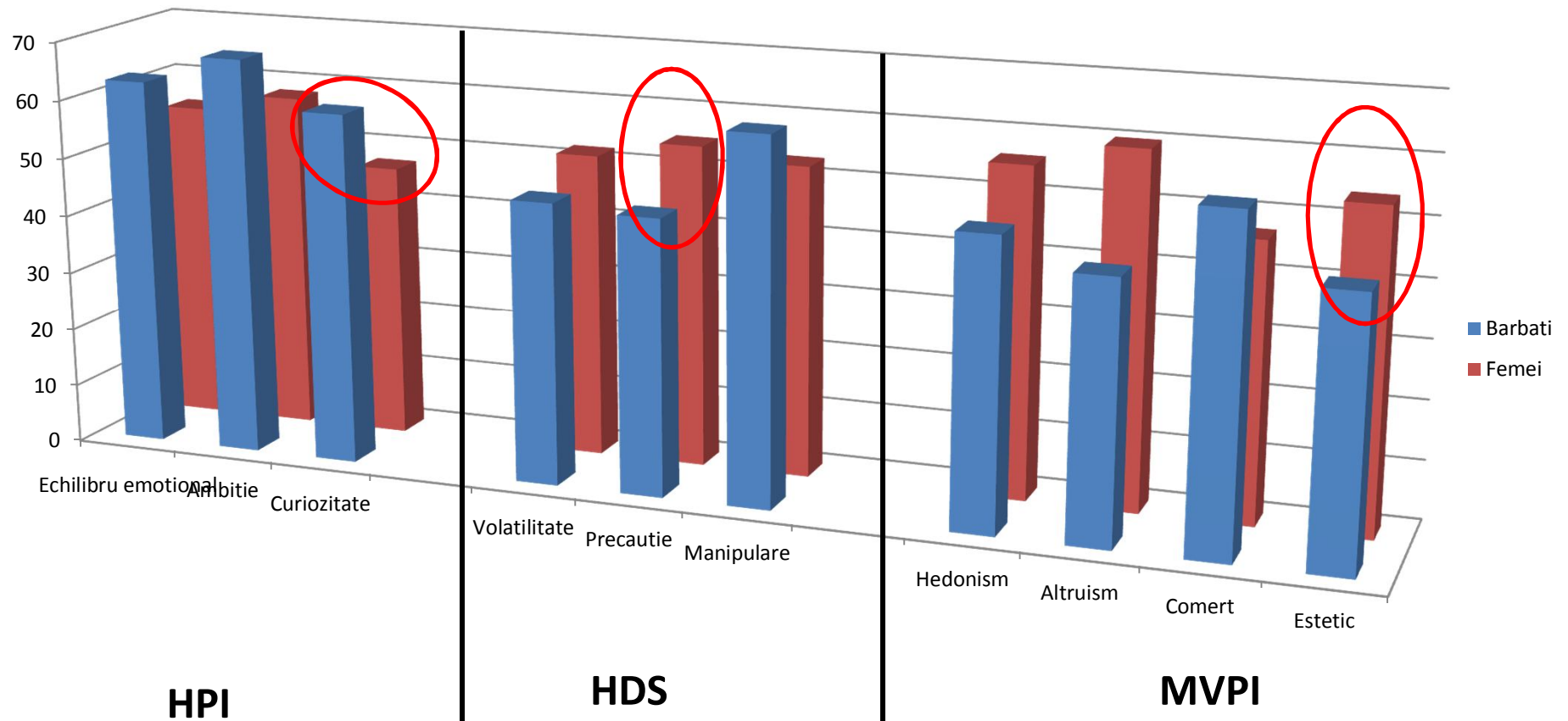
Methodology– Hogan Assessments

- **Hogan Personality Inventory (HPI)** – the bright side of personality; leadership style in day-by day situations
- **Hogan Development Survey (HDS)** – the dark side personality; dysfunctional behaviors in pressure situations
- **Motives, Values, and Preferences Inventory (MVPI)** – the culture created by a leader



Men vs. Women Leaders

Summary profile - Romania





The bright side of personality

Men-leaders are:

- Calm under pressure
- Have good stress management
- Are confident on their own strength, and have a great inclination towards self-reliance
- Competitive, more aggressive, ready to take the initiative, dominating and energetic
- Creative, strategists, less oriented towards implementation

Women leaders are:

- Self-criticizing, demand more from them and from others
- Are more inclined to ask and receive feedback
- Tend to be less calm in stressful situations
- Are more collaborative, less aggressive
- May seem less shy
- Are more pragmatic and more oriented towards implementation



The dark side of personality

Men leaders are:

- Charismatic
- Aggressive, dominant
- Not afraid to make decisions in tough, important situations
- Confident in themselves

Women leaders are:

- May seem impulsive
- May make decisions slower, especially in difficult situations, of out concern to not disappoint/fail



The culture created by a leader

Men leaders are:

- Value success, competition
- Value business opportunity
- Attentive to results

Women leaders are:

- Care for the human side of business
- More altruistic
- More attentive to the companies image
- Better esthetic sense



Organizational Level

Who cares about the diversity in the
Romanian business:
organizational practices



Methodology

- 25 item questionnaire regarding the politics used in organizations
- Data Collect: August - October 2013.
- Participated 121 companies :
 - 75% from Bucharest
 - 34% Romanian companies/ 66% multinationals
 - other industries

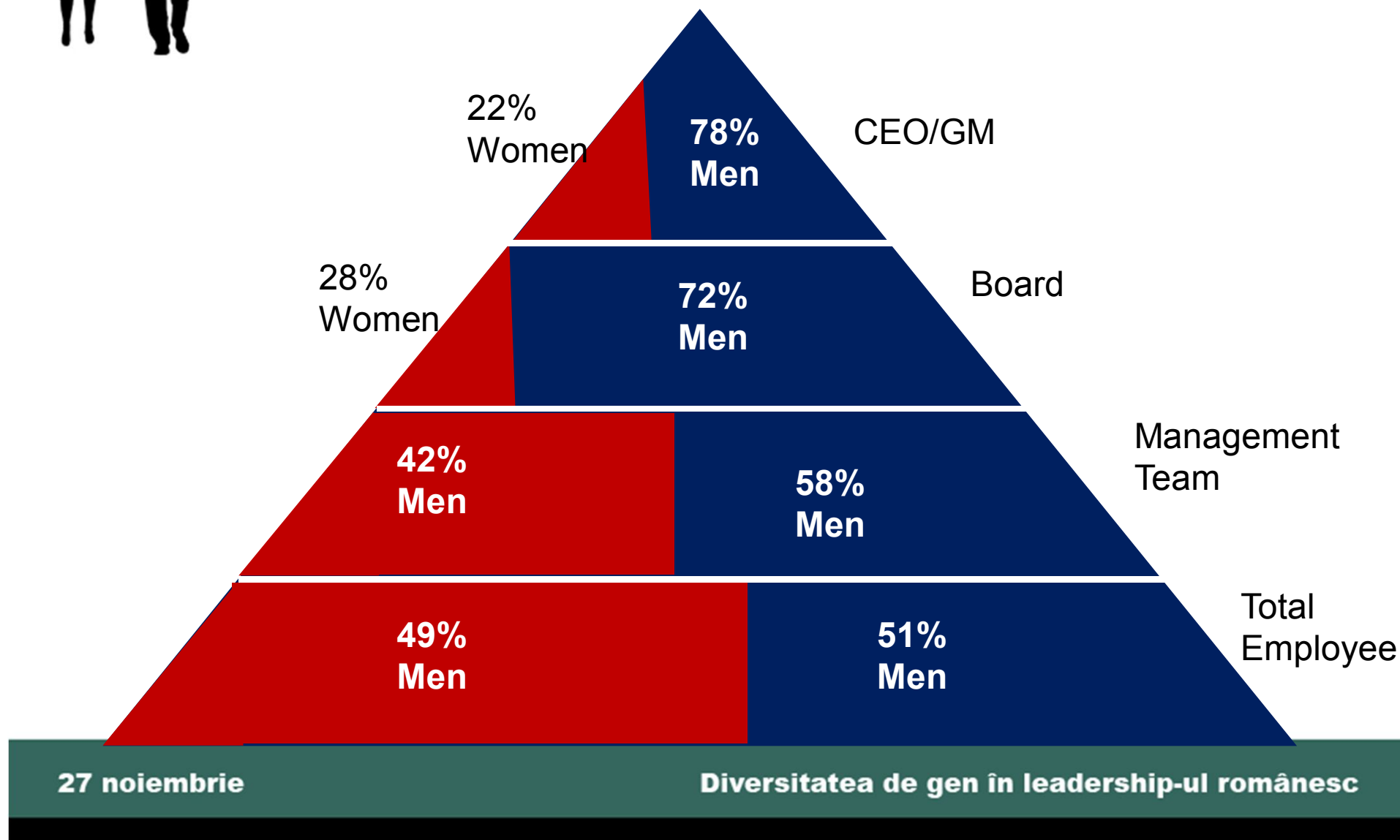


Themes

1. Women – men proportions in organization
2. Perception about the importance of the diversity topic
3. Who attend the diversity
4. Actions regarding diversity

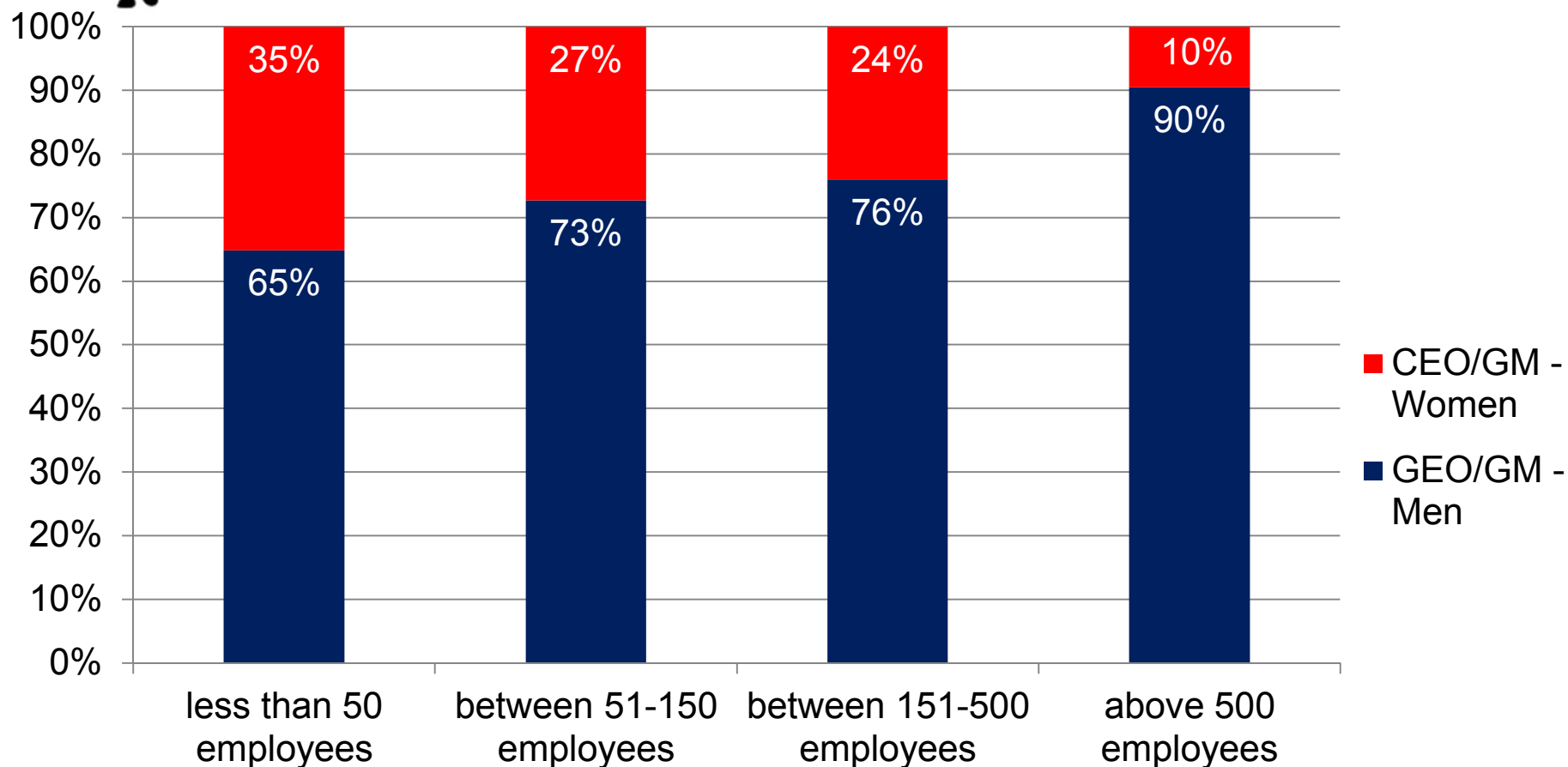


Women/ Men proportion in organization





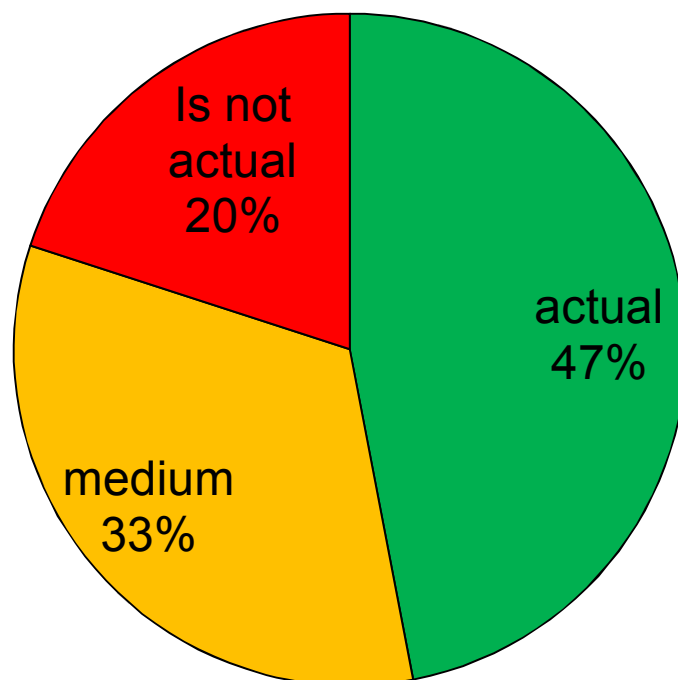
The company dimension and the rate of women in General Director position



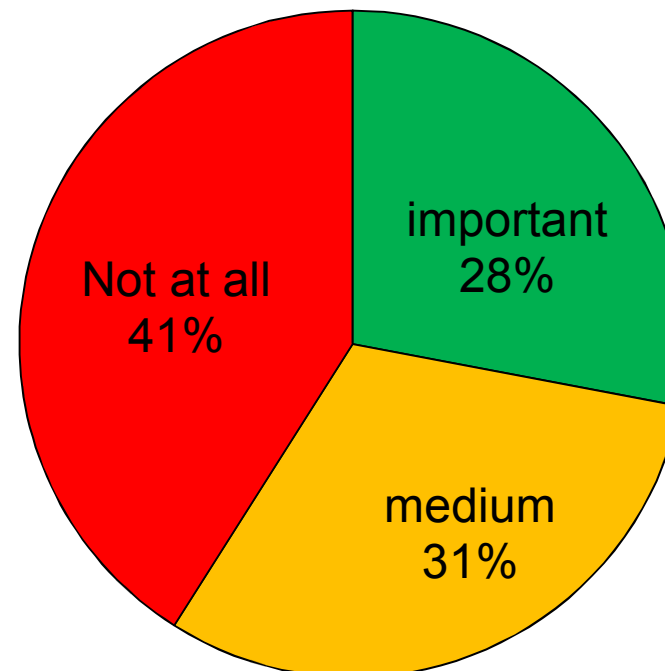


Perception about the importance of gender diversity topic

How actual is the topic?



How important is the diversity topic in organizations?





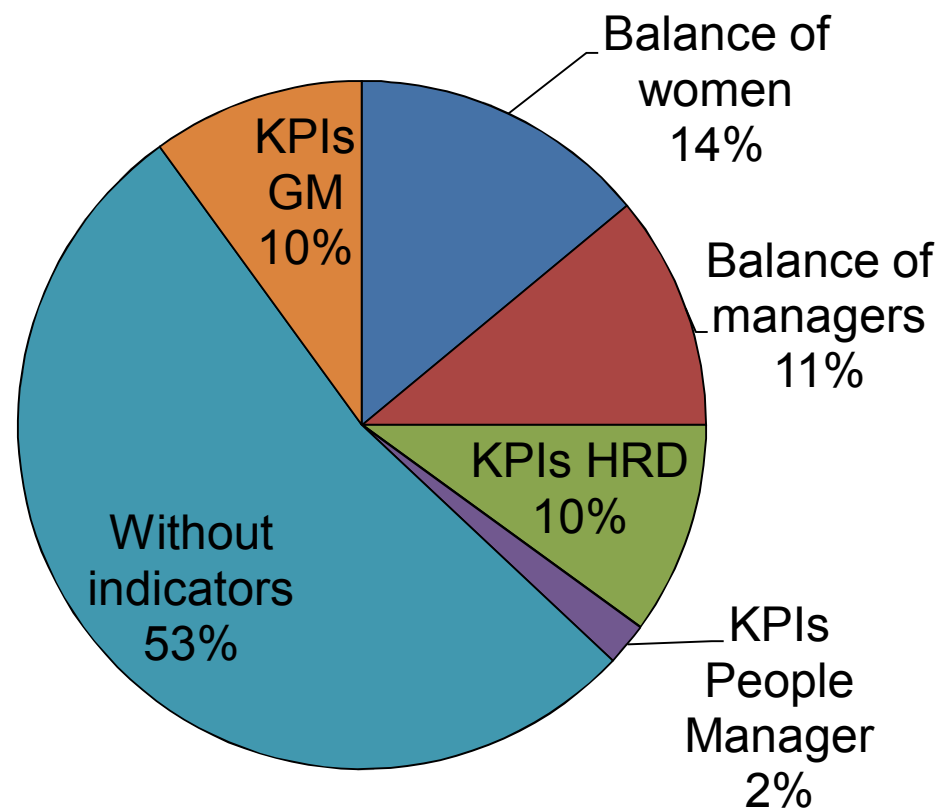
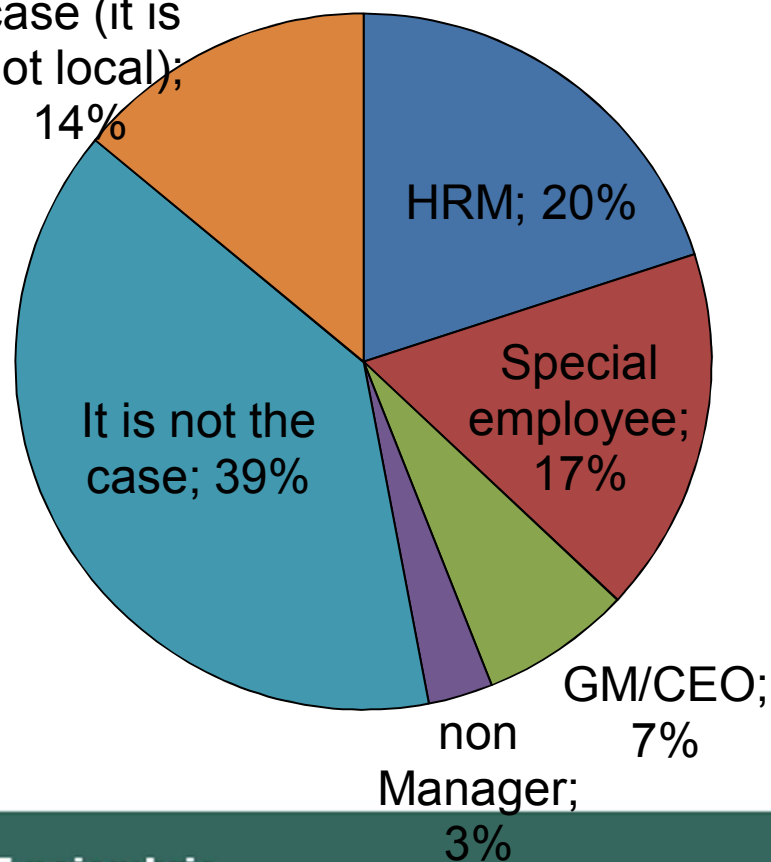
On whose's agenda is the topic of diversity?

Who deals with the subject

What are the most common indicators regarding the diversity?

gender diversity?

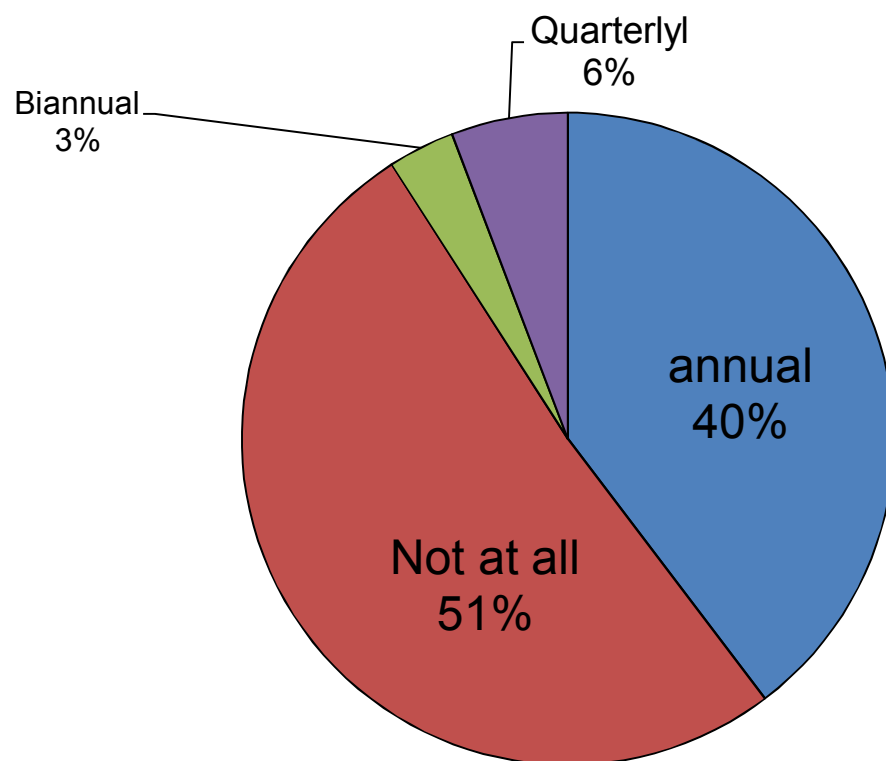
It is not the case (it is not local); 14%





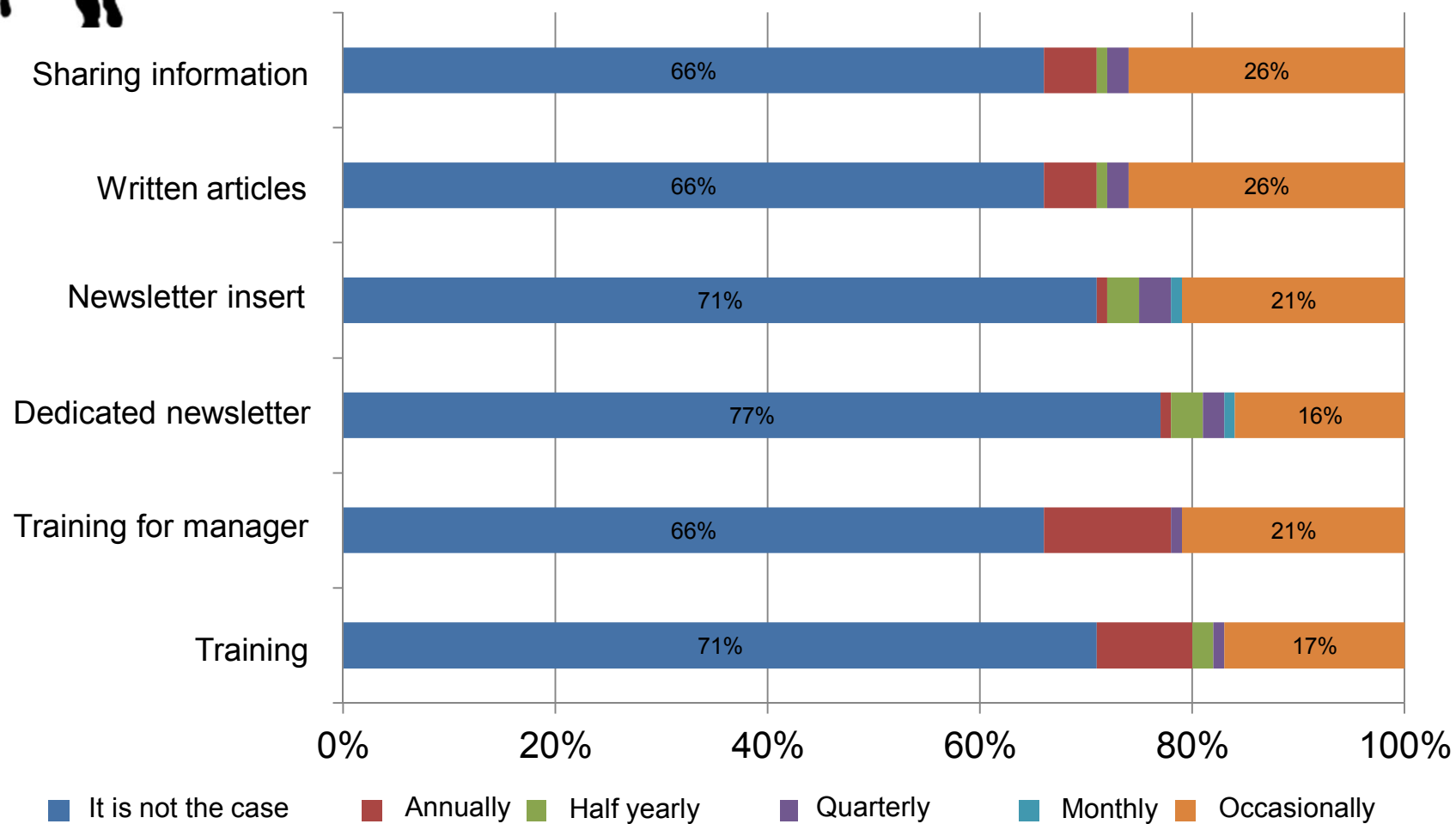
Organizational actions regarding diversity topic

How often are the gender diversity programs developed?





Common practices regarding information about gender diversity

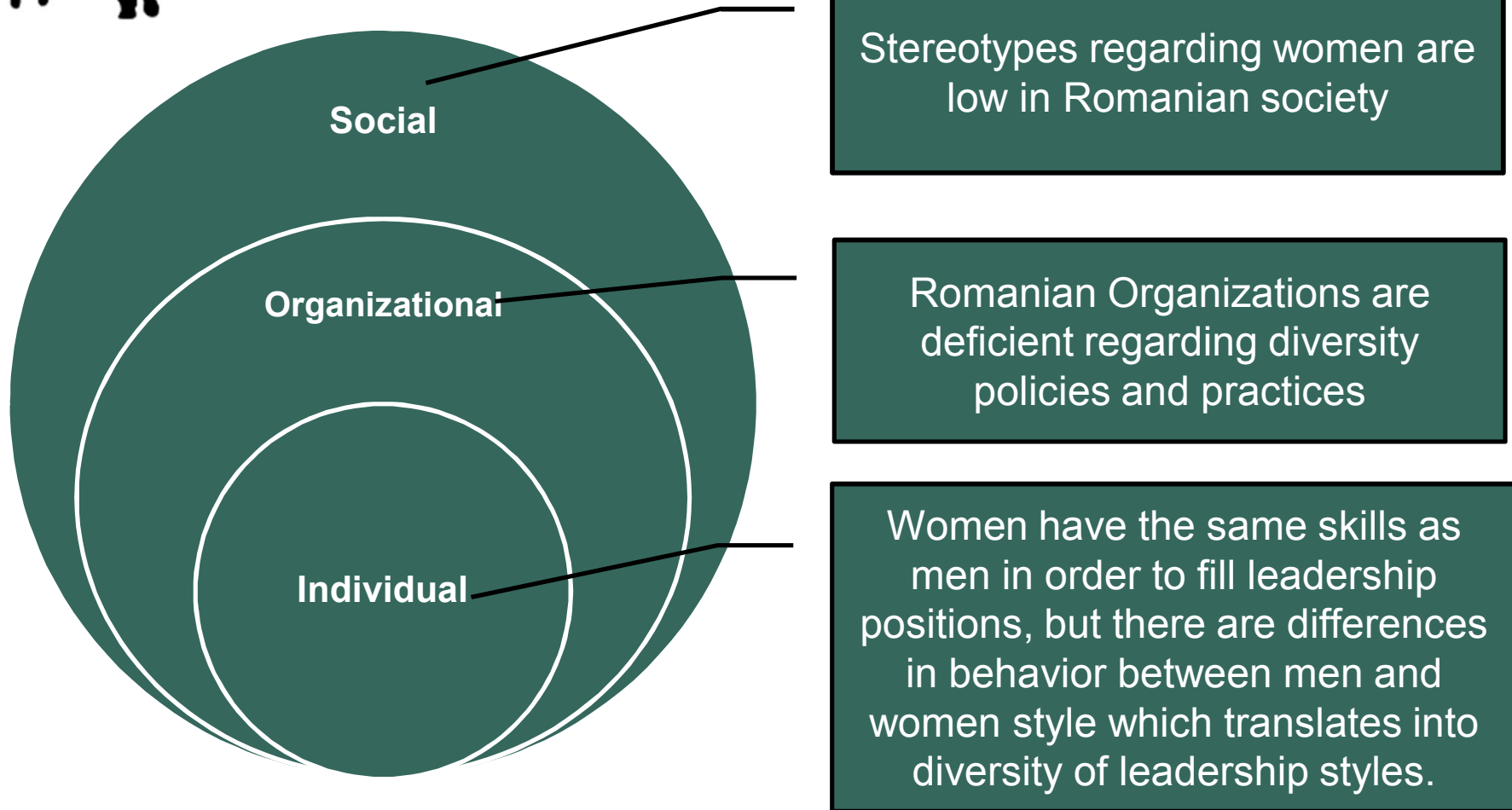




General Conclusions



Perspective view





Future directions

- ✓ Is the “glass ceiling phenomena” an important subject in Romania?
- ✓ How can explain the distribution between men and women in middle management positions is equal and in the top management is highly unequal ?



Mulțumim organizatorilor, sponsorilor și partenerilor media

Organizatori:



Sponsori:



Eveniment susținut de



Parteneri media:



27 noiembrie

Diversitatea de gen în leadership-ul românesc